

NEWALA DISTRICT COUNCIL



STRATEGIC PLAN 2017/18 – 2021/22

**Prepared by:
Council Management Team
Newala District Council**

December, 2017

FOREWORD

I am very grateful to all stakeholders including Council Management Team for participating in one way or another in preparation of our 2017/2018 – 2022/22 Strategic Plan.

The prepared document provides strategic direction of the council for the coming five (5) years. The document spells out council's vision, mission, core values, key results areas, objectives, strategies and targets during. It also describes the key performance indicators which will be used to monitor performance and the financing plan.

However, preparation of this strategic plan has reflected various issues found in the National Planning Framework, sector policies, CCM manifesto, lessons and experience gained during implementation of last strategic plans.

Strategic plan for the Medium Term period 2017/18 - 2021/22 is an important instrument for the implementation of policy decisions to improve service delivery as pointed out in our vision and mission.

Newala District Council Vision Statement is;

"To be a council which provide high quality services to all her stakeholders by 2022"

Again; its Mission Statement is; "Newala District Council shall undertake the responsibility of providing qualitative Socio-economic services by involving all other stakeholders in utilizing the available resources sustainably, in line with priorities laid down by its people and adherence to good governance principles".

Finally, it should be noted that successful implementation of this plan will requires commitment and accountability by NDC staff, availability of resources, an endless stakeholders' cooperation with our LGA and regular performance reviews.

MUSSA M. CHIMAE
DISTRICT EXECUTIVE DIRECTOR,
NEWALA

ACKNOWLEDGEMENT

I would like to express my sincere appreciation to the Council Management Team and all stakeholders who participated in the whole process of preparation of this Strategic plan for the Medium Term period 2017/18 - 2022/22. Without serious commitment, I believe it would not have been possible to make the process being completed successfully.

The preparation of this plan is one thing and implementation of it is another thing. Successful implementation of plans and budgets to a large extent depends, among other things, on adherence to rules, regulations and procedures and the like. It is therefore imperative to urge all our council's stakeholders to ensure that each one plays its role while adhering to laid down laws, rules, regulations, procedures and relevant guidelines.

The major responsibility of the council is service delivery to all the people within its area of jurisdiction. This can most effectively be sustained if discharged in a participatory manner. It is for this reason that the council emphasizes the involvement of all of her stakeholders in the whole process so as to improve quality, quantity and accessibility of social, economic, administrative and other services.

Last but not the least, it is important to remind all stakeholders of Newala District Council to stiffen their efforts in mobilizing and sensitizing the communities so that the implementation of this plan becomes a success, while taking into account 'Hapa Kazi Tu' as a guiding developmental slogan. This is in recognition of the fact that the resources sought from sources outside the council frontiers are meant to complement and not substitute communities' efforts to bring about their development in a sustainable way.

JUMA I. RAHISI

**DISTRICT PLANNING OFFICER
NEWALA DISTRICT COUNCIL**

ABBREVIATION

BRERA –	Business Registration Regulatory Authority
CBOs -	Community Based Organisations
COBET –	Complimentary Basic Education in Tanzania
CRDB –	Co-operative and Rural Development Bank
FDI -	Foreign Direct Investment
GDP –	Gross Domestic Product
NDC –	Newala District Council
NGOs -	Non-Government Organizations
NMB –	National Microfinance Bank
OUT –	Open University of Tanzania
SADC –	Southern Africa Development Authority
SEDA –	Small Enterprises Development Association
TANESCO –	Tanzania Electricity Supply Company
TIC –	Tanzania Investment Centre
TIN –	Tax Identification Number
TRA –	Tanzania Revenue Authority
URT –	United Republic of Tanzania

CHAPTER ONE: INTRODUCTION

1.1 Background

Newala district council has prepared this Strategic Plan (SP) to replace the expired one which was saved for the period of 5 years from 2012/2013 – 2016/17. This document will exist for another period of five years 2017/2018 – 2021/2022. Development of this SP aimed at setting council strategic direction which will guide the council's efforts in achieving organization's goals.

During preparation of this document, various stakeholders involved in different stages, challenges and weaknesses have been clearly analyzed, and possible solutions for existing challenges have been proposed towards accomplishment of noticeable organization outcomes. It is believed that once the presented strategies will be properly focused, the council will be in position of allocating scarce resources according to priorities set out by each sector.

Apart from other things, preparation of this document has taken consideration of existing environment of Newala district Council, socio-economic wellbeing of the natives, Tanzania Development Vision (Vision 2025); The Ruling Party Election Manifesto (2015), The Medium Term Strategic Planning and Budgeting (MTEF), Various directives from National, Regional and District leaders, various Sector policies, Sustainable Development Goals etc.

Strategic plan for the Medium Term period 2017/18 - 2021/22 is an important instrument for the implementation of policy decisions to improve service delivery as pointed out in our vision and mission.

Newala District Council Vision Statement is;

"To be a council which provide high quality services to all her stakeholders by 2022"

Again; its Mission Statement is; "Newala District Council shall undertake the responsibility of providing qualitative Socio-economic services by involving all other stakeholders in utilizing the available resources sustainably, in line with priorities laid down by its people and adherence to good governance principles".

It should be noted that successful implementation of this plan will requires commitment and accountability by NDC staff, availability of resources, an endless stakeholders' cooperation with our LGA and regular performance reviews.

CHAPTER TWO: DISTRICT PROFILE

2.1 Geographical Location

Geographically, Newala District is located in South East of Tanzania between longitudes 39⁰ - 40⁰ East and latitudes 10⁰ – 11⁰ south of equator. The district is situated 900m above sea level at the escarpment of Makonde plateau.

It is bordered to the West by Masasi district, to the East by Tandahimba district, to the North by Lindi Region and to the South by Newala Town Council.

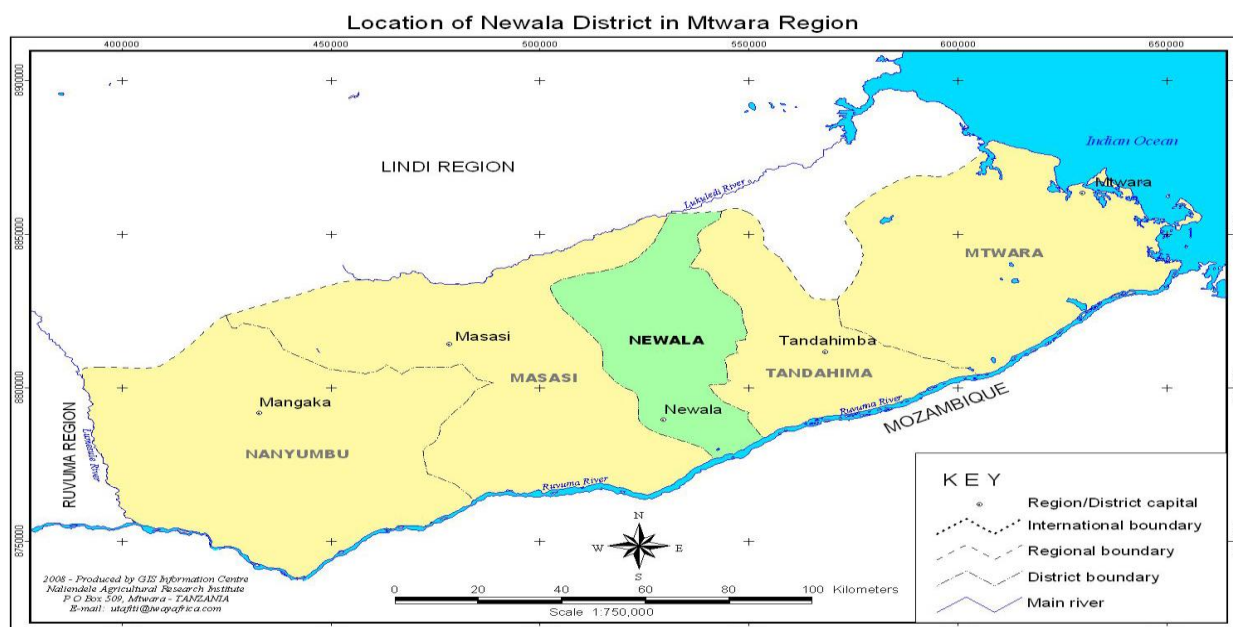
The district has two seasons; a warm humid rainy season from November to May and a cool dry season from June to October. The average rainfall is 1,000 mm. The rainfall is irregular and unreliable due to climate changes. Annual mean temperature is 23⁰c.

2.2 Administrative Units and Land Area

Newala District council has 4 divisions which are Chilangala, Kitangali, Mchemo and Mkwedu. It has 22 wards and 107 villages and 34,000 Households. It borders Lindi region to the North, Masasi to the West, Tandahimba to the East and Newala Township (Town Council) to the south.

Newala district covers a total land area of about 1,606 sq. kms whereby all area has been covered by dry land only. Newala District lies at about 900 metres above sea level on the Makonde Plateau.

Distribution of land area in Newala District council shows that Kitangari division had the largest land area (686 sq.km) followed by Chilangala (650sq. km), and Mkwedu (265 sq.km). However, the fourth division which is Mchemo is new one and its area is shared with Kitangari division.



Source: District Executive Director's Office, Administration Department, Newala District Council, 2017

At ward level, Table 1.2 shows that Chilangala Ward has the largest land area having 247sq.km constituting 12 percent of the District's total area followed by Mnyambe ward with 125 sq.km; However, it has been observed that the surface area of Newala District Council has not coverage with any water area.

Table 1. 1: Distribution of Surface Area (Land and Water Areas) by Ward; In Newala DC, 2017

Ward Name	Land Area (sq.kms)	Percent of Land Area	Water Area (sq.kms)	Percent of Water Area	Total Surface Area (sq.kms)	Percent of Surface Area
1.Mkwedu	67	3	0	0	67	3.2
2.Makukwe	76	3	0	0	71	3.3
3.Mtunguru	61	3	0	0	61	2.9
4.Chitekete	66	3	0	0	66	3.1
5.Nakahako	79	4	0	0	79	3.7
6.Mdimba						
Mpelepele	41	2	0	0	41	1.9
7.Kitangari	71	3	0	0	71	3.3
8.Chiwonga	75	3	0	0	65	3.1
9.Nandhwahi	68	3	0	0	68	3.2
10.Maputi	88	4	0	0	88	4.1
11.Mchemo	89	4	0	0	89	4.2
12.Mtopwa	88	3	0	0	71	3.3
13.Malatu	87	4	0	0	87	4.1
14.Chilangala	247	12	0	0	247	11.6
15.Mnyambe	125	6	0	0	125	5.9
16.Chihangu	75	3	0	0	65	3.1

17.Mkoma	107	5	0	0	107	5.0
18.Nambali	96	4	0	0	86	4.0
<hr/>						
19. Mnyeu						
20.Muongano						
21. Mpwapwa						
22. Mikumbi						
Total	1606	100	0	0	0	100

Source: District Executive Director's Office, Newala District Council, 2017

However, four (4) wards namely Mnyeu, Muungano, Mpwapwa and Mikumbi originated from amongst the mentioned wards above. Hence, their land coverage has been included in the former wards.

2.3 Population

Population is the number of all the organisms of the same group or species which live in a particular geographical area, and have the capability of interbreeding whereby for this category it mean human being. The size, structure, distribution and quality of a population are among the important parameters for economic development. The growth and distribution of the population also determines the demand for food, water, energy and other natural resources and location of essential social services, such as education, health, water, transport and housing for its survival.

2.3.1 Ethnic Groups

The dominant indigenous ethnic group in Newala district makonde which is the most dominant tribe. The majority of the indigenous people in Newala District were Bantu origin. The Makonde makes 99 percent of the whole Newala population. This group is followed by Makua and Yao mainly from nearby Districts of Masasi and Nanyumbu. Most of the residents are engaged in Cashewnut production and subsistence farming of paddy, sweet potatoes, cassava, millet and maize.

2.3.2 Population Size and Growth

According to 2012 population census, the district had 205,492 people, compared to 183,334 inhabitants counted in 2002 Population Census, resulting in a significant increase of 21, people, equivalent to 11.7 percent during the inter-censal period. The district accounts for 16.2 percent of the total population of Mtwara region.

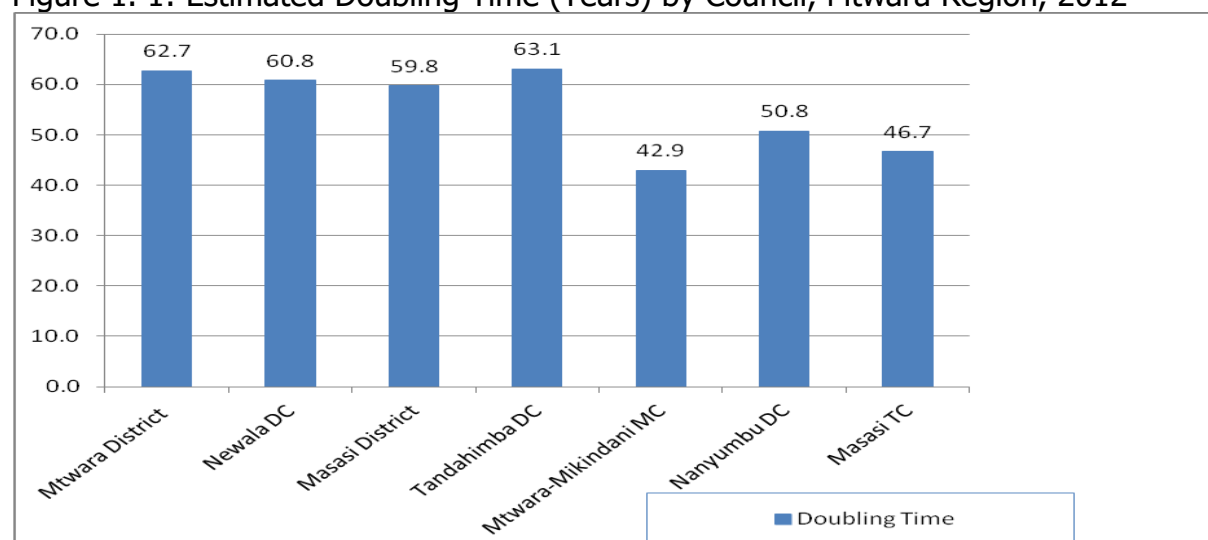
Table 1. 2: Distribution of Population and Growth Rates by District; 2002 and 2012

Council	Population Size		Percent share of pop. 2012	Increase 2002-2012	Percentage change 2002-2012	Growth Rate per annum 2002-2012
	2002	2012				
Mtwara District	204,157	228,003	17.9	23,846	11.7	1.1
Newala DC	183,344	205,492	16.2	22,148	12.1	1.1
Masasi District	220,852	247,993	19.5	27,141	12.3	1.2
Tandahimba DC	203,837	227,514	17.9	23,677	11.6	1.1
Mtwara-Mikindani MC	92,156	108,299	8.5	16,143	17.5	1.6
Nanyumbu DC	131,612	150,857	11.9	19,245	14.6	1.4
Masasi TC	88,523	102,696	8.1	14,173	16	1.5
Total	1,124,481	1,270,854		146,373	13	1.2

Source: Compiled Data from 2002 and 2012 Population Census Report, 2016

Doubling time is another key population indicator which shows how many years the region or council would double its population. This indicator alerts the decision makers to review their socio-economic goals and targets take into consideration of expected socio-economic pressures caused by their demands. Figure 1.1 also shows that population of Newala council will double after 60.8 years. Doubling time vary across the councils, ranging from 42.9 years (Mtwara-Mikindani) to 63.1 years in Tandahimba district council.

Figure 1. 1: Estimated Doubling Time (Years) by Council, Mtwara Region, 2012



Source: National Bureau of Statistics; the 2012 Population and Housing Census Report.

2.3.3 Population Density

Data in Table 1.4 shows population density for Newala district in 2002 was 86 persons per sq. km. The figure increased to 97 in 2012. The council had ranked the fourth council in both years in the Region for being densely populated in comparison with other councils as shown in table 1.4 below. Figures in the table 1.4 show that in both years of census; Mtwara-Mikindani Municipal council is most densely populated than any other council in the region for having 565 and 664 persons per sq.km in 2002 and 2012 respectively. It is followed by Masasi TC with 234 persons per sq.km in 2002; and 271 persons per sq.km in 2012.

Table 1. 3: Population Density by Council, Mtwara Region; 2002 and 2012

Council	Land Area (Sq.km)	Population Size		Population Density		Percent Change of Pop. Density
		2002	2012	2002	2012	
Mtwara District	3,597	204,157	228,003	57	63	10.5
Newala DC	2,126	183,344	205,492	86	97	12.8
Masasi District	4051	220,852	247,993	55	61	10.9
Tandahimba DC	1,894	203,837	227,514	108	120	11.1
Mtwara-Mikindani MC	163	92,156	108,299	565	664	17.5
Nanyumbu DC	4510	131,612	150,857	29	33	13.8
Masasi TC	379	88,523	102,696	234	271	15.8
Total	16,720	1,124,481	1,270,854	67	76	13.01

Source: NBS, Compiled Data from the 2002 and 2012 Population Censuses Reports, 2015

Table 1.5 gives the population density at the ward level for the census 2002 and 2012 years. In 2002, Luchingu ward with a population density of 463.8 persons per sq. km was the most densely populated ward followed by Mcholi I, Makote and Makukwe ward with 247.2, 188.5 and 162.5 persons per sq. km. respectively.

In 2012 it has been observed again that Luchingu ward became the most populated ward with population density of 396.2 persons per sq. km followed again by Mcholi I as it was in 2002 Census, Makote and Mtonya with 275.7, 229.3 and 192.7 persons per sq. km respectively. While, Mkoma II and Chilangala ward with 24.2 and 39.1 sq. km respectively had smallest population densities in the District (Table 1.5).

Table 1. 4: Population Density by Ward, Newala District; 2002 and 2012

Ward Name	Land Area (sq Km)	2002	2012	Population density (persons per sq.km)	
		Population	Population	2002	2012
Mkwedu	66	5,752	6,436	87.2	97.5
Makukwe	67	10,885	6,320	162.5	94.3
Mtunguru	61	NA	6,047	NA	99.3
Chitekete	48	7,305	3,920	155.1	82.2
Nakahako	64	NA	3,856	NA	60.3
Mdimba					
Mpelepele	36	NA	4,507	NA	124.9
Kitangari	89	10,577	11,391	118.8	128.0
Chiwonga	76	10,538	5,298	144.6	69.7
Nandhwahi	68	NA	6,261	NA	92.5
Maputi	93	6,145	6,421	66.1	69.0
Mchemo	83	11,544	8,885	139.1	107.0
Mtopwa	84	7,242	8,477	86.2	100.9
Malatu	97	5,457	6,266	56.3	64.6
Chilangala	247	9,174	9,675	37.1	39.1
Mnyambe	125	13,747	7,578	109.8	60.5
Chihangu	65	NA	5,774	NA	89.0
Mkoma	117	8,020	2,834	68.5	24.2
Nambali	81	NA	6,295	0.0	77.3
Mnekachi	78	12,504	6,130	160.3	78.6
Luchingu	52	24,275	20,740	463.8	396.2
Makote	39	7445	9,055	188.5	229.3
Nanguruwe	91	5,854	7,413	64.1	81.2
Mcholi I	42	10,448	11,652	247.2	275.7
Mcholi II	40	5,488	6,002	137.8	150.7
Namiyonga	61	5,543	6,365	90.9	104.4
Mkunya	42	5401	6,363	129.6	151.5
Mtonya	40	NA	7,639	NA	192.7
Makonga	73	NA	7,892	NA	108.1
Total	2126	183,344	205,492	86.2	96.7

Source: NBS, Compiled Data from the 2002 and 2012 Population Censuses Reports, 2015

2.3.4 Population Change

Table 1.6 shows that the population of Newala district increased by 12.1 percent between 2002 and 2012. The District's population increased from 183,344 in 2002 to 205,492 in 2012, an increase of 22,148 people. However, there was significant variation in percentage increase of population at ward level, ranged from 4.5 percent in Maputi ward to 26.6 percent in Nanguruwe ward. The negative variation in percentage decrease of population in some wards which ranged from -64.7 percent

in Mkoma II and -14.6 in Luchingu wards were attributed by changes of administrative rearrangements at village and ward levels occurred between 2002 and 2012.

Table 1. 5: Population Distribution and Change by Ward, Newala District Council; 2002 and 2012

Ward Name	Land Area (sq Km)	2002 Population	2012 Population	Population Change 2002 to 2012	
				Number	Percent
Mkwedu	66	5,752	6,436	684	11.9
Makukwe	67	10,885	6,320	-4,565	-41.9
Mtunguru	61	NA	6,047	6,047	0.0
Chitekete	48	7,305	3,920	-3,385	-46.3
Nakahako	64	NA	3,856	3856	0.0
Mdimba Mpelepele	36	NA	4,507	4,507	0.0
Kitangari	89	10,577	11,391	814	7.7
Chiwonga	76	10,538	5,298	-5,240	-49.7
Nandhwahi	68	NA	6,261	6,261	0.0
Maputi	93	6,145	6,421	276	4.5
Mchemo	83	11,544	8,885	-2,659	-23.0
Mtopwa	84	7,242	8,477	1,235	17.1
Malatu	97	5,457	6,266	809	14.8
Chilangala	247	9,174	9,675	501	5.5
Mnyambe	125	13,747	7,578	-6,169	-44.9
Chihangu	65	NA	5,774	5,774	0.0
Mkoma	117	8,020	2,834	-5,186	-64.7
Nambali	81	NA	6,295	6,295	0.0
Mnekachi	78	12,504	6,130	-6,374	-51.0
Luchingu	52	24,275	20,740	-3,535	-14.6
Makote	39	7445	9,055	1,610	21.6
Nanguruwe	91	5,854	7,413	1,559	26.6
Mcholi I	42	10,448	11,652	1,204	11.5
Mcholi II	40	5,488	6,002	514	9.4
Namiyonga	61	5,543	6,365	822	14.8
Mkunya	42	5401	6,363	962	17.8
Mtonya	40	NA	7,639	7639	0.0
Makonga	73	NA	7,892	7,892	0.0
Total	2126	183,344	205,492	22,148	12.1

Source: NBS, Compiled Data from the 2002 and 2012 Population Censuses Reports, 2015

2.3.5 Dependency Ratio

The Dependency Ratio is a measure which shows the load the economically active population has in supporting the young and the old populations who are termed as dependants. The Age dependency ratio therefore gives the number of persons of age 0 – 14 years and those of age 65 years and above for every 100 persons of age

15 – 64 years. As Table 1.7 shows, at district level during 2012 Census, economically active population in Newala district had lower burden of supporting dependants out of 82.3 dependants depends on 100 persons of age 15 – 64 years. In 2012 population census shows that Nanyumbu district council had the largest dependency ratio of 92.2 followed by Mtwara district with 89.2. It has been shown that the dependency ratio for all Mtwara Region Councils is lower as the dependency age (0-14 and above 65 years) was 574,261 people compared to active economically population (15-64 Age) which was 695,828 people. The table below shows the dependency ratios by Council, Mtwara Region in 2012.

Table 1. 6: The Dependency Ratios by Council, Mtwara Region; Tanzania Mainland, 2012

Council Name	Dependant Population			Economically Active	Dependency Ratio
	0 - 14 Years	65+ Years	Total		
Mtwara District	92,268	14,851	107,119	120,119	89.2
Newala DC	75,661	17,109	92,770	112,722	82.3
Masasi District	97,842	17,009	114,851	133,142	86.3
Tandahimba DC	86,122	16,600	102,722	124,792	82.3
Mtwara-Mikindani MC	35,440	4,439	39,879	68,420	58.3
Nanyumbu DC	63,690	8,680	72,370	78,487	92.2
Masasi TC	38,452	6,098	44,550	58,146	76.6
Total	489,475	84,786	574,261	695,828	82.5
Percent of Total	38.5	6.7	45.2	54.8	

Source: NBS, Computed Data from 2012 Population Censuses Report

2.3.6 Population Distribution by Age and Sex Ratio

The 2002 Population Census showed that the sex ratio for Newala District Council was 86.2 males for every 100 females in Newala District and the sex ratio for 2012 was 86 males for every 100 females in Newala Districts (Table 1.8). In 2012 however, Females were more than males in all wards. Chiwonga had the highest sex ratio of 92 males for every 100 females. The wards with lowest sex ratios were Makote and Makukwe wards which had 82 males for every 100 females each.

Table 1. 7: Population Distribution by Sex with Sex Ratio by Ward, Newala District, 2002 and 2012

Ward Name	2002				2012			
	Males	Females	Total	Sex Ratio	Males	Female	Total	Sex Ratio
Mkwedu	2,615	3,137	5,752	83	2,981	3,455	6,436	86
Makukwe	4,901	5,984	10,885	82	2,888	3,432	6,320	84
Mtunguru	0	0	0	0	2,723	3,324	6,047	82
Chitekete	3,378	3,927	7,305	86	1,839	2,081	3,920	88
Nakahako	0	0	0	0	1,802	2,054	3,856	88
Mdimba Mpelepele	0	0	0	0	2,171	2,336	4,507	93
Kitangari	4,939	5,638	10,577	88	5,251	6,140	11,391	86
Chiwonga	5,036	5,502	10,538	92	2,445	2,853	5,298	86
Nandhwahi	0	0	0	0	2,925	3,336	6,261	88
Maputi	2,908	3,237	6,145	90	3,070	3,351	6,421	92
Mchemo	5,268	6,276	11,544	84	4,097	4,788	8,885	86
Mtopwa	3,291	3,951	7,242	83	3,820	4,657	8,477	82
Malatu	2,557	2,900	5,457	88	2,945	3,321	6,266	89
Chilangala	4,335	4,839	9,174	90	4,507	5,168	9,675	87
Mnyambe	6,410	7,337	13,747	87	3,592	3,986	7,578	90
Chihangu	0	0	0	0	2,698	3,076	5,774	88
Mkoma	3,789	4,231	8,020	90	1,367	1,467	2,834	93
Nambali	0	0	0	0	2,880	3,415	6,295	84
Mnekachi	5,672	6,832	12,504	83	2,810	3,320	6,130	85
Luchingu	11,398	12,877	24,275	89	9,519	11,221	20,740	85
Makote	3,348	4,097	7,445	82	4,126	4,929	9,055	84
Nanguruwe	2,692	3,162	5,854	85	3,483	3,930	7,413	89
Mcholi I	4,745	5,703	10,448	83	5,348	6,304	11,652	85
Mcholi II	2,521	2,967	5,488	85	2,737	3,265	6,002	84
Namiyonga	2,558	2,985	5,543	86	2,884	3,481	6,365	83
Mkunya	2,498	2,903	5,401	86	2,970	3,393	6,363	88
Mtonya	0	0	0	0	3,565	4,074	7,639	88
Makonga	0	0	0	0	3,575	4,317	7,892	83
Total	84,859	98,485	183,344	86.2	95,018	110,474	205,492	86

Source: NBS, Computed Data from 2002 and 2012 Population Census Report, Mtwara Region, 2016

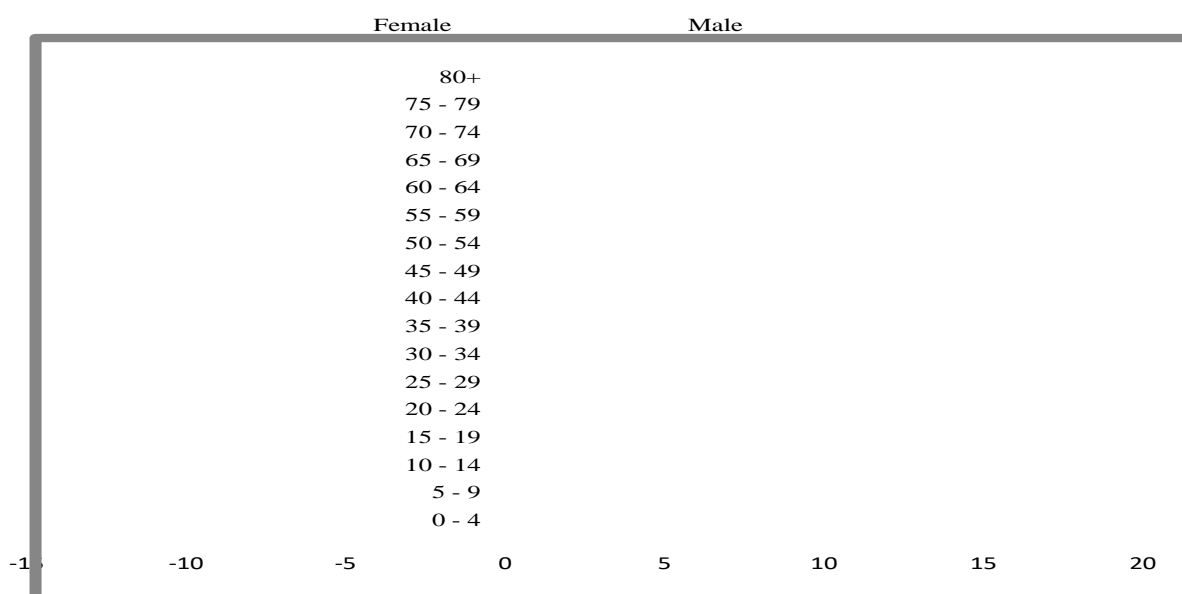
Table 3.1 indicates that population distribution of Newala district, like other rural districts in Tanzania mainland; it is characterized by having higher people of younger age. The population based on five years age group and by sex is formed by many persons at the age below 19 years with more so on for girls than boys and the the amount of people with higher ages deacrees as ages goes above, this indicates that most of the people of Newala District are dependant by having more than 53% of the total population are aged below 19 and above 64 years which is not producing age groups. (Figure 1.2)

Table 1. 8: Population Pyramid for Five Year Age Groups, Newala District Council, 2012 Population and Housing Census(PHC)

Age Group	Both Sexes		Male		Female	
	Number	Percent	Number	Percent	Number	Percent
0 – 4	26,495	13	13,247	13.94	13,248	11.99
5 – 9	24,800	12	12,475	13.13	12,325	11.16
10 – 14	24,366	12	12,366	13.01	12,000	10.86
15 – 19	16,403	8	8,087	8.51	8,316	7.53
20 – 24	14,605	7	6,352	6.69	8,253	7.47
25 – 29	13,676	7	5,738	6.04	7,938	7.19
30 – 34	14,210	7	5,930	6.24	8,280	7.49
35 – 39	12,552	6	5,602	5.90	6,950	6.29
40 – 44	10,863	5	4,798	5.05	6,065	5.49
45 – 49	9,005	4	4,103	4.32	4,902	4.44
50 – 54	8,299	4	3,606	3.80	4,693	4.25
55 – 59	6,582	3	2,731	2.87	3,851	3.49
60 – 64	6,527	3	2,724	2.87	3,803	3.44
65 – 69	5,345	3	2,184	2.30	3,161	2.86
70 – 74	4,764	2	2,104	2.21	2,660	2.41
75 – 79	3,076	1	1,339	1.41	1,737	1.57
80+	3,924	2	1,632	1.72	2,292	2.07
Total	205,492	100.0	95,018	100.0	110,474	100.0

Source: NBS, Computed Data from 2012 Population Censuses Report

Figure 1. 2: Population Pyramid for Five Year Age Groups, Newala District Council, 2012 Population and Housing Census



Source: NBS, Computed Data from 2012 Population Censuses Report

2.4 Major Economic Activities

Newala district Council is predominantly a rural district where agriculture is the main occupation of the people. Over 87% of the population depend on agriculture as the main source of income. Main food crops grown include maize, cassava, sorghum, paddy, sweet potatoes and a number of pulses such as groundnuts, pigeon peas, cow peas and bambara nuts. Cashew nuts are grown as the major cash crop it account for over 75% of that income. Other economic activities include animal husbandry, industry and commerce.

An industrial sector is not well developed in the district. Currently the council has small scale industries such as cashew nut processing, carpentry, tailoring, cassava processing and mechanics.

Trade is conducted at domestic level. There are about 7 wholesale shops and 327 retail shops. There are also petty businesses taking place. Major products traded mainly agricultural crops such as cashew nuts, maize, beans and finger millet. Others are charcoal, timber, firewood and carvings.

The district per capita income is highly sensitive to the seasonal fluctuations in the price of cash crops. The fluctuation in the price of cash crops especially cashew nuts has an impact with households income, council revenue and peoples wellbeing.

2.5 Councils' Economy and Poverty Status

The available data revealed that council's revenue has almost doubled from TZS 1,343,351,578 in 2013 to TZS 2,430,472,563 in 2015, and cashewnuts crop has the largest contribution to the council's revenue increasing from TZS 533,136,652 in 2013 to TZS 1,474,290,128.61 in 2015. However, Billboard and Radio advertisement fees have indicated a rapid income increase from 2013 to 2015.

2.5.1 Councils' Poverty Status

Poverty Indicators

There are different ways of measuring poverty; Besides GDP and per capita GDP, there are a number of indicators that indicate poverty levels in the Council. These indicators include, main source of cash income, food security, food consumption patterns, net enrolment, adult literacy rate, health indicators and access to drinking safe water. They also include housing conditions in terms of type of toilet, roofing material and source of energy for lighting as well as for cooking. Poverty can also be

measured using the Multidimensional Poverty Index (MPI). The index identifies scarcity across three dimensions as the Human Development Index (HDI) (health, education and standard of living) and shows the number of people who are multi-dimensionally poor and the types of scarcity with which poor households faces.

GDP and Per Capita GDP

The Gross Domestic Product and Per Capita Income are the basic economic indicators used to assess the council's economic performance. According to the 2012 Population and Housing Census (PHC Newala DC's economy is dominated by agricultural sector which employs more than 87 percent of its population.

Council's GDP at current market prices increases from TZS 289,545 millions in 2013 to 871,277 in 2015 (83.7% increase) and agricultural sector contributes 46.8 percent of the total Regional GDP compared industrial and construction activity which contributes only 5.4 percent of the total Regional GDP. The per capital income at current prices for Newala DC also increased for about three times from TZS 1,385,980 in 2013 to TZS 4,069,771 in 2015.

Main Source of Cash Income

Newala DC main cash of income is cashewnuts, which falls under commercial agriculture, food crops and forestry industry. Basing on the 2012 Population and Housing Census for all persons aged 10 years and above, this industry employs 83.0 percent of persons in Newala District Council.

Accessibility to Clean and Safe Water

According to the 2012 Population and Housing Census data show that, the largest proportion of the population in the council (62.6 percent) used non-improved sources of drinking water and 37.4 percent of them uses improved sources of drinking water. On the other hand, more than a half (50.2 percent) of the population used rain water collection and 32.8 percent used pipe water.

Type of Roofing Materials

The 2012 Population and Housing Census reveals that, the largest proportion of Newala DC 56.7 percent used grass or leaves as the main roofing material, followed

by iron sheets (41.3 percent) and 1.3 percent used mud and leaves as the main roofing material.

Source of Lighting Energy

The 2012 population and Housing Census revealed that majority of Newala DC (73.1 percent) used kerosene for lighting, 11.3 percent were using torch or rechargeable lamps and only 5.4 percent are using electricity.

Source of Energy for Cooking

Firewood remains the most prevalent source of energy for cooking in Newala DC (92.7 percent) as revealed by 2012 Population and Housing Census. Followed by charcoal (5.6 percent) and electricity (0.2 percent), the remaining population used less than two percent energy for cooking.

Literacy Rate and Level of Education

Generally the results reveals that Newala District still is not at the better position of eradicating illiteracy rate thus more effort is needed so as to improve the amount of people who are literate. In fact illiteracy levels differ among districts in Mtwara Region. The district council with the highest illiteracy rate was Mtwara District Council (44.0 percent) followed by Nanyumbu (41.5 percent), Tandahimba (37.3 percent) and Newala (31.6percent). The district council with the lowest illiteracy rate was Masasi Town council (21.2 percent) and Mtwara Municipal Council (19.7 percent), this is as revealed by 2012 Population and Housing Census.

Food security

Food security in Newala DC is very good. The number of meals consumed in a day is satisfactory.

The National Sample Census of Agriculture 2007/08 reveals that the majorities of rural agricultural households in Newala DC normally have two meals per day (63 percent of total households), while 32 percent have three meals. Moreover, the results also indicate that 5 percent of the total households have one meal per day. These results indicate that food insufficiency affects a very small proportion of the agricultural households in the Council as 95 percent have either two or three meals per day.

2.6 Climate, Soil and Topography

2.6.1 Climate

The Council experiences a seasonal monsoon rainfall that normally starts in November and ends in May. The average annual precipitation is about 1,000mm with a poor distribution pattern that is irregular, with unreliable rainfall. There is a pronounced dry spell of one(1) to two(2) weeks duration between Mid-January and Mid-February. On average the council experiences about 81 days of rainfall annually with most rain falling between December and April. The annual mean temperature is 22⁰ C.

2.6.2 Soil

The dominant soil type in Newala district council is sand soils which is highly susceptible to soil erosion. The Makonde escarpment is characterized by loamy-sand soils and some parts loamy-gravel soils.

The soil has greater ability to retain nutrients and therefore potential for agriculture and does not need more water. The black clay soils mostly saturated water within 100 cm of the surface long enough to restrict the range of crops that can be grown.

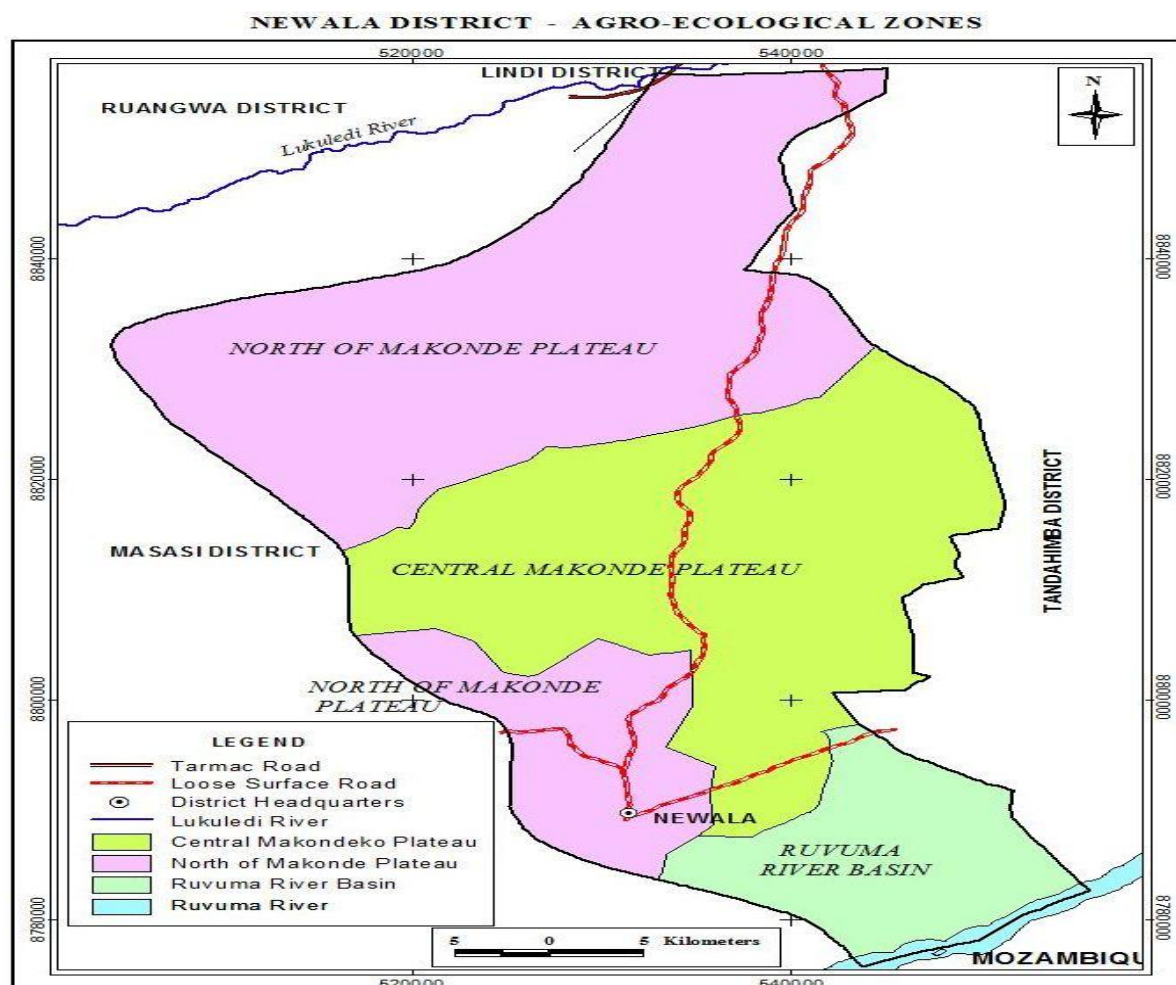
Most of these soils have high nutrient contents and are considered suitable for a wide range of food and cash crops and therefore have the potential for profitable cultivation. Among of the crops that are being grown to this soil type available in Newala are Cashewnuts, Cassava, beans, Maize and Groundnuts.

2.6.3 Topography

Newala district which is within Mtwara Region is dominated by physical features known as Makonde Plateau which rises in a sheer escarpment at about 812 metres above sea level. The escarpment itself is between 200 - 300 metres high and stretches in an almost unbroken line across the horizon. There are several natural gorges in Newala District, one known as "Chilolelo Gorge" located in Miyuyu Village in the northwest of the district.

The Makonde plateau and other part of the district are widely covered by cashew nuts plantations and other food and cash crops. The natural vegetation has to a big

extent been disturbed by human activities and still exists only along the Makonde escarpment, an area which was declared by the Local Government Authority as a reserve for water resources.



Source: District Executive Director's Office, Administration Department, Newala District Council, 2017

2.7 Agro – Ecological Zones (AEZ)

Newala district is characterized by three agro ecological zones namely the North of Makonde Plateau, Central Makonde Plateau and Ruvuma River Basin. All zones has been summarized below to show the characteristics of these ecological zones in the district. While the North of Makonde plateau and Central Makonde plateau are located above 500m above sea level, the Ruvuma River Basin is located at an altitude of 200 – 500m above sea level. All the three ecological zones receive more or less the same amount of rainfall between 800-1000 mm per annum. However the

North of Makonde plateau is not suitable for cashew nuts production while the two other ecological zones are potential for this crop and other ones.

(i) Zone I

The Makonde Plateau rises in a sharp escarpment of about 812 m above sea level. The escarpment itself is between 200 - 300 m high and stretches in an almost unbroken line across the horizon. It has been covered by natural vegetation at large area.

(ii) Zone II

The central and part of south plateau are almost covered with cashew trees and annual crops like Cassava, Sorghum, Maize, Bambaranuts, Groundnuts, Sweet potatoes, Pigeon peas and Cowpeas.

(iii) Zone III

The northern part is covered with bushy and small farms of annual crops such as Cassava, Sorghum, Maize, Bambaranuts and Groundnuts. The far south is Ruvuma river basin where Paddy, Cashew nuts, Cassava, Simsim, Maize and Vegetables are being produced.

CHAPTER THREE: THE SITUATIONAL ANALYSIS

3.1 An Overview of the Council Performance

Newala District Council was formed in 1954 under the Local Government Ordinance 1953 Cap. 333. It is almost 63 years (2017) since its establishment. Despite the remarkable improvement in provision of socio-economic services within our community, still there are some challenges being facing the organizations in provision of those services to its people. Among other things the council is inadequately supplied with clean and safe water, there is shortage of teachers' houses, classrooms, toilets and administration blocks both in primary and secondary schools. The council is understaffed in various departments where primary education department has high demand of staff than any other department. Again, there is inadequate provision of health services due to lack of improved health infrastructures. Following these situations the council has decided to review its strategic plan in order to accommodate some strategies that can help in finding solutions of the existing challenges. The following explanations give some overview of the current status of service delivery in each sector.

3.1.1 Existing Status on Provision of Various Services

Health Sector

The council continues to improve provision of health services to its people through the existing health facilities. Currently the council has 3 health centres and 22 dispensaries. So far the council has no hospital. In provision of health services, the council faces some challenges including shortage of staff, vehicles (e.g one ambulance for Mkwedu Health centre), and lack of required infrastructure in various health facilities, irregular supply of medical equipment and medicines and absence of permanent latrines. The council has a shortage of 1 Hospital, 19 health centres and 66 dispensaries. In terms of manpower, health sector has 116 staff against requirement of 484 staff, hence having deficit of 368 staff.

In fact the council is still facing a challenge of manpower requirement in its health facilities as the problem been increased due to establishment of Newala Town Council, an attempt that called up on sharing the same number of existing staff. The

actual shortage is almost seventy six percent (76%) of the actual requirement. Consequently, some staff in all health centres and in some dispensaries which have one or two staff normally works beyond normal working hours. Lack of staff in some cadre is resulting into task shifting, hence increased workload to some staff by performing more than one task. However the increased staff workload reduces the degree of handling of patients who require attention in provision of health services.

The following tables show current status of health facilities in the council.

Table Na. 1. Existing Number of Health Facilities

Type of Health Facility	Requirement	Availability	Deficit	Under construction	Percentage Under Construction
Council hospital	1	0	1	0	0%
Health centers	22	3	19	0	0%
Dispensaries	88	22	66	5	7.58%

Table Na. 2. Existing infrastructure in Health Centres

Type of infrastructure	Kitangari RHC		Mkwedu RHC		Chihangu RHC		Total	
	Required	Available	Required	Available	Required	Available	Required	Available
Theatre	1	0	1	0	1	1	3	1
NICU	1	0	1	0	1	0	3	0
Modern Incinerator	1	0	1	0	1	0	3	0
Male Surgical ward	1	0	1	0	1	0	3	0
Male Medical ward	1	1	1	0	1	1	3	2
Female Surgical ward	1	0	1	0	1	0	3	0
Female Medical ward	1	1	1	0	1	1	3	2
Pediatric ward	1	0	1	0	1	0	3	0
Maternity ward	1	0	1	0	1	0	3	0
Labour & delivery ward	1	0	1	0	1	0	3	0
Placenta pits	1	1	1	1	1	0	3	2
Pharmacy	1	0	1	0	1	0	3	0

Type of infrastructure	Kitangari RHC		Mkwedu RHC		Chihangu RHC		Total	
	Required	Available	Required	Available	Required	Available	Required	Available
Medical laboratory	1	0	1	0	1	0	3	0
Mortuary	1	1	1	0	1	0	3	1
Water & sewage system	1	0	1	0	1	0	3	0
Staff toilets	4	2	4	4	4	2	12	8
Client toilets	6	6	6	0	6	2	18	8

Table Na. 3. Existing infrastructure in Dispensaries

Type of Infrastructure	Requirement	Availability	Deficit
Maternity blocks	22	2	20
Placenta pits	22	2	20
Incinerators	22	1	21
Sewage & water system	22	0	22
Staff toilets	44	0	44
Client toilets	88	44	44

Table No. 4: Council Problems which require Priorities

1	Medicines, medical equipment, medical and diagnostic supplies management system	1	Shortage of medicines, hospital supplies, medical equipment and laboratory supplies by 40%
2	Maternal, Newborn and Child Health	1	MMR by 38/ 100,000
		2	U5MR by 0/ 1,000
		3	NMR by 4/ 1,000
		4	IMR by 1/ 1,000
		5	CFR due to cervical cancer by 100
3	Communicable Disease Control	1	Incidence of malaria by 59%
		2	Incidence of PID by 1.2%
		3	Prevalence of HIV by 2%
		4	Incidence of diarrhea diseases by 4.6%
		5	Incidence of T.B. by 0.3%
4	Non – Communicable Disease Control	1	Morbidity due to DM by .05%
		2	Morbidity due to cardiovascular diseases by 1%
		3	Morbidity due to injuries by 1%
		4	Morbidity due to mental illness by 1%

		5	Morbidity due to surgical conditions by 1%
		6	Morbidity due to oral conditions by .2%
		7	Morbidity due to eye conditions by 2.6%
5	Treatment and care of other common diseases of local priority within the Council	1	Incidence of intestinal worms by 1.2%
		2	Incidence of schistosomiasis by 0.2%
		3	Incidence of oral conditions by 0.2%
6	Environmental Health and Sanitation	1	Incidence of malaria by 59%
		2	Inadequate environmental health and sanitation in all HFs by 50%
7	Strengthening Social Welfare and Social Protection Service	1	Low coverage of vulnerable people receiving medical and social support by 81%
8	Strengthen Human Resources for improved health services delivery	1	Shortage of HRH by 76%
9	Strengthen Organizational Structures and institutional management at all levels	1	Low institutional management capacity by 50%
10	Emergency preparedness and response	1	Incidence of emergency surgical conditions by 1.9%
11	Health Promotion	1	Low community awareness on preventive, promotive, curative and rehabilitative services by 80%
12	Traditional Medicine and alternative healing	1	Rate of complications among clients reporting to HFs from TBAs by 90%
13	Construction, rehabilitation and Maintenance of physical Infrastructures of Health facilities	1	Shortage of physical health infrastructure and staff houses by 35%

Primary Education Sector

The council has 74 primary schools owned by government. Currently there is no privately. With reference to the National Education and Training Policy of 2014, all of these schools are the centres of Early Education and Adult Education, in other words the council has got 74 centres of each category of education service (Early education and Adult education). Early education classes have got 6,101 pupils of which 3,097 are males while 3,004 are females. The numbers of pupils in primary school classes is 25,544 of which 12,641 are males while 12,903 are females. The district has got 443 teachers of which 421 are class teachers while 22 are the ward education officers. Teacher - pupils ratio is 1:61 In the area of school infrastructures the council has 455 classrooms with a deficit of 250 classes, 537 toilet drop holes with a deficit of 559 drop holes and 164 staff houses with a deficit of 623 houses.

Operation of the National Education and Training Policy

The implementation of National Education and Training Policy of 2014 and the Primary Education Development Program, the council has designed Educational Strategic Plan aimed at increasing enrolment of early child education, primary school education and adult education. Also, the strategies are directed towards controlling attendance of teachers and pupils, increasing pass rates and providing better education to all. The council has designed a strategic plan in order to respond to the current situation of education services and its effects.

The report of National examination result of standard seven (PSLE, 2016) revealed that Newala district council was positioned on number 8 out of 9 councils of Mtwara region. The pass rate decreased from 71.2% in 2015 up to 56% in 2016. Again examination results gradually rose from 56% in 2016 to 66% in 2017. The council strategic plan is directed to implement government's education goals to include enrolment of all age school children, youth and elders and provide them with better basic education as their basic human rights.

Provision of Education Services

Enrolment of pre-primary education has increased from 6,421 in 2015 up to 6,541 in 2016, equal to 1.9 % of the previous year. Primary schools in 2015 enrolled 5,331 pupils and in 2016 the enrolment was increased by 3.2% up to 5,501.

The increased enrolment was due to these factors:-

- Introduced basic education policy which emphasizes children to attend early child education before they start class one.
- Sensitization of children enrolment to school by the local and central government.
- Provision of foods to the children during the day at school.
- Sensitization of Free education policy which has been implemented national wise.

Attendance of primary school pupils has increased from 86% in 2014 up to 89% in 2017. The increase was due to these reasons:-

- Provision of health services and counseling at school.
- Provision of treated mosquito nets to pupils at school yearly.

Adult education is a part of educational services provided by the council but the attendance is not satisfactory due to the reasons such as negative attitude toward adult education, deficit of teaching and learning facilities, teaching staff buildings. The number of upgraded teachers is increased from 16 in 2014 up to 27 in 2017.

Challenges of Primary Education

In terms of education sector, the council faces some challenges that hinder implementation of prescribed educational objectives. Some of these challenges include:-

- Deficit of 2,960 desks for pre-primary pupils.
- Deficit of 559 toilet drop holes out of 1206 for pupils, equal to 46.4% of the demands.
- Deficit of 250 classrooms out of 705, equal 38.4% of the demands.
- Deficit of 623 staff houses out of 787, equal to 79.2% of the demands
- Deficit of 366 teachers out of 787, equal to the 46.5% of the demands.
- Unsatisfactory teaching done by the teachers.
- Inconsistence provision of food to the pupils at school.
- Absenteeism and drunkenness of the teachers during working hours.
- Less response towards education by the parents and community in general.
- Crowdness of the pupils in the classrooms (Ratio 1:61 – 1: 89).

Strategies to improve education performance

- i. Regular supervision and follow up of teaching activities at school levels.
- ii. Emphasize teaching in extra time in order to help pupils with a problem of less ability on 3Rs (Reading, writing and counting).
- iii. Creation of a program which involve teachers and parents (**UWAWA**) responsible for involving parents to supervise pupils' academic development and alleviate prevailing challenges.
- iv. Creation of a body called **MJUUE** responsible for sensitizing community in village and ward levels to contribute on educational development.

- v. Emphasize school committee and community to contribute food stuff for their children in order to increase provision of food from 47 schools up to 74 schools council wide.
- vi. Emphasize environmental improvement to the extent that can attract pupils to stay and learn comfortably.
- vii. Provide gifts to the teachers and pupils who perform better in the teaching and learning activities.
- viii. Establish and control uses of class journal, class notes and scheme of work.
- ix. Conducting in-service training to the 420 teachers.
- x. To ensure availability of teaching and learning tools and other facilities for learning purposes.
- xi. Improving teaching and learning environment in order to provide better education.

Secondary Education Sector

Newala district council has 16 secondary schools out of them 15 are owned by the government and 1 is privately owned. There are 3,657 day school students and 62 boarding school students. The district has only 180 teachers out of 296 required, has a shortage of 115 teachers. Table below shows the total Number of student by each class, teachers and school infrastructures.

Educational Challenges

- Shortage of science teachers. The council has a deficit of 69 (54%) teachers.
- Students' absenteeism. 12 percent of the total number of students do not attend school daily
- Poor commitment to some of the teachers.
- Acute shortage staff houses. The council has a shortage of 130 (70%) staff houses.
- School pregnancies. From January to December 2017 the council had a total of 16 girl students who left school because of pregnancies.

Strategies for remedying the challenges

- Regular school monitoring. The department has planned to visit three schools weekly to talk to teachers and address the available challenges.

- To construct some of the missing school infrastructure like staff houses, classrooms and toilets. The council is under construction of 6 staff houses at Lengo secondary school, 9 classrooms at Lengo - 2, Makukwe - 5, Vihokoli - 2 and Malatu - 2.
- Improving school feeding programs by making sure students have at least one meal at school.
- Raise education awareness among parents and the society through mass media education. This will be done through school parents meeting, education stake holders meeting, and local radios.

i) Number of secondary schools students- O-level (day)

Class	Number of Students		
	Boys	Girls	Total
Form I	622	637	1,259
Form II	586	704	1,290
Form III	347	389	736
Form IV	214	158	372
Total	1,769	1,888	3,657

ii) Number of secondary schools students- A-level (Boarding)

Class	Number of Students		
	Boys	Girls	Total
Form V	45		45
Form VI	20		20
Total	65		65

iii) Secondary school teachers

Staff establishment	Requirements	available	Deficit
Science	128	59	69
Arts	168	118	50
Total	296	177	119

iv) Secondary schools' infrastructure

Item	Requirements	Available	Deficit
Classrooms	131	117	27
Staff houses	184	54	130
Laboratories	45	5	40

NB: All 40 laboratory buildings are under construction at finishing stages.

Water Sector

The main source of water in Newala District is underground water found in seven different villages seen table below. Other sources of water in the district are shallow wells and rain water harvesting tanks. Generally, the council has water scarcity due to power shortages and leakage within the water distribution system. Average required consumption of water is about 7,000m³ per day. Only 2,170m³ which is about 31% of the water requirements is produced per day.

Currently, there are 13 shallow wells in the district and 9 of them (or 69.2%) are working producing about 7.2 m³/day. However, many of these sources are not well protected so there is high risk of contamination. About 14,910 households have water harvesting tanks making up about 30% of all households in the district, among them 9827 are in good working condition and other 5827 need rehabilitation. However, water schemes in Luchemo and Mbwinji villages are currently not working as they were washed away by floods in 1992. In general, only 35.4% of all households in Newala District council have access to clean and safe water supply. This calls for efforts to ensure the district attains the set national target which requires that by 2015 at least 65% households should have access to potable water within 400m.

Table summarizes the water schemes in the district, their average water production per day and source of power.

Table: Distribution of water schemes, average production and power Source

Scheme name	Scheme type	Production potential (m³/day)	Source of power
Mkunya	Natural spring	3200	Electricity
Mdimba - Malatu	Bore hole	240	Diesel engines
Kitangari (Mitema)	Bore hole	17280	Electricity
Chiwambo	Bore hole	860	Not working
Luchemo	Natural spring	200	Not working
Mbwinji	Natural spring	800	Not working
Mitanga	Bore hole	200	Diesel engines

Source: District Water Engineer, 2017.

It was highlighted that, a 20 litres' bucket of water is sold at Tshs. 50 in public taps, Tshs. 200 to 500 in privately owned water taps and Tshs. 300 to 1,000 during crisis time. This is very costly especially for poor households with large family sizes making them resort to unsafe sources.

Agriculture, Irrigation, Cooperatives and Marketing

Agriculture is Newala's largest economic sector. Farming is of small scale with hand held hoe being the common tilling tool. Staple food is maize, cassava and paddy. In terms of cash crops, cashewnuts and pigeon peas provide significant contribution to the district's economy. Sweetpotatoes, bambaranuts and groundnuts are other food crops of insignificant importance. Off-farm income is mainly sourced from tree/forest resources, livestock keeping and remittances. In general, crop production levels per unit area are low due to different reasons, such as; the use of out-dated, inferior agricultural implements (mostly hand hoes, panga) and also the use of local seeds especially in maize and cassava crops, soil exhaustion and soil infertility. Agriculture classification comprises of crop cultivation and breeding of animals, forestry and hunting sub sectors. Others are beekeeping and tourism.

Distribution of Arable Land

The district has a total area of 164,164.5 hectares of which 144,540 hectares are suitable for agriculture. However, it is only 122,859 hectares that are utilized. Food crops grown include cassava, maize, sorghum, paddy and legume. Cash crops include cashew nuts, groundnuts, and sunflower. The constraints facing agricultural development include dependence on seasonal rains, use of hand hoes and shortage of extension officers, unreliable markets for agricultural produce, lack of agricultural processing factories and lack of agro-input suppliers at village levels.

Area under Food Crops Cultivation

Maize and cassava are major food crops grown in Newala district council. However, cassava is the most food crop grown in the district council occupying 79.4 percent of the total arable land area under main food crops cultivation and it is highly produced

by 92.6 percent of the total production. Maize is the second major food crop in terms of the area under main food crops cultivation. It covers about 20.6 percent of the district total land area under major food crops.

Area under Cash Crops Cultivation

Cashewnut is the major cash crop in Newala district council followed by pigeon peas. Normally averages of total cultivated land of 49,788.6 hacters are planted with cashew crop. This is about 94.4 percent out of 52,728.6 ha of cultivated area in the district. Other cash crops produced in Newala district includes bambaranuts and groundnuts which are harvested earlier than cashewnuts and pigeon peas.

Crop marketing

Newala District Council own revenues to large extent depends on marketing of cultivated crops. Cashewnuts is the leading crop in terms of the amount sold and the value being earned. For example in 2014/2015 TZS 24.8 billion was earned (73.2 percent of total value earned). The second crop was pigeon peas earned TZS 6.6 billion (9.5 percent of total value earned) in 2014/15. Maize was the lowest crop sold amount TZS 610 million (1.8percent of te total amount earned).

Irrigated Agriculture

Newala district has a potential area for irrigation. The council has two areas (local schemes) for irrigation, which are Chikalule and Lochinu. The two local schemes have total area of 190ha of which is 50.4 ha are utilized. In order to encourage irrigation the council through TASAF has a project of construction of drip irrigation (3 acres) at Chikalule scheme. The major crops irrigated were Paddy, vegetables and maize.

Farm inputs

There is high use of pesticides, insecticides and fungicides especially in cashewnuts due to the agricultural inputs education provided to farmers by extension officers. Newala district council like other districts in Tanzania, struggle to increase availability of agricultural inputs especially insecticides, pesticides, chemical fertilizers and improved seeds among small scale farmers.

Fungicides

Sulphur dust is the most important fungicide used in cashew production for distraction of fungi which reduces production of the crop. It is generally observed that distribution of fungicides mostly depends on the demand from farmers and type of crops grown in a particular location.

Improved Seeds

Seeds are the primary basis for human sustainability for food. Use of improved seeds is among important factors for increasing agricultural productivity (output per unit of land). Cashew nut seedling (55.2 percent) is the leading crop in having a wide range of improved seeds in the district council. Another crop is maize (OPV) with 39.8 percent of improved seeds which were mostly distributed in the district council the past years. Other improved seeds for Paddy (TXD) with 4.8 percent and Cashew seed (0.3 percent) were distributed in minimum quantities.

Agriculture Implements

The use of agriculture implements depend on the size of farms owned by households and or investors. Newala district council is among districts in the Mtwara region with largest population being small farmers, owning about 1 to 4 hectares with perennial crop that is cashew nuts resulted to less demand of farm implements such as power tillers, tractors and other farm implements. In 2014/15 a total of 16 tractors were distributed in the district against a demand of 130 tractors. Generally Newala district council, through agriculture department should educate their farmers on the need of changing farming system from tradition to modernized agriculture in order to increase their productivities.

Investment Opportunities in Agriculture Sector

Potential areas for investment in Agriculture include: crop production; Supply of agriculture inputs such as fertilizer, insecticides, seeds etc at affordable prices; Supply of farm implements such as power tillers, tractors, ox-cats etc at affordable prices; Agro- processing industries for cashewnuts, cassava, fruits and maize. Also there is about 1025 ha for Irrigation which is not utilized out of 1820 ha it can be

used to produce paddy, vegetables and maize to increase household income and food security in the district.

The following are some Agriculture, Irrigation, Cooperatives and Marketing performance indicators

Item to be measured	2015/2016	2016/2017
Agriculture		
Number of youth engaged in agriculture activities	486	584
Establishment of a district council input fund	Not active	Not active
Food Security and Income generation		
❖ Production trend		
Maize	163949	169600
Maize	5638	6613
Sorghum	1119	1163
Paddy	922	1922
Bambazanut	1142	1320
Cowpeas	1385	9258
Pigeon peas	2894	
❖ Productivity per each crop: Food crops		
Cashewnut(per Ha)	0.56 tones	0.56 tones
Cashewnut (per tree)	8kg	8kg
Groundnuts	1.5 tone Ha	1.5 tones Ha
sunflower	1.2 tone Ha	1.2 tones Ha
❖ Production trend		
Cashewnuts	10633 tones	8kg
Groundnuts	2408	1.5 tones/Ha
sunflower	155	11.2 tones/Ha
❖ Productivity per each crop: Cash crops	Yield Ha	Yield Tons (Research)
Cassava	10 ton per Ha	20 ton/ha
Maize	1 ton /ha	7.5 tons/ha
Sorghum	1ton/ha	2.8 ton/ha
Paddy	1.5 ton/ha	7.5 tan/ha
Bambaranut	1.1 ton/ha	10 ton/ha
Cowpeas	I ton/ha	2 ton/ha
Pigeon peas	2.24 ton/ha	2.5 ton/ha
Irrigation		
Hectares of land under irrigation agriculture	50.4	50.4
Cooperatives		
Formation of Cooperative Societies		
AMCOSs	29	32
SACCOSs	11	11

Livestock Sector

The district council has 787 cattle, 77,131 goats, 843 sheep, 420 pigs, 275,033 chickens, and 240 ducks. Most of these livestock species are local breeds. Currently, there is an improvement in the performance of the sector through the effort done by the government to reduce disease and parasites.

The livestock keeping sector makes significant contribution to food security as it provides protein type of food through consumption of meat, milk and eggs from poultry. It plays a role in poverty eradication and maintaining soil fertility at household level and district level through provision of manure for maintaining soil fertility and addition of organic matters to the soil.

Grazing Area

Data show there was no shortage of grazing area in the district council as planned at the same time the district council has no tsetse fly infected area or land. In 2015 estimated land used for grazing area in the district council was 5,000 hectares.

Livestock Infrastructure

There is no working dip in the council. Also no veterinary centres. In Newala district council had not yet well endowed with facilities like crushes, abattoirs, hides and skin sheds, slaughter slabs, livestock market or auctions and accessibility of water improve the quality of livestock.

Marketing Livestock and Their Products

Lack of proper procedure of marketing livestock have created a problem of getting actual number of livestock marketed and the amount of revenue collected from each type of livestock in the district and region at large. However, in 2015 a total of 338,007 livestock valued at about TZS 852.2 million were marketed in the district. Goat and cattle were the main contributors to the district's total revenue obtained from marketing of livestock in 2015.

Milk Production

Milk production in Newala district council was 43,200 litres in 2015. The revenue collected from milk production was TZS 64.8 million in 2015. The revenue collected was influenced by high average price rates of 2015 which was 1500 TZS/litre.

Investment Opportunities in Livestock Subsector

Newala district has high availability of markets for livestock products such meat and skin. Dairy farming of both goats and cattle investment is required so as to improve productivity. Livestock processing industries such as milk processing and meat canning are required to improve the subsector.

Challenges facing Livestock sector

Low productivity, lack of financial Resources to implement Livestock and Fisheries projects, sometimes there is an outbreak of animal disease like, Pestes Des Petits (PPR), contagious caprice Pleuropneumonia (CCPP), Foot and Mouth Disease (FMD).

Furthermore, livestock sector is constrained amongst other things by lack of adequate of livestock infrastructures, and inadequate number of staff as shown in the following table below.

No.	Designation	Titles	Required	Available	Deficit
1	Livestock Officer	LO	1	1	0
2	Vetenary Officer	DVO	1	1	0
3	Livestock Field Officer	LFO	5	3	2
4	Fisheries Officer	FO	2	0	2
5	Livestock Field Officer	LFO	19	3	17

In order to improve livestock sector, among other things; it is required to conduct sensitization and training among Livestock keepers on the importance of putting aside the budget for procurement of drugs and vaccine for their animals, to increase extension services delivery to improve the standard of production and productivity and promoting dairy cattle and goats' husbandry.

Road Sector

Road sector is a major contributor in socio-economic development in the council. The sector is one of the key sub-sectors that are responsible for sustainable development and poverty reduction in rural areas as it accelerates economic growth and hence contributes a lot in poverty reduction. Hence District and feeder roads are

an important link and most of them are connected between existing Regional Roads within the District.

The council depends entirely on roads as means of transport in and out of the district. Most of the roads are passable throughout the year but some roads especially those along or in the Makonde escarpment are not passable and cause some of the villages to be inaccessible by vehicles during rainy season. The council district has a road network of **847.472** km. This consisting of district and feeder roads of 800.772 km.

Table showing Roads network in Newala District Council

Type of Road	Length of Roads (km)					Total (km)
	Earth	Gravel	Tarmac	Stone pavement	Concrete pavement	
Trunk Roads	0.00	0.00	0.00	0.00	0.00	0.0
Regional Roads	0.00	40.7	6.00	0.00	0.00	46.7
District Roads (collector Roads)	630.305	28.80	0.00	0.20	0.52	659.825
Feeder Roads	140.947	0.00	0.00	0.00	0.00	140.947
Community Road						
Total	771.252	69.5	6.0	0.20	0.52	847.472

Source TARURA - Engineer, 2017

Wildlife and Tourism

Despite of several historical and geographical attractions sites, no effort have been for promoting such sites as tourism centers. This has been due to lack of awareness and resources.

Beekeeping

Beekeeping is a high potential for income generation leading to poverty alleviation. However, the production of both honey and wax is still insignificant; this has been due to inadequate extension services and lack of active stakeholder's involvement.

Land and Environmental issues

Despite the education being provided to the community regarding the importance of protecting our environment, still management of natural resources and lands is a problem. The district is experiencing a number of environmental threats such as deforestation, soil erosion and desertification due to agricultural activities practiced in fragile land like the Makonde escarpment and water catchments, massive tree cutting for energy and building materials and bush fires. Although charcoal and firewood production along the Makonde escarpment is prohibited, there are indications that communities along the escarpment carry out these activities illegally as charcoal and firewood still constitute the main source of energy for most of the people in the district.

While the National Forest Policy requires each district council to have a forests harvesting plan, this has not been done in Newala district due to lack of harvestable forests. The district council is using a number of legislations such as the Forest Act No. 14 of 2002, Environmental Act of 2004 and District by-laws of 2012 and 2017 to deal with these challenges. The district by-laws are currently in the process of being amended. The district council is however facing challenges in enforcing these legislations due to limited number of staff and means of transport. Other measures being undertaken in the district include tree planting, environmental education and communication, waste collection and disposal and construction of water drainage systems for rain water.

Human Resources Administration

Newala District Council comprises a total of 13 Departments and 6 Units this is according to the new Council Organizational structure. The Council has a total number of 929 employees while the 2,393 employees are required hence making deficit of 1,464 staff.

Through this department, the council is always ensuring that there is good governance both at lower and higher levels, capacity building development, coordination of awareness campaigns on HIV/AIDS amongst employees and creating conducive working environment favorable to council staff to deliver quality and effective services. The department has continued to manage and coordinate the establishment of village bylaws and supporting villages and wards to conduct statutory meetings.

However, the council is facing several challenges including inadequate number of staff in various sections, lack of consolidated training programme, poor implementation of OPRAS, lack of systematic induction training for newly employed staff, lack of adequate mechanism to enforce code of conduct for council employees and uncoordinated awareness campaign for HIV/AIDS and anti-corruption.

The following table shows the status of staff requirement

No.	Department/ Section	Requirements	Available Staff	Deficit
1	Human Resource and Administration	258	128	130
2	Health	484	113	371
3	Primary Education	787	420	367
4	Secondary Education	296	179	117
5	Natural Resources	29	06	23
6	works	17	06	11
7	Agriculture, Irrigation and cooperative	139	33	106
8	Livestock and Fisheries	134	07	127
9	Planning	6	02	04
10	Internal Audit	4	01	03
11	Information Technology	17	05	12
12	Community	133	03	130

	Development			
13	Water	16	11	05
14	Finance and Trade	17	09	08
15	Procurement Unit	07	02	05
16	Laws	02	01	01
17	Environment	47	03	44
	JUMLA	2,393	929	1,464

Community Development Sector

In ensuring that the community is participating full in development issues, community development department as a cross-cutting sector normally pave the ways for other sectors to work properly. The sector undertake roles of mobilization of people towards fully participation, integration of sectors and coordination of activities of development and poverty reduction and improving the living standards of the rural population involves mobilization and equitable allocation of resources in order to raise welfare and enhance productive services. The sector has managed to supervise provision of loan to economic groups, conducted pre-loan training to women, promotion of Civil Society Organizations and establishing and enhancement of village community banks. All these are contributing in poverty reduction.

Despite the roles played by the sector in fostering the philosophy of self-reliance at community level, still the sector is faced by various challenges including inadequate number of Community Development staff, lack of working tools and equipment, lack of transport and inadequate fund for enabling work.

Finance and Trade

The finance section has been monitoring revenue collection and controlling expenditure in accordance with the financial procedures and regulations. The sources of own source revenue include produce cess from cashew nut crop, maize, pigeon peas, fees and user charges. Challenges in revenue collection include dependency cashew nut cess as the major source, high revenue collection costs and

questionable integrity and honesty of some revenue collection staff particularly at village level.

The trade section has been engaged in improving the business environment which includes simplified procedures for issue of trade licenses and provision of basic business education to traders. The major constraints are inadequate cooperation from small and medium traders in fear of taxation.

Stakeholders Analysis

Following government accountability to the public, increased speed in solving community challenges and fulfilling its day to day functions, Newala district Council found having increased number of stakeholders with different expectations. Following such situation, the council has conducted stakeholders' analysis to understand the extent to which stakeholders expect from council. The following table summarizes the stakeholders and their expectations:

S/N	STAKEHOLDERS	EXPECTATIONS/INTERESTS	POTENTIAL IMPACT	PRIORITY RANKING (H,M,&L)
1.	Farmers	Better agricultural services which meets the currently modernized world.	low crop production	H
2.	Civil Servant	Motivation, Capacity Building to meet the working standard and good working environment	Poor performance in service delivery	H
3.	Development Partners	Collaboration with district Council in provision of good services to the community.	Poor performance in service delivery	M
4.	Community	Access to better social-economic infrastructure	-Decreased level of service delivery. -increased poverty	H
5.	Business men	Good social service provision Better business environmental conditions.	-Decreased level of service delivery	M
6.	Ministries, Independent dept and institutions	Good coordination in government functions	-Decreased level of service delivery	M
7	PMORALG, MOF	Good coordination in government functions and Budget execution.	-Decreased level of service delivery	H
8.	NGO's/ Development	Collaboration with the council in providing services to the	Decelerated pace towards	M

	partners	community	development	
9.	Politicians	Good socio-economic services like water supply, health, education, agriculture and roads.	Loss of political post	M

H - High, M - Medium, L - Low

SWOC ANALYSIS

S/N	STRENGTHS	WEAKNESSES
1.	Experienced and committed staff	Poor utilization and mismanagement of available resources
2.	Relatively convenient working conditions	Transport problems
3.	Availability of better sector policies and guidelines	-
4.	Peace, Unity and stability among the community	
5.	Availability of social services facilities i.e 74 Primary schools, 15 secondary schools, 25 Health facilities, 8 water scheme and social welfare unity	Low supportive supervision at lower levels of health facilities and schools. Poor water supply Poor community response to cost sharing in social services Early child pregnancy
6.	Availability of arable land for agricultural activities, Natural vegetation- bushes and cashew nuts trees: and road are passable throughout the year and availability of 46 AMCOs.	Deforestation due to human economic activities; Late supply of agricultural inputs, 90.2% of AMCOs depend to get money from Financial institutions to procure cash crops from farmers and poor housing in a community.

S/N	OPPORTUNITIES	THREATS/CHALLENGES
1.	Existence of better Government policies and regulations	Shortage of qualified staff
2	Availability of agricultural irrigation scheme, rain water harvesting technology, Schools and Health facilities and good climate condition.	Water production is low and supply of it is very limited due to poor or limited strong water supply network. Water coverage is only 35.4% for the council. Poor community contribution on community based development projects. Price Fluctuation of cash crops
4.	Availability of area suitable for irrigation activity.	Underutilization of irrigation scheme.

CHAPTER FOUR: VISION, MISSION, FUNCTION AND CORE VALUES

4.1 VISION

Newala District Council Vision Statement is;

“To be a council which provide high quality services to all her stakeholders by 2022”

4.2 MISSION

Mission Statement is;

“Newala District Council shall undertake the responsibility of providing qualitative Socio-economic services by involving all other stakeholders in utilizing the available resources sustainably, in line with priorities laid down by its people and adherence to good governance principles”.

4.3 CORE VALUES

In performing its functions Newala District Council staff and other stakeholders are required among other things to observe the following as council’s guiding principles in our every day to day activity;

- (i) Transparency
- (ii) Excellency
- (iii) Innovative
- (iv) Client oriented/customer focus
- (v) Accountability.
- (vi) Responsiveness
- (vii) Ethical
- (viii) Professionalism
- (ix) Equity
- (x) Commitment to and time management

**CHAPTER 5: STRATEGIC OBJECTIVES, STRATEGIES AND TARGETS
PERFORMANCE INDICATOR**

SECTOR	Key Result Area	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES
PRIMARY EDUCATION	Efficient and Effective service delivery to the public	Improve access, quality and equitable social services delivery	<p>Pre-Primary school enrolment rate increased from 93 % to 100 by 2022</p> <p>Enrolment and attendance rate of primary schools pupils increased from 87% to 98% by 2022.</p> <p>Pass rate in nation examinations increased from 66% to 80% for STD VII and from 65% to 95 % for STD IV by 2022.</p> <p>Survival rate for boys and girls(Std I to STD VII increased from 89% to 96% by 2022</p> <p>Proportion enrolment of pupils with disabilities in pre-primary and primary schools enhanced by 2022.</p> <p>Conducive working environment to primary 420 schools teachers improved by</p>	<p>To sensitize community in construction of pre-primary classrooms.</p> <p>To conduct census in villages to children who are expected to start STD I.</p> <p>Providing school materials , Ensuring achievement of recommended classroom density, student-desk ratio, latrine ratio, text book student-ratio. Supporting regular school inspection for monitoring.</p> <p>Provision of school feeding programme,</p> <p>Promotion of sport programmes in schools.</p> <p>Placement of specialized teachers and specialized learning materials.</p> <p>Payment of staff</p>

			June 2022 Quality teachers trained and retained in all 74 primary schools by June 2022.	enumerations Capacity building,
	Efficient and Effective service delivery to the public	Improve services and reduce HIV/AIDS infection	Quality care and support to PLHIV/AIDS staff improved by June 2022	To facilitate nutrition support, To raise life skills in HIV/AIDS education.
	Efficient and Effective service delivery to the public	Increase quantity and quality of social services and infrastructure.	Primary schools infrastructures in 74 primary schools improved by June 2022 Teaching and learning environment improved by June 2022	Rehabilitating and expanding school infrastructures e.g. classrooms, teachers houses. Ensuring achievement of recommended classroom density, student-desk ratio, latrine ratio, text book student-ratio
ADULT EDUCATION	Efficient and Effective service delivery to the public	Improve access, quality and equitable social services delivery	Enrolment and attendance rate of adult learner in teaching and learning centres increased by 2022.	Emphasize education infrastructures and other Incentives. Enrolment of adult learners,

CULTURE	Good Governance	Enhance Good Governance and Administrative services	<p>Tradition Culture and heritage of the district preserved and promoted by 2022.</p> <p>Sports and tradition games promoted by 2022</p> <p>Social cohesion, belonging and nation identity promoted and enhanced by 2022</p>	<p>Promote community and nation cultural events (e.g. makonde day running of uhuru torch races)</p> <p>-Promote traditional norms and arts.</p> <p>Sensitization to minimize cultural erosion.</p> <p>Support creative and entertainments groups for promotion of culture and income generating (e.g. Makonde carving, theatre groups)</p> <p>Promotion and registration of sports clubs and art groups.</p> <p>Facilitate Taifa cup and shi-semita participation.</p> <p>Strengthen civic education, community responsibility and, respect to human rights.</p>
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SECTOR	Key Result Area	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES
SECONDARY EDUCATION	Efficient and Effective social service delivery to the community.	Improve access, quality and equitable social services delivery	Improve pass rate for boys and girls from 18% in 2017 to 75% in 2022.	Providing school materials, Ensuring achievement of

			<p>Survival rate for boys and girls improved from 65% in 2017 to 95% in 2022</p> <p>Quality teachers trained and retained in all 15 secondary schools by June 2022.</p> <p>Conducive working environment to 180 teachers improved by June 2022.</p>	<p>recommended classroom density, student-desk ratio, latrine ratio, text book student-ratio. Supporting regular school inspection for monitoring Provision of school feeding programme.</p> <p>Capacity building,</p> <p>Payment of staff enumerations</p>
		Increase quantity and quality of social services and infrastructure.	<p>Secondary schools infrastructures in 15 secondary schools improved by June 2022</p> <p>Teaching and learning environment improved by June 2022</p>	<p>Rehabilitating and expanding school infrastructures e.g. laboratories, classrooms, teacher's houses.</p> <p>Ensuring achievement of recommended classroom density, student-desk ratio, latrine ratio, text book student-ratio</p>
		Improve services and reduce HIV/AIDS infection	Quality care and support to PLHIV/AIDS teachers improved by June 2022.	Putting in place gender responsive work place programme in secondary schools.
		Improve Emergency and Disaster management	Emergency preparedness and disaster management in secondary schools enhanced by 2022	Essential tools/equipments for emergency preparedness and disaster management are

				<p>availed in all 15 secondary schools.</p> <p>To provide knowledge and skills on emergency preparedness and disaster management.</p>
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SECTOR	Key Result Area	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES
HEALTH SECTOR	Efficient and Effective service delivery to the public	Increase quantity and, quality of social services and infrastructure	<p>Health infrastructure in 22 wards improved by June 2022.</p> <p>Number of villages with dispensaries increased from 22 to 32 June 2022</p> <p>Number of health centres increased from 3 to 5 by June 2022.</p> <p>Construction of 2 Emergency obstetric care theatres in the district.</p>	<p>Construction and Rehabilitation of health facilities. (Maternity waiting home, staff quarters and dispensaries, health centres and Hospital building).</p> <p>Construction of dispensaries.</p> <p>Construction of new health centres.</p> <p>Construction of 3 theatres.</p>
	Efficient and Effective service delivery to the public-maternal, newborn and child health	Improve, access, quality and equitable social service delivery	<p>Maternal Mortality Rate reduced from 38 per 100,000 live births to 28 per 100,000 live births by the year 2022.</p> <p>Neonatal Mortality reduced from 4 per 1,000 live births to 2</p>	<p>To conduct on job training to health providers for quality improvement of maternal and child hospital care and new born.</p> <p>Training health providers on advanced and basic</p>

			<p>per 1,000 live births by the year 2022 Infant Mortality rate reduced from 22 per 1000 live births to 15 per 1000 live births by 2022. Under-five Mortality rate reduced from 78per 1000 live births to 38per 1000 live births by 2022</p> <p>To increase percentage of women delivered by skilled attendant from ...% of 2022 to 80% by 2022</p>	<p>life saving skills, essential new born care, FANC, Immunisation, family planning and IMCI. Improve access to quality maternal, antenatal and post natal care.</p> <p>Immunisation coverage</p> <p>Promote exclusive Brest Feeding in children under 6 months</p> <p>Support outreach /mobile services to villages</p> <p>Equip health centres with vaccine carriers.</p> <p>Integrated management of childhood illness(IMCI)</p> <p>Recruit and retain skilled health staff.</p>
			<p>Availability of medical equipment, drugs, supplies and laboratory reagent to all health facilities improved by June 2022.</p>	<p>backstopping to community</p>
	<p>Efficient and Effective service delivery to the public- MALARIA</p>	<p>Improve, access, quality and equitable social service delivery</p>	<p>Reduce the burden of malaria by 80% from 40% current level by 2022.</p>	<p>Promotion of Indoor Residual Spray (IRS) to all public buildings and NTDs.</p>

	Efficient and Effective service delivery to the public- HIV AND AIDS	Improve services and reduce HIV/AIDS infection.	HIV/AIDS infection rate reduced from 3.2 to 2 by the year 2022 Access to ARVs and food supplements for PLHIV increased by the year 2022	STI screening and treatment, VCT services, condom use non ARVs intervention addressing STIGMA and discrimination ,PMTCT+ and youth friendly sexual and reproductive health information. Home based care programs, surveillance of all new born on peadiatric prophylaxis to Assess survival of those on treatment
	Efficient and Effective service delivery to the public- TUBERCULOSIS	Improve, access, quality and equitable social service delivery	Prevalence and death rates associated with Tuberculosis reduced by 50% 2022.	Re-evaluate the magnitude and deaths due to Tuberculosis. Strengthen the capacity of lower level health facilities for early diagnosis, treatment and referral of patients with drug resistant TB
	Efficient and Effective service delivery to the public- NON COMMUNICABLE DISEASES	Improve, access, quality and equitable social service delivery	Neglected Tropical Diseases reduced in the district by the year 2022	Sustain Mass drug Administration campaign. Treatments to Patients affected with Non communicable diseases.
	Efficient and	Improve, access,	Capacity building for	train nutrition focal

	Effective service delivery to the public- NUTRITION	quality and equitable social service delivery	nutrition interventions at district and community levels enhanced by 2022.	person in coordination and management of nutrition interventions at district and community level
	Efficient and Effective service delivery to the public- TRADITIONAL AND ALTERNATIVE MEDICINE	Improve, access, quality and equitable social service delivery	Provision of quality traditional and alternative medicine services to all people in the district facilitated by 2022	Train and facilitate establishment of modern Traditional Medicine facilities.
	Efficient and Effective service delivery to the public- SOCIAL WELFARE	Improve social welfare, gender and community empowerment	MVC's, Elders and Disabled in the District supported by 2022.	Promote and support community based support for MVC's poor elder's and disabled.

SECTOR	Key Result Area	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES
PROCUREMENT /STORES	Availability of goods and services from suppliers	Sustainable economy, quality of goods and services	Procurement services strengthened in District by 2022	<ul style="list-style-type: none"> ○ To work with internal budget support service and suppliers to deliver best value to the goods and services, activities through the development of an effective and co-ordinated purchasing effort across the Newala District Council. ○ To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance in

SECTOR	Key Result Area	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES
				<p>support of corporate planning, conducted through fair and transparent process.</p> <ul style="list-style-type: none"> ○ To promote the delivery of value for money through good procurement practice and optimal use of procurement collaboration opportunities. ○ To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners. ○ Embed two-way communication with Suppliers to ensure continued value, manage performance and minimise risk throughout the life of contracts for the benefit of customers. ○ Embed sound ethical, social and environmental policies within the Newala District Council procurement function and to comply with relevant Suppliers and performance of the Sustainable

SECTOR	Key Result Area	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES
				<p>Procurement Duty.</p> <ul style="list-style-type: none"> ○ Sustain and further develop suppliers within the Newala District Council with other publicly funded bodies, with professional bodies and appropriately with suppliers that will yield intelligence, innovation and deliver value to users of Procurement Services.

SECTOR	Key Result Area	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	Key performance indicator
ELECTION UNIT					
	Good Governance, Democracy & Fair Election	Enhance Good Governance and Administrative Services	<p>Good working environment of electoral staff ensured by 2022</p> <p>Democratic elections procedures administered by 2022</p> <p>All Political Vacancies filled by 2022.</p>	<p>Provide civic education about democratic elections .</p> <p>Coordination and Supervision of elections Involving stakeholders in Democracy awareness and practice.</p>	

				Filling vacancies in all political posts.	
LAND DEPARTMENT.					
	Poverty reduction	Sustainable economy, quality of economic services and community empowerment ensured	<p>Productivity and efficient use of land increased by 2022.</p> <p>Coverage and allocation of land that has been planned and surveyed Increase from. 0% to 25% by 2022.</p> <p>Human settlement in the district improved by 2022</p>	<p>- Implementation of land use plan (framework)</p> <p>- Strengthen village land committees.</p> <p>Provision of customary right of occupancy in villages.</p> <p>Provision of certificates of title</p> <p>Land planning and surveying.</p>	

				-solving land conflicts - Monitoring and follow up on proper land use and management	
	Good Governance	Enhance Good Governance and Administrative Services	Conducive Working environment to 5 land section improved by 2022. Technical knowledge to 10 staff facilitated by 2022.	Facilitation of statutory benefits Capacity building	
NATURAL RESOURCES.					
	Environmental management and sustainable natural resource utilization	Improve Management of Natural resources and environment	Natural resources conservation in the district promoted by 2023.	Identify, develop and promote strategies for conservation and propagation of indigenous fruit trees to ensure availability for future generations.	

			Forestation programme strengthened in Newala District Council by 2023	Plant trees each year in deforested areas	
			Sustainable Management of Forest and Bee Resources enhanced in the district by 2022.	<p>Provide sensitization education to bee keepers in villages.</p> <p>Build capacity of bee keepers and traders to better understand issues of honey quality improvement</p> <p>Facilitate availability and access to appropriate tools and equipment for bee keeping.</p> <p>Provide technical support for the establishment of bee</p>	

				keepers and traders associations	
	Good Governance	Enhance Good Governance and Administrative Services	Conducive Working environment to 5 natural resources staff improved by 2022.	Facilitation of statutory benefits Capacity building Facilitate national commemoration of tree planting day.	
	Investment and tourism	Improve Management of Natural resources and environment	Tourist attraction sites and products in the district Identified and promoted by 2022.	To develop identified tourist attraction sites depending on availability of resources.	

SECTOR	Key Result Area	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES
WATER	Efficient and Effective service delivery to the public	Improve access, quality and equitable social services delivery.	Population in the District provided with water supply services daily increased from 35.4% in 2017 to 65% by June 2022 Sanitation campaign and school WASH in	Providing technical backstopping Registration and capacity building of COWSO Improve sanitation facilities in the

			the district enhanced by June 2022	district Improve water pollution control and monitoring.
	Efficient and Effective service delivery to the public	Increase quantity and quality of social services and infrastructure	Population in the District provided with water supply services daily increased from 35.4% in 2017 to 65% by June 2022	Construction of New water sources and Distribution Network.

TARGETS AND STRATEGIES

SECTOR	Key Result Area	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	Key performance indicator
PLANNING, STATISTICS, MORNING AND FOLLOW- UP					
	Performance budget (MTEF) for Newala District Council is coherent with policies and guidelines.	Sustainable economy, quality of economic services and community empowerment ensured.	Quality council Plans and Budget prepared annually by 2022	<ul style="list-style-type: none"> -Identify actual sector priorities for economic goals and investment areas. -Identify available Opportunities for development -Involving sector policies, guidelines in planning -Preparation of district strategic and action plans. -effectively and efficiently allocation of available resources -strengthen 	

SECTOR	Key Result Area	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	Key performance indicator
			<p>Socio-economic data collected and presented annually by 2022.</p> <p>Coordination, monitoring and evaluation of development activities strengthened by 2022.</p>	<p>Planning capacity to all levels (sectors and community plans)</p> <p>Capacity building to HODs, WEOs and VEOs on sectors and village on how to fill JJ forms and data collection.</p> <p>-strengthen LGMD use.</p> <p>Updating district social economic profile.</p> <p>preparation of annual implementation plan</p> <p>-conduct monitoring follow ups on development activities.</p> <p>-preparation of quarterly, and annually reports</p>	
	Poverty reduction.	Increase quantity and quality of social services and infrastructure	Social economic infrastructure in the district improved by 2022	<p>-resources allocations</p> <p>- monitoring development activities.</p>	

SECTOR	Key Result Area	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	Key performance indicator
	Good Governance	Enhance Good Governance and Administrative services	Conducive working environment to 6 planning staff ensured by June 2022	Facilitate statutory benefit.	

CHAPTER 6: KEY PERFORMANCE INDICATORS

PLANNING, STATISTICS, MONITORING AND FOLLOW-UP

STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON

Sustainable economy, quality of economic services and community empowerment ensured.	Quality council Plans and Budget prepared annually by 2022	Identify actual sector priorities for economic goals and investment areas. Identify available Opportunities for development. Involving sector policies, guidelines in planning. Preparation of district strategic and action plans. Strengthen Planning capacity to all levels (sectors and community plans) Effectively and efficiently allocation of available resources	% of development projects implemented	MTEF AND Strategic Planning Document.	DPLO
	Socio-economic data collected and presented annually by 2022	Capacity building to HODs, WEOs and VEOs on sectors and village data collection Strengthen. Updating district social economic profile.	% of development projects implemented	District profile document. Local Government Management Database.	DPLO
	Coordination, monitoring and evaluation of development activities strengthened by	Preparation of annual implementation Plan Conduct	% of development projects implemented	Quarterly, Mid and Annual reports.	DPLO

	2022.	monitoring follow ups on development activities. Preparation of quarterly, and annually reports			
Increase quantity and quality of social services and infrastructure	Social economic infrastructure in the district improved by 2022	-resources allocations -monitoring development activities.	% of development projects implemented	Quarterly, Mid and Annual reports	DPLO
Enhance Good Governance and Administrative services	Conducive working environment to 6 planning staff ensured by June 2022	Facilitate statutory benefit.	Number of staffs facilitated.	Quarterly, Mid and Annual reports.	DPLO

STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON
Improve access, quality and equitable social services delivery	Pre-Primary school enrolment rate increased from 93 % to 100 by 2022	To sensitize community in construction of pre-primary classrooms	% of enrolment rate	Quarterly, Mid and Annual reports	DEO
	Enrolment and attendance rate of primary schools pupils increased from 87% to 98% by 2022.	To conduct census in villages to children who are expected to start STD I	% of enrolment rate	Quarterly, Mid and Annual reports	DEO
	Pass rate in nation examinations increased from 66% to 80% for STD VII and from 65% to 95	Providing school materials , Ensuring achievement of recommended classroom density, student-	% of pass rate.	Quarterly, Mid and Annual reports	DEO

	% for STD IV by 2022.	desk ratio, latrine ratio, text book student-ratio. Supporting regular school inspection for monitoring			
	Survival rate for boys and girls(Std I to STD VII increased from 89% to 96% by 2022	Provision of school feeding programme, Promotion of sport programmes in schools.	% of survival	Quarterly, Mid and Annual reports	DEO
	Proportion enrolment of pupils with disabilities in pre-primary and primary schools enhanced by 2022.	Placement of specialized teachers and specialized learning materials	Number of disabled students in schools	Quarterly, Mid and Annual reports	DEO
	Conducive working environment to primary 420 schools teachers improved by June 2022	Capacity building	Number of trained teachers	Quarterly, Mid and Annual reports	DEO
		Payment of staff enumerations	Number of staffs	Quarterly, Mid and Annual reports	DEO
Improve services and reduce HIV/AIDS infection	Quality care and support to PLHIV/AIDS staff improved by June 2022	To facilitate nutrition support, To raise life skills in HIV/AIDS education.	Number of staffs facilitated	Quarterly, Mid and Annual reports	
Increase quantity and quality of social services and infrastructure.	Primary schools infrastructures in 74 primary schools improved by June 2022	Rehabilitating and expanding school infrastructures e.g. classrooms, teachers houses.	Number of infrastructures improved	Quarterly, Mid and Annual reports	DEO

	Teaching and learning environment improved by June 2022	Ensuring achievement of recommended classroom density, student-desk ratio, latrine ratio, text book student-ratio	Number of infrastructures improved	Quarterly, Mid and Annual reports	DEO
ADULT EDUCATION					
Improve access, quality and equitable social services delivery	Enrolment and attendance rate of adult learner in teaching and learning centres Increased by 2022.	Emphasise education infrastructures and other Incentives. Enrolment of adult learners.	% enrolments and attendance.	Quarterly, Mid and Annual reports	DEO
CULTURE					
Enhance Good Governance and Administrative services	Tradition Culture and heritage of the district preserved and promoted by 2022.	Promote community and nation cultural events (e.g. makonde day running of uhuru torch races) -promote traditional norms and arts . Sensitization to minimize cultural erosion. Support creative and entertainments groups for promotion of culture and income generating (e.g. Makonde carving, theatre groups)	Community sensitization activities.	Quarterly, Mid and Annual reports	

	Sports and tradition games promoted by 2022	Promotion and registration of sports clubs and art groups. Facilitate Taifa cup and shi-semita participation.	Number of sports, games activities	Quarterly, Mid and Annual reports	
	Social cohesion, belonging and nation identity promoted and enhanced by 2022	Strengthen civic education, community responsibility and, respect to human rights.	Community sensitization activities.	Quarterly, Mid and Annual reports	

STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON
Increase quantity and, quality of social services and infrastructure	Health infrastructure in 22 wards improved by June 2022.	Construction and Rehabilitation of health facilities.(Maternity waiting home, staff quarters and dispensaries, health centres and Hospital building).	Number of wards.	Quarterly, Mid and Annual reports	DMO
	Number of villages with dispensaries increased from 22 to 32 June 2022	Construction of dispensaries.	Number of villages.	Quarterly, Mid and Annual reports	DMO
	Number of health centres increased from 3 to 5 by June 2022	Construction of new health centres	Number of health centres	Quarterly, Mid and Annual reports	DMO
	Construction of 2 Emergency	Construction of 2 theatres	Number of obstetric	Quarterly, Mid and	DMO

	obstetric care theatres in the district		care theatres.	Annual reports	
Improve, access, quality and equitable social service delivery	Maternal Mortality Rate reduced from 38 per 100,000 live births to 28 per 100,000 live births by the year 2022	To conduct on job training to health providers for quality improvement of maternal and child hospital care and new born. Training health providers on advanced and basic lifesaving skills, essential new born care.	% of Maternal mortality	Quarterly, Mid and Annual reports	DMO
	Neonatal Mortality reduced from 4 per 1,000 live births to 2 per 1,000 live births by the year 2022	FANC, Immunization, family planning and IMCI. Improve access to quality maternal, antenatal and post natal care.	% of Neonatal mortality	Quarterly, Mid and Annual reports	DMO
	Infant Mortality rate reduced from 22 per 1000 live births to 15 per 1000 live births by 2022.	Immunization coverage Prevalence of exclusive Breast Feeding in children under 6 months Support outreach /mobile services to villages	% of infant mortality.	Quarterly, Mid and Annual reports	DMO
	Under-five Mortality rate reduced from 78per 1000 live births to 38per 1000 live births by 2022	Equip health centers with vaccine carriers. Integrated management of childhood illness(IMCI	% of mortality rate.	Quarterly, Mid and Annual reports	DMO
	To increase percentage of women delivered	Recruit and retain skilled	% of women	Quarterly, Mid and Annual	DMO

	by skilled attendant from ...% of 2017 to 80% by 2022	health staff		reports	
Improve, access, quality and equitable social service delivery	Reduce the burden of malaria by 80% from 40% current level by 2022.	Promotion of Indoor Residual Spray (IRS) to all public buildings and NTDs.	% of Malaria	Quarterly, Mid and Annual reports	DMO
Improve services and reduce HIV/AIDS infection.	HIV/AIDS infection rate reduced from 3.2 to 2 by the year 2022	STI screening and treatment, VCT services, condom use non ARVs intervention addressing STIGMA and discrimination ,PMTCT+ and youth friendly sexual and reproductive health information.	% of HIV/AIDS.	Quarterly, Mid and Annual reports	DMO
	Access to ARVs and food supplements for PLHIV increased by the year 2022	Home based care programs, surveillance of all new born on paediatric prophylaxis to Assess survival of those on treatment	% of PLHIV accessed with ARV	Quarterly, Mid and Annual reports	
Improve, access, quality and equitable social service delivery	Prevalence and death rates associated with Tuberculosis reduced by 50% 2022.	Re-evaluate the magnitude and deaths due to Tuberculosis. Strengthen the capacity of lower level health facilities for early diagnosis, treatment and referral of patients with	% of patients with TB.	Quarterly, Mid and Annual reports	DMO

		drug resistant TB			
Improve, access, quality and equitable social service delivery	Neglected Tropical Diseases reduced in the district by the year 2022	Sustain Mass drug Administration campaign. Treatments to Patients affected with Non communicable diseases.	% of patients with tropical diseases	Quarterly, Mid and Annual reports	DMO
Improve, access, quality and equitable social service delivery	Capacity building for nutrition interventions at district and community levels enhanced by 2022.	train nutrition focal person in coordination and management of nutrition interventions at district and community level	Number of communities enhanced.	Quarterly, Mid and Annual reports	DMO
	Provision of quality traditional and alternative medicine services to all people in the district enhanced by 2022	Train and facilitate establishment of modern Traditional Medicine facilities.	Number of Alternative healers enhanced	Quarterly, Mid and Annual reports	DMO
Improve social welfare, gender and community empowerment	MVC's, Elders and Disabled in the District supported by 2022.	Promote and support community based support for MVC's poor elder's and disabled.	Number of MVC'S Supported.	Quarterly, Mid and Annual reports	DMO

SECTOR	Key Result Area	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES
AGRICULTURE	Poverty Reduction.	Sustainable economy, quality of economic services and community empowerment	Agricultural Production of cashewnuts increased from 15,194 tons to	Facilitation of agricultural implements and inputs (industrial fertilizer, pesticides

		ensured.	<p>22,528 tons by 2022.</p> <p>To increase production of food crops including cassava and maize from 195,244tans to 214,768 tons by 2022.</p> <p>Rehabilitation and construction of 7 cassava Agro processing units by 2022 .</p> <p>To increase production of sunflower to 500 tons by 2022</p> <p>Increase number of sunflower processing industries from 6 to 9 by 2022.</p> <p>To provide technical knowledge in production and processing to 100 extension officers</p>	<p>and improved seeds)</p> <p>Facilitation of Agricultural extension services to farmers in 107 villages.</p> <p>Capacity building to farmers.</p> <p>-Capacity building to extension officers.</p> <p>Train farmers on crop processing technology.</p> <p>Facilitation access and quality of agriculture infrastructure/equipment.</p> <p>-Intensify production of agro-industrial crops.</p> <p>-Including cashew nuts, pulses, fruits and production of essential and edible oils.</p> <p>Promote cultivation of high-value crops.</p> <p>-Including sesame, sunflower, and oil seed crops.</p> <p>Build Capacity of Pest Control Centre and Veterinary laboratories.</p>
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				<p>-Provision of appropriate and modernized pest and disease control facilities</p> <p>Strengthen Farmers Field Schools (FFSs) and Farmers Groups</p> <p>-Establish new farmers field schools in 2 agricultural zones</p> <p>-Intensify field demonstrations and field days in farmers field schools</p> <p>-Train farmers on conservation agriculture through Farmer Field School Approach</p>
	Good Governance	Enhance Governance and Administrative Services	Good working environment for 100 Agricultural staff strengthened by June 2022	<p>Recruit new skilled agriculture field staffs at village level</p> <p>Develop Human Resources Capacity. Participatory monitoring and evaluation to Agriculture field officers and farmers performance.</p> <p>Provision of necessary facilities to Agriculture field staff</p> <p>-providing leave transport fare to staffs</p>

CO- OPERATIVE	Poverty reduction	Sustainable economy, quality of economic services and community empowerment ensured.	Increase number of AMCOS from 32 to 40 by 2022 and members in each AMCOS.	<p>Promotion of Warehouse Receipt System (Educating farmers to accept warehouse receipt system)</p> <p>Strengthen and increase number of AMCOS.</p> <p>Strengthen SACCOS, VICOBA and AMCOS.</p> <p>Facilitate audit to co-operative societies</p> <p>Training, seminars, workshop to the member/leaders.</p>
	Good Governance	Enhance Good Governance and Administrative Services	Good working environment ensured to 5 Cooperative staff by 2022	<p>Facilitation of statutory benefit.</p> <p>Capacity building.</p>

WATER SECTOR

STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON

Improve access, quality and equitable social services delivery.	Population in the District provided with water supply services daily increased from 35.4% in 2017 to 65% by June 2022	Providing technical backstopping Registration and capacity building of COWSO	% of water supply	Quarterly, Mid and Annual reports	DWE.
	Sanitation campaign and school WASH in the district enhanced by June 2022	Improve sanitation facilities in the district Improve water pollution control and monitoring	Number of schools enhanced	Quarterly, Mid and Annual reports	DWE.
Increase quantity and quality of social services and infrastructure	Population in the District provided with water supply services increased from 35.4% in 2017 to 65% by June 2022	Construction of New water sources and Distribution Network.	Number of water infrastructures constructed/rehabilitated.	Quarterly, Mid and Annual reports.	DWE

LIVESTOCK

STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON
Sustainable economy, quality of economic services and community empowerment ensured.	Livestock services strengthened in the District by 2022.	<p>Livestock Resource Development (grazing land, water for animals and cattle dip)</p> <p>Improve Livestock Production and Productivity</p> <p>Provide Livestock Support Services and Delivery</p>	Livestock services	Quarterly, Mid and Annual reports	DLFO

		<p>Empowerment. (Livestock extension, Livestock farmers empowerment and Quality Control and Safety Assurance).</p> <p>Animal control, Diseases and Provide Quarterly, Mid and Annual reports Veterinary Public Health.</p> <p>Enhance Marketing of Livestock and Livestock Products.</p>			
	Fisheries services strengthened in the District by 2022	<p>Include Cross-Cutting and Cross-Sectoral Issues (TB,HIV/AIDS, Environmental and gender</p> <p>Improve Resources Utilization and Marketing (Quality Assurance, Standards and Control Fisheries and Aquaculture Infrastructure and Technology Use)</p> <p>Incorporate Cross-Cutting and Cross-Sectoral Issues (Gender Mainstreaming, HIV/AIDS, and Tuberculosis, Environmental Conservation, Finance and Credit</p>	Fisheries services.	Quarterly, Mid and Annual reports	DLFO
Enhance Good	Staff performance	Facilitation of statutory benefits	Number of staffs.	Quarterly, Mid and	DLFO

Governance and Administrative Services	in livestock and fisheries department enhanced by 2022.			Annual reports	
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STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON
FINANCE AND TRADE					
Sustainable economy, quality of economic services and community empowerment ensured	Council revenue collection increased from 1.5 b to 2.2b by June 2022	<p>Identify and establish new sources of revenue.</p> <p>Conduct meeting with tax payers</p> <p>Strengthen council bylaws</p> <p>Establish data base on sources of revenue</p> <p>Improve revenue collection in all sources</p> <p>Conduct close monitoring to all sources of revenue.</p>	% of increased council revenue.	Quarterly, Mid and Annual Financial reports.	DT

SUPPLIES AND STORES

STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON
Sustainable	Procurement	o To work with	Availability of	Quarterly, Mid	DSO

STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON
economy, quality of economic services	services strengthened in District by 2022	<p>internal budget support service and suppliers to deliver best value to the goods and services, activities through the development of an effective and co-ordinated purchasing effort across the Newala District Council.</p> <ul style="list-style-type: none"> ○ To develop sound and useful procurement management information in order to measure and improve procurement and supplier performance in support of corporate planning, conducted through fair and transparent process. ○ To promote the delivery of value for 	procurement services to clients.	and Annual Reports	

STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON
		<p>money through good procurement practice and optimal use of procurement collaboration opportunities .</p> <ul style="list-style-type: none"> ○ To seek out professional development opportunities to enrich and enhance experience and capability of procurement practitioners. ○ Embed two-way communication with Suppliers to ensure continued value, manage performance and minimise risk throughout the life of contracts for the benefit of customers. 			

STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON
		<ul style="list-style-type: none"> ○ Embed sound ethical, social and environmental policies within the Newala District Council procurement function and to comply with relevant Suppliers and performance of the Sustainable Procurement Duty. ○ Sustain and further develop suppliers within the Newala District Council with other publicly funded bodies, with professional bodies and appropriately with suppliers that will yield intelligence, innovation and deliver value to 			

STRATEGIC OBJECTIVE	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON
		users of Procurement Services.			

STRATEGIC OBJECTIVES	TARGETS	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON
To strengthen the council for demonstrating rule of law and natural justices.	Human rights and natural justices in council enhanced by June 22 Rule of law to all council level by June 2022	To make sure laws and regulations are implemented	Number of cases decreased. Number of new bylaws enacted.	Annual reports	LO, CMT
To facilitate and implementation of legal proceedings within the council	Adherence to laws in all proceedings and facilitate implementation of all legal proceedings with the council by June 2022	To advice council and management within the legal professional expertise to all departments.	Number of the cases decreased	Annual reports	LO
To improve the capacity and speed of Ward tribunals in determination of land	Build capacity of members of Ward	To conduct training to the members of the ward	Reduce the number of land disputes.	availability of Capacity building reports	LO

disputes.	Tribunal by conducting legal training to 22 ward tribunals within the council by June 2022	tribunals			
To prosecute and defend cases in court to make sure that council interests and property are protected	Prosecute and defend the council by appearing in court calling evidences and witnesses.	To defend the council by appearing in all council cases.	Reduced number of cases	Reports of all cases are properly prosecuted and defended.	LO

ELECTION UNIT						
Enhance Good Governance and Administrative Services	Good working environment of electoral staff ensured by 2022	Provide civic education about democratic elections	Number of staffs	Quarterly, Mid and Annual reports	EO	
	Democratic elections procedures administered by 2023	Coordination and Supervision of elections Involving stakeholders in Democracy awareness and practice	Number of elections conducted	Quarterly, Mid and Annual reports	EO	
	All Political Vacancies filled by 2022	Filling vacancies in all political posts	Number of vacancies filled	Quarterly, Mid and Annual reports	EO	
LAND						

Sustainable economy, quality of economic services and community empowerment ensured	Productivity and efficient use of land increased by 2022. Human settlement and efficient use of land enhanced in the district improved by 2022	-Implementation of land use plan (framework) -Strengthen village land committees.	% of productivity land.	Quarterly, Mid and Annual reports	DLNRO
	Coverage and allocation of land that has been planned and surveyed Increased from 10% to 45% by 2022	Provision of customary right of occupancy in villages. Provision of certificates of title	% of planned and surveyed land.	Quarterly, Mid and Annual reports	DLNRO
	Human settlement in the district improved by 2022	Land planning and surveying. -solving land conflicts -Monitoring and follow up on proper land use and management	% of human settlement improved.	Quarterly, Mid and Annual reports	DLNRO
Enhance Good Governance and Administrative Services	Conducive Working environment to 5 land section improved by 2022. Technical knowledge to 5 staff facilitated by 2022.	Facilitation of statutory benefits Capacity building	Number of staffs	Quarterly, Mid and Annual reports	DLNRO
NATURAL RESOURCES					

Improve Management of Natural resources and environment	Natural resources conservation in the district promoted by 2022.	Identify, develop and promote strategies for conservation and propagation of indigenous fruit trees to ensure availability for future generations.	Number of natural resources promoted	Quarterly, Mid and Annual reports	DLNRO
	Forestation programme strengthened in Newala District Council by 2022	Plant trees each year in deforested areas	Number of trees planted	Quarterly, Mid and Annual reports	DLNRO
	Sustainable Management of Forest and Bee Resources enhanced in the district by 2022.	<p>Provide sensitization education to bee keepers in villages.</p> <p>Build capacity of bee keepers and traders to better understand issues of honey quality improvement</p> <p>Facilitate availability and access to appropriate tools and equipment for bee keeping.</p> <p>Provide technical support for the establishment of bee keepers and traders associations</p>	Number of resources enhanced.	Quarterly, Mid and Annual reports	DLNRO
Improve Management of	Tourist attraction sites and products in the	Construction of Information Centers.	No of tourist attractions	Quarterly, Mid and Annual	DLNRO

Natural resources and environment	district Identified and promoted by 2022.	Preservation and rehabilitation of historical buildings. Conservation and Promotion of cultural and natural heritage resources.	identified /promoted.	reports	
Enhance Good Governance and Administrative Services	Conducive Working environment to 5 natural resources staff improved by 2022.	Facilitation of statutory benefits Capacity building	Number of staffs.	Quarterly, Mid and Annual reports	DLNRO

HUMAN RESOURCE OFFICE STRATEGIES PLAN

S N	STRATEGIC OBJECTIVE	TARGET	STRATEGIES	KEY PERFORMANCE INDICATORS	MEANS OF VERIFICATION	RESPONSIBLE PERSON
1	Good governance and administrative service enhanced	<ul style="list-style-type: none"> Improving transparency and accountability to the community by 2022 	To coordinate District, ward and village statutory quarterly meeting	Presence of meeting minutes	Quarterly, mid and Annual wards and villages minutes	DHRO, WEOs, VEOs,
		<ul style="list-style-type: none"> Increasing of leaders and Community awareness by 2022 	To conduct field supervision and Community sensation meetings from 4% to 30% by 2018	Number of the councilors and communities meeting conducted.	Quarterly, mid and Annual reports	DED, HROs, DPLO, DHRO

2	Ensuring of the employee benefits and entitlements	<ul style="list-style-type: none"> Improving skills and knowledge of employees by 2022 	To prepare train plan for employees by 2022	<ul style="list-style-type: none"> Number of the employees attended at the collages Universities. Presence of training plan. 	Annual report	DED, DHRO
		<ul style="list-style-type: none"> Increasing of access and interpretation to human resource rules and regulation by 2022 	To interpret Rules and regulation concerning employees and employer working relation from 45% to 60% by 2022	Number of the copies interpreted and provided to the employee	Quarterly, mid and Annual reports	DHRO, HROs,
		<ul style="list-style-type: none"> Preparation of employee salary budget PE and OC by 2022 	To prepare the accurate and update data of employees related to PE and OC by June 2022	<ul style="list-style-type: none"> Number of the employees budgeted on PE and OC. Number of employees promoted 	Budget report mid	DHRO,DPL O ,DED
		<ul style="list-style-type: none"> Improve workers meetings by 2022 	To conduct two workers meetings by June 2022	Number of the meeting conducted	Meetings minutes reports	DHRO,HR Os
		<ul style="list-style-type: none"> Improve employees data on Lawson by 2022 	To prepare and analyzing workers data by June 2022	<ul style="list-style-type: none"> Number of the workers data updated on Lawson report 	Annual and Reports	DHRO
		<ul style="list-style-type: none"> Improve the access and Evaluation employee OPRASS by 2022. 	To ensure all 1020 employees on Newala DC filled OPRASS forms as per requirement by June 2022	Numbers of the employees filled OPRASS forms.	Mid and Annual reports	DHRO,HD DS, HROM

CHAPTER 7: MONITORING AND EVALUATION SYSTEM

7.0 Importance of Monitoring and Evaluation (M&E):

In order for our vision to become real, Newala District Council shall be carrying out monitoring and evaluation of its planned projects and activities from time to time. This exercise will;

- (a) Ensure the planned projects and activities carried out according to priorities set during the annual budget preparation each year.
- (b) Determine the impediments in the budget process which inhibit effective service delivery and hence corrective measures be taken.
- (c) Determine the level of performance of the Council in terms of service delivery and promises to the people by our National Leaders and promises as directed/stipulated in the Ruling Party Manifesto.
- (d) Enable transparency of the Council and build peoples' confidence.
- (e) Have Medium Term Expenditure Frameworks (MTEFs) each year as a tool to link Council objectives, targets and activities and even enable MTEFs itself to be monitored.
- (f) Monitoring and evaluation of this 5 year Strategic Plan will be conducted from time to time to gauge the progress achieved.
- (g) The step of Monitoring and Evaluation will be able to provide information that will feed back into the review and update the plan to accommodate the rising issues.

7.2 Reports:

The Council shall ensure that has important information to enable it to continue carrying out budget process which is accurate and timely prepared. Such information shall enable the Council Management to make appropriate decisions. Various reports shall be required and shall include but not limited to Revenue Reports, Recurrent Expenditure Reports and Development Reports.

Revenue Reports shall include Revenue Flash Reports, Monthly statement of Revenues collection, Monthly revenue collection Progress Reports, mid-year and Annual Revenue Collection Report.

Recurrent Expenditure Reports that includes monthly Expenditure Flash Reports, Monthly Statement of Expenditure Reports, Monthly Financial Progress Reports, Quarterly Reports of Commitment and Expenditure, Mid-year Revenue Report and annual financial Report.

Development Expenditure Report which includes Monthly Flash Reports, Quarterly Financial Performance Progress Report, Quarterly Physical Implementation Progress Report, Mid-year Review Report and Annual project Performance Review Report.

In these financial reports it will be evident that accounting caters for maintenance of records of financial transactions in the form that is required for day to day operation including financial control and also.

Ensure the use of Integrated Financial Management Systems (IFMS) to provide the reports of all financial transactions. The use of computer EPICOR System serves the purpose.

Council shall also ensure that physical implementation of the projects is carried out in most efficient and effective way to reflect the value for money for all projects implemented. This shall always be done by a team of people of various disciplines (leader such as members of Parliament, Councilors, District Commissioner, Technical persons from the Council). The team shall inspect the projects on quarterly, mid-yearly and annual basis.

Council shall always perform Expenditure tracking exercise, where all the money from the Council to lower level shall be tracked, analyzed and expenditure reports tabled to various statutory meeting such as District Finance committee, Council Committees responsible for finances, District Consultative committees and to the public. Expenditure tracking shall also be extended to wage component of the budget with the aim of monitoring and controlling the same.

There shall be Monitoring and Evaluation tools as follows:

- ✓ Every unit and every section in the Council shall be doing monitoring of the planned activities.
- ✓ There will be a team of Council – CMT that will be conducting and scheduled (Quarterly & Mid–annual) monitoring and evaluation missions.

ROLES AND DEFINITION OF COUNCIL ORGANS

The full council

Its main duty is to approve or disapprove agendas forwarded by standing Committees and provide necessary advice where applicable for the benefits of the Newala District Council community.

Finance, management and planning committee

The main duties and roles of this Committee are to ensure effective collection of the Council revenues and control of public expenditure.

Education, health and water committee

To deal with all matters pertaining to Education, Health and water in the District, including ensuring effective involvement of people at all levels with respect to improvement of social services.

Economy, works and environment committee

Generally committee is responsible for the development of production activities in the District including Agriculture, Livestock, Industries, and Trade etc. Similarly, it also deals with infrastructure and issues of Land and Environment development.

HIV/AIDS Committee

The committee is responsible in dealing with HIV and AIDS matters e.g. supporting people living with HIV and AIDS and taking preventive measures to the community through provision of condoms and dissemination of HIV and AIDS education in primary and secondary schools.

Appendix 1: THE NEWALA DISTRICT COUNCIL ORGANIZATION STRUCTURE

APPROVED BY THE AUTHORIZED MINISTER

