

LUDEWA DISTRICT COUNCIL



MEDIUM TERM ROLLING STRATEGIC PLAN FOR THE YEARS 2017/18-2021/22

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July, 2017

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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
NMB	National Microfinance Bank
NGOs	Non-Governmental Organizations
FYDP II	Five Years Development Plan II
SDG's	Sustainable Development Goals
O&OD	Opportunities and Obstacles to Development Planning
PMU	Procurement Management Unit
SACCOS	Saving and Credit Organisations
SWOC	Strengths, Weaknesses, Opportunities and Challenges

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 needs 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 2017/18 - 2021/22. 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, President's Office, Regional Administration and Local Government (PO-RALG) 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, Sustainable Development Goals (SDG's), Five Years Development Plan (FYDPII), Ruling Party Manifesto of 2015 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.

 DISTRICT COUNCIL CHAIR PERSON
LUDEWA DISTRICT COUNCIL
P. O. Box 19

Hon. Edward Leslie Haule
LUDEWA
COUNCIL CHAIRPERSON

STATEMENT FROM THE COUNCIL EXECUTIVE DIRECTOR

I would first like to present a review of the Council's past Strategic Plan of 2011/12 - 2016/2017 and also present the current SP of 2017/18 - 2021/2022. 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. Edward Leslie Haule, the Honorable Councilors, 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, this updated SP prepared taking due reference to various national policies and strategies including the National Development Vision 2025, CCM Election Manifesto of 2015, Five Year Development Plan II, SDGs, and other National policies and planning frameworks in accordance with the Medium Term Strategic Planning and Budgeting Manual of 2016/2017. 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



Ng'wilabuzu N. Ludigija

EXECUTIVE DIRECTOR

LUDEWA DISTRICT COUNCIL

District 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 July 2017 to June 2022. 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, SDGs, Ruling Part Election Manifesto of 2015, 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 2012/2013 – 2016/2017, 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 2017/18-2021/22.

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 2017/2018 – 2021/2022 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 June 2017. 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 Gazette 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 2012/2013 – 2016/20217 Strategic Plan

The vision and mission statements that guided Ludewa District Council's operation in the Strategic Plan of 2012/2013–2016/2017 was as follows:

Vision: "A Council providing quality and sustainable services to all our stakeholders". The SP has also highlighted".

Mission: " To collaborate with all stakeholders in the provision of quality and timely social economic services using available internal and external resources".

2.5 Performance Review

Performance of Ludewa District Council was reviewed by assessing the achievements for the period 2012/2013~2016/2017 that the Council has been implementing its Strategic Plan. The review was based on Departmental Objectives developed by the Plan of 2012/2013, 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 	<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

		<ul style="list-style-type: none"> • Provide remuneration and staff and motivation 	
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, NJOCOPA/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 responsibilities • To avail and use available information as

			and when required
8	<ul style="list-style-type: none"> Communication Institutions (TTCL, AIRTEL, VODACOM, HALOTEL 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, UNICEF, TAHEA, SHIPO, MISO, COCODA and Boresha Afya etc)	<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

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 	<ul style="list-style-type: none"> • Inability to implement fully the district plans • Inability to translate policies and strategies correctly

	<p>operationalization of district activities</p> <ul style="list-style-type: none"> • Establishment of Environmental Section 	
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 	<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

	<ul style="list-style-type: none"> • The on-going public service reforms 	
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 • 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 • FYDP II • Vision 2025 • SDGs • 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 	<ul style="list-style-type: none"> • Inadequacy of skilled technical staff • Lack of capacity to absorb technological change

	<p>technology</p> <ul style="list-style-type: none"> • The on-going public sector reform • Presence of qualified and skilled technical staff 	
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 to cater the needed for food and raw materials for industries
- Implementation of the Health Sector and Sanitation Improvement Programme with emphasize on the construction of Health Centre in each Ward and Dispensary in each Village
- Repair and rehabilitation of schools buildings
- Free primary and secondary education program
- Para-professional training for Community Development Staff
- Water service improvement for Payment by Result (PbR) programme

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

In order to realize its vision and mission, Ludewa District Council has 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 and Coal mines at Mchuchuma
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 behavior 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 Management	To recruit additional staff who are qualified and capable of discharging their duties.	Recruit qualified staff to fill in vacant posts
		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 poverty and economic growth for the people in the District	Ensure council plans are prepared by using improved O&OD planning methodology
		Prepare a plan for data collection at departmental level using LGMD
		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.
		Ensure inaccessible areas are identified and recognised for better service delivery.
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.
		Ensure electronic system (LGRCIS) for revenue collection are improved/strengthened.
		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	Strength SACCOS 24 and AMCOS 29 and other 5 types according to cooperative laws
		Facilitate auditing of cooperative societies

	their members.	Provide training to members and leaders of cooperative societies. Facilitate formation of economic groups at community level To encourage community to sell heir produce through AMCOS and others cooperatives groups
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, Lugarawa 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
		Supervise on building constructions and providing education
		Provide education to stakeholders on building which follow regulations and laws
		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.
		Provide telecommunication services in areas where net work is not available
		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.(A)Primary 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 schools.
		Facilitate carrier development for teachers grade IIIB/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.
		Achieve adequate number of desk and office furniture in primary schools
		Facilitate adequate and high quality latrines.
		Increase enrolment rate for pre-

		<p>primary and primary schools</p> <p>Increase the rate of passing examination at all levels</p> <p>Improve ratio number of books related to number of students in schools.</p> <p>Acquire a good number of form five and form six schools</p> <p>Encourage community to contribute to education funds</p> <p>Establish teacher's training college within the district</p> <p>Ensures all primary and secondary schools and vocational training centres are full equipped with relevant teaching and learning materials and facilities.</p>
1.(B)Secondary Education	Promote and provide quality education services at pre-primary, primary, secondary and vocational education level to the people in the Council	<p>Achieve adequate number and quality science teachers of secondary schools in the District</p> <p>Provide short courses to teachers at 'O' level and A' level</p> <p>Achieve adequate number of classrooms, teachers offices, houses in secondary schools</p> <p>Achieve adequate number of desk and office furniture in secondary schools</p> <p>Facilitate adequate and high quality latrines at 17 Secondary schools.</p> <p>Improve ratio number of books related to number of students in schools.</p> <p>Acquire a good number of form five and form six schools</p> <p>Encourage community to contribute to education funds</p> <p>Collaborate with other institutions to establish teacher's training college within the district</p>
2. Health	To ensure availability of quality health services to all people in the district.	<p>Improve quality of health services in hospitals, dispensaries and health centres.</p> <p>Ensure each village has a dispensary and each ward has a health centre</p>

		<p>Ensure significant reduction of number infant, child and maternal mortality.</p> <p>Increase the number of women who delivery at Health centres</p> <p>Increase vaccination for children under one year</p> <p>Reduce HIV spread within the District</p> <p>Increase centres for counselling and provision of services for people living with HIV/AIDS</p> <p>Collaborate with NGOs and partners in addressing HIV/AIDS and Malaria pandemics.</p> <p>Promote environmental cleanness within the Council</p>
3. Water	To facilitate and promote availability and accessibility of clean and safe water to all stakeholders	<p>Construct new water projects within the Council.</p> <p>Drill short and long boreholes</p> <p>Provide education to the community on environmental conservation</p> <p>Provide education on rain water harvesting</p> <p>Capacitate water committee and encourage establishment of new water committee</p> <p>Acquire transport facilities and equipments.</p> <p>Recruit more qualified staff</p> <p>Reduce new HIV infection</p>
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	<p>Facilitate village government on issues related to leadership and good governance</p> <p>Capacitate the community on implementation of cross cutting issues</p> <p>Increase community participation on reducing new HIV infections</p> <p>Facilitate preparation of village plans using O&OD</p> <p>Encourage formation of economic groups in order to get soft loans</p> <p>Provide education entrepreneurship</p>

		Provide education on gender issues
		Capacitate the community to know human rights
		Encourage community participation on development activities.

4.6.6 Broad objective six

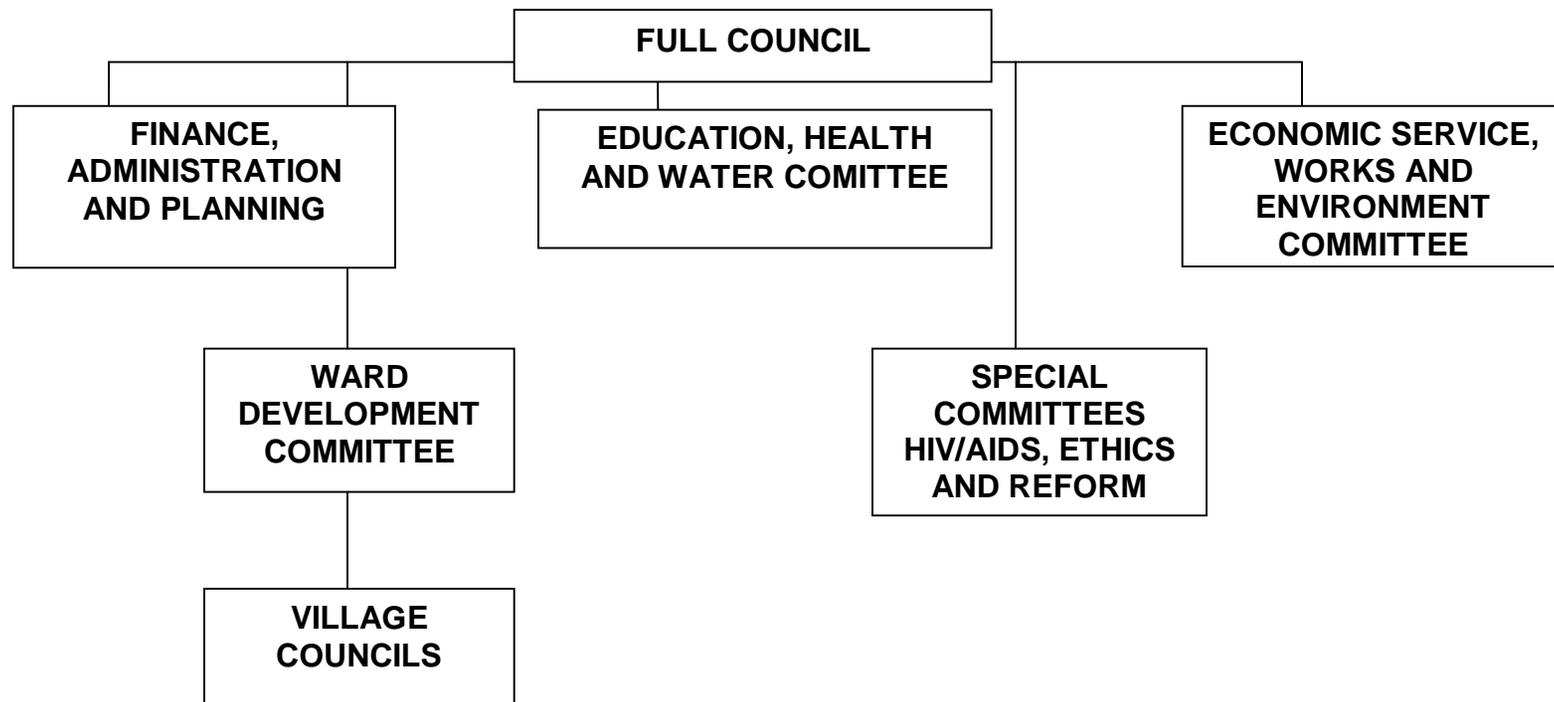
To ensure that cross cutting issues such as HIV/AIDS, Good governance, vulnerable groups and gender issues are streamlined and prioritised in objective aiming at poverty reduction.

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.
		Facilitate larger access of HIV/AIDS preventive gears.
2. Governance	To ensure the Council abide to the rule of law during implementation of its obligations	Ensure principles of governance are mainstreamed in sectors operations.
		Collaborate with Police Department to foster community police and traditional security to enhance human.
		Enhance community member's access to council information and plans.
		Collaborate with Prevention and Combating of Corruption Bureau in awareness and combating corruption practices.
		Facilitate establishment of civil societies and involve them in development planning and decision making.
		Promote full community participation in development activities.

		Facilitate free and fair elections within the district.
3. Vulnerable Groups	To contribute and provide support to vulnerable and disadvantaged groups	Educate the community to identify vulnerable groups
		Establish a district vulnerability profile and respective action plan.
		Collaborate with NGOs, private sector to establish and implement strategies to assist people with disability and Orphans and Vulnerable Children.
		Collaborate with NGOs and law enforcement organs to completely address child abuse, women abuse, and albino's killings.
4. Gender Equality	To enhance gender mainstreaming and gender equality in development activities and programme of the District Council.	Set and implement a framework and regulations which facilitate gender balanced ownership of resources.
		Provide education related to gender issues
		Ensure balances political and administration participation
		Facilitate gender equality in access to education.

ORGANIZATION CHART OF THE LUDEWA DISTRICT COUNCIL

FIGURE 1: LUDEWA DISTRICT COUNCIL POLITICAL STRUCTURE



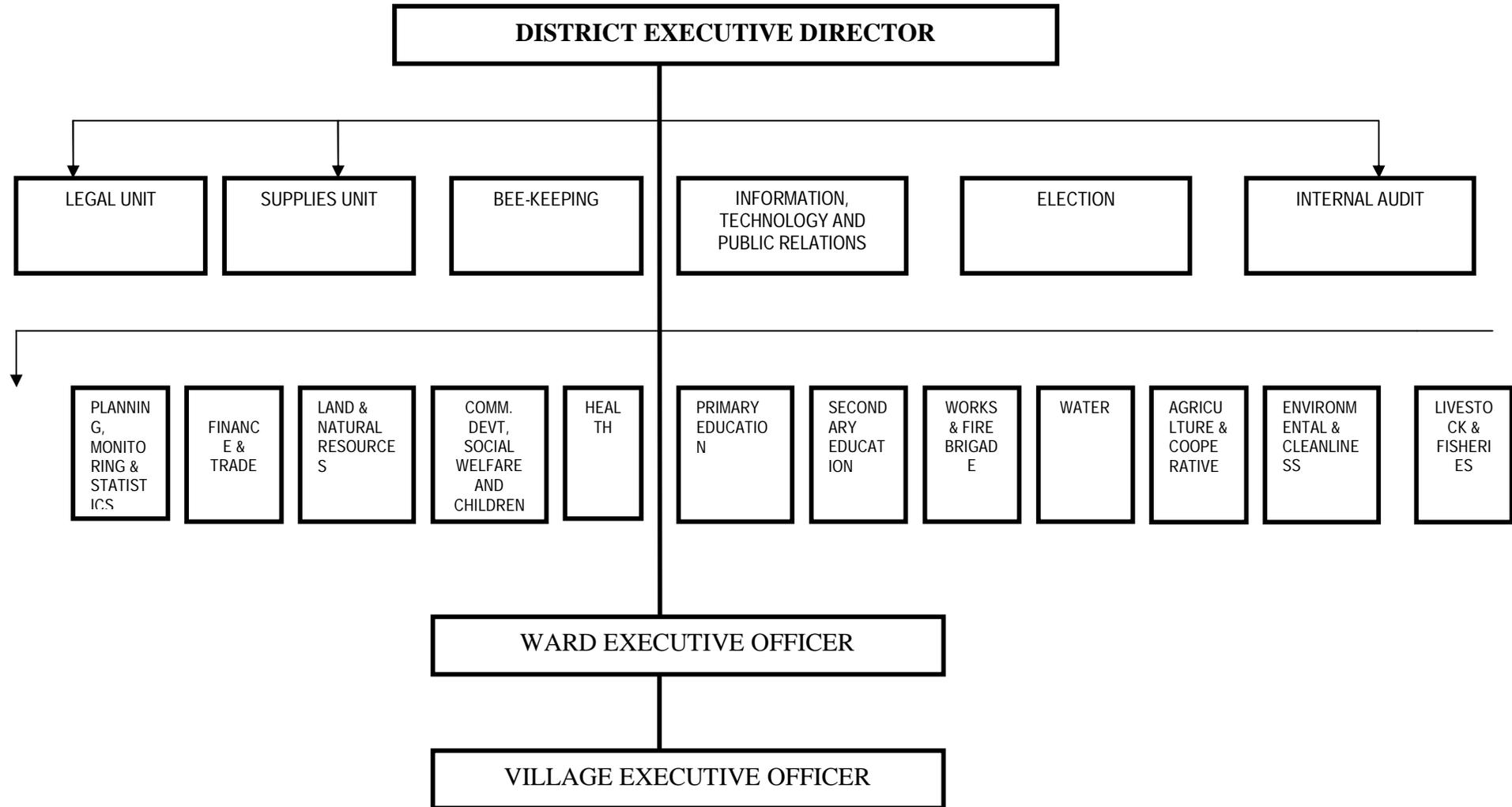


FIGURE 2: LUDEWA DISTRICT COUNCIL ADMINSTRATIVE STRUCTURE