

LUDEWA DISTRICT COUNCIL



MEDIUM TERM ROLLING STRATEGIC PLAN FOR THE YEARS 2012/13-2016/17

District Executive Director

P.O. Box 19

Ludewa

NJOMBE

TEL; 0262790120

Fax: 023-211317

E-MAIL; ludewaded@yahoo.com

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LIST OF ABBREVIATIONS AND ACRONYMS

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

STATEMENT FROM THE COUNCIL CHAIRPERSON

Ludewa District Council operates in a country that is dynamic particularly in a world that constantly experience socio-economic change. To survive in such a dynamic environment, the Council need to be managed strategically. This Strategic Plan (SP) will be used to present the framework and direction on how best can the council discharge its roles and responsibilities for realization of its goals and objectives. The SP is a contemporary planning tool used by firms/ organisations to chart out their opportunities and challenges and eventually come up with strategies on how best to address them.

The Council needs an SP to enhance efficiently and effectiveness of its operations. The SP provide direction and the priorities which the Council will try to address within the specified period which is 2012/13 - 2016/17. The SP will be the main plan document which highlights the totality of what the Council intends to achieve in terms of its vision, mission and strategic objectives under the SP.

It is worthwhile to point out at the outset that the support of all stakeholders including the State House, Parliament, Prime Minister's Office, Regional Administration and Local Government (PMO-LARG/TAMISEMI), Government and its departments, Development partners, Non- Governmental Organisation (NGOs), Community Based Organisations(CBOs), Faith-Based Organizations (FBOs), Financial institutions and public at large will be highly appreciated. We believe that they all have a role to play in enhancing the performance of Ludewa District Council.

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

The plan takes into account the importance of human resources in implementing the

strategies and hence intends to ensure adequate provision for capacity building to management and staff and create conducive working environment for the staff.

On behalf of Ludewa District Council, I humbly stand here to invite all stakeholders to participate in the implementation of this SP. Each one of us should strive to work hard and discharge his obligations towards the successful implementation of this SP. Thank for your collaboration.

HON. Matei F. Kongo
COUNCIL CHAIRPERSON

STATEMENT FROM THE COUNCIL EXECUTIVE DIRECTOR

I would first like to present a review of the Council's past SP of 2008/09 – 2010/2011 and also present the current SP of 2012/13 – 2016/2017. May I take this opportunity to extend my gratitude to all stakeholders who have participated in the formulation of this current SP. I extend my sincere gratitude to the Council's chairperson, Hon. Kongo, the Honorable Councillors, Heads of Departments and Units and other functionaries of the Ludewa District Council not forgetting the Central Government, Local Government Authorities (LGAs), Ministries, Departments and Agencies (MDAs), Our Donors, NGOs, The business community, Special groups and DONs company for good work they have done in the preparation of this SP. The SP has highlighted the Council's Vision, Mission, Long-term goals, the Council's distinctive competencies and opportunities available. The Council's core values and sectoral strategies are also presented in this SP.

The SP was prepared taking due reference to various national policies and strategies including the National Development Vision 2025, CCM Election Manifesto of 2010, National Strategy for Growth and Reduction of Poverty (NSGRPII/MKUKUTA), MDGs, and other National policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual of 2007.

The SP present our Vision which is " A Council providing quality and sustainable services to all our stakeholders". Our Mission is " To collaborate with all stakeholders in the provision of quality and timely social-economic services using available internal and external resources. The SP has also highlighted the key functions of the Council in six Strategic purposes which are reflected in the Departmental goals and Strategies.

I conclude with anticipation that all development stakeholders will participate in the implementation of this SP and by so doing, making it possible for our Council to realize its Vision.

Thank you for your participation

Hilda Lauwo

EXECUTIVE DIRECTOR
LUDEWA DISTRICT COUNCIL.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background Information

This SP presents a synopsis of the development activities to be undertaken by Ludewa DC for a period of five years effective June 2012 to July 2017. Under this plan, the Council will be able to implement its primary roles /responsibilities stipulated in the Local Government Act (2002) which include among others the facilitation of social and economic development of people within its area of jurisdiction. In general the Council is there to facilitate and mobilize the community to work hard and effectively use their available resources to fight poverty, ignorance and diseases. The Ludewa DC has prepared this SP in accordance to the government guidelines on the procedures to be followed by all its institutions in the process of preparing SP.

1.2 Approach

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

The process of developing this plan involved undertaking situation analysis which

involved review of Strategic Plan 2008/09 – 2010/2011. This process involved performance review for the period of the plan, self assessment, stakeholders analysis, Strengths and Weaknesses, which are internal to the council, as well as, identifying Opportunities and Challenges which are external to Ludewa District Council (SWOC analysis). The situation analysis came up with areas for improvement and critical issues that need to be addressed in the plan and hence formed the basis for developing the objectives. The Council top management then developed vision, mission, distinctive competences, core values, objectives, strategies and key performance indicators.

1.3 Purpose

This Strategic Plan has been prepared with a view of guiding the implementation process in a strategic direction. It also aimed at creating a common understanding among Ludewa District Administration and Management, staff and other stakeholders in order to enhance their collective contribution in attainment of core functions of the Council. The strategy has been prepared in accordance to government format of strategic plan document and the content of the strategy stands as major reference materials for the implementation, monitoring and evaluation of Council activities in the period 2012/13-2016/17.

1.4 Layout of the Plan

The plan is divided into four main chapters and one annex. Chapter One contains Introduction covering Background, Approach, Purpose and Layout of the Plan, while Chapter Two discusses the Situational Analysis covering Performance Review, Stakeholder Analysis, SWOC Analysis and Critical Issues. Chapter Three covers the Plan for 2011/2012 – 2015/2016 and it include the Vision, Mission, Distinctive Competencies and Core Values. Chapter four covers the Strategic Plan Matrix for Ludewa District Council and it includes the Goals, Departmental Objectives, Strategies and Key performance Indicators (KPIs). The annex consists of the

Organization Structure of Ludewa District Council.

CHAPTER TWO

2.0 SITUATION ANALYSIS

This Chapter reviews the implementation of Ludewa District Strategic Plan which ended in 2011. In the analysis there is a short description of Ludewa District Council, its mandate, roles and functions, and the existing vision and mission statements. In the same chapter there is a review of Council past performance where achievements and constraints on each department's objective are recorded and the way forward as remodel actions to address the constraints. Also the chapter provides results of stakeholder analysis, Strengths, Weaknesses, Opportunities and Challenges before identifying recent initiatives and critical issues or areas for improvements.

2.1 History of Ludewa District Council

Ludewa DC is one of the four districts of NJOMBE Region. The district shares common boundaries with Njombe District to the North, Makete District to the North- West, Songea District to the East and Mbinga and Nyasa District to the South. In the West, the District is bordered by Malawi with the boundary being demarcated by Lake Nyasa.

2.2 Mandate

The Ludewa District was officially launched on the 28th of November 1975 as confirmed by the Government Gazzette Notice No. 185. The Ludewa District is mandated through Local Government Act No. 5 (District Authorities) Cap 287 with amendments of 2002. The Ludewa DC was inaugurated on 1st July 1984.

2.3 Roles and Functions

Like any other Local Authority, Ludewa District Council has the function of providing social services like roads, primary education, health services, rural water, environmental protection, safety and recreation services to the communities of Ludewa District. It also facilitate good working environment for economic production activities in order to increase the level of income among the community and enhance economic growth within the district and nation at large.

2.4 Existing Vision and Mission of the 2008/09 – 2010/2011 strategic plan

The vision and mission statements that guided Ludewa District Council's operation in the Strategic Plan of 2008/09 – 2010/2011 were as follows:

Vision: 'The Ludewa DC envisages its people living in quality and sustainable livelihoods''

Mission: "To collaborate with internal and external stakeholders in providing quality and sustainable development services based on priorities set on the basis of popular participation, democracy, good government and rule of law and which are provided using existing resources and opportunities so as to improve people's livelihood by 2025''

2.5 Performance Review

Performance of Ludewa District Council was reviewed by assessing the achievements for the period 2008/09-2010/11 that the Council has been implementing its Strategic Plan. The review was based on Departmental Objectives developed by the Plan of 2008/09-2010/11. Challenges faced during implementation of the plan were identified and later the way forward for improvement was proposed. Status of the implementation of each department and sections are detailed in the Swahili Version of the SP for Ludewa DC.

2.6 Stakeholders Analysis

Stakeholder analysis was undertaken by involving various stakeholders of Ludewa DC. The analysis covered identification of stakeholder, service provided by the Council to stakeholder and stakeholders expectations. The results of the stakeholder analysis are summarized here below.

S/N	Name of Stakeholder	Service provided by Council	Stakeholder Expectation
1	The Community	<ul style="list-style-type: none"> To facilitate their access to quality social, economic and good governance services 	<ul style="list-style-type: none"> To get quality and timely services To get information and various report from the Council
2	Tenderers	<ul style="list-style-type: none"> To provide tenders and contract to tenderers To provide consultancy advices 	<ul style="list-style-type: none"> To acquire contracts and employment To get information and various report from the Council To be paid in time

3	Council staff	<ul style="list-style-type: none"> • To put in place conducive environment for staff • To provide them with working tools • To translate and implement staff scheme of service • Provide staff remuneration and motivation 	<ul style="list-style-type: none"> • To be given their employment benefits and other legal payments • To see that their working environment have been improved
4	NGOs	<ul style="list-style-type: none"> • To provide technical supervision • To provide advices • To put in place conducive environment for the NGO to operate 	<ul style="list-style-type: none"> • To access a conducive environment for collaboration and cooperation • To get quality services • To access information from the Council
5	Central Government	<ul style="list-style-type: none"> • Implementation of policies and guide line provided • To link the central government and community • To advice as and when required 	<ul style="list-style-type: none"> • The council will implement its policies/guide lines • That the council provides quality services to the community • Get information and reports from the council
6	Financial Institution NMB/SACCOS	<ul style="list-style-type: none"> • To put in place a conducive environment for the institutions to operate • To educate the community on the importance of these financial institutions 	<ul style="list-style-type: none"> • To be effectively involved in the council development process • To receive information and reports on time • Increase in customers

7	Investors (MMI, Schuang Hongda)/Development Partners (DP)	<ul style="list-style-type: none"> • Provide conducive environment for investing • Linking the investors with the community • Provision of technical advice 	<ul style="list-style-type: none"> • To access and utilize the conducive environment for investing • To be able to get appropriate cooperation in discharging their their responsibilities • To avail and use available information as and when required
8	<ul style="list-style-type: none"> • Communication Institutions (TTCL,AIRTEL, VODACOM and TIGO) 	<ul style="list-style-type: none"> • A conducive environment for operating is provided • To educate the community on the need for the services provided by the communication Institutions 	<ul style="list-style-type: none"> • The community will continue to use their services • To receive and use information provided by the council
9	Councillors	<ul style="list-style-type: none"> • To present various implementation reports • To be remunerated each month • Full collaboration and cooperation with council staff 	<ul style="list-style-type: none"> • To avail their remuneration and motivation timely so as to subsist • To receive the needed information and report timely
10	Donors (JAPIEGHO CUAMM)	<ul style="list-style-type: none"> • To avail them with different reports from the Council • Presence of a District Strategic Plan • Peace , tranquility and safety while in the country/ council 	<ul style="list-style-type: none"> • To receive timely and reliable reports • Extended cooperation and collaboration

11	Religious Institutions	<ul style="list-style-type: none"> • A conducive worship environment • Avail them with information 	<ul style="list-style-type: none"> • Cooperation and collaboration • Information provided as and when required
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2.7 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

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

Criteria	Strengths	Weaknesses
Leadership	<ul style="list-style-type: none"> • Presence of strong and committed leaders • Experienced leadership • Conducting of periodic meetings 	<ul style="list-style-type: none"> • Inadequacy of knowledge and skills on administration and management to some of the leaders • Inadequate working tools • Low motivation
Human Resource	<ul style="list-style-type: none"> • Presence of skilled and unskilled personnel • Team work spirit • Committed and dedicated human resource • Presence of staff training programme 	<ul style="list-style-type: none"> • Inadequate human resource in some departments • Presence of some unqualified staff • Low motivation • Inadequate office accommodation and working tools

Processes to deliver services	<ul style="list-style-type: none"> • Ability to offer tender and high quality service • Ability to provide quality service timely • Ability to provide guidelines and instruction • Accountability and transparency 	<ul style="list-style-type: none"> • Untimely payment to service providers • Inadequate communication among departments • Inadequate working tools • Inadequate database management system
Policy and strategies	<ul style="list-style-type: none"> • Presence of District Strategic Plan • Government commitment to plans and budget • Presence of bylaws, directives, rules and regulations governing operationalization of district activities • Establishment of Environmental Section 	<ul style="list-style-type: none"> • Inability to implement fully the district plans • Inability to translate policies and strategies correctly
Financial Resources	<ul style="list-style-type: none"> • Availability of reliable sources of revenue • Presence of strong mechanism for financial management 	<ul style="list-style-type: none"> • Low and delayed revenue collection • Under collection of Revenues
Technology	<ul style="list-style-type: none"> • Presence of data management system • Qualified professional staff to cope with changing technology 	<ul style="list-style-type: none"> • Inadequate professional staff • Poor infrastructure • Inadequate working tools
The community	<ul style="list-style-type: none"> • Presence of training institutions • Cooperation available from different stakeholders • Existing peace and tranquillity 	<ul style="list-style-type: none"> • Low education status • Presence of negative cultural traits

Criteria	Opportunities	Challenges
Leadership	<ul style="list-style-type: none"> • Support from Central Government • Availability of training Institutions • On-going public service reform • Government stability 	<ul style="list-style-type: none"> • Political influence on technical issues • Delay in decision making • Available training materials and the council' s needs
Human Resource	<ul style="list-style-type: none"> • Government support • Availability of training institution to impart knowledge • Availability of human capital the labour market • The on-going public service reforms 	<ul style="list-style-type: none"> • Limited budget • Political influence • HIV/ AIDS pandemic • Effective use of technical assistance • Maintaining gender balance • Available training materials and the council' s needs
Processes to deliver services	<ul style="list-style-type: none"> • Availability of various process technologies in the market • The on-going public sector reform • Availability of Public Procurement Act and Public Finance Act • Support from Banks • Support from Central Government 	<ul style="list-style-type: none"> • Limited budget • Low awareness among stakeholders on council payment procedures • Poor infrastructure • Adherence to laws, rules and regulations

Policy and strategies	<ul style="list-style-type: none"> • Presence of Local Government Act of 1982 • Presence of defined Policies and guidelines from Central Government • MKUKUTA • Vision 2025 • Ruling Party Election Manifesto • Presence of Competent Council Board 	<ul style="list-style-type: none"> • Frequently changes in policies and strategies • Changes in policy priorities • Low awareness among council staff on policies, directives, rules and regulations
Financial Resources	<ul style="list-style-type: none"> • Support from the Government • Presence of financial institutions • Support from Development Partners 	<ul style="list-style-type: none"> • Maintaining sufficient and continuous flow of funds • High interest rates charged by financial institutions • Insufficient incentives and motivation packages
Technology	<ul style="list-style-type: none"> • Availability of modern technology in the market • Presence of training institutions to build capacity of staff in changing technology • The on-going public sector reform • Presence of qualified and skilled technical staff 	<ul style="list-style-type: none"> • Inadequacy of skilled technical staff • Lack of capacity to absorb technological change
The community	<ul style="list-style-type: none"> • Availability of social and economic services • Presence of government offices 	<ul style="list-style-type: none"> • Increase of street children • Increase of in-migrants • Low level of community participation

2.8 Recent Initiatives

- Implementation of agricultural projects related to “Kilimo Kwanza” guideline
- Implementation of the Health Sector and Sanitation Improvement Programme which emphasize on the construction of Health Centre in each Ward and a Dispensary in each Village
- Repair and rehabilitation of schools buildings
- Para-professional training for Community Development Staff
- Construction of Ward Agricultural Resource Centre

2.9 Critical Issues for this plan are:

1. Inadequate provision of social services
2. Inadequate human resources and financial management
3. Inadequate revenue collection
4. Capacity building to council staff, ward and village leaders
5. Low capital investment among small traders
6. Untimely payments to service providers
7. Insufficient working environment and low incentives to workers
8. Gender inequality in leadership and management positions
9. Inadequate application of ICT and MIS
10. Prevalence of HIV/AIDS within the district
11. Addressing cross cutting issues

CHAPTER THREE

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

This chapter elaborates the developed vision and mission statements, long term goals, distinctive competences and core values. Also, it indicates; departmental objectives, strategies and the key performance indicators which measure the achievement of the objectives.

3.1 Vision

“A Council providing quality and sustainable services to all our stakeholders”.. The SP has also highlighted”.

3.2 Mission

“ To collaborate with all stakeholders in the provision of quality and timely social-economic services using available internal and external resources”.

3.3 Long-Term Goals/ OBJECTIVES

In order to realize its vision and mission, Ludewa District Council have planned to attain the following long-term goals:

1. To promote, supervise and put in place a situation of peace, good governance and rule of law
2. To improve and supervise the provision of quality social services.
3. To facilitate and motivate the community members to effectively participate in the development process

4. To improve the existing economic infrastructure for economic development
5. Capacity building for Council leaders and District Functionaries to participate in the planning and implementation process of different development programmes of the Council
6. Make sure that cross-cutting issues such as HIV/AIDS, Governance, Vulnerability, Environment and Gender are properly addressed in order to reduce poverty

3.4 Distinctive Competencies

The following are the observed distinctive competencies within Ludewa District Council

1. Presence of Lake Nyasa in the District
2. Presence of three agro ecological zones
3. Presence of Iron mines in Liganga
4. Big fertile land for agriculture
5. Presence of Livingstone mountains
6. Presence of water falls at Mawengi, Ketewaka, Mavanga and Lugalawa
7. Presence of big forests of Sakaranyumo, Madenge, Mshola, Mkuhulu and Mdadu

3.5 Core Values

In providing top quality services to its stakeholders, Ludewa District Council shall be guided by the following core values:

1. Objectivity

We are an important institution offering services to our customers in an objective and unbiased manner

2. Excellence

We undertake our activities objectively, maintain the highest degree of professionalism and ethical standards, building value added relationship with customers and stakeholders to deliver quality services.

3. Integrity

We observe and maintain high standards of ethical behaviour and the rule of laws.

4. People's focus

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

5. Team work.

We value team work, putting together diverse expertise to achieve our goals.

6. Best resource utilization

We are an organization that values and uses public resources entrusted to it in efficient, economic and effective manner

CHAPTER FOUR

4.0 GOALS, IMPLEMENTATION UNITS, STRATEGIC OBJECTIVES AND STRATEGIES

The Strategic Plan Matrix for Ludewa District Council is presented based on different broad objective from which area of operation or department concern is identified with its strategic objective. Strategies to achieve the departmental objective and thereafter the broad objective are identified and the Key Performance Indicators (KPIs) have been proposed.

4.6.1 Broad objective one

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

Area of Operation/ Department	Strategic Objective(s)	Strategies
1. Administration and Governance	To be efficient in addressing issues of good governance and in the provision of administrative services.	Improve office infrastructure at Council, Ward, Village and Sub-Village
		Ensure District Executive Director, wards and village offices with adequate financial resources to suffice communication, meetings and law enforcement costs
		Ensure effectively and timely conduction of council and committees meetings.
		Ensure all offices are equipped with furniture and necessary working tools
		Enhance and maintain effective participatory planning and decision making and framework and operations.
		Ensure council, wards and village plans, budget and activities are open and shared to community members.
		Set and sharpen accountability structures with and between the council and community members.
		Set a follow up mechanism for implementation of Council decisions
		Improve information sharing and service delivery to the community
2. Human Resource	To recruit additional staff who are qualified and capable of	Recruit qualified staff to fill in vacant posts

Management	discharging their duties.	Set conducive physical working environment for council, ward and villages.
		Improve record keeping by using Human Resource Information System
		Improve council, ward and village staff remunerations to promote effectiveness and efficiency.
		Capacity building to council staff at all levels and elected leaders
		Fill in vacant post for heads of departments and units in time
		Improve staff job assessment and quality control measures (OPRAS) to all levels
3. Legal Affairs	To ensure that the Council implement its activities in accordance of laws, regulations and existing guidelines	Facilitate the community and other stakeholders to know the laws and by laws
		Ensure both leaders and executives at the council, ward and villages are aware with laws, guidelines and by-laws.
		Facilitate the village, ward and council policy making bodies to enact relevant and effective by-laws.
		Set effective legal structure and action plan to ensure council legitimacy and administrative powers are effectively used within the council
		Facilitate access of all relevant laws, guides and by laws to wards, and village leaders and staff.

		Ensure that the unit is fully in operations and improved
4.Internal Auditing	To ensure that the Council resources (assets, finances and human resources) are utilized in accordance of existing and proper procedures, regulations and laws	Set an effective audit and inspection framework to council financial transactions.
		Ensure effective, efficiency and timely collection and spending of financial resource.
		Promote awareness and skills development on use and reporting of financial resources among council staff.
		Equip Auditing section with modern financial auditing equipments and software.
		Recruitment of qualified staff for the unit
		Ensure effective and timely financial auditing and inspection of reports.
5.Information Technology	To enable the council to implement its activities using appropriate information technology	Ensure enough Computers
		Provide training on computer application
		Improve Internet services
		Recruit more qualified IT staff

4.6.2 Broad objective two

To ensure that the Council is effective and efficient in development planning and the efficient utilization of its financial resources so as to reduce poverty and facilitate the growth of economy for the Council and the Nation at large.

Area of Operation/ Departments	Strategic Objective(s)	Strategies
1. Policy and Planning	To ensure the Council formulate meaningful and viable plans and programme which aim at reduction of	Ensure council plans are prepared by using O&OD planning methodology
		Prepare a plan for data collection at departmental level using LGMD

	poverty and economic growth for the people in the District	Harmonizes programmes, projects and activities monitoring and evaluation and reporting system for all sectors within the district.
		Improve planning operations by equipping the department with modern equipments, software and transport facilities.
		Improve planning and budgeting skills among council leaders and staff.
2. Finance	To improve the revenue collection process and facilitate the proper and efficient use of the finance and other resources of the Council	Provide education to revenue collectors
		Provide incentive to revenue collectors
		Ensure proper records of tax payers
		Identify new sources of revenue
		Ensure financial reports are available and reported timely
		Improve record keeping and relevant financial documents
		Facilitate financial department with modern equipments, software and transport facilities to meet modern financial systems requirements.
		Ensures council Assets are effectively used and managed.
		Formulate by laws for revenue collection
3. Procurement Management Unit (PMU)	To ensure that procurements procedures followed by the Council are in line with the Procurement Act (2004) and its regulation	Provide education of the Local government Procurement procedures to Councillors, Heads of Departments and Sections
		Prepare and follow procurement plan.
		Procure goods and services timely depending on the needs
		Provide reports of procurements activities regularly.

4.6.3 Broad objective three

To promote the productivity and the economy of the people through agriculture,

livestock, fishing, natural resource management, trade and industries.

Area of Operation/ Department/Sections	Strategic Objective(s)	Strategies
1. Agriculture and Livestock	To expand and increase the production of cash and food crops for food security and income generation	Increase productivity of cash and food crops
		Increase irrigation potentials from 1,140 hectare to 6700 hectare
		Increase use of improved tools and new technology in agriculture
		Increase horticulture from 420 to 9000 hectare
		Strengthen agriculture information sharing
		Enhance strategic use of potential investors and new investors in expanding commercial agriculture activities in the council.
		To improve market infrastructure for agricultural products
		Increase value of crops by considering value chain
		Improve extension services and acquire necessary tools for extension workers
2.Livestock	To ensure that livestock keepers are keeping quality livestock so as to increase income	Increase live weight of livestock
Establish farms for livestock development		
Improve grazing areas		
Increase milk production from 5 litres to 15 litres per day per cow		
Research of livestock diseases		
		Increase value chain of livestock product
		Reduce the number of death for livestock
		Increase chicken production

		Increase production of eggs from 40 to 120
3. Cooperative and Marketing	To enhance the establishment and development of strong and efficient cooperative societies owned and managed by their members.	Facilitate establishment of new rural Saving and Credit Organisation (SACCOS) at Ward level.
		Facilitate auditing of cooperative societies
		Provide training to members and leaders of cooperative societies.
		Facilitate formation of economic groups at community level
		Link cooperatives societies with donor funding and development partners.
3. Trade and economy	To increase the number of business entities within the Council so as to boost the revenue collection	Increase the number of small industries from 270 to 430
		Increase number of medium industries from 0 to 6
		Increase number of industries using electricity from 30 to 120
		Increase number of business with licence from 800 to 1600
		Facilitate auditing of licence each quarter
		Provide business education to small and big traders
4.Natural Resources and Environment	To facilitate sustainable use of natural resources in the council and ensure that natural resource benefits local people.	Facilitate community participation in natural resource management
		Identify forest boundaries within the District
		Improve and preserve quality, cleanness of environment and natural resources and promote tourism attractions.
		Encourage tree planting for purpose of environmental conservation

		Establish forest for game reserve
5. Bee-keeping	To promote Bee-keeping activities and productivity.	Promote modern Bee-keeping, honey and wax production.
		Establish and implement strategy of Bee Products marketing.
6. Land	To facilitate proper and sustainable use of land in rural and urban areas of the Council.	Increase number of surveyed plots in Ludewa town, Mlangali, Lugalawa and Manda.
		Provide education to the community on Land Act No. 5
		Increase number of villages with good land plan
		Reduce the number of land conflicts
		Increase number of small town
		Increase number of people with title deed
7. Fishing	To promote sustainable fishing practices and productivity.	Provide fishing education and use of modern fishing facilities
		Establish participatory groups for conserving fish resources
		Promote marketing for fish products
		Provide education for establishment of new aquacultures farms
		Provide education for conserving fish products
		Improve equipments, transport facilities and furniture in the district fishery office.
		Recruit adequate and qualified fishing officials.
		Conduct research on climatic change
		Provide education for fishermen and businessmen on fish marketing

4.6.4 Broad objective four

To strengthen and improve infrastructure so as realize their contribution to the

growth of the Country and District economy

Area of Operation/ Department/Sections	Strategic Objective(s)	Strategies
1. Roads	To improve status of existing roads and establish new networks within the Council.	Provide education to stakeholders on conserving the existing infrastructure
		Expand and rehabilitate district roads and feeder roads at both gravel and earth levels.
		Increase the length of roads under rehabilitation at gravel level from 323.95km to 423.95km and ensure that they are passable throughout the year
		Construct bridges and culverts as required
		Provide education to stakeholders on regulation guiding construction of buildings
		Provide education on HIV/AIDS and use of ARV on construction sites
		Improve equipments, transport facilities and remunerations of district engineer's office.
2. Marine transport	To improve quality and security of marine transport in Lake Nyasa	Ensure safety of vessels both in Lake Nyasa
3. Telecommunication	To improve and expand communication services within the District	Collaborate with Telephone companies to promote reliability of their services in the district.
		Facilitate fast and adequate access of telecommunication services and products within the district
4. Financial Services	To improve access of quality financial and commodity services within the district.	Collaborate with NGOs and private banks to increase volume of financial services.
		Facilitate establishment of projects and small industries
5. Postal Services	To promote reliability, fastness and affordability of postal services within and outside the council.	Collaborate with postal office to improve its services and products.
		Promote people use of postal banking services.

4.6.5 Broad objective five

To provide quality social services to all stakeholders of Ludewa District Council

Area of Operation/ Department/Sections	Strategic Objective(s)	Strategies
1. Education	Promote and provide quality education services at pre-primary, primary, secondary and vocational education level to the people in the Council	Achieve adequate number and quality of teachers in primary and secondary schools and vocational training.
		Facilitate career development for teachers grade IIB/C - IIIA and those with Diploma to acquire first degree
		Provide short courses to teachers at all levels
		Achieve adequate number of classrooms and teachers offices in primary and secondary and vocational training.
		Achieve adequate number of desk and office furniture in primary schools, secondary and vocational
		Facilitate adequate and high quality latrines.
		Increase enrolment rate for primary schools and pre-primary schools
		Increase the rate of passing examination at all levels
		Acquire a good number of form five and form six schools
		Encourage community to contribute to education funds
		Establish teacher's training college within the district

		Ensures all primary and secondary schools and vocational training centres are full equipped with relevant teaching and learning materials and facilities.
2. Health	To ensure availability of quality health services to all people in the district.	Improve quality of health services in hospitals, dispensaries and health centres.
		Ensure each village has a dispensary and each ward has a health centre
		Ensure significant reduction of number infant, child and maternal mortality.
		Increase the number of women who delivery at Health centres
		Increase vaccination for children under one year
		Reduce HIV spread within the District
		Increase centres for counselling and provision of services for people living with HIV/AIDS
		Collaborate with NGOs and partners in addressing HIV/AIDS and Malaria pandemics.
		Promote environmental cleanness within the Council
3. Water	To facilitate and promote availability and accessibility of clean and safe water to all stakeholders	Construct new water projects within the Council.
		Drill short and long boreholes
		Provide education to the community on environmental conservation
		Provide education on rain water harvesting
		Capacitate water committee and encourage establishment of new water committee
		Acquire transport facilities and equipments.
		Recruit more qualified staff
		Reduce new HIV infection

4. Community Development, Social Welfare and Youth	To facilitate and promote the participation of community members in the process of their own development using available resources	Facilitate village government on issues related to leadership and good governance
		Capacitate the community on implementation of cross cutting issues
		Increase community participation on reducing new HIV infections
		Facilitate preparation of village plans using O&OD
		Encourage formation of economic groups in order to get soft loans
		Provide education entrepreneurship
		Provide education on gender issues
		Capacitate the community to know human rights
		Encourage community participation on development activities.

4.6.6 Broad objective six

To ensure that cross cutting issues such as HIV/AIDS, Good governance, Vulnerable groups and gender issues are streamlined and prioritised in objective aiming at poverty reduction

Area of Operation/ Department/Sections	Strategic Objective(s)	Strategies
1. HIV/AIDS	To facilitate the prevention and reduction of HIV/AIDS infections in all sectors of the Council	Establish and implement district integrated HIV/AIDS prevention strategy.
		Promote and collaborate with Organizations dealing with HIV/AIDS prevention, treatment and care.
		Improve quality and coverage of HIV/AIDS education to Youth, women, pupils and students and other groups in the district.

		<p>Improve quality and coverage of services to groups of people affected with HIV/AIDS through technical and financial assistance</p> <p>Facilitate larger access of HIV/AIDS preventive gears.</p>
2. Governance	To ensure the Council abide to the rule of law during implementation of its obligations	<p>Ensure principles of governance are mainstreamed in sectors operations.</p> <p>Collaborate with Police Department to foster community police and traditional security to enhance human.</p> <p>Enhance community member's access to council information and plans.</p> <p>Collaborate with Prevention and Combating of Corruption Bureau in awareness and combating corruption practices.</p> <p>Enhance capacity of Ward tribunal to ensure rule of law.</p> <p>Facilitate establishment of civil societies and involve them in development planning and decision making.</p> <p>Promote full community participation in development activities.</p> <p>Facilitate free and fair elections within the district.</p> <p>Promote freedom of press and collaborate with press to advertise district potentials.</p>
3. Vulnerable Groups	To contribute and provide support to vulnerable and disadvantaged groups	<p>Establish a district vulnerability profile and respective action plan.</p> <p>Collaborate with NGOs, private sector to establish and implement strategies to assist people with disability and Orphans and Vulnerable Children.</p> <p>Link with financial institutions to support special groups such as disabled, women, youth and elders.</p> <p>Collaborate with NGOs and law enforcement organs to completely address child abuse, women abuse, albino's killings.</p>

		<p>Ensure all district investments (investors) have sounding Environment Impact Assessment</p>
		<p>Establish an effective monitoring, enforcement and evaluation framework for environmental management in the district.</p>
		<p>Facilitate more collaboration with Private Sector NGOs, CBOs, FBOs and groups in environmental cleanness, rehabilitation and preservation.</p>
		<p>Engage and support tree planting campaigns.</p>
		<p>Facilitate awareness on environment conservation and friendly farming practices and other socio-economic activities.</p>
<p>4. Gender Equality</p>	<p>To enhance gender mainstreaming and gender equality in development activities and programme of the District Council.</p>	<p>Set and implement a framework and regulations which facilitate gender balanced ownership of resources.</p>
		<p>Ensure balances political and administration participation</p>
		<p>Facilitate gender equality in access to education.</p>
		<p>Facilitate gender equality in financial services.</p>
		<p>Mainstream gender budget initiatives in department's budgets</p>
		<p>Set and implement women health priorities in the district plans.</p>

