

MWANGA DISTRICT COUNCIL FIVE YEARS STRATEGIC PLAN FOR YEAR 2016/2017-2020/2021

Background Information

Location

Mwanga District is one of the six (6) districts of Kilimanjaro Region. The District lies between latitude 3°25" and Latitude 3°55" South of the Equator and between longitudes 37°25" and 37°58" East of the Greenwich. It Shares borders with Simanjiro District to the West, Moshi Rural District to the North, The Republic of Kenya to the East and Same District to the South.

The District has a total surface area of 2,641 Sq km. Land area is 2,558.6 km² and water area is 82.4 km² of which 56 km² is covered with waters of Nyumba ya Mungu Dam and 26.4 km² is covered with waters of Lake Jipe. Pangani River passes through Mwanga District; the stretch of the river which passes in the district is 32 Kms. long.

It has 5 administrative divisions, 20 wards and 72 villages divided into 273 Sub-villages with population of 131,442 people (2012 census); a growth rate of 2.7%.

Climatic condition

Climatically the District experiences 400-600 mm of rainfall per annum in the Low Lands and between 800-1,200 mm in the High Lands. Food crops grown in the district include: Maize, Leguminous crops, Paddy, Bananas, Fruits and Vegetables. Cash crops are Coffee, and Sisal. Livestock keeping: Cattle, Goats, Sheep and Poultry and Fishing

Population.

As per National Population and Household Census ,in year 2012 the district had 131,442 people, men were 63,199 and women were 68,243.

Vision

The vision is to achieve high standard of social services delivery and economic status of herresidents, creating a habitable, peaceful and happy township by the year 2020, thus, contributing to the National vision of 2025.

Mission

The District Council is committed to create conducive, habitable, an enabling environment and institutional framework in order to provide quality socio economic services and happy township toher residents through effective and efficient mobilisation and use of resources from both internaland external sources which recognize community participation and exercising good governance

Core values

The core values of Mwanga District Council which guide in fulfilling its mission and vision is that valuing integrity, commitment, timely service delivery, teamwork, stewardship, innovativeness, professionalism, participatory management, efficiency, effectiveness, safety and good governance.

Action and communication

Vision and missions without action and communication is worthless. In this respect the Mwanga District Council has different implementation priority action plans. These include strategies that had been put in place through stakeholder involvement to be implemented by the year 2016/2017 to 2020/2021. However communications with different stakeholders and forming joint action in this development planning framework is important for its output achievements.

Objective of Mwanga District Strategic Plan

Human settlements in world developing cities are growing very fast. Coping with this

type of fast growing, the need for having appropriate development planning framework is a demand. The planning framework guide, control and coordinate settlement development patterns and enhances livelihoods of local communities in their area of living for their betterments.

In recognition of these potentials and forces, as well as to cope with Agenda 21, MDGs and national development programmes for improved lives of citizen, this strategic plan aims at;

- (a) Identifying and analysing the District Council sectoral development situation, functions, challenges and potential strategies to redress,
- (b) Providing insights on coordinating and ways for guiding District Council land development and other natural resource management for effective and efficient services delivery for her citizens while safeguarding environment to make a livable township and happy neighborhoods
- (c) Identifying strategies, bankable projects and suggesting implementation mechanisms that build local level development and capacity of District Council staff to coordinate the laid down proposals in this document for effective and efficient services delivery to the community.

Approach

Preparation of this Strategic Development Plan was done in a participatory manner. It

involved District administration and management staffs, Councilors, private sector, non-governmental organizations, civil societies and other development partners including but not limited to financial institutions (*Appendix 1*). Review of the previous

strategic plan documents, national policies and strategies and CCM Manifesto was carried out. Likely critical documentation of District Council existing situation and changes needed were made. The session to review and update the five years Strategic

Review of implementation of the 2011/2012-2015/2016 Strategic Plan

Mwanga District Council Five years SP (2011-2016) ended in June, 2016. A total of 540 activities were planned to be implemented. The performance review for the Financial Years 2011-2016 shows that 189 activities (35%) were fully achieved, 54

(10%) were partially achieved and are in progress while 297 (55%) were not achieved

at all. The main reasons for not attaining the planned activities were:

- (a) Inadequate funds
- (b) Limited fundraising strategies for project implementation
- (c) Delay of disbursement of funds from Central Government
- (d) Changes of the donor policy and priority
- (e) Weak ownership of the plan among key actors of the District Council
- (f) Inadequate mechanism for regular monitoring and evaluation of the implementation of the outgoing SP
- (g) Inadequate of involvement of different stakeholders in development project

INSTITUTIONAL CONTEXT AND SITUATIONAL ANALYSIS;

ANALYSIS OF THE INTERNAL AND EXTERNAL ENVIRONMENT

2.1 Introduction

Institutional context and understanding both internal and external environmental of the District Council were of prime importance in the preparation of this development planning framework. Among others it facilitates understanding the existing functions

and sectoral problems and challenges. The District Council's strength, weaknesses, opportunities and threats are documented.

INTERNAL ENVIRONMENT

Organisation structure and governance

Mwanga District Council has thirteen (13) departments and six (6) units, which operates independently with heads of departments/units. These departments include:

- (a) Human Resource and Administration
- (b) Planning, Statistics and Monitoring
- (c) Finance and Trade
- (d) Secondary education
- (e) Primary education
- (f) Health
- (g) Water
- (h) Works,
- (i) Agriculture, Cooperatives and Irrigation
- (j) Community Development and Social Welfare
- (k) Livestock and fishery
- (l) Land and Natural Resources
- (m) Environment

Units within the District Council are Procurement, Internal Audit, Beekeeping, Information and Communication Technology (ICT), Legal and Mwanga

Township Authority.

Existing steering committees facilitating governance of its functions include;

- (a) Economic, Works and Environment,

- (b) Finance, Planning and Administration,
- (c) Education, Health and Water and,
- (d) HIV/AIDS

The mentioned four committees form a full council, which meets four times per year.

However, there is a special full council mandated to discuss, endorse and approve council budget, which is an addition sitting per year. The committee meets quarterly except Finance, Planning and Administration Committee which sits monthly. This forms the governance structure of the District operations.

SECTORAL DEVELOPMENT: EXISTING SITUATION, FUNCTIONS AND CHALLENGES;

Planning department

Planning department is a core department within the District Council, which coordinates and controls all development within the District. It is a think tank for development. The main functions of the Department include:

- a) Preparation of Sectoral development plans
- b) To coordinate and prepare Sectoral quarterly reports ,
- c) To coordinate District's development plans and budget projects implementations
- d) To develop strategies geared towards establishing new sources of revenues
- e) To translate policies and guidelines on planning and budget from lower district levels
- f) To facilitate the preparations of budget through the use of correct and actual statistics
- g) To advise on allocation and use of resources based on the district's priorities
- h) To make follow up and evaluation on various projects in the district level
- i) Collecting statistics pertaining to the district

The main challenges facing this department include:

- a) Lack of Statisticians and shortage of Planners and Economists
- b) Shortage of resources and working tools especially transport facilities for monitoring projects in community areas and facilities such as laptops, scanner, digital camera, heavy duty printer
- c) Funds are not disbursed on the basis of the proposed budgets
- d) Funds allocated for development projects are not enough following budget deficit and so some projects are not accomplished
- e) Inadequate fund for carrying out Monitoring and Evaluation

Finance and Trade department

The Department is directly responsible over the fiscal and financial affairs of the District Council. The District Council through this department aims to ensure resource

mobilization, revenue collection, business efficiency, ensure tax payment and strengthening fiscal policy. The main functions of this department include:

- a) To initiate and monitor sources of revenue in the district
- b) Managing finances as directed in the rules and regulations set up the the relevant authorities
- c) To prepare budgets in cooperation with the planning department
- d) Monitoring and ensuring the expenditures are in line with the budget and value

for money.

- e) Safe keeping of financial documents and ensuring that they are available whenever needed and in a timely manner
- f) Closure of final accounts in June 30th for each year
- g) To develop good relationship with our internal customers (members of staff) and external customers (general public) in order to build a good image of the district council at all levels
- h) To prepare a monthly and quarterly report on disbursement and expenditures which will then be submitted to Finance, Planning committee after being assessed by the District Management Committee.
- i) Collaborating with other departments in preparing projects development evaluation report and submit to the Parliamentary committee which is dealing with the local Government finances
- j) To put in place and manage procedures that guides the use of government financial and non-financial resources
- k) Ensure trade efficiency within the District Council,
- l) To provide training to 500 entrepreneurs,
- m) Issuing of business license to operators in the district,
- n) To inspect licenses in the district,
- o) Facilitate the participation of entrepreneurs in trade fair, o) Facilitate the participation of entrepreneurs in trade fair,
- p) To ensure a strengthened business environment

The main challenges facing this department include:

- a) Failure to meet the set targets on revenue collection , this is an obstacle on meeting the laid down objectives
- b) Shortage of modern working facilities like computers, internet which lead to affects the Districts information system
- c) Shortage of offices for members of staff working with the department
- 20
- d) Inadequate job training programs which hinder employee development and coping with the challenges in financial career
- e) Shortage of modern working facilities like computers, internet which lead to affects the Districts information system
- f) Shortage of offices for members of staff working with the department
- g) Lack of on the job training programs which hinder employee development and coping with the challenge

Land and Natural resources Department

Land coordination and natural resource conservation is one area that the District Council aims to strengthen. The effective use of natural resource including water, land, air, forest, wild animals need to be ensured for present and future development.

The main functions of this department include:

- a) To plan and prepare town development plans and maps for sustainable use of land
- b) Preparation and allocation of land for habitats use, farming activities and other economic activities
- c) Valuation of movable and immovable properties on the land for compensation, bond, rent estimation, Balance sheet and accounting purposes

- d) Issuing of plots and monitoring their developments
- e) Monitoring construction activities, land development and properties
To monitor and analyze the performance of the Land development, natural resources and environment management sector
- g) To educate, and monitor the use of various laws on Land development, natural resources and environment management such as the Land Act no. 4 of 1999, No 5 of 1999 and others
- h) To protect, conserve and develop natural resources
- i) To facilitate stakeholders (villagers, NGO's, private individuals) involvement and participation in the management of the natural resources
- j) To motivate and involve various stakeholders in the development of natural resources by planting and making tree business
- k) To maintain sustainable management of trees and harvest of its products
- l) To ensure the availability of enough floristries by conserving the existing ones and motivating villages, individuals and other stakeholders

- m) To manage revenue collections from the forestry products for the central government, District Council and villages
- n) To protect the lives of human beings, animal husbandry, food crops from wild animals
- o) To defend wild animals

The main challenges facing this department include:

- a) Unplanned settlement and developments in the District.
- b) Shortage of financial resources for acquisition of office facilities, furniture's, motor vehicles and motor bike for auditing managing the developments in the township and its peripherals. This is caused by the fact that no budget allocation by the District council and the Central Government.
- c) Land conflicts caused by inversion on plots, village boundaries
- d) Increased land demand for farming and other activities, and rapid population growth
- e) Shortage of land use planning for Mwanga town and surrounding villages
- f) Overdependence on the forests and their products as an income generating activity which leads to deforestation
- g) Poor agricultural practices which results into deforestation
- h) Shortage of financial resources that may be used to develop natural resources such as planting trees and forestry conservation
- i) Increased draught which hinder the tree planting
- j) Failure to train enough extension officers due to Constrained funds
- k) Unclear policies and guidelines on monopoly of forestry resources among the local communities and other stakeholders
- l) Lack of statistics that may be used in planning management of natural resources
- m) Deficiency of transport facilities
- n) Farming activities along the rivers with crocodiles and hippopotamus
- o) Lack of timely information from villages

Health Department

The main functions of this department include:

- (a) Managing and strengthening health services, mother and child care aiming at reducing maternal and mortality rate
- (b) Monitoring changes in the health policy in order to give the room for community participation and decision making pertaining to the development of health sector
- (c) To ensure easy quality and quantity delivery of health services to the local communities
- (d) To encourage contribution from various stakeholder's participation in provision of health services in the District council.
- (e) Managing and developing the development of career development on the part of workers in the sector at district level.
- (f) To ensure development of infrastructure used in the provision of health services in the Mwangi district.
- (g) To guarantee the availability of medicine, and other facilities in all health centers in the district.
- (h) Managing cleanliness in the Mwangi district.
- (i) Preparation of various reports and delivering them to higher authorities and community as well.

The main challenges facing this department include:

Despite the fact that District Health Department has registered some success, there were a number of challenges which hindered the planned objectives to be attained. Some of the challenges are listed here below:

- a) Some of the health facilities are in poor condition of physical state, including inadequate staff houses, insufficient drugs, medical supplies and equipment due to inadequate funds,
- b) Poor emergency preparedness in disaster management and there are also inadequate health services delivery points.
- c) Inadequate number of qualified health workers, currently department has a deficit of 52% of required health workers
- d) High morbidity due to malaria 50,618 cases IPD and OPD
- e) High prevalence of pneumonias 38,928 cases IPD and OPD
- f) Poor referral system 84% attributed by poor communication system, poor road network and lack of reliable means of transport
- g) High coverage and utilization of latrines 73% compared to 47% National Minimum Standard
- h) Inadequate sources of water supply
- i) Poor reporting system attributed by shortage of staff and overstretching

Works, Fire and Risk Management Department

The District Council has 50 kms paved trunk road from Dar - es - Salaam which

passes through the district headquarter and other big Trading centers of Kisangara and

Kifaru. 294 Kms gravel roads and 434 Kms of earth roads; 167 Kms are maintained by TANROADS and the District Council and the Communities maintains 611 Kms. For the past three years the department had a target of maintaining a total of 791.8 kms but managed to maintain 737 kms which is equivalent to 93% of the target.

The

Department has a total of 10 staff out of the required 18 and consists of 4 Sections as

follows:

Works Administration

This Section deals with all administration of the whole department and technical adviser to DED of all Civil, Building and Mechanical works in the District.

Roads Services

The section deals mainly with construction and maintenance of roads, bridges and culverts. During rainy season, about ...o the District and rural roads are not passable

which limits transportation in some areas of the District. This problem also need more

efforts to rescue the community from being locked and allows development communication with mobility.

Buildings Section

This sections deals with design and supervision of Government and community building construction projects. The section is also supposed to monitor all private construction projects in surveyed plots within the District. The challenge is lack of surveyed plots and surveyors

.

Mechanical Section

This section deals with maintenance of Council's fleet of vehicles and plants by either

direct maintenance at the Council Workshop or outsourcing to private Garages for major maintenance. The council maintains a fleet of 17 vehicle and 2 trucks.

Telephone Facilities

This service is provided by private/Parastatal organization. So far there are five mobile phone service providers (Vidacom, Tigo, Zain, Zantel and TTCL), 405 fixed line phones, three radio call stations and four Postal services.

Electricity/Power (Energy)

Electricity is provided by a Parastatal organization called TANESCO. The district is connected to the National Electricity Grid. According to year 2002 Population and House Hold Census 23% of Mwanga District households had electricity which was above the National coverage of 10% of all households that had electricity from the National Grid and 2% from other sources. The major challenge is power cut which limiting many economic investments, social services and domestic uses.

Roads under TANROADS Management

The Tanzania road Agency (TANROADS) maintain regional roads within the District, whereby a total of 167 kms which is of gravel level and 54 kms which is tarmac are managed.

The main Challenges facing this department

For the past three years the Department has been facing the following challenges

- a) Lack of enough Technicians (FTC) and Quantity Surveyor at the District level for supervision of civil and building Works
- b) Lack of heavy plant equipments in the District which resulting into higher construction costs
- c) 40% of the total roads network are in bad condition thus requiring rehabilitation rather than maintenance
- d) Funds requested for Rehabilitation from the CG are not enough
- e) Funds released for maintenance not adequate to maintain the dilapidated roads
- f) Lack of Civil and Building registered Contractors based in the District hence depending on those from near towns, like Moshi and Arusha hence high mobilization cost.
- g) Long distance from the villages to the head quarters delays timely supervision and monitoring visits.

Water Department

Water department is still fighting on alleviating the problem on shortage of water within the district. To date, it is only 56% of population is supplied with clean and safe water within 400km as compared to National Target of reaching 58%. The district has a total of 33 water projects, of which 27 are gravity schemes, 6 are boreholes which 1 does not functioning. Also, there are 34 shallow wells, of which only 14 are functioning and remaining does not functioning. Most shallow wells do not functioning because of worn out and shifting of water.

There are also 32 water funds with more than Tshs 17,000,000. Water Committee are

only 47 out of 60 expected in the district. This indicates that more community sensitization on the importance of having water committee is needed.

Under Rural Water Supply and Sanitation Programme (RWSSP), the district has 10 projects that are going to be constructed. These projects are in designing stage.

The

technologies for these projects are as shown here below;

- 8 villages has chosen the deep boreholes
- 2 villages have chosen the gravity scheme.
- No village that chosen the rain water harvest technology.

The main functions of this department include:

- (a) Policy and laws implementation and advising on various issues in the water sector
- (b) Monitoring of projects with the view to enhance provision of water in Mwanga District
- (c) To conduct research and inspection on the quality and safety of water
- (d) Offering capacity building in planning, implementation and managing water projects by using cheap technologies at community
- (e) Advising higher authorities and development partners to provide funds for water projects as a way of supporting efforts shown by the local communities

The main challenges facing this department include:

- (a) Draught in the water sources especially dams, wells, springs and falling in the water level in rivers caused by climate change.

- (b) Poor response by the community to participate in implementation of policies and especially giving their contributions to infrastructure development
- (c) Insufficient funds for building and maintaining water infrastructure
- (d) Inadequate funds for capacity building
- (e) Insufficient funds for water schemes infrastructure
- (f) Inadequate qualifies staffs
- (g) Scarcity of working facilities and laboratories used for measuring the quality of water.

Human Resource and Administration Department

The public sector and Local Governments in particular are facing great change, with

the potential for a radical overhaul of the way services are delivered over the coming

years. In an age of delivering more, better and for less, the Mwanga District Council hopes to improve her workforce and therefore enhance its organizational goals and change.

The Department is entrusted with the duty to oversee administrative and human resources affairs. From 2007 to 2010, Human Resources department managed to improve employees working environment by rehabilitation of 2 staff houses and 2 offices as part of its motivation strategy towards improving employees' performances.

Also, during the same period, the Department had confirmed a total of 178 newly recruited employees, and promoted 305 staff. Despite the fact that, this department has recorded some improvement, yet it encounters some challenges which include shortage of qualified staff especially at lower level governments (WEOs and VEOs), inadequate housing for staff, and inadequate funds for human Resources Development.

The main functions of this department include:

- a) Provide detailed knowledge for human resource planning
- b) Promote human resource management through support for processes and record keeping;
- c) Contribute to purposeful and meaningful development of all employees in addition to the automation of development plans and reports; and
- d) Provide management as well as monitoring systems for service delivery agencies funded by the Department with respect to volunteering
- e) Identification of trends in critical areas such as coverage and outputs from training and education institutions.
- f) Facilitate job evaluations
- g) Manage Senior Manager Service (SMS) and Middle Management (MMS) positions. It should capture the personal details of these employees, hold their performance agreements and employment contracts as will as facilitate their evaluation.
- h) Hold each employee's personal profile including a summary of his or her work history; appointments and promotions should also be captured. It should track the amount spent on his or her performance and appraisal bonuses.

- i) Feature that helps identify career pathing opportunities for employees.
- j) Report on recruitment outcomes (only for applicants who are placed).
- k) Capture termination and exit interview information.
- l) To organize training on anti- corruption to members of staff in the District council
- m) Conduct training need assessment among the employees
- n) Develop proper human resource planning in the district council
- o) Evaluate the performance of employees

The main challenges facing this department include:

- a) Shortage of human resources
- b) Lack of financial resources allocated for projects implementation
- c) Lack of enough office space.
- d) Deficiency of working facilities and tools

Primary Education Department

Primary school department has achieved remarkable results in providing educational services to communities in the District Council. During the past three years, together with contribution from Central Government (CG) and Development Partners (DP), the department managed to construct 21 classrooms, 5 teacher's houses, 100 desks and

125 pit latrines against the target of building 15 classrooms, 25 teacher's houses, 95

wood saving stores, 100 water harvesting tanks targeted in 2007.

Currently in MDC there are 88 pre-primary schools out of which the Government owns 85 and 3 are owned by the private sector. Government owned primary schools

are 109 and 3 primary schools that are owned by private operators. The total number

of pupils in Primary Schools stood at 28950 whereby 14674 are Boys and 14276 are

Girls. Despite the fact that, the department encounters shortage of teachers, teaching

and learning materials together with other infrastructures, yet the pass rate is encouraging. Example, from the year 2006 to 2010, the average pass rate in

primary

schools stands at 69%.

Whereas the Council enjoys high enrolment rate in Primary Schools of 97%, this achievement is counterfeited by drop outs (3%). This poses huge challenge to the council's desire of having a well educated population especially where the district is struggling to reduce the current high illiterate rate of 85%. Strategies should be in place to ensure that pupils stay in schools and pass the Primary Schools examinations

The main functions of this department include:

- a) Monitoring the provision of quality education at all levels in the District Council.
- b) To manage projects that are focusing at building classes, teachers houses, offices,

latrines, and furnitures.

c) To monitor and administer National examinations from Standard seven, form four and form six.

d) To manage allocation of teachers and activities in their respective working stations

Challenges

a) Late provision of funds from Central Government (CG) for implementation of PEDP activities

b) Low community contribution to development activities, such as classroom constructions

c) Lack of enough houses for teachers especially in village areas.

d) Low support from the local community in participation to contribute in building classes and teacher's houses.

e) Shortage of classrooms.

Secondary Education Department

The District Council has 40 Secondary Schools of which 25 are publicly owned and 15 owned by the private sector. The total enrolment is 11,537 students in 2010; out of

them 5,925 are Boys and 5,612 are Girls. The main stakeholders for Secondary Education development include community members, the Central Government (CG),

Local Government (LG) and other Non-government Organizations like Religious Institutions and individuals.

Most Secondary Schools in Mwanga District are faced with problems like having large number of students as compared to the available services, teaching and learning

materials as well as infrastructure. This is evidenced by the existence of high classroom to student ratio which stands at 1:50, student to teacher and teacher to house ratio stands at 1:59 and 1:2 respectively.

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a) Monitoring the provision of quality education at all levels in the district council.

b) To manage projects that are focusing at building classes, teachers houses, offices,

latrines, and furnitures.

c) To monitor and administer National examinations from Standard seven, form four and form six.

d) To manage allocation of teachers and activities in their respective working stations

Challenges

a) Lack of enough funds to undertake development programmes and service offering due to inadequate budget allocation

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b) Inadequate infrastructure for teaching and learning materials compared to the available teachers and students

c) Dropout and poor attendance

- d) Pregnancies among female students
- e) Shortage of teachers by number and efficiently
- f) Lack of enough houses for teachers especially in village areas.
- g) Low support from the local community in participation to contribute in building classes and teacher's houses.
- h) High rates of students drop outs in secondary schools.

Agriculture, Cooperatives and Irrigation Department

Agriculture

The main economic activities performed by the Mwanga Community are agriculture (80%), livestock keeping and fishing. Despite the fact that rainfall is unreliable, coffee

and banana is grown in the highland area, Irrigation in the Eastern, Northern and Western lowlands is popular for maize, beans and paddy production, there is a special

type of irrigation in the highlands popularly known as "Ndiva" (water catchments across the rivers and valleys) in order to get water for irrigation. Food crops grown in

the District include; maize, leguminous crops, paddy, bananas, fruits and vegetables,

while cash crops include; coffee and sisal.

MDC is thriving its way to achieve "KILIMO KWANZA" target of ensuring stable food security in the District. In an effort to achieve this goal, and hence stimulate agricultural productivity the council managed to supply 10 power tillers. Specific farm inputs supplied include 6,983 tons of UREA 6,983 tons of MRP.

Lack of improved farming techniques, and availability of unaffordable farm inputs pose enormous challenge to both the Council and the farmers in general.

Needless to

say that, the council faces chronic shortage of farm equipments. Currently, there are

only 27 tractors, 10 Power tillers and 131 ploughs against the requirement of 200 Ploughs, 32 tractors, and 20 Power tillers. This means that the majority of our farmers

still rely on hand hoe for cultivation; the methodology which does not guarantee the achievement of the District's ambition to have a community with sufficient food security.

Fishery

Main fishing activity is carried out at "Nyumba ya Mungu" Dam where about 1,042,380 Kgs of fish are fished annually. The Dam is bounded by three Districts namely, Mwanga, Moshi Rural and Simanjiro; currently at the division of Mwanga District there are 694 fishermen. Fishing at Lake Jipe has almost stopped due to its shores being covered by water weeds and other plants. Recruitment of more fisheries

officers is definitely one step ahead of utilizing fishing industry opportunities available in the District.

Livestock

Large herds of cattle, goats and sheep are kept in both Western and Eastern lowlands.

The District estimates that there are 51,010 cattle out of which 12,260 are improved breed. There are also 36,449 goats out of which 410 are improved breed. Sheep population is 22,240 and Poultry 98,726. Common diseases of cattle include: ECF, Anaplasmosis and Trypanosomiasis. Goats are attacked by CCPP, pneumonia and foot rot. Sheep are attacked by pneumonia, foot rot and "*Homa ya Mapafu*". Poultry suffer from Newcastle, Fowl Typhoid and Fowl Pox. Livestock Services include cattle dips whereby the District has 15 cattle dips namely Mgagao, Kingondi, Ndea, Toloha, Kwakoa, Ngulu, Kigonigoni, Jipe, Kileo, Kifaru, Handeni, Kisangiro, Lwami, Mkizingo and Kirya all of them are not working. There are 10 livestock health centers and all of them are not working due to lack of facilities and poor infrastructures. There are livestock Field Officers stationed at all livestock health centers that provide livestock services when they are contacted by livestock keepers. Livestock Health Centers are, Mgagao, Kirya, Usangi, Kikweni, Kwakoa, Mwanga, Jipe, Kifula, Lang'ata and Kiti cha Mungu. Also there are 10 livestock Chaco dams in the District namely, Ndea village, Liveni/Mkizingo in Kisangara village, Doya in Ngulu village, Mgagao, Karamba, Kauzeni in Mgagao village, Nadung'oro in Ndea village, Mkababu in Mgagao village, Mashara in Mgagao village and Mbambua, Kivuru Lwami (Mkababu). The tendency of Livestock Keepers to hold a big number of animals and lack of proper range management threaten the possibility of improving the livelihoods of herders. This behavior, challenges the Council and other Development Partner's capacity to provide emergency services at the time of disease outbreak or severe drought.

Cooperatives

The district has a total number of 36 cooperative societies, which are Agricultural and Marketing Cooperative Societies (AMCOS) 8, Savings and Credit Co-operative Societies (SACCOS) 21, Water users cooperative societies (Irrigation) 3, Milling cooperative society (Milling) 1, Consumer Cooperative Society (under Dissolution) 1, and other cooperation societies (others) 2. There is one cooperative union shared with Same District council (VUASU), One community bank namely, Mwanga Community Bank. The agriculture and marketing cooperative societies (AMCOS) have a total number of members 2687 with Tshs. 3,639,000/= as shares up to June 2010. The SACCOS have a total number of 4889 as members, with a total share of Tshs. 113,585,053 and Savings amounting to 449,623,752.66 and also a deposit of Tshs. 82,066,804.50 up to June 2010. These SACCOS have provided loan to its members amounting to Tshs. 2,516,282,624.50 of which Tshs. 2,349,200,704.75 has been paid back, while 817,384,408.10 is not yet paid from the period of 2007 to June 2010.

The water user cooperative societies (Irrigation) has a total number of members 723, with Tshs 4,270,000/= as member shares, up to June 2010. Consumer cooperative society has 21 members with Tshs 850,000 as shares up to June 2010. Other cooperative societies (others) have a total number of 159 members with Tshs. 809,000 as share up to June 2010.

The main functions of this department include:

- (a) Advise farmers on modern farming practices
- (b) Advise fishers on modern fishing practices
- (c) To coordinate the provision of farm in-puts.
- (d) To monitor the implementation of laws and policies guiding agricultural sector in the district.
- (e) To disseminate research findings from the research institutes to local communities especially farmers and fishers.
- (f) To manage the efforts focusing on preventing diseases, rodents and pesticides from attacking farm produce from the farms to the storage facilities.
- (g) To supervise and monitor the performance of cooperatives including SACCoS, AMCOS etc

Challenges

- a) Insufficient knowledge of co-operative matters to cooperative members, board members, and staff.
- b) In adequate resource (finance) to facilitate periodical inspection (at least 1x 4) quarterly and final audit for the existing 36 Cooperative Societies for the matter of having sustainable and viable Cooperative Societies.
- c) Resistance of farmers on producing coffee as a cash crop, this leads to failure of AMCOS to perform.
- d) Lack of entrepreneurial skills/ knowledge for cooperative members and leaders.
- e) In adequate Knowledge on book keeping/ record keeping for some of secretaries/ treasures.
- f) Un-mechanised farming
- g) Shortage of Irrigation schemes
- h) SACCOs members do not pay their loans timely on their societies
- i) Co- operative officers do not know some accounting softwares that are used in SACCOs as provided by financial institutions like NMB.

Community Development and social welfare department

The Community Development department is the main catalyst for economic initiatives with the goal of growing and contributing to the overall success of the community within Mwanga District Council. The Department is responsible to delivering socio-economic services to entire community in the District. The total number of staff working in this sector is 14 out of 26 staff required. The major objective is to empower local community in the District to undertake the leading role in their socio-economic development. The sector expected to achieve the following objectives:

- _ To support and protect vulnerable people

- _ To ensure appropriate technology accessibility and utilization
- _ To develop the local community on Education and Gender Development Issues

The main functions of this department include:

The Department consists of 3 sections each having its own separate functions as follows:

Community Development Administration:

This section deal with the following activities:

- (a) All administration issues pertaining the department,
- (b) Translate sector policies in practical manner; such as Community Development Policy, Child Development Policy, Gender Development Policy, Women Development Policy and HIV/AIDS Policy at working place,
- (c) Technical advisory district council for issues pertaining to community development,
- (d) Formulating District Gender Policy,
- (e) Help the community to formulate social economic groups and writing constitution.

Planning and Research Section:

This section deal with the following activities:

- (a) Collection of socio–economic data in the District,
- (b) Mobilizing community to contribute and participate in developmental activities undertaken in the District, particularly in their area of jurisdiction,
- (c) Facilitate local community to plan and implement their development projects,
- (d) Collaborate with other sectors and stakeholders to prepare District Profile and Strategic Plan,
- (e) Conducting local community trainings, such as entrepreneurship trainings, project planning and management trainings and leadership skills training and micro credit training.

Women and Children Section:

This section deal with the following activities:

- (a) Support women groups by providing soft loans and provide entrepreneurship trainings,
- (b) Capacity building trainings on gender equality, women rights and child rights,
- (c) Involvement of women in decision making at all levels and encouraging them to compete in various post announced local and national,
- (d) Roles of women in participating on development projects at low levels,
- (e) Training women on food processing and hand craft activities.

The main challenges facing this department include:

- (a) Political interference and weak inter-sectoral collaboration,
- (b) Low level of community participation in development issues,
- (c) Inadequate fund for accomplishment of departmental activities,
- (d) Scattered population and migration of youth from the District,
- (e) Inadequate qualified staff in the sector and working tools,
- (f) Existence of negative cultural practices and traditional systems,
- (g) Most of women groups fails to repay their loan timely

Legal Unit

This section provides legal advice to Council Director and the entire Council at large as well as lower level of the local government entities as found within the Council. For the past three years, Solicitor's office managed to design template contracts which were distributed to 60 villages where they would be used as model for preparation of legally binding contracts with various contractors in several developmental activities. During the same period, the Solicitor has successfully won 3 cases against 7 cases filed against the council. Also, the legal officer provided training on Good governance to 16 wards.

The main functions of this department include:

- (a) Prepare training manuals and timetable, and organize training meetings
- (b) Conduct trainings for ward legal councils and village legal councils
- (c) Acquisition of computers, computer accessories and Office furniture such as cabinets, tables, chairs etc.
- (d) Announcing the need to review and make new by-laws, receipt of opinions and objections (if any) on the review process.
- (e) Review present laws, by-laws and regulations, and amend all those which are outdated to suit community needs
- (f) Prepare new by-laws and regulations that will suit district council needs
- (g) Submission of the reviewed, amended and prepared new by-laws to the councilors and other authorities for consideration and approval.

The main challenges facing this department include

- a) Failure of village councils to prepare legally binding contracts that protects the interests of their villages despite of the distributed model contract.
- b) Most of the contracts entered between village councils and contractors do not contain legally binding clauses that would otherwise guarantee the protection of village properties.
- c) Over dependency to other departments or sections in terms of cash, transport and other working facilities.
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- d) Lack of independent and reliable budget apart from a total dependence over the general purposes account.
- e) Lack of reliable transport when comes to issues of mobility from one place to another for official business.
- f) Shortage of working facilities/tools
- g) Inadequate personnel
- h) Rejection of some laws by the community
- i) Bureaucracies in law approval process

Procurement and Supply Management Unit

Procurement Management Unit is among the four Units in the Mwanga District

Council departments. The main objective of the PMU is to strengthen the provision of social, economic and infrastructure facilities services. The Procurement Unit is a professional unit within the Department of Finance, Auditing and Procurement that is mandated with responsibility to ensure that there is sound financial management and sound financial control, over the operations of Local Authorities (Urban and District Councils) and that adequate resources are made available to the Local Authorities for them to meet their statutory responsibilities. The Procurement thus, is a professions involves method by which all goods, services and works are acquired. This includes everything from day to day purchases of consumable through to the acquisition of strategic services and works irrespective of value. However, Procurement is more than just buying goods and services – it plays an increasing strategic role. Procurement should challenge existing service delivery models and identify and deliver the right model for future service provision. The District Council through procurement unit aims to achieve best value through planned and skilful procurement, in respect of all goods, works and services.

The main functions of this Unit include:

- a) To manage all procurement and disposal by tender activities of the procuring entity except adjudication and the award of contract,
- b) To support the functioning of the Tender Board.
- c) To implement the decisions of the Tender Board.
- d) To liaise directly with the Public Procurement Regulatory Authority on matters within its jurisdiction.
- e) To act as a secretariat to the Tender Board.
- f) To plan the procurement and disposal by tender activities of the procuring entity.
- g) To recommend procurement and disposal by tender procedures.
- h) To check and prepare statements of requirements.
- i) To prepare tendering documents.
- j) To prepare advertisements of tender opportunities.
- k) To prepare contract documents.
- l) To issue approved contract documents.
- m) To maintain and archive records or the procurement and disposal process.
- n) To maintain a list or register of all contracts awarded.
- o) To prepare monthly reports for the Tender Board
- p) To co-ordinate the procurement and disposal activities of all the departments of the procuring entity.

The main challenges facing this department include:

- (a) Lack of working facilities like computers, Printers, Copier Machine,
- (b) Shortage of human resources,
- (c) Office is not enough to accommodate all the workers,

(d) We have no warehouse and ware house equipment.

Internal Audit Unit

Internal Audit Unit is the council's eye on initiating proper use of District and Government funds. It deals with checking and monitoring of finance management to

ensure that the internal control is working properly. This, however, helps the council to reduce audit queries as it has been so for some years.

During the past three years, the Audit Section managed to achieve the following targets:

- a) Improved Management of the financial resources and internal control system. The number of audit queries reduced
- b) Council Management Team (CMT) discusses and act accordingly to queries raised by Internal Auditors in each quarter of the respective financial year
- c) The Council has managed to recruit four (4) Internal Auditors by June 2010 out of one (1) the District Council had in June 2007.
- d) New employees in the Section will add the capacity to conduct both transaction and performance auditing at the Council Head Quarters, Wards and Villages.ard.

The main functions of this Unit include:

- (a) Monitoring Local Authority Finances
- (b) Ensuring sound financial management and financial control over the operations of the District
- (c) Developing uniform standard financial procedures to be adhered to by all departments within the District
- (d) Serving as source of all financial information and expert advice to the Permanent Secretary, Ministry of Local Government, Government in General and Local Authorities on issues of Local Government Finance.
- (e) Coordinating the Recurrent Budget preparation process and financing of the Local Authorities by Government.
- (f) Ensure most advantageous balance between quality, appropriateness, cost and timescale;
- (g) Embrace the Council's corporate policy and best value objectives;
- (h) Encourage competition and challenge, where appropriate;
- (i) Allow the development of alternative procurement, partnership and consortia arrangements;
- (j) Avoid over-complex administration for routine tasks and transactions;
- (k) Operate within the Council's financial strategy and service budgetary targets;
- (l) Maintain an auditable record of decision making and reasoning;
- (m) Meet the requirements of the Council's Procurement Strategy; and
- (n) Promote equality in any form.

The main challenges facing this department include:

- a) Council's fixed assets are not properly managed, at all levels (District, Wards and Village)
- b) Lack of working facilities, such as computer sets, transport and office supplies
- c) Procuring and tendering process in village level not adhered to legal requirement
- d) Record Management and documents are not properly managed
- e) Small budget allocated to the Section by both CG and District

f) Shortage of Auditors, the current number is not enough to audit all funds at a time in one quarter.

Anti-Corruption unit

Combating corruption is an important element if efforts to improve performances of delivering socio-economic services are to be successful. As explicitly stated in the National Ant-Corruption Strategy, the council has established an Integrity Committee

(IC) which will be responsible for supervising anti-corruption measures at the council

level. IC was trained on integrity issues at working place. As part of efforts to implement measures aimed to tackle the problem of corruption at the working place,

District continued to budget for anti-corruption activities every financial year since 2007 to 2010.

Mwanga township development Authority unit

The spatial development pattern shows that the District Council is growing very fast following nodal and linear development pattern. Other factors influencing this growth

include economic activities in the neighborhood, good climate, availability of land for

investment, Indian ocean which provide good beaches for investment, tourist centres

attraction, which attracts more inhabitants to settle and invest either urban proper areas and or in the peripherals.

The main functions of this department include:

- a) Encourage community involvement in land development activities through sensitization and mobilization campaigns
- b) Capacity building of local communities in collaboration with other departments of land, survey and urban planning to create awareness of urbana and village land development policies and legislations
- c) Coordinating and enforce the use of the existing land development policies and laws for improved service delivery and sustainable urban expansion
- d) To collaborate with land, survey and town planning sections to prepare town planning drawings and issuing building plots
- e) To ensure urban forest conserved and other historical sites within the township to ensure aesthetic value of the township

The main challenges facing this department include:

- a) Inadequate funds for development projects
- b) Shortage of working facilities/tools
- c) Lack of enough and qualified personnel
- d) Access and control of land
- e) Lack of tenure security to safeguard use right and increasing land betterment value
- f) Informal land parceling in the District Council peripherals
- g) Poor beach development and management leading to increasing pollution
- h) Poor information database on areas potential for urban expansion and

investment feasibility in those areas

Financial resource and management

The main source of funds is from central government and contribution from development partners, through development project support. Other sources include internal revenue collection from various sources includes tax, levies and fines. Limited funds, untimely financial disbursement from the central government, inadequate financial sources and control mechanisms are some remarkable challenges

KEY ISSUES

The following are key issues the Council intends to deal with in the year 2016/2017 2020/2021 includes:

- _ Strengthening Council own sources revenue collection procedures and to outsource revenue collection to private people in order to ensure 100% of revenue estimates collected while reducing revenue collection costs
- _ To recruit more staff especially for Health, Trade & Economy, Agriculture, other departments
- _ Establish a good and sustainable staff motivation system to attract existing staff to remain in Mwangi District and attract more new qualified staff to come to work and stay in the district
- _ Procure more health service delivery tools and equipment
- _ Educate staff and Communities on ways to combat corruption at all levels in the district
- _ Establish a district business and entrepreneurs database by name and location
- _ Procure one monitoring and supervision vehicle for the Planning and Coordination Department
- _ Establish a learning Center for staff and Community upgrading of their professional knowledge
- _ Put more efforts on tree planting and preservation of existing forests and water source catchments
- _ Continue with current efforts of reducing spreading of HIV/AIDS
- _ Villages to have environmental protection and management by- laws
- _ To make sure that projects and other procurement activities are implemented timely, efficiently and effectively
- _ To make sure that all existing social and economic infrastructures are properly maintained
- _ To facilitate training on good governance, leadership and responsibilities of LGAs to newly elected Village political leaders
- _ To continue educating farmers on the 10 rules of KILIMO KWANZA in order to increase food and cash crops production and productivity and later reduce rural poverty
- _ Regular droughts hitting most areas of the District
- _ unwillingness of the Pastoralists to reduce their cattle in relation to the available grazing land
- _ Inadequate resources to support livestock management activities such as vaccination against diseases such as FMD, NCD, NC, ECF
- _ Insufficient infrastructural facilities in both primary and secondary schools example lack of sufficient classrooms, teacher's houses, toilets, dormitories,

desks etc

- _ Low enrolment rate and insufficient working tools e.g. text books
- _ Inadequate budgetary allocation for provision of food to boarding primary and secondary schools
- _ Poor status of health facilities and infrastructure of most of the existing facilities in District and inadequate health staff in almost every facility
- _ Inadequate dispensaries in the rural area

- _ Inadequate resources to rehabilitate and maintain existing water supply networks in the District
- _ Insufficient funds for rehabilitation and maintenance District roads
- _ Difficulty in road construction due to terrain in the Uplands
- _ Reluctant of the community to change from traditional crops cooperatives to livestock oriented coops.

SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC)

Arising from the internal and external environmental analysis the following are the key issues identified and are presented in the form of strengths, weaknesses, opportunities and challenges, which Mwanga District Council has to address:

3.1 Strengths

- (a) Plenty of unutilized arable land for irrigation farming
- (b) Existence of good roads and railway networks
- (c) Existence of good number of social facilities e.g. health, water and education facilities and infrastructures
- (d) Availability of qualified and experienced technical staff
- (e) Availability of funding from the Central Government and Foreign Donors
- (f) Availability of enough Council own road transport facilities
- (g) Existence of National political support
- (h) Democratic decision making procedures available and functioning
- (i) Existence of National political stability, peace tranquility
- (j) Availability of National Sectors Development policies and Strategies documents
- (k) Qualified and committed Council employees
- (l) The organization structure is well defined with good chain of command
- (m) Well defined, by-laws
- (n) Established council functional committees
- (o) Fair distribution of available staff in various sectors
- (p) Presence of elaborated planning procedures
- (q) Improved working condition

Weaknesses

- (a) Poor feedback system to the community and among council staff
- (b) Low food and cash crops productivity
- (c) Low Councils's own potential sources of revenue
- (d) Inadequate qualified staff in some department e.g. Health Sector
- (e) Poor staff motivation system
- (f) Shortage of working tools for social services delivery e.g. in Health facilities
- (g) Existence of corruption within the Community
- (h) Lack of tax payers data bank

- (i) Tax evasions by some entrepreneurs
- (j) Poor collection of revenue from outsourced revenue collectors
- (k) Inadequate office space for some departments
- (l) Lack of monitoring and supervision vehicle for the Planning and Coordination Department
- (m) Low level of education background for Village and Ward Executive Officers
- (n) Shortage of qualified staff
- (o) Limited sources of revenues
- (p) Poor system for collection, processing, storing and dissemination of Information

- q) Inadequate infrastructures
- (r) Poor collection of revenues
- (t) Poor data management and weak data base in most of the departments
- (u) Lack of heavy road maintenance equipment
- (v) Inadequate by-laws
- (w) Inadequate staff housing
- (x) Inadequate youth development skills
- (y) Inadequate collaboration with civil society organisation in District development plans and their implementations
- (z) Increased malnutrition within the District Council

Opportunities

- (a) Presence of committed leaders (Government and Politicians)
- (b) Availability of trunk road (Dar es Salaam- Arusha-Nairobi road) and other infrastructure facility such as railways line connecting major towns and cities within the country and outside
- (c) The District is easily accessible to Kilimanjaro International Airport
- (d) Peace and political stability
- (e) Availability of Nyumba ya Mungu Dam, Lake Jipe and River Pangani
- (f) Satisfactory coverage of electric supply network in rural villages
- (g) Availability of potential national retired political and government leaders
- (h) Abundant natural resources (fertile land, valleys and reliable water sources).
- (i) Presence of development partners (NGOs/CBOs)
- (j) Political willingness & support
- (k) Presence of decentralized system supported by Constitution & Parliament Acts
- (l) Presence of National and sector frameworks for planning purposes eg.2025 National Vision Goals and Strategies
- (m) Accessibility to other sources of funds (For example Govt. Grants, Donors, community & Financial Institutions)
- (n) Good climatic conditions favouring a diversity of economic activities
- (o) Presence of streamlined employment procedures from public service
- (p) Authority to make by-laws, to collect revenues and own properties
- (q) Presence of privatization policy
- (r) Availability of staff recruitment permits
- (s) Presence internal and external market for agricultural and livestock products
- (t) Adequate representation at decision making level through Councillors

Challenges

- (a) Low vegetation cover
 - (b) Fire outbreaks
 - (c) Drought and climatic variations
 - (d) Floods
 - (e) HIV/AIDS pandemic
 - (f) Frequent change of prices of fuel, civil and building works materials
 - (g) Change of National, District, Ward and Village Political leaders
 - (h) Change of economic policies and leadership in foreign donor countries
 - (i) Presence of conflicting laws.
 - (j) Interference in execution of powers
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- (k) Weak economic base of the community
 - (l) Unfavorable condition of loans and grants
 - (m) Limitation of budget ceiling
 - (n) Lack of registered contractors based in MDC
 - (o) Low interest of private sector to be involved in animal health and agricultural input investment
 - (p) Land use conflict resulted from among others lack of land use plan in villages and township neighborhood
 - (q) High illiteracy among the population
 - (r) Unpredictable weather conditions
 - (s) Informal land ownership
 - (t) Low community participation in development
- (u) Conflicting and overlapping laws and regulation
 - (v) Traditional and local values hinders development

On the basis of the SWOC analysis, it can be concluded that the Mwanga District Council has the potential to exploit the identified opportunities in the knowledge industry. However, to be able to fully exploit the opportunities, it has to address its weaknesses and minimize impact of threats/challenges identified. It is therefore planned that the Mwanga District Council will concentrate on the following broad strategic intervention areas:

- (a) Service improved and HIV/AIDS infection reduced,
- (b) Enhance, sustain and effective implementation of the National Anti-corruption strategy,
- (c) Strengthened good governance and administrative services,
- (d) Improved District Council financial management and systems to ensure value for money,
- (e) Improved District Council income generation and resource mobilisation,
- (f) Improved management of land, natural resources and environmental restoration,
- (g) Improved quality social services and welfare facility,
- (h) Improved quantity and quality of economic activities and services,
- (i) Improved physical infrastructure for sustainable development,
- (j) Ensure sustainable expansion and servicing of Mwanga Township,
- (k) Improving ICT management facilities and its utilisation,

- (l) Preparedness of risks and Disaster management improved,
- (m) Gender and community empowerment improved,
- (n) Attain adequate nutritional status, which is an essential requirement for healthy and productive residents.

By addressing the above broad strategic intervention areas, it is anticipated that, Mwanga Township in the year 2021 will have increased and improved livelihoods of its citizens, sectoral coordination in delivering efficient and effective service to its residents and therefore create a hub of peace and harmony to meet the national vision 2025 and CCM Election manifesto of 2015.

PART FOUR: KEY STRATEGIC AREAS FOR INTERVENTIONS

4.0 GOALS, OBJECTIVES, STRATEGIES, ACTIVITIES, TARGETS AND BANKABLE PROJECTS

4.1 Health Service improved and new HIV/AIDS/STI/TB infection reduced

4.1.1 Goal

Health service improved and reduced HIV/AIDS/STI/TB infection by the year 2016

4.1.2 Objectives

- (a) By the year 2014, HIV/AIDS prevalence rate reduced
- (b) By the year 2014, prevalence of HIV/AIDS among people tested through VCT increased
- (c) By 2016, Mwanga District Council community will be trained for reduced HIV/AIDS infection rate
- (d) Reduced rate of stigmatization and increased home based care of HIV/AIDS affected people from June 2012-June 2016
- (e) Ensure that ARVs and other drugs are available and reaching patients on time
- (f) Improve working environment of Health care workers
- (g) Prevention and treatment of malaria improved
- (h) Ensure immunization coverage in the District by the year 2016
- (i) Ensure collection and disposal of solid and hospital wastes by the year 2016
- (j) Increase the vaccination rate for children under 5 years from 75% to 97% by the year 2016

4.1.3 Agreed Strategies

- (a) Sensitization of community on voluntary testing on HIV/AIDS through VCT
- (b) Strengthening education provision on HIV/AIDS home-based care, treatment services and reduced rate of stigmatization
- (c) Enhance CTC services provision to the community
- (d) Maternal and newborn and Child Health services improved
- (e) Develop training programmes focusing on reducing HIV/AIDS infections and ethics adherence
- (f) Timely provision of ARVs and other drugs to patients
- (g) Working environment of Health care workers improved

- (h) Prevention and treatment of malaria improved
- (i) Immunization coverage for children below 5 years improved
- (j) Collection and disposal of solid and hospital wastes improved
- (k) Acquisition of adequate working equipment

4.1.4 Activities

- (a) Sensitizing vulnerable groups in the community on HIV/AIDS
- (b) Locating patients who have been absent from VCT Clinics
- (c) Sensitize TB patients to test for HIV/AIDS
- (d) Conduct workplace interventions
- (e) Sensitizing community on male involvement in RCH services including PMTCT
- (f) Conducting training on adolescent sexual reproductive health
- (g) To mark world AIDS day
- (h) Conducting training of Community Home-based care services in 10 wards
- (i) To rehabilitate 4 health facilities to enhance CTC services provision (Kifaru, Mwanga, Kikweni and Kwakoa dispensaries)
- (j) To rehabilitate laboratories in 5 health facilities (Kagongo, Mwanga, Kisangara, Kifalu and Kigonigoni)
- (k) Acquisition and distribution of ARVs test kits and medical equipments
- (l) Creating conducive and enabling environment for HIV/AIDS testing through VCT
- (m) Developing training programmes focusing on basic ART to health workers by the year 2020
- (n) Sensitizing community on importance of early maternal booking and promotion of appropriate entry intake and rest during pregnancy
- (o) Acquisition and Distribution of drugs and medical supply necessary for maternal and child birth care (5 Health centres and Dispensaries)
- (p) Construct 2 operating theatres at Kigonigoni and Mwanga Health centres by the year 2015
- (q) Acquisition of 4 ambulances and distribution at Kigonigoni, Kagongo, Kifalu and Kisangara Health centres by 2016
- (r) Constructing labour wards at Usangi Hospital and Mwanga Health centres
- (s) Facilitating employment of 30 new Health staff of different cadres by the year 2015
- (t) Constructing 3 staff houses (two in one) at Pangaro dispensary, Usangi Hospital and Kagongo Health centre
- (u) Rehabilitating 3 staff houses at Vuchama ngofi, Kwakoa and Handeni dispensaries
- (v) Facilitating procurement of medical equipment and supplies for hospital, health centres and dispensaries
- (w) Rehabilitating dispensaries of Pangoro, Ngofi and Nyabinda
- (x) Constructing 2 dispensaries at Jipe and Toloha by 2015
- (y) To expand Mwanga Health centres to be hospital
- (z) Constructing maternity home at 3 division

- (aa) Provision of training for special groups including local circumcisers, midwives, female advisors and traditional doctors
- (ab) Sensitize community on environmental sanitation and use of insecticides treated nets (ITN)
- (ac) Procurement of pesticides and equipment for environmental sanitation by the year 2013
- (ad) Conduct training to health care workers on proper management of Malaria and drug ordering regularly
- (ae) Construction of gas chambers at 6 health facilities by the year 2016
- (af) Sensitising community on importance of immunization of underfive children age group periodically
- (ag) Training newly health workers on immunization
- (ah) Constructing of 1 incinerator at 1 hospital and 3 at health centres
- (ai) Construct toilets and fencing of public cemetery area by the year 2015
- (aj) Conducting supportive supervision at abatement area to ensure maximum cleanliness regularly
- (ak) Purchase 2 mortuary cabinets (1 for Usangi Hospital and 1 for Kisangara H/C).

4.1.5 Targets

- (a) HIV/AIDS prevalence rate reduced from 14% to 6% by the year 2016
- (b) Prevalence of HIV/AIDS among people tested through VCT increased by the year 2014
- (c) 70 Villages and 20 wards residents within the District Council community trained for reduced HIV/AIDS infection rate by the year 2016
- (d) Reduced rate of stigmatization and increased home based care of HIV/AIDS affected people from June 2012-June 2016
- (e) ARVs and other drugs are available and reaching patients on time by the year 2016,
- (f) working environment of Health care workers improve by the year 2014
- (g) Prevention and treatment of malaria improved by the year 2016
- (h) Immunization coverage in the District council improved by the year 2016
- (i) Collection and disposal of solid and hospital wastes ensured by the year 2016

4.1.6 Bankable project

- (a) Training local communities on HIV/AIDS/TB/STI infection, stigmatization
- (b) Prepare advertisement and publication for HIV/AIDS infection in the District Council
- (c) Provision of training for special groups including local circumcisers, midwives, female advisors and traditional doctors
- (d) Capacity building programme on epidemic and endemic diseases within the District
- (e) Acquisition and distribution of health facilities and utilities

4.2 Enhance, sustain and effective implementation of the National Anti-corruption strategy

4.2.1 Goal

Enhance and sustain and effective implementation of the National Anti-Corruption Strategy within District Council sectoral development by the year 2016

4.2.2 Objectives

- (a) By the year 2016, anti-corruption education provided to 120 District Council staff, 70 villages and in 20 wards,
- (b) Improving working conditions, transparency and ensure commitment of staff at District, wards and village levels in order to eliminate the room for corruption.

4.2.3 Agreed Strategies

- (a) Strengthen anti-corruption activities through education provision to local communities within the District Council by the year 2016
- (b) Train District Council Staff, stakeholders and community members on Anti-Corruption and therefore improve Efficiency and effectiveness in resource utilisation and quality service delivery
- (c) Ensure participatory activities in ditrict sectors including departments and to the community
- (d) Conduct research on sources of corruption Strengthen anti-corruption activities through education provision to local communities within the District Council by the year 2016 (e) Provision of better working facilities and incentives to the workers

4.2.4 Activities

- (a) Strengthening anti-corruption activities through education provision to 70 villages and 20 wards communities within the District Council by the June year 2013 through seminars and workshops
- (b) Training 120 District Council Staff, 80 stakeholders and 400 community members on Anti-Corruption skills and therefore improve the quality service delivered
- (c) Conducting research on the identification of source of corruption and means for its reduction by the year 2016
- (d) Acquisition of working tools/facilities by June 2016 (e) Provision of incentives to staff at lower levels

4.2.5 Targets

- (a) 70 Villages and 20 wards communities trained on anti-corruption activities by June 2013 through seminars and workshops
- (b) 120 District Council staff, 200 stakeholders and 400 community members capacitated in Anti-Corruption skills by June 2014
- (c) Research results on sources of Anti-corruption in place and communicated to different stakeholders by the year 2013
- (d) Acquisition of working tools/facilities by June 2016
- (e) Provision of incentives to staff at lower levels

4.2.6 Bankable project

- (a) Anti corruption strategies proposal development
- (b) Office furniture acquisition and infrastructure improvement
- (c) Research on sources of Anti corruption in Mwanga District
- (d) Acquisition of working tools/facilities

4.3 Strengthening good governance and administrative services

4.3.1 Goal

Strengthened District Council governance and administrative services for sustainable development by the year 2016

4.3.2 Objectives

- (a) Public funds utilisation within the District Council will be improved and thus sustain quality and satisfactory service delivery to the Mwanga community by June 2015
- (b) By June 2014, District Council projects will be effectively monitored and implemented
- (c) By the year 2015, reimbursement of funds to 20 wards from the District Council will increase to sustain its development
- (d) By 2015, 120 statutory meetings within the District Council will be conducted to ensure good governance and quality administrative services
- (e) Village Tribunal staff capacitated for improved good governance in the District Council the year 2016
- (f) By June 2014, 5 social security and other organisation services within the District Council will be facilitated to ensure safe and habitable township
- (g) By the year 2016, 4 qualified and competent staff employed and adequate facilities to enhance their efficiency ensured within Legal department

- (h) Office operations and management of the District Council enhanced for effective service provision to local communities by June 2016
- (i) By 2016, institutional procedures, norms and structures reviewed within the District Council
- (j) Monitoring and Evaluation tools and systems within the District Council in place by the year 2013

4.3.3 Agreed Strategies

- (a) Ensure proper utilisation of Public Funds in order to have improved service quality to the community
- (b) Establish mechanism for effective implementation of District Council projects
- (c) Conduct statutory meetings within the District Council to ensure good governance
- (d) Establish conducive and enabling environment for trade and marketing of goods and services of local communities in Mwanga District Council
- (e) Increase reimbursement of funds to 70 Villages and 20 wards from the District Council Revenue
- (f) Provide an enabling environment for 10 social security and other organisation services within the District Council
- (g) Employ competent staff and acquire adequate facilities to enhance efficiency of Legal department
- (h) Increase knowledge and skills to both ward and Village Tribunal staff so as to achieve improved good governance
- (i) Involve all stakeholders in identification, implementation and monitoring of various plans through participatory planning processes
- (j) Enhance efficient and effectiveness of office operations and management of the District Council
- (k) Involving heads of departments/sections and other stakeholders in mobilizing and allocation of resources
- (l) Review District Council institutional procedures, norms and structures (m) Establish Monitoring and Evaluation tools and systems

4.3.4 Activities

- (a) Ensuring proper Public Funds utilisation to improve quality and satisfactory service to the community to 90% by June 2015
- (b) Effective implementation of District Council projects to 95% by June 2015
- (c) Establishing conducive and enabling environment for trade and marketing of goods and services of local communities in Mwanga District Council by 2014
- (d) Conducting statutory meetings within the District Council to ensure good governance by the year 2016

- (e) Increasing reimbursement of funds to 70 Villages and 20 wards from the District Council Revenue by the year 2014
- (f) Providing enabling environment for 14 social security and other organisational services within the District Council by June 2014
- (g) Employing competent staff and acquire adequate facilities to enhance efficiency of Legal department by the year 2016
- (h) Increasing skills and knowledge forward and Village Tribunal staff to improved good governance by June 2014
- (i) Create awareness on participatory planning to HoDs, WEOs and VEOs
- (j) Continue mobilizing community to prepare Villages/Wards Development Plans
- (k) Enhancing planning teams at Ward levels by providing training on plan and budget processes
- (l) Enhancing efficient and effectiveness of office operations and management of the District Council by the year 2016
- (m) Update list of programmes/projects in the District
- (n) Enhancing coordination team at Village/Ward and District levels
- (o) Reviewing institutional procedures, norms and structures within 5 years (p) Establishing Monitoring and Evaluation tools and systems by 2013

4.3.5 Targets

- (a) Proper use of Public Funds and District Council to provide quality and satisfactory service to the community by 90% by June 2015
- (b) Project implementation improved by 95% by June 2015
- (c) Trade and marketing facilities improved by 2014
- (d) Statutory meetings facilitated in the District Council by the year 2016
- (e) 20% District Council Revenue contribution to 70 Villages incomes improved by the year 2014
- (f) About 14 social security and other organisation services enhanced by June 2014
- (g) Legal department strengthened by the year 2016
- (h) Skills and knowledge for ward and Village Tribunal improved by June 2014
- (i) Office operations and management of the District Council improved by the year 2016
- (j) Institutional procedures and structures reviewed within 5 years
- (k) Established Monitoring and Evaluation tools and systems by 2013

4.3.6 Bankable projects

- (a) Acquisition of equipments and vehicles
- (b) Enhancing marketing environment for goods and services
- (c) Establishing Monitoring and Evaluation tools and systems for the District Council
- (d) Review norms and structures of the District council

- (e) Formulating and review by-laws, policies and legislations
- (f) Training on good governance system

4.4 Improving District Council financial management and systems to ensure value for money

4.4.1 Goal

Improved District Council financial management system to guarantee the achievement of value for money by the year 2016

4.4.2 Objectives

- (a) District Council improved financial management systems by June 2016
- (b) By the year 2016, all 13 departments and 6 units will be strengthened in District Council expenditure systems for improved and quality service to people
- (c) By June 2016, public funds will be properly utilised for provision of quality and satisfactory services to local community from 75% to 95%
- (d) Quality annual plans and budget prepared and approved in a timely manner by 2016
- (e) Improved Procurement of goods, works and services to achieve value for money in the District Council by 2013
- (f) Formulation of regulations and by laws for penalizing Bidders and Investors who do not meet standards and contract terms/conditions
- (g) Involvement of Councillors in inspection and performance evaluation for development projects by 2013

4.4.3 Agreed Strategies

- (a) Improve financial management systems within Mwanga District Council
- (b) Strengthen District Council internal financial audit and inspection
- (c) Strengthen District Council expenditure systems into 13 departments and 6 units
- (d) Proper utilisation of public funds for providing quality and satisfactory services to the community from 75% to 95%
- (e) Timely preparation and approval of quality annual plans and budget
- (f) Increase effectiveness of procurement of goods, works and services according to the set policies and regulations by the year 2016 within the District Council
- (g) Formulation of effective by laws and regulations for penalizing Bidders and Investors
- (h) Increasing involvement of Councillors and other representatives in evaluation of different projects

4.4.4 Activities

- (a) Improving financial management systems by June 2016
- (b) Strengthening District Council expenditure systems into 13 departments and 6 units
- (c) Periodic reviewing financial planning, budgeting and control policies and regulations
- (d) Utilising properly public funds for providing quality and satisfactory services to the community from 75% to 90% by June 2016
- (e) Preparing and approving quality annual plans and budget by 2016
- (f) Regular inspection and auditing district funds
- (g) Put in place policies and regulations that will increase effectiveness of procurement of goods, works and services within the District Council by the year 2016
- (h) Preparation of regulations and by laws
- (i) Developing a mechanism that will enable councillors/representatives to inspect and evaluate project performance by June 2016

4.4.5 Targets

- (a) Improved Financial management systems by June 2016
- (b) Expenditure systems strengthened into 13 departments and 6 sections within the District Council
- (c) Proper use of Public Funds and District Council to provide quality and satisfactory services to the community from 75% to 95% by June 2016
- (d) Quality Annual plans and Budget prepared and approved by 2016
- (e) Regular inspection of District Council funds to ensure effective utilisation of financial resources, its administration and service delivery
- (f) Increased effectiveness of procurement of goods, works and services according to the set policies and regulations by the year 2016 within the District Council by 100%
- (g) 100 District Council staff well trained in financial management by the year 2016
- (h) Well phrased and developed regulations and by laws
- (i) Established mechanism for enabling councillors/ representatives to inspect and evaluate
- (j) projects

4.4.6 Bankable project

- (a) Preparation of Annual plans and Budget
- (b) Establishment of a mechanism for Councillors involvement in project evaluation
- (c) Training programmes to both Internal Auditors and Finance staff to improve their skills and knowledge in financial management systems

4.5 Improved District Council income generation and resource mobilisation

4.5.1 Goal

Improved District Council income generation and sustainable use of resource by the year 2016

4.5.2 Objectives

- (a) By 2016, District Council widen revenue sources and collection from 200 million to 1.5 billion to ensure effective service delivery by 2016
- (b) The District Council will have a proper monitoring of revenues collected by 2016
- (c) By 2016, the contribution of District Council to the development project from own sources increased, thus improve local communities livelihoods.

4.5.3 Agreed Strategies

- (a) Identify sources of revenue in the District Council
- (b) To strengthen the existing sources of revenue in the District Council
- (c) Improving the production of food and cash crops in the District Council
- (d) Capacity building of staff in the design and implementation of income generation projects
- (e) Periodic review of financial planning, budgeting and control policies and regulations periodically
- (f) Engage in land banking for institutional development
- (g) Allocation of special areas for entrepreneurs and commercial farming activities
- (h) Improvement of working facilities and improving office condition to improve departmental performance
- (i) Strengthening the use of computerised IFMS (EPICOR) in finance management
- (j) Establishing Business Council to improve business activities in the District

4.5.4 Activities

- (a) Visit all 70 villages and 20 wards to identify sources of revenue in the District Council
- (b) To employ a market researcher who will identify new revenue sources
- (c) To strengthen the existing sources of revenue in the District Council
- (d) To make by-laws which will enhance revenue collections in the district level
- (e) To change the existing tax rates by using the by laws
- (f) Inspection of trade licenses
- (g) Capacity building to tax payers

- (h) Capacity building to staff in the design and implementation of income generation projects
- (i) Periodic review of financial planning, budgeting and control policies and regulations periodically
- (j) Find reliable markets for farm products
- (k) Reviewing financial planning, budgeting and control policies and regulations periodically
- (l) Identification and development of the suitable areas for entrepreneurial and commercial farming activities for cash and food crops
- (m) Searching for food and cash crops reliable markets
- (n) Procurement of working tools/facilities and rehabilitation of the office condition
- (o) Seeking employment permit for members of staff (p) Undertaking recruitment activities
- (q) Provision of short terms and long terms training
- (r) Undertaking the proceeding of establishing Business Council
- (s) Promotion of traditional tourism

4.5.5 Targets

- (a) Revenue Collection increased from 80% to 98%
- (b) Contribution of District Council own source to the development project improved by the year 2016
- (c) District Council staff will be capacitated in the design and implementation of income generation projects by 2015
- (d) Reviewed financial planning, budgeting and control policies and regulations by 2013
- (e) Established fundraising and promotion committee by 2012
- (f) Availability of the area suitable for commercial farming activities (g) Presence of entrepreneurs doing business in the areas allocated
- (h) Availability of adequate working tools/facilities by 2014
- (i) Enhanced office working conditions
- (j) Increased number of staff
- (k) Business Council in place by 2012

4.5.6 Bankable project

- (a) Capacity building of staff in the design and implementation of income generation projects
- (b) Review of financial planning, budgeting and control policies and regulations
- (c) Surveying and preparing of areas for Entrepreneurs and farming activities (d) Research on reliable markets
- (e) Establishment of a functioning Business Council

(f) Acquisition of Working Facilities

4.6 Improving management of land, natural resources and environmental restoration

4.6.1 Goal

Improved management of land, natural resources and environmental restoration for sustainable development by 2016

4.6.2 Objectives

- (a) To have master plan for District Council that indicates settlements, trade and community reserved areas for sustainable township growth by the year 2016
- (b) To have proper village land use plan by the year 2016
- (c) By 2016, to have reduced land use conflicts in the District Council
- (d) By 2016, to have increased community awareness on environmental conservation issues
- (e) By June 2016, institutions, groups, individuals etc to have established tree nurseries and promote plantation of trees
- (f) By 2016, to have formulated participatory forest management plans to enhance natural resource and environmental restoration
- (g) By the year 2016, to have effectively protected District water sources
- (h) By the year 2016, solid and liquid waste management improved and therefore eliminate possible environmental deleterious effects to the public,
- (i) By 2014, District Council launch public education and awareness campaigns on safe waste handling and disposal methods at production points
- (j) By the year 2016, all public institutional land within Mwanga District Council planned, surveyed and granted title deeds

4.6.3 Agreed Strategies

- (a) Land within the District Council be planned, surveyed, and registered for improving granted right of occupancy to residents and investments,
- (b) Prepare District Council master plan by the year 2016

- (c) Prepare Village land use plan and enabling environment for being granted right of occupancy to 70 villages by the year 2016
- (d) Enforce effective land use management
- (e) Putting Land Use Policy and Regulations in place
- (f) Improve solid and liquid waste management to eliminate possible environmental deleterious effects to the public,
- (g) Promote community based forest management increased from 5 to 20 and thus enhance natural resource and environmental restoration
- (h) Establish forest restoration programs
- (i) Institute effective monitoring and control measures to regulate the discharge of untreated toxic wastes into open dumps
- (j) Launch public education and awareness campaigns on safe waste handling and disposal methods at production points
- (k) Instill monetary fines to those found guilty of polluting the environment
- (l) Establish penalties to residents who do not clean their surroundings
- (m) Ensure waste collection systems by creating an autonomous waste management department, providing it with appropriate easy to service equipment and recruiting qualified personnel
- (n) Ensure all public institutional land within Mwanga District Council planned, surveyed and granted title deeds

4.6.4 Activities

- (a) Planned, surveyed and register a total of 2000 plots by June 2016
- (b) Preparation and issue of Title deeds
- (c) Preparation of Master Plan
- (d) Enforcement of land use management
- (e) Promoting community based forest management increased from 5 to 20 and thus enhance natural resource and environmental restoration
- (f) Launching public education and awareness campaigns on safe waste handling and disposal methods at production points by the year 2013
- (g) Creating collection systems by creating an autonomous waste management department, providing it with appropriate easy to service equipment and recruiting qualified personnel by the year 2016
- (h) Preparing District Council master plan by the year 2016
- (i) Preparing Village land use plan by the year 2016,
- (j) Demarcate boundaries of water sources
- (k) Formulate by-laws on water source protection
- (l) Instill monetary fines to those found guilty of polluting the environment (m) Drafting of the Forest Management plans.
- (n) Increase community based forest management
- (o) Establish wildlife management areas
- (p) Capacitate village Environment committees:

- (q) Conduct joint patrols with villages/Police
- (r) Construction of liquid waste Dams
- (s) Acquisition 2 waste collection vans
- (t) Construction of solid waste disposal sites
- (u) Development of waste/garbage recycling facilities
- (v) To plant new trees in the areas affected by the charcoal production business
- (w) Establishment of forest zones for harvesting trees for making charcoal in a rotation system
- (x) Introduce a tax collection mechanism in the charcoal making business in order to increasing District Council Revenue
- (y) Involve in land use palnning, surveying and land registration of all public lands and institutions

4.6.5 Targets

- (a) Number of surveyed plots increased by June 2014
- (b) Community based forest management increased from to 75% by June 2015
- (c) Community based forest management promoted and increased and thus enhance natural resource and environmental restoration
- (d) Public education and awareness campaigns on safe waste handling and disposal methods at production points launched by the year 2013
- (e) Proper methods of waste disposal and treatment such as landfill and composting by developing in place by the year 2014
- (f) District master plan in place by the year 2016
- (g) Village land use plan prepared for 70 villages by the year 2016
- (h) Allocate land for institutional development and investment
- (i) Number of plots planned and granted right of occupancy including (43 health facility, 134 education facility, 35 water sources, 35 agriculture/Livestock facility and 91 ward, village and 1 Headquarter offices) within the District Council

4.6.6 Bankable project

- (a) Master plan preparation
- (b) Construction and operation of public toilets,
- (c) Introduce community waste water treatment works,
- (d) Overhaul of all under capacity sewers,
- (e) Normal rehabilitation of aged sewers,
- (f) Up-grade the traditional pit latrine
- (g) Community forest management
- (h) Village land use planning

- (i) Training and seminars on effective land use
- (j) Dissemination of land use plans and policy
- (k) Land regularization process
- (l) Land banking for investment purposes

4.7 Ensure access to quality social services and welfare facilities

4.7.1 Goal

Ensured access to quality social services and welfare facilities for improved livelihood by 2016

4.7.2 Objectives

Education

- (a) Improving the provision of education in Primary and Secondary Schools
- (b) By the year 2016, primary education pass rate improved from 71% to 75% within the District council
- (c) Form four pass rate raised from 65% to 85% by the year 2016
- (d) The District Council sensitise the construction of Vocational Training centres in each ward by 2016
- (e) By the year 2016, conducive teaching and learning environment in both primary and secondary school pupils, teachers and other infrastructure improved
- (f) 109 primary schools, 25 secondary schools, 3 vocational training and 1 teachers college be in place by 2016
- (g) Ensuring meals to all students both in primary and secondary schools for reducing hunger and improving ability to learn improved by the year 2016

Water

- (a) To establish and strengthen the legal community water association to every existing project by June 2016
- (b) To increase daily water production from 1700m³ to 3200 m³ to Mwanga township by June 2016
- (c) To accomplish the construction of new water projects in 10 villages by June 2016
- (d) To accomplish the construction of a new water project through RWSSP of Mwanga Same that will cover 17 Villages and Mwanga by June 2016

4.7.3 Agreed Strategies

Education

- (a) Capacity building to teachers on how to motivate students
- (b) Create an enabling working environment and infrastructure to teaching staff by the year 2016
- (c) Ensure availability of teaching facilities in the District Council by the year 2016
- (d) Increase the pass rate in standard seven National Examinations from 65% to 85% by the June 2016
- (e) Increase the pass rate in Form Four National Examinations from 71% to 75% by the June 2016
- (f) Monitor and supervise primary schools by the year 2016
- (g) Supervise to 100% of secondary schools by the year 2016
- (h) Construction of 109 primary schools, 25 secondary schools, 3 vocational training and 1 teachers college within the District Council by the year 2016
- (i) Sensitizing of community and other stakeholders to contribute in the construction teachers' houses
- (j) Sensitizing the community and other stakeholders to contribute in the construction of Laboratories
- (k) Sensitizing the community, development partners and other stakeholders to contribute in the construction vocational training colleges at least in 8 wards by the year 2016
- (l) Improved Literacy States Among Adults in the Community
- (m) Establishing school farms, gardens and livestock rearing in order to educate students and their communities on the importance of homestead food production and consumption of food diversity

Water

- (a) To search for water sources
- (b) To search for other water sources
- (c) Construction of pump house
- (d) Rehabilitation of the existing water sources
- (e) Close supervision and projects monitoring

4.7.4 Activities

Education

- (a) Creating an enabling working environment to education staff members by the year 2016
- (b) Capacity building to education stakeholders in the District Council by June 2016

- (c) Creating good working environment to teacher in the District Council by the year 2016
- (d) Increasing the pass rate in standard seven National Examinations from 71% to 75% by the June 2016
- (e) Construction of 109 primary schools, 25 secondary schools, 3 vocational training and 1 teachers college
- (f) Acquisition of books and laboratory equipments
- (g) Construction of teachers houses in 25 primary schools
- (h) Construction of teachers houses in 40 secondary schools
- (i) Construction of class rooms in 35 primary schools
- (j) Acquisition of 2715 school furniture (e.g desks, tables, chairs, cabins) for primary schools
- (k) Acquisition of 1500 school furniture (e.g desks, tables, chairs, cabins) for secondary schools
- (l) Rehabilitation of 250 secondary schools
- (m) Rehabilitation of 545 primary schools
- (n) Construction of classrooms in 50 secondary schools
- (o) Acquisition of books for primary schools
- (p) Acquisition of secondary schools 150,000 books and 375 laboratory equipments
- (q) Identification of potential development partners and other stakeholders and lobbying to get funds or any other valuable contribution
- (r) Enrolment of illiterate adults in adult education classes
- (s) Establish and maintain adult education week.
- (t) Allocation of areas and construction of colleges
- (u) Official opening and running of the colleges
- (v) Enabling primary and secondary schools self-reliant project to incur good nutrition to students to all 109 primary and 25 secondary schools

Water

- (a) Acquisition of facilities
- (b) Close monitoring of on-going water projects
- (c) Procurement of Consultant Engineer and Contractors
- (d) Construction of clean water tanks and rehabilitation of existing infrastructure
- (e) Enhance testing and treatment of water to improve its quality for usage
- (f) Formulation of water users' associations
- (g) Monitoring the construction of infrastructure
- (h) Rehabilitation of sewage system

4.7.5 Targets

- (a) Conducive working environment improved to education staff members by the year 2019
- (b) Conducive working environment improved to 1600 teacher in the District Council by the year 2020

- (c) Pass rate in standard seven National Examinations increased from 74% to 85% by the June 2021
- (d) Reduced division 0 and IV in form four Final examination results by 50% in the year 2020
- (e) Teachers paid their salaries on time
- (f) Well built teachers houses are in place by 2020
- (g) Food provision to all students at primary and secondary schools in Mwanga District Council by the year 2019

4.7.6 Bankable project

- (a) Health facility and utilities improvement within Mwanga district Council
- (b) Capacity building projects
- (c) Construction and remodernization of classrooms, teachers houses, laboratory
- (d) Construction and refurbishment of water infrastructure
- (e) Construction of 3 vocational training and 1 teachers college

4.8 Improved quantity and quality of economic activities and services

4.8.1 Goal

Improved quantity and quality of economic activities and services for increased revenues and enhanced living standards by the year 2021

4.8.2 Objectives

- (a) By 2021, 60 cooperative societies in the District Council have good financial management
- (b) By June 2021, working environment for Agriculture and Cooperative improved
- (c) By June 2019, trade and market facilities improved
- (d) Increased registered entrepreneurship groups from 327 to 500 by 2014
- (e) Productivity among young entrepreneurs enhanced in all 20 wards by June 2016
- (f) By 2021, food crops production increased to sustain the demand of the people and keep surplus for future use

4.8.3 Agreed Strategies

- (a) Ensure good financial management of Agriculture and Cooperative in the District Council
- (b) Strengthen the operations of 36 co-operative societies.
- (c) Educating local communities on formulation and smooth running of cooperative societies (d) Training farmers on different modern techniques
- (e) Enhance working environment
- (f) Strengthen trade and market facilities
- (g) Assisting small fishers groups to access better fishing tools/facilities
- (h) Community that is aware of quality & quantity of Livestock products
- (i) Enhancing the production of livestock output including milk, eggs, skin, hooves and meat (j) Provision of animal vaccination
- (k) Improvement and increase number of irrigation infrastructure
- (l) Construction of coffee curing industry, , warehouses and improved markets
- (m) Ensuring timely provision of quality farm tools/ implements
- (n) Enhance productivity among young entrepreneurs
- (o) Increase entrepreneurship and economic groups in all 20 wards
- (p) Enhanced land and environmental conservation
- (q) Reduced conflicts between farmers and livestock keepers

4.8.4 Activities

- (a) Educating local communities on Cooperatives by 2014
- (b) Capacity building to 36 cooperatives leaders on financial management by 2020
- (c) Auditing, inspecting and supervising 36 cooperative societies in the District Council by the year 2016
- (d) Provide technical know how to board members and loan committee on loan management by providing study tours to other societies who are performing well outside the District.
- (e) Provide entrepreneurial skills/ knowledge to cooperative member and leaders
- (f) Register 2 societies at Langata and Kagongo
- (g) To facilitate general elections of 36 primary cooperative societies by June 2020
- (h) Acquisition of adequate office furniture and fixtures to improve working environment for Agricultural and livestock staff by June 2020
- (i) Train farmers to adopt terracing and Agro-forest farming
- (j) Conduct farm field schools to farmer group
- (k) Train farmers on use of farming soil conservation drought resistance & marketable crop varieties as well as good storage facilities
- (l) Train farmers to adopt IPM, Agro forestry & Soil conservation Technique
- (m) Train farmers to adopt pre and post harvest loss reduction technologies
- (n) Conducting capacity building programs for existing members of staff and recruiting the new ones
- (o) Construction of workers houses
- (p) Improving trade and market facilities by June 2017

- (q) Initiation and strengthening of the Warehouse Receipt System
- (r) Identification of areas for construction of dams for animal to drink water and places for washing animals
- (s) Use participatory methods to train livestock keepers on good livestock husbandry technology & technics in livestock production
- (t) Introduce modern breeding technologies
- (u) Construction of new and rehabilitation of the existing irrigation infrastructure
- (v) Enhancing productivity among young entrepreneurs and increase youth economic groups in all 20 wards by June 2018
- (w) To mobilise proper use of infrastructure in all 5 markets existing in the District Council
- (x) To strengthen knowledge on artificial insemination to increase productivity
- (y) Mobilizing local communities on better use of land for economic activities
- (z) Construction of fishing ponds in highland villages
- (aa) Increasing fish implantation and reproduction
- (ab) Mobilizing the formation and strengthen of entrepreneurship groups
- (ac) Provision of training programmes on entrepreneurship
- (ad) To provide a network between entrepreneurs and financial institutions
- (ae) Acquisition of adequate office furniture and fixtures to improve working environment for cooperative staffs departments by June 2016
- (af) Consulting capacity Building program for existing member and recruiting the new ones
- (gg) To facilitate each SACCOS to have own modern office by June 2020

4.8.5 Targets

4.8.6

- (a) Cooperative education provided to the community
- (b) 60 cooperative societies audited, inspected and supervised in the District Council by the year 2016
- (c) Working environment for staff improved by June 2019
- (d) Trade and market facilities improved by June 2018
- (e) Increased fish plants by June 2021
- (f) Improved infrastructure for animal feeding by 2020
- (g) Increased number of fishing ponds in highland villages by June 2019
- (h) Proper use of markets infrastructure in all 5 markets by June 2019
- (i) Strengthened knowledge on artificial insemination by 2018
- (j) Better land use for economic activities by June 2018
- (k) Sensitised community on land conservation and environment
- (l) Rain water catchment enhanced in all 70 villages
- (m) Increased irrigation plantations
- (n) Trainings on Entrepreneurship provided
- (o) Productivity among the young entrepreneurs increased in 20 wards by June 2017

4.8.6 Bankable project

- (a) Auditing and Inspecting Cooperative Societies
- (b) Improvement of Trade and Market facilities
- (c) Improvement of working environment for Enhancement of Fish Implantation
- (d) Rehabilitation of the existing Irrigation infrastructure
- (e) Construction of rain water catchment areas
- (f) Enhancing youth entrepreneurship groups
- (g) Capacity building of local communities on trade and markets of goods and services

4.9 Improved physical infrastructure for sustainable development

4.9.1 Goal

Improved physical infrastructure for sustainable development by the year 2020

4.9.2 Objectives

- (a) By June 2016, the District will have constructed new roads (tarmac-10km , gravel-50km and earth roads-360km)
- (b) To have located areas and constructed 21 markets in the District Council by June 2020
- (c) By June 2020, the District Council will have constructed a Central Police Station and 17 Posts in different wards
- (d) To have constructed a modern Bus Stand in the District Council by June 2016
- (e) By June 2016, the District Council will have adopted proper methods of waste disposal and treatment such as landfill and composting by developing an appropriate waste disposal site
- (f) By June 2014, the District Council will have provided facilities and located areas for slaughtering domestic animals
- (g) By June 2016, the District will have rehabilitated the existing and constructed new irrigation infrastructure (3 dams, 5 intakes and 15 channels)
- (h) By June 2018, District Dispensaries and Health Centres buildings rehabilitated and in good state
- (i) By 2020, the District will have constructed Bridges and Culverts for village roads and other District roads
- (j)

4.9.3 Agreed Strategies

- (a) Identification of the needs for new roads
- (b) Involving stakeholders and development partners to raise funds for rehabilitation of health centres and construction of Bus Stand, Markets and Irrigation infrastructure
- (c) Recruitment of new staff for the department
- (d) Provide good working environment to work department staff to enhance their working efficiency and recruiting new employees
- (e) Organising short and long term training to increasing skills and knowledge of staff working in works department
- (f) Improve District Hospital buildings to be in good state
- (g) Construction of Bridges and Culverts for village roads and other District roads

4.9.4 Activities

- (a) Proposal writing to seek funds from stakeholders and development partners
- (j) Construction of new roads (tarmac-10km , gravel-50km and earth roads-360km)
- (k) Allocation of areas and construction of 21 markets
- (l) Construction Central Police Station and 17 Police Posts
- (b) Land Survey and construction of a modern Bus Stand
- (c) Acquisition of adequate furniture and fixtures for good working environment to work department staff by June 2017
- (d) Increasing skills and knowledge of staff working in work department through short and long term training by June 20149
- (e) Identification, allocation and development of appropriate areas for waste disposal
- (f) Provision of facilities and location of areas for slaughtering domestic animals
- (g) Rehabilitation of the existing irrigation infrastructure
- (h) Construction of new irrigation infrastructure (3 dams, 5 intakes/catchment and 15 channels)
- (i) Increasing maintenance and repair of District Hospital buildings to be in good state from 60% to 75% by June 2018
- (j) Construction of Bridges and Culverts

4.9.5 Targets

- (a) Well constructed new roads (tarmac-10km , gravel-50km and earth roads-360km)
- (b) Effectively constructed and operational 21 markets
- (c) Construction Central Police Station and 17 Police Posts finalized
- (d) Land surveyed and construction of a modern Bus Stand completed
- (e) Provided good working environment to works department staff by June 2017
- (f) Skills and knowledge of six staff working in works department increased through short and long term training by June 2018
- (g) Proportion of District hospital buildings in good state of repair increased from 60% to 75% by June 2019
- (h) Developed areas for waste collection and disposal
- (i) Developed areas for slaughtering domestic animals
- (j) Availability of new irrigation infrastructure (3 dams, 5 intakes/catchment and 15 channels)
- (k) Increased number of Bridges and Culverts
- (l) Presence of Monitoring and Evaluation tools and systems by 2018

4.9.6 Bankable project

- (a) Infrastructure maintenance/rehabilitation at different levels,
- (b) Construction of Roads,
- (c) Acquisition of office facilities
- (d) Construction of Markets,
- (e) Construction of Police Station and Posts, (f) Construction of Irrigation infrastructure,
- (g) Construction of Bridges and Culverts.

4.10 Ensure sustainable expansion and servicing of Mwanga Township

4.10.1 Goal

Improved servicing expansion areas of Mwanga Township to create habitable and happy settlement by the year 2016

4.10.2 Objectives

- (a) Upgrading of infrastructure Mwanga Township by 2019
- (b) Upgrading and land legalization of unplanned and unserviced settlements improved by the year 2020
- (c) To strengthened the provision of socio-economic services Mwanga Township by 2020

- (d) Use land-pooling system for effective and efficient utilization of land ensured by the year 2016
- (e) By the year, 2019, community involvement in land development activities through sensitization and mobilization campaigns improved to ensures sustainable settlement development, create awareness on land development policies and servicing the town,
- (f) By the year 2018, Mwanga Township Authority operations enhanced through statutory meetings for ensured town growth, proper servicing the centre and ensure its growth management and expansion

4.10.3 Agreed Strategies

- (a) Organising statutory meetings for creating conducive enabling environment to service expansion areas and policy enforcement to ensure sustainable Mwanga Township Authority development
- (b) To develop and strengthen industries, markets, in order to attract investors
- (c) Ensure town growth and management system
- (d) Construction of classrooms, laboratories, and teachers houses and ensure all school aged children attend schools
- (e) Development of infrastructure facilities and utilities
- (f) To strengthen water and sewage infrastructure in Mwanga Township Authority
- (g) Ensure wider access to land by the District Council residents
- (h) Acquisition of fire brigade van
- (i) Enforce laws and regulations governing land in terms of tenure, access and utilization as appropriate
- (j) Promote educational programme on land conservation
- (k) Mobilize community participation in plan making, implementation and monitoring
- (l) Construction of selected works in relation to roads, storm water drainage, water supply, sewerage and sanitary as well as solid waste management

4.10.4 Activities

- (a) Carrying out an evaluation and development project survey periodically
- (b) Land use maps preparation in both unplanned and unoccupied land
- (c) Issue and monitor the development of residential and commercial plots in Mwanga District
- (d) Carry out 100 statutory meetings to enhance Mwanga Township Authority operations and ensure town growth, servicing and management system by the year 2019
- (e) Establishment of permanent camps and common solid wastes centres
- (f) Equipping the department with adequate facilities to ensure township servicing and monitoring its development system by the year 2020
- (g) Construction of good roads and bridges

- (h) Construct and monitor water and sewage systems
- (i) Construction of health centres and hospitals
- (j) Planning and preserving at least 20 plots for investment and ensure wider access to land by the District Council residents by the year 2021
- (k) Enforcing land development laws and regulations governing for ensuring appropriate utilisation
- (l) Promoting educational programme on land conservation within the township authority expansion areas by the year 2021
- (m) Construct and shape central and mini bus stands (n) Install street lights, signs and posters

4.10.5 Targets

- (a) 100 statutory meetings to enhance Mwanga Township Authority management system achieved by the year 2019
- (b) Equipped the township authority department with adequate facilities to ensure township servicing and monitoring its development system by the year 2019
- (c) Designated at least 20 plots for investment and ensure wider access to land by the District Council residents by the year 2016
- (d) Enforcing land development laws and regulations governing for ensuring appropriate utilization in place by the year 2016
- (e) Allocation of land within the township authority ensured by the year 2016
 - (o) By 2021 good roads and bridges, water and sewage systems, health centres and hospitals will be in place
 - (p) By the year 2021 , modern and improved central and mini bus stands in place
 - (q) Install street light and signs will be in place

4.10.6 Bankable project

- (a) Organization and conducting of statutory meetings
- (b) Land use planning project
- (c) Review of the land development policies and regulations
- (d) Capacity building on land matters and policies
- (e) Acquisition of equipment's and tools to strengthen the township Authority department
- (f) Managing open space, recreational areas, cemeteries and hazard land
- (g) Construction of infrastructure, offices, health centers, schools, markets
- (h) Protection and forestation of Township green belt
- (i) Installing street lights, posters and signs
- (j) Construction, paving and shaping central and mini bus stands
- (k) Introduction of alternative energy source

4.11 Improving ICT management facilities and its utilization

In respect to the National Visions as well as a process of strengthening implementation of its strategy agreed. The District Council has planned to establish an Information Unit (Tell center) where all data can be accessed, retrieved and stored.

4.11.1 Goal

Improved ICT management facilities and its utilization for enhanced services delivery by the year 2021

4.11.2 Objectives

- a) By June 2018, data submission rate improved for effective decision making
- b) By June 2020 capacity of rural people on the use of appropriate ICT technology is strengthened to improve wellbeing in all 70 Villages and 20 wards
- c) Effective information sharing through using 10 information centers for enhanced community development by the year 2019 established
- d) To Strengthen the provision of relevant information and experiences so as to enable the council in collaboration with the donors and other stakeholders developing strategy that will be concerned with change and management of change by the year 2020
- e) To develop Mwanga District Council ICT development strategy (document) that will show changes goes on in the township by the year 2018

4.11.3 Agreed Strategies

- a) Improve data submission rate from WEO's and VEO's
- b) Strengthen capacity of rural people on the use of appropriate technology to improve wellbeing in all 70 Villages and 20 wards
- c) Enhance community development by using 10 information centres
- d) District council website updated and maintained,
- e) Establish the technical infrastructure to facilitate communication, dissemination and information electronically and automation of key business functions,
- f) Establish and implement sound financial management systems to include expenditure accounting, revenue accounting and billing,
- g) Establish and implement customer service to handle enquires, requests and complaints,
- h) Institute ICT security and maintenance standards and strategies to ensure long-term sustainability and to realize benefits of the investments made,
- i) Provide awareness and training session to stakeholders,

- j) Institute change management and communication strategies to facilitate evaluation into an E-Governance model
- k) Establishing ICT Unit/Department
- l) Recruiting 15 experts and technicians for ICT in the District Council

4.11.4 Activities

- a) Improving data submission rate from 60% to 75% by June 2018
- b) Strengthening capacity of rural people on the use of appropriate technology to improve wellbeing in all 72 villages and 20 wards by June 2021
- c) Enhancing community development by using 10 information centres
- d) Update and maintain District Council websites,
- e) Establishing the technical infrastructure to facilitate communication, dissemination and information electronically and automation of key business functions by the year 2016,
- f) Establishing and implement sound financial management systems to include expenditure accounting, revenue accounting and billing by the year 2013 enquires, requests and complaints,
- g) Institute ICT security and maintenance standards and strategies to ensure long-term sustainability and to realize benefits of the investments made by the year 2019
- h) Providing awareness and training session to 200 stakeholders within the District Council on the use of ICT, administration and its management,
- i) Institute change management and communication strategies to facilitate evaluation into an E-Governance model
- j) Employing 15 experts and technicians on ICT
- k) Providing education and training on ICT to the community
- l) Establishing ICT Unit/Department

4.11.5 Targets

- a) Data submission rate improved from 60 to 75% by June 2019
- b) Strengthen capacity of rural people on the use of appropriate technology to improve wellbeing in all 70 Villages and 20 wards by June 2016 by June 2020
- c) Community development enhanced by using 10 information centres
- d) Regular updating and maintaining of District Council websites
- e) Established technical infrastructure to facilitate communication, dissemination and information electronically and automation of key business functions by the year 2021,
- f) Implemented sound financial management systems to include expenditure accounting, revenue accounting and billing by the year 2013 enquires, requests and complaints,
- g) ICT security and maintenance standards and strategies improved to ensure long-term sustainability and to realize benefits of the investments made by the year 2021,
- h) 200 stakeholders within the District Council capacitated in terms of understanding use of

- ICT, administration and its management by the year 2018,
- i) Institute change management and communication strategies to facilitate by adopting E-Governance model by the year 2021
 - j) Established ICT Unit/Department
 - k) Employed 15 expert and technicians on ICT

4.11.6 Bankable project

- a) Data submission
- b) Strengthen capacity of using appropriate technology
- c) Establish 10 information centres
- d) Website updating
- e) E-Governance model
- f) District Council Information data base
- g) Establishing ICT Unit/Department
- h) Employing 15 expert and technicians on ICT

4.12 Preparedness of risks and Disaster management improved

4.12.1 Goal

Enhanced community preparedness of risks and disaster management for better livelihood by 2021

4.12.2 Objectives

- a) By June 2021, community capacity enhanced towards disaster management in 72 Villages and 273 hamlets
- b) By June 2021, to have 5 fire brigade staff
- c) Ensuring there is adequate provision of training on fire fighting and disaster management to the community by June 2021
- d) Construction of fire fighting station
- e) Construction of 10 fire hydrants by June 2021
- f) By 2016, fire brigade unit will have adequate and proper tools/equipments for better services
- g) By 2016, District community will have been educated on environmental conservation in order to avoid disaster such as floods, drought, strong winds etc

4.12.3 Agreed Strategies

- a) Provision of working facilities for good work environment to fire rescue staff
- b) Enhance community capacity towards response on disaster management in 20 wards
- c) Employing 3 fire brigade staff
- d) Provide rescue training to the community on disasters such as fire, floods, heavy rains etc
- e) Construct fire fighting station with assistance from stakeholders
- f) Identifying and allocating areas for construction of fire hydrants
- g) Fixing road signs to minimize chances of accidents
- h) Acquiring fire fighting and rescuing tools/equipments
- i) Provide education on Environmental Conservation

4.12.4 Activities

- a) Acquiring and providing working facilities for good work environment to fire and rescue staff by June 2021
- b) Enhanced community response on disaster management in 20 wards by June 2021.
- c) Seeking employment permit from authorities
- d) Providing training and field exercises on rescue activities
- e) Improving the quality of health centres infrastructure so that they can provide better services to the injured in case of accidents and disasters
- f) Carry out research on the areas where fire hydrants will be constructed
- g) Construction of fire hydrants
- h) Sensitizing the community to plant trees
- i) Strengthening Disaster Management Committees at all levels (villages and hamlets)
- j) Formulating strategies for preventing and/or fighting against disasters such as floods, fire, heavy rains and road accidents

4.12.5 Targets

- a) To provide good working environment to fire rescue staff by June 2021
- b) Community response on Disaster management enhanced in all wards by June 2021
- c) Presence of recruited 3 fire brigade staff
- d) Enhanced efficiency of fire brigade
- e) Adequate tools/equipment for fire fighting and rescue activities
- f) Presence of well constructed 10 fire hydrants
- g) Increased number of planted trees
- h) Availability of strategies for preventing accidents and management of disasters

- i) Sensitized community
- j) Enhanced efficiency of Disaster Management Committees
- k) Presence of effective strategies

4.12.6 Bankable project

- a) Acquisition of working facilities for fire rescue staff
- b) Building community capacity on disaster management
- c) Construction of 10 fire hydrants
- d) Trees Plantation

4.13 Gender and community empowerment improved,

4.13.1 Goal

Social welfare and community empowerment improved by the year 2021

4.13.2 Objectives

- a) Sensitization of communities within the District to improve their nutrition status by 2021
- b) Mobilisation of community members CSOs and FBOs and other groups to understand their nutrition problems, analyse the causes and take appropriate actions
- c) To conduct child , family and women day in the District By June 2021
- d) By June 2021, gender issues be integrated in District Council development plans
- e) Enhanced productivity within the women entrepreneurs and increase women economic groups in 70 Villages and 273 hamlets by 2021
- f) Improved 535 enterprenurship groups in the District Council by the year 2021
- g) Sensitization of local communities within the District to to participate in various communities livelihoods in terms of cash and in kind by the year 2021
- h) By June 2018, access to children rights improved in all in 70 Villages and 273 hamlets
- i) By June 2021, social welfare disabled people enhanced in 70 Villages and 273 hamlets
- j) By June 2021, working environment in the community development department 30 staff improved to increase efficiency.

- k) Improving physical infrastructure for the disabled and construction of community development centre in order to enhance their well being and social welfare by 2021
- l) Reduced drug addiction to youth in the District by the year 20121

4.13.3 Agreed Strategies

- a) Education provision on gender issues in 70 Villages and 273 hamlets
- b) Integrating and institutionalizing gender issues into District Council development plans
- c) Enhance productivity within the women entrepreneurs and increase women economic groups in all in 72 Villages and 273 hamlets
- d) Improving 535 entrepreneurship groups in the District Council
- e) Sensitizing of local communities within the District to improve their livelihoods
- f) Motivating women to form entrepreneurship groups
- g) Providing financial and material support to existing women entrepreneurship groups
- h) Sensitizing community on establishing centers for helping street children and those living harsh conditions
- i) Encouraging the community to establish Children Councils in in 70 Villages and 273 hamlets
- j) Enhance access to children rights in all in 72 Villages and 273 hamlets
- k) Enhance social welfare disabled people in 72 Villages and 273 hamlets
- l) Improve working environment in the community development department 30 staff
- m) Rehabilitation of physical infrastructure to suit the needs of the disabled and community
- n) Youth group and conduct training formed to be who affected with drugs addiction and training the same to entering in this group
- o) Improved welfare of the aged/old people
- p) Marking womens and children days

4.13.4 Activities

- a) Design and conduct training on gender issues in 70 Villages and 273 hamlets
- b) Integrating and institutionalising gender issues into District Council development plans
- c) Enhance productivity within the women entrepreneurs and increase women economic groups in all 70 villages
- d) Improving 535 enterprenurship groups in the District Council
- e) Sensitizing of local communities within the District to improve their livelihoods
- f) Motivating women to form entrepreneurship groups
- g) Providing financial and material support to existing women entrepreneurship groups

- h) Sensitizing community on establishing centres for helping street children and those living harsh conditions
- i) Encouraging the community to establish Children Councils in 70 Villages and 273 hamlets
- j) Enhance access to children rights in all in 70 Villages and 273 hamlets
- k) Enhance social welfare disabled people in 70 Villages and 273 hamlets
- l) Improve working environment in the community development department 30 staff
- m) Rehabilitation of physical infrastructure to suit the needs of the disabled
- n) Provision of education to the community on disabled right
- o) Sensitizing those who are disabled to form entrepreneurship groups in all 20 wards
- p) Providing financial and material support in disabled development activities
- q) Acquisition of adequate furniture, fixtures and other accessories to improve working environment
- r) Identification of disabled people and keeping their statistics
- s) Rehabilitation of physical infrastructure for the disabled
- t) Prevention of drug addiction campaigns and conduct training to youth in the District council
- u) Construction of community development centre in the District council
- v) Improve welfare of the aged/old people in the community
- w) Mobilizing community and surrounding leaders to participate in womens day
- x) Carryout the women day ceremony
- y) Mobilizing community and surrounding leaders to participate in children day
- z) Carryout the children day ceremony

4.13.5 Targets

- a) Education provision on gender issues in 70 Villages and 273 hamlets
- b) Integrating and institutionalising gender issues into District Council development plans by the year 2016
- c) Enhanced productivity within the women entrepreneurs and increase women economic groups in all 70 villages
- d) Improved 535 entrepreneurship groups in the District Council by the year 2016
- e) Sensitizing of local communities within the District to improve their livelihoods
- f) Motivating women to form entrepreneurship groups
- g) Providing financial and material support to existing women entrepreneurship groups
- h) Rehabilitation of physical infrastructure to suit the needs of the disabled
- i) Working environment in the community development department to all 30 staff improved by June 2016
- j) Enhanced community awareness on disabled rights
- k) Increased number of disabled entrepreneurship groups

- l) Improved working environment in the community development department 30 staff improved to increase efficiency
- m) Availability of Disabled Statistics
- n) Improved Infrastructure for disabled
- o) Training a total of 600 youth within the District on drug addictions effects by the year 2012
- p) Constructing of community development centre in the District council by the year 2016

4.13.6 Bankable project

- a) Involvement of women in development projects
- b) Enhancing productivity within the women entrepreneurs
- c) Increasing women entrepreneurship groups
- d) Sensitisation of community on children rights in all in 70 Villages and 273 hamlets
- e) Improvement of working environment
- f) Rehabilitation of infrastructure for disabled
- g) Construction of community development centre in the District council

4.14 Attain adequate nutritional status, which is an essential requirement for a healthy and productive residents

4.14.1 Goal

Nutritional status for healthy and productive residents in Mwanga District Council attained by the year 2016

4.14.2 Objectives

- (l) By the year 2014, Nutrition services at community and facility level increased
- (m) By the year 2016, behaviour change communication to different actors for nutrition status improved
- (n) Strengthened the implementation, monitoring and enforcement of legislation for improved health to residents in Mwanga District by the year 2016
- (o) Institutionalised nutrition intervention into national and sectoral policies, plan and programs by the year 2016

- (p) By the year 2016, capacity building for nutritional activities operation within the District Council staff and different actors enhanced
- (q) Enhanced advocacy and resource mobilisation by the year 2016
- (r) Enhanced research, monitoring and evaluation of health provisioning and nutritional programs in the District Council by the year 2016
- (s) Ensured coordination and partnership in the initiation, development and implementation of nutrition programs in the District Council by the year 2016

4.14.3 Agreed Strategies

- (t) Increase access to Nutrition services at community and facility level
- (u) Behaviour change communication to different actors for improved nutrition status
- (v) Strengthen the implementation, monitoring and enforcement of legislation for improved health to residents in Mwanga District
- (w) Mainstreaming nutrition intervention into national and sectoral policies, plan and programs
- (x) Capacity building for nutritional activities operation within the District Council
- (y) Enhance advocacy and resource mobilisation
- (z) Enhance research, monitoring and evaluation of health provisioning and nutritional programs in the District Council
- (aa) Ensure coordination and partnership in the initiation, development and implementation of nutrition programs in the District Council

4.14.4 Activities

- a) Increasing access to nutrition services at community and facility level
- b) Strengthening the quality of nutrition services
- c) Improving the District wide nutrition structure and management level
- d) Enhancing behaviours, customers and traditions of men , women, caregivers, family and community members, and those who influence them which impacts positively on nutrition
- e) Strengthening the implementation, monitoring and enforcement of legislation for improved health to residents in Mwanga District
- f) Mainstreaming nutrition into District departments and sectoral policies, plans and programs
- g) Building strategic and operational capacity for nutrition
- h) Improving the knowledge, skills and competencies of service providers at all level of District and to the grassroots to give adequate support in nutrition
- i) Establish and maintain nutrition high on the development agenda at all levels and mobilise adequate and sustainable financial resources to support implementation of the Nutrition program within the District Council
- j) Developing framework/plans for monitoring, evaluation and research nutrition

- k) obtaining timely data on the nutritional status of the population through nutritional surveillance, HMIS, periodic surveys, and other routine and none routine data system
- l) Strengthening the evidence base for nutrition policy and programming
- m) Enhancing coherence and synergy in the delivery of nutrition intervention through coordination at all levels
- n) Strengthening partnership for nutrition

4.14.5 Targets

- a) Proportion of health facilities providing the minimum package of nutrition services
- b) Nutrition services integrated with maternal, newborn and child health activities and other programs
- c) Links are established with other sectors to address the immediate and underlying causes of malnutrition
- d) Number of districts with community based networks to promote and support appropriate nutrition behaviors
- e) Proportion of children with severe acute malnutrition and complications who are treated at health facility
- f) Prevalence of under-nutrition in vulnerable groups established
- g) Availability of policies and guidelines in nutrition in health facilities and number of health workers training using the guidelines
- h) Proportions of health staff in sampled health facilities working according to policies, guidelines, standards, technical and protocols,
- i) Facility based case facility rate for severe acute malnutrition
- j) Availability of essential equipment and supplies for nutrition programs
- k) Proportion of CCHPs that include the minimum package of essential nutrition services
- l) Number of supervision visits that include nutrition indicators
- m) Proportions of caregivers who practice minimum set of key behaviors for nutrition
- n) Updated legislation available
- o) Updated regulations standards and guidelines available
- p) Number of violations against legislations. Proportions of violations cases that are brought to court.
- q) Strengthening District level structure
- r) Number of districts given supportive supervision on nutrition by RHMT at least twice per year
- s) Number of Villages and hamlets with nutrition focal points
- t) Proportion of training institutions using up-to-date curricula
- u) Proportions of service providers that have relevant jobs aids
- v) Proportion of services providers and community based workers who receive at least one supportive supervision contact following training
- w) Number of high level of advocacy event per year
- x) Available government and DP budget for nutrition

- y) Availability of monitoring and evaluation framework and research plan
- z) Nutrition data is generated by routine and non-routine data system aa) Operational surveillance system bb) Up-to-date on prevalence malnutrition available cc) Availability of research report dd) Revised policies, strategies and plans ee) Number of functional coordination structures ff) Number of functional partnership in place

4.14.6 Bankable project

- (f) Training local communities on Nutrition
- (g) Prepare advertisement and publication for Nutrition activities and programs in District Council
- (h) Developed training programmes and training the same people affected with nutrition impacts
- (i) Capacity building programme to District staff on integrating nutrition in their development programs and plans
- (j) Acquisition and distribution of nutrition health facilities and utilities
- (k) Conduct research on food, health and care