



United Republic of Tanzania

Prime Minister's Office Regional Administration and Local Government Authorities

NZEGA DISTRICT COUNCIL STRATEGIC PLAN, 2010/11 – 2014/15

Draft Report



**Nzega District Council
P.O. Box 2483**

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Tabora, Tanzania
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TABLE OF CONTENTS

FOREWORD	i
LIST OF ABBREVIATIONS	iv
EXECUTIVE SUMMARY	v
CHAPTER ONE:	1
INTRODUCTION	Error! Bookmark not defined.
1.1 Recent History	1
1.2 Organisation Structure	1
1.3 Contact Address	2
1.4 Purpose of the Strategic Plan.....	3
1.5 Mandate	3
1.6 Findings from the Previous Studies	4
1.7 Methodology	4
1.8 Layout of the 2010/11 – 2012/13 Strategic Plan.....	5
CHAPTER TWO:	6
SITUATION ANALYSIS	6
2.2 NBS Mandate.....	Error! Bookmark not defined.
2.6.1 Objective A.....	Error! Bookmark not defined.
Relevance, Reliability, and Timeliness for Core Statistics improved by 10 percent each financial year from July 2008 to June 2010;	Error! Bookmark not defined.
Achievements.....	Error! Bookmark not defined.
• Client service charter	Error! Bookmark not defined.
Client service charter document has been developed ready for launching.	Error! Bookmark not defined.
Constraints	Error! Bookmark not defined.
In the process of achieving the above objectives, some constraints were encountered:.....	Error! Bookmark not defined.

- Due to Limited funds, the dissemination of statistical reports at regional and lower levels was not done as planned. ... **Error! Bookmark not defined.**

Achievements..... **Error! Bookmark not defined.**

CHAPTER THREE:20

THE PLAN20

3.1 Vision20

3.3 Core Values20

4.9 Reporting Plan..... **Error! Bookmark not defined.**

FOREWORD

This strategic plan reflects the priorities of the Nzega District Council over the next five years, from 2014/2015 to 2019/2020. It is aligned to the Vision 2025, the National Strategy for Growth and Reduction of Poverty, the National Medium Term Plan and 2005 CCM Election Manifesto. This Strategic Plan aims to ensure public sector facilities are well managed and continue to provide improved services to their clients and to the public at large.

The centre of attention of this Strategic Plan is improving social services, systems, and infrastructure for better, faster socio-economic development of the community and more effective and efficient service delivery. It also aims at achieving accountability, transparency, integrity and responsiveness to the public by making public servants increasingly accountable for results; provision of high quality service delivery by improving systems and infrastructure through peoples' participation. It also broadly aims to reduce the prevalence and negative impact of HIV/AIDS among citizens and public servants, and includes support services to people living with HIV/AIDS.

It is obvious that, most social services, such as education, public health, water, security, extension services in agriculture, animal keeping and fishery, land management, waste disposal and alike, are delivered directly to the citizens and clients by public servants. The qualities of these services are therefore largely determined by the knowledge, competence, productivity, honesty, and creativity of public servants. How the Council is structured, on the other hand, influences costs; how public servants are managed determines the work environment, influences performance and provides capacity, incentives, and other enabling factors through which the goals of the Vision 2025 and National Strategy for Growth and Reduction of Poverty can be realized. Thus, the mobilization and management of the public remains the priority issue to be addressed by the current strategic plan. In recognition of the link between governance, economic growth and improved welfare for the citizens, the major thrust of Council for the next five years is to improve awareness and accountability to the public on the mobilization and use of own resources in the implementation of this Strategic Plan.

Finally, the Nzega District Council Strategic Plan for the year 2010/2011 to 2014/2015 has been designed to envision the best experiences of previous Plan. Those experiences are necessary pillars towards a long term endeavors to improve services delivered by public service institutions to their clients in particular, and to the entire public in general.

Kyuza J. Kitundu
District Executive Director
Nzega District Council

LIST OF ABBREVIATIONS

D by D: Development by Devolution
FYDP I: First Five Year Development Plan
HMIS : Health Monitoring Information System
ICT : Information Communication Technology
LGA : Local Government Authorities
LGMD: Local Government Monitoring Database
MDGs : Millennium Development Goals
M&E : Monitoring and Evaluation
MKUKUTA: Mkakati wa Kukuza Uchumi na Kuondoa Umasikini Tanzania
MTEF : Medium Term Expenditure Framework
MTUHA:
NGOs : Non-Governmental Organizations
NSGRP : National Strategy for Growth and Reduction of Poverty
OPRAS : Open Performance Review and Appraisal System
TUGHE: Tanzania Union of Government and Health Employees

EXECUTIVE SUMMARY

The 2010/11 to 2014/15 Strategic Plan for Nzega District Council is the first of its kind since it has integrated and translated the objectives of the PSRP II and the First Five Year Development Plan (FYDP). The purpose is to improve the service delivery, conducive environment for private sector to lead economic development within the council. However, the council managed to review its First Strategic Plan by using Self Assessment Study conducted between 24th and 25th April 2012 which addressed seven assessment criteria using McKinsey Capacity Assessment Grid Model. The results of this assessment categorised into seven areas are as follows: Aspiration on mission and vision; System and infrastructure; Organisational skills; Strategy and Human resources; and organisation structure. The Assessment results enabled the Council to review its Vision and Mission reflecting the current demand of its roles.

In order to accomplish the said mission, the Council observes the following core values: Customer Focus, Respect and Integrity, Professionalism, Transparency,

Services excellence, Confidentiality, Teamwork and Good Management.

In creating this plan, the first Medium Term Strategy document was consulted and is referred to throughout as major reference document. The Strategic Plan also takes into account the Tanzania Development Vision (Vision 2025), the National Strategy for Growth and Reduction of Poverty (MKUKUTA), the National Medium Term Strategic Plan and the 2010 CCM Party Election Manifesto.

The Vision, Mission, Objectives and Core Values of Council were derived from a detailed review process including SWOC analysis, Service Delivery Surveys Report, Self Assessment, and Performance Review. Lists of critical issues that need interventions were identified.

To address critical issues, the following sets of Objectives were developed:-

- A: Capacity for Implementing D by D Policy Enhanced;
- B: Systems and Structures to Support Service Delivery Improved;

- C: Economic Infrastructure in Nzega District Council Improved.
- D: HIV and AIDS Infections Reduced and Supportive Services Improved;
- E: Accountability and Responsiveness in the Public Service Improved;
- F: Management of Public Servants Improved; and
- G: Pay, Incentives and Rewards in the Public Service Improved.

The implementation strategies are designed to meet each of the above stated objectives. The Council Result Chain consists of outcomes, outputs, activities and inputs which broadly contribute to specific objectives and targets as stipulated in this Plan. A combination of the objectives, targets, activities and inputs in the Strategic Plan and Medium Term Expenditure Framework forms Council Result Chain.

This Plan aimed to carry out a total of six (6) formal reviews during the Strategic Planning Cycle. This will involve carrying out three (3) mid year reviews and three (3) annual

reviews, of which a total of 26 indicators will be tracked during the period of three years. During each fiscal year, two formal reviews will be conducted. The mid year and the annual reviews will be conducted in December and in June respectively.

In addition to that, evaluation studies have been designed to ensure whether the interventions and outputs achieved have lead to the achievement of the outcomes as envisioned in the strategic plan outputs. *A total of four evaluation studies will be conducted during the Strategic Planning Cycle: Training Monitoring Assessment; Training Impact Assessment; Strategic Plan Mid-term and end of Program review; and Review of the effectiveness of Client Service Charters.*

CHAPTER ONE: BACKGROUND

1.1 Introduction

Since 1999, Nzega District Council, like other LGAs, has been implementing the Policy of Decentralisation by Devolution (D by D). Among other duties, is responsible for spearheading the actual delivery of improved socio-economic services through participatory approach. It is through a consultative and participatory process, involving all key stakeholders, the council has designed its' second strategic plan for the next five years (2011/12 – 2015/16). The success of this exercise, to a large extent, influenced by the existence of previous strategic plan, Public Sector Reforms, Decentralization by Devolution (D-by-D), Ruling Party Election Manifesto 2010, National Strategy for Growth and Reduction of Poverty (NSGRP) commonly known as MKUKUTA, the Medium Term Plan, Sector Strategies, Performance Management Systems and the Medium Term Expenditure Framework (MTEF). All these initiatives in various ways contributed to the planning and budgeting processes of Nzega District Council Strategic Plan, 2011/12 – 15/16.

1.2 The Major Roles and Functions of LGAs

Nzega District Council, like other LGAs, her major roles and functions of are stipulated as follows:-

- i. Formulation, planning, implementation, monitoring and evaluation of projects for efficiency and effectiveness in delivery of social service;
- ii. Implementation, monitoring and evaluation of sector policies and programmes for poverty reduction and economic growth as well as improve welfare of the community;
- iii. Implementation, promote review, monitoring and evaluation of Human Resources Management, Administrative and Remuneration Policies. and
- iv. Implementation, review, monitoring and evaluation of e-Government and Management Information Strategies and projects.

1.2 Organisation Structure

The Council organisation structure is comprised of three managerial levels. The first level is the Office of the District Executive Director. The second and the third levels are made up of Departments and Units respectively. The Departments comprise

Sections. According to the organisation structure of the Nzega District Council (Appendix 2), the Departments are:

1. Administration
2. Planning;
3. Finance and Commerce;
4. Agriculture and Fisheries;
5. Livestock, Water and Irrigation;
6. Communication and Fire;
7. Environment and hygiene;
8. Health and Welfare;
9. Land development;
10. Community Development;
11. Cooperation and marketing;
12. Primary Education; and
13. Secondary Education.

Additionally, the Council has a Town Council Office, 17 Ward Executive Offices and 151 Village Executive Offices. Currently, Council has a total number of permanent employees.

1.3 Contact Address

The Nzega District Council Headquarter is based at Nzega town along Kahama/Bukene road. For general enquiries, contact the District Executive Council, Postal Address is 2483, Nzega. Telephone, Fax, e-mail: [.....](#) and website:

1.4 Salient Features of FYDP I

The current government planning process requires MDAs to shift from demand-based planning to opportunity-based planning concept together with other Government policy directives, the Council has decided to use the salient features in the preparation of this plan and is considered as “The First Five Development Plan (FYDP I)”, covering the period of five years, 2011/12 to 2015/16. The Plan streamlines the salient features of various development initiatives into a unified and coherent framework in order to guide its implementation process based on the salient features explained in the National FYDP I as follows:

- i. A shift from needs-based planning, which is based on available resources, to embrace opportunity-based planning, which requires thinking beyond the resource constraints;
- ii. A shift from sector-based prioritisation to intervention prioritisation, with strong emphasis on implementation effectiveness, with detailed actionable programmes and activities for carrying out the strategies;
- iii. Strong emphasis on growth, while grandfathering gains in social service delivery, and at the same time gradually focusing on human resources in terms of skills development for dynamic labour markets; and
- iv. Scaling-up the role and participation of the private sector in economic growth, by improving the business climate to efficiently use the factors of production, investing in people and infrastructure development, and sustaining achievements in socio-economic progress.

Based on its mandate, the council provides services directly to the public. It operates at semi intermediate level, largely interacting with PMO-RALG, Sector Ministries, Independent Departments, Executive Agencies, NGOs and Regions; these institutions ultimately provide the social, economic, and services to the public. Council's role is to improve the capacity in order to deliver quality social services.

1.5 Purpose of the Strategic Plan

The purpose of this plan is to review council's objectives and strategies and to ensure that all interventions fit into a national framework. The plan aims to integrate all efforts done in the previous plan, and institutionalized in a single coherent plan, FYDP I aim to:

- Inform stakeholders (central government, community, MDAs, NGOs, etc.) what we plan to do for the next five years;
- Provide a real blueprint to guide all operations; and
- Provide a basis for accountability to the stakeholders.

1.6 Mandate

Through the above mentioned initiatives and policy decisions, LGAs, apart from their traditional duties were entrusted with the task of spearheading the Poverty Reduction

Programmes and since the fourth phase Government came into power in 2005 the mandate of LGAs has been reviewed and its current mandate as stipulated therein is:

- i. Decentralization by Devolution Policy and its implementation;
- ii. Sector Policies and their Implementations;
- iii. Extra – Ministerial Departments and projects under this office;
- iv. Administration of Public Service, Public Service ethics, Management Service improvement, Human Resource Development, Archives and Records management, Coordination of establishment and operation of the council; and
- v. e - government policy and its implementation.

1.7 Findings from the Previous Studies

The development of Strategic Plan was not very difficult due to presence of findings from review of various processes including; Review of achievement of first Strategic Plan 2008/09 – 2010/11; evaluation report under the name of District Socio-economic Profile Report, 2010; Departmental mapping, Workers and councillors consultations; and Multi-stakeholders consultations.

The notable positive findings include; improved effectiveness of administration and management system; improved workers capacity through training; improved publicity of D by D Policy and social services.

However, some notable challenges encountered over the years include;

- Inadequate social facilities and staff in all sectors;
- Inadequate office space and equipments;
- Inadequate coordination of statistical information set up - unnecessary duplication of efforts among the statistical producers since they work independently and Production of conflicting statistics; and
- Inadequate funds due to poor community participation and awareness of importance of involvement in their development.

1.8 Methodology

Preparation of Council Strategic Plan was done in a participatory approach involving community, councillors and staff guided by a Strategic Plan Committee. In creating this plan, the first Medium Term Strategy document was consulted and is referred to throughout as major reference document. Projects were formulated by the community

through village meetings, ward development committees and submitted to the Council. The draft of the Strategic Plan was shared by all staff and later it was presented to the Full Council for comments and approval respectively. Finally, the comments were incorporated into the main document so as to refine the Council Strategic Plan. .

1.9 Layout of the 2011/12 – 2015/16 Strategic Plan

This document sets out the Strategic Plan for Nzega District Council for the period 2011/12 to 2015/16. It is divided into five chapters; Chapter one presents a short background of the Council. Chapter two highlights the situation analysis of previous strategy while chapter three deals with the Councils' Vision, Mission, Core Values and Objectives. It is followed by chapter four which explores various approaches to secure the financing required to sustainably and successfully implement the Plan. Chapter five concludes by Results Framework of the strategy.

CHAPTER TWO: SITUATION ANALYSIS

2.1. Background

This chapter describes the internal performance scan undertaken by the Nzega District Council in the previous five years. The scan takes into account the mandate of Local Government Authorities as stipulated in Government Notice No..... of, LGA’s roles and functions, current vision and mission. It also includes a performance review in terms of achievements, challenges and way forward for each objective as stipulated in the 2005/06 Strategic Plan. The chapter provides a brief summary of the results of the Self Assessment and Service Delivery Survey Reports. It documents the community expectations and services that are offered to them by Council as well as a SWOC analysis. After the scan areas for improvement from each method of analysis were identified as critical issues to be addressed in the next plan.

2.2 Mandate of Nzega District Council

2.3 Current Vision

Nzega District Council aspires to become a *“Council, which is capable of delivering sustainable quality services to all stakeholders”*.

2.4 Current Mission

Provide sustainable social and economic services through participation of all stakeholders.

2.5 Theme

Stakeholders’ participation for sustainable development of Nzega District.

2.6 Functions

- To ensure a conducive environment for providing educational services in the District;
- To supervise and ensure provision of quality health services to the community;
- To develop and improve agricultural and animal husbandry practices;
- To construct, strengthen and ensure that all roads are accessible throughout the year;
- To provide sufficient potable water for human and livestock consumption;

- To promote and ensure good governance;
- To promote community participation in establishing and ensuring sustainable Cooperatives in a competitive environment;
- To promote participatory land use, planning and management;
- To promote community participation in identifying problems and means of solving them by using available resources;
- To ensure a conducive environment for trade in Nzega District Council;
- To fight against the spread of HIV;
- To develop an environment of gender equity and equality; and
- To ensure sustainable availability of natural resources products in Nzega District through stakeholder participation.

2.7. Performance Review

During the period between 2006/07–2010/11, Council registered achievements under the following set of objectives:

2.7.1 Objective A:

Objective A is: Capacity for Implementing D by D Policy Enhanced (*Community participatory in planning, implementation and operation of council programmes enhanced*). The Community makes informed and systematic decisions. Management is accountable, responsive and result-oriented. Information is effectively managed within the district council.

Achievements:

Various initiatives and measures were implemented which led to the following achievements

- *Performance Management Systems*: Performance Management Systems (strategic plans, action planning, operational planning, client service charters, self-assessments, service delivery surveys, M&E, and Open Performance Review and Appraisal Systems (OPRAS)). Also Performance Budgeting was introduced;
 - a) Peoples’ participation in formulation, planning, implementation, monitoring and evaluation of their development projects: A Strategic Planning and M&E are now integrated into the MTEF and have been harmonized with the MKUKUTA. There are now reporting requirements which focus on all levels of results and which aim to improve the public’s access to performance information; and

- b) Own Source Funds was established to allow council to access its financial resources in support of strategic initiatives emerging from Performance Management Systems.
- *ICT Capacity* has improved. A Council has a web-site and is well equipped in terms of ICT tools. MIS strategies were designed and it is in the process of having a LAN
 - *Records Management Systems*: Records Management Systems were installed at district Headquarters. Impact assessment for Records Management in the council shows:
 - (i) Current records are not properly managed;
 - (ii) Sector records are not coordinated and harmonized as planned; and
 - (iii) Only 20-40 percent of past records are accurately stored.

Constraints

The major constraints in achieving the above objective were:

- Absence of an institutional accountability framework;
- The impact of ICT use is not known particularly in the local government decision processes. Most ICT systems are operated independently, with plenty of duplication and hardly any sharing of data [sector data collection systems – LGMD, HMIS (MTUHA), EMIS, Vital Registration System, etc];
- ICT equipments are acquired, deployed, used and disposed up-haphazardly thereby making sub optimal uses of public resources; and
- Physical spaces and conditions are not in good condition.

Way forward

The following issues will need to be addressed during the next period:

- ❖ Shifting towards a performance based accountability culture by building the capacity of community to own and implement plans;
- ❖ Enhance Monitoring and Evaluation system in order to strengthen performance reporting;
- ❖ Enhancing the demand side of accountability; and
- ❖ Improving coordination among existing and emerging ICT initiatives across the council and public.

2.8.2 Objective B:

Objective B is: Systems and Structures to Support Social Service Delivery Improved;

Achievements:

Various government and community projects to support social service delivery were implemented which led to the following achievements

- ❖ *Construction of a secondary school in each ward:* all 37 wards were able to establish a secondary school though there is still shortages of classrooms by 45.4 percent as stipulated in a government policy and the CCM election Manifesto of 2005;
- ❖ *Construction of Teachers' Houses:* Only 8.9 percent of houses were built in few wards, leaving a shortage of 399 Houses by year 2010;
- ❖ *Construction of Laboratories:* until 2010 non of the new constructed secondary school had laboratories, of which students specializing science subjects are not doing practical;
- ❖ *Employment of 160 qualified secondary school teachers:* The Council managed to have 160, leaving a shortage of 75.3 percent of qualified teachers by the end of 2010;
- ❖ *Employment of Primary school Teachers grade IIIA:* The council managed to have 1,084 grade IIIA and 211 grade IIIB/C primary school teachers, leaving a shortage of 33.7 percent by the end of 2010;
- ❖ *Construction of Primary School Toilets:* there is little achievement in the construction of toilets. As a results, the council has a shortage of 67.7 percent of required holes of toilet by the end of 2010;
- ❖ *Construction of a dispensary in each Village:* the council has managed to have a total of 36 dispensaries in few villages, leaving a deficit of 76.2 percent of dispensaries by the end of 2010;
- ❖ *Deployment of qualified health staff in the village:* The Council managed to have only 58 medical staff, 3 medical doctors, 8 medical officers and 47 clinical assistants, leaving shortage of 89.7 percent by the end of 2010;
- ❖ *Renovation of Nzega District Hospital:* the district hospital was renovated as per planned and managed to purchase modern equipments such as scanner x-ray, and

- ❖ *Construction of Water Supply and Sanitation:* The council managed to have 235 shallow wells and 169 boreholes in most villages in order to increase supply of clean and safe water; and
- ❖ *Improve awareness of community participation in the managing water sources:* The council managed to improve community awareness of managing water supply sources by opening water fund account. A total of 133 village water committees were established with a total of TShs.17,502,000 were collected by the end of 2010.

Constraints

The major constraints in achieving the above objective were:

- Poor community participation in identifying, planning, implementation, monitoring and evaluation of the said projects;
- Delay and insufficient government funds to support community projects;
- Poor community participation in funding the projects; and
- Traditional culture of central government dependency on financing 100 percent of the total cost of the project.

Way forward

The following issues will need to be addressed during the next period:

- Sensitization campaign/meetings to mobilize community to understand the D by D Policy, which required community participation in all stages of their development, including formulation, planning, implementation, monitoring and evaluation of their development programmes/projects;
- To rise moral and willingness in the involvement in all stages of their development through participatory approach; and
- To allow the formulation, planning, implementation, monitoring and evaluation of their development programmes/projects by using D by D Policy.

2.8.3 Objective C:

Objective C is: Economic Infrastructure in Nzega District Council Improved.

Achievements:

Various initiatives and measures were implemented which led to the following achievements

- *Construction and strengthening of roads to be accessible throughout the year:* The Council managed to Rehabilitate 200km of gravel roads, constructed 10 bridges and 100km long as well as new staff were recruited;
- *Sustainable utilization and management of existing natural resources for present and future generation:* 24 staff, of which from Forestry, Bee Keeping (...), fishing (.....) and wildlife were employed;
- *Provide participatory education to the community on natural resources and environmental protection:* sustainable use of natural resources and environmental protection have increased among community due to the improvement of its importance;
- *Establish and maintain irrigation infrastructures and livestock:*
- *Improve availability of agricultural and livestock inputs:*
- *Increase knowledge of farmers on agricultural/ livestock practices:*
- *To promote and improve land allocation to the community:*
- *Increase number of qualified extension Workers:*

Constraints

The major constraints in achieving the above objective were:

-

Way forward

The following issues will need to be addressed during the next period:

-

2.8.4 Objective D:

Objective D is: HIV and AIDS Infections Reduced and Supportive Services Improved;

Achievements:

Various initiatives and measures were implemented which led to the following achievements

- *HIV/AIDS prevention measures strengthened:* The indicative trend of HIV/AIDS prevalence shows that there is a decline from 4,772 cases in 2007 to 1,350 cases since more people attended VCT, MCT and PMTCT services.

Constraints

The major constraints in achieving the above objective were:

- Shortage of VCT centers and physicians due to lack of Health Centre in each ward;
- Lack of awareness of HIV/AIDS disease;
- Shortage of ARV due to limited H/C and physicians;
- Lack of humanitarians assistance for the HIV/AIDS infected persons due to shortage of funds; and
- Traditional believes and customary of rural population.

Way forward

The following issues will need to be addressed during the next period:

- Establish IEC team at district headquarters in order to raise awareness and understanding of HIV/AIDS;
- Increase Budget for assisting the infected community in order to provide assistance to all infected persons; and
- Involve Non Government Organisation (NGOs), Community Based Organisation (CBOs) and religious groups to raise awareness and understanding of HIV/AIDS problems.

2.8.5 Objective E:

Objective E is: Gender Equity and Equality Increased - Reduce gender imbalance by create an environment with a balanced gender ratio.

Achievements:

Various initiatives and measures were implemented which led to the following achievements

- *Provide education on gender to community:* women participation in the development activities has increased and women segregation has reduced, girls enrolment has reached 49.5 percent in primary school and 39.6 percent in secondary schools;
- *Conduct training to District and Ward leaders on gender issues:* district and ward leaders are well informed on gender issues; women participation in decision making has improved: ward councilors, village chairpersons and managers/head of department at district level

Constraints

The major constraints in achieving the above objective were:

Way forward

The following issues will need to be addressed during the next period:

-

2.9 Results of the Service Delivery Survey (SDS)

A Service Delivery Survey was conducted in 2011 by PMO RALG. The design and findings of the survey was designed along the following two main areas:

- Policy Perceptions;
- Assessment of service delivery results, and
- Recommendations

The findings and recommendations were still relevant to Nzega District Council:

(a) *Policy Perceptions*: Issues covered under this included awareness of the D by D Policy and other policies:

- 90% of the respondents were aware of the D by D policy; and
- 42% of the respondents were aware of the Client service charter

(b) *Assessment of Service Delivery*: Service delivery was assessed along PMO-RALG capacity to provide leadership in provision of services, effective use of public funds, corruption and quality of service delivery as indicated in the policy:

- 61% of the total respondents found Council leadership in managing the change process either very satisfactory or satisfactory;
- 40% of the respondents were of view that ineffective use of resources existed at the PO-PSM. Those who have observed ineffectiveness indicated the following as their reasons:
 - ✓ Non-transparency in the procurement 19%,
 - ✓ Abuses in the use of government vehicles or properties 13%.

(c) On a 1 to 5 point scale with 1 as least corrupt and 5 as most corrupt, 15% of the sample rank POPS 1; 12% rank it 2, 18% rank it 3; 3% rank it 4 and 4% rank it 5.

The Service Delivery Survey Report recommended the following:

- Updating and review of the Strategic plan in line with the survey findings i.e. Strengthening meritocracy. Meeting community expectations, continuous improvement in performance and service delivery, efficient and effective use of public resources and focus on human resource development; and
- Use of the Survey findings as benchmarks for future performance improvement

2.10 Self Assessment Results

NBS self assessment exercise was undertaken on 24/4/2012 – 25/4/2012 addressing seven assessment criteria using McKinsey Capacity Assessment Grid Model. The results of this assessment categorised into seven areas as follows:

a) **Aspiration (Mission, Vision Clarity, Vision-boldness, over arching goals)**

The NBS assessment results showed low understanding on vision clarity, vision boldness and over-arching goals amongst her staff. The average score was 79.2 percent.

b) **Strategy**

Strategy formulation at NBS is lacking overall strategy and program information sharing within the institution. Another challenge is how to generate revenue from our own sources. The average score was 70.5 percent.

c) **Organizational Skills**

The NBS has inadequate marketing strategy, human resource planning and performance measurement. The average score is 72.3 percent.

d) **Human Resources**

The NBS Leaders are seen to be of high quality and experience with visible commitments. However, staff is believed to be overburdened and staff are said to be not multi professional/skilled. The average score is 70.1 percent.

e) **Systems and Infrastructure**

NBS is believed to have inadequate Systems and poor Infrastructure which led to un-conducive working environment. The average score is 74.6 percent.

f) **Organizational Structure**

There was a feeling that the NBS organization structure need to be reviewed because it is outdated. The score is 78.6 percent.

g) **Culture**

The NBS core values exist and are widely shared within the organization, but there is a feeling of lack of understanding among the staff. The average score is 58.1 percent.

2.10.1 Vital Areas of Improvement

The Self Assessment exercise recommended the following areas of improvement for each criterion as summarized below:

(i). Implementation of D by D Policy and Strategies

- a) Improve Political Commitment in formulation, implementation, monitoring and evaluation of Strategic Plan;
- b) Provide Officers with adequate time when dealing with strategic issues; and
- c) Improve skills and resource allocation to undertake research, policy formulation, analysis and review.

(ii). Partnership and Resources

- a) Improve procurement process;
- b) Improve resource management;
- c) Speed up process of creating ICT regulatory framework;
- d) Train staff in information technology;
- e) Increase Technological equipments and related training;
- f) Introduce local area network; and
- g) Harmonise skills and capabilities with emerging technologies.

(iii). Processes

- a) Update routine data collection system (LGMD) constantly;
- b) Review OPRAS Constantly;
- c) Carry out customer surveys; and
- d) Improve monitoring and evaluation system.

(iv). Customer Results

- a. Make full use of the results of CWIQ surveys;
- b. Develop mechanism for registering complaints, analysis and follow-up; and
- c. Benchmark against best practice
- d. Undertake regular staff surveys and interviews;
- e. Strengthen Monitoring and Evaluation system;
- f. Strengthen coordination of training activities; and
- g. Improve communication with employees and inform them of their employee.

(v). Status

- a) Involve employees in change process; and
- b) Develop training program for Junior staff.

2.6 Self Assessment Results

NBS self assessment exercise was undertaken on 11/2/2010 – 12/2/2010 addressing seven assessment criteria using McKinsey Capacity Assessment Grid Model. The results of this assessment categorised into seven areas as follows:

(i) Aspiration (Mission, Vision Clarity, Vision-boldness, over arching goals)

The NBS assessment results showed low understanding on vision clarity, vision boldness and over-arching goals amongst her staff. The average score was 79.2 percent.

(ii) Strategy

Strategy formulation at NBS is lacking overall strategy and program information sharing within the institution. Another challenge is how to generate revenue from our own sources. The average score was 70.5 percent.

(iii) Organizational Skills

The NBS has inadequate human resource planning and performance measurement. The average score is 72.3 percent.

(iv) Human Resources

The NBS Leaders are seen to be of high quality and experience with visible commitments. However, staff is believed to be overburdened and staff are said to be not multi professional/skilled. The average score is 70.1 percent.

(v) Systems and Infrastructure

NBS is believed to have inadequate Systems and poor Infrastructure which led to un-conducive working environment. The average score is 74.6 percent.

(vi) Organizational Structure

There was a feeling that the NBS organization structure need to be reviewed because it is outdated. The score is 78.6 percent.

(vii) Culture

The NBS core values exist and are widely shared within the organization, but there is a feeling of lack of understanding among the staff. The average score is 58.1 percent.

2.7 Critical Areas for Improvement

The NBS Self Assessment exercise recommends the following areas for improvement:

- **Aspiration**
 - a. Make use of mission and vision statements in NBS daily activities; and
 - b. Sensitize employees on NBS mission and vision.
- **Strategy**

- a. Formulate an overall NBS Strategy;
 - b. Enhance information sharing within institution through WAN/LAN;
 - c. Diversify the sources of fund by looking for markets for our products and services;
 - d. Collaborate with other institutions for developing market strategy;
 - e. Prepare publicity and marketing strategy for NBS;
 - f. Provide consultancy services; and
 - g. Training staff on projects proposal writing.
- **Organizational Skills**
 - a. Prepare programs for skills development; and
 - b. Solicit experts and fund for capacity building in skills and knowledge.
- **Human Resources**
 - a. Exercise departmental/Directorate/region staff rotation to enhance motivation and skills development; and
 - b. Review NBS staff complement to reflect the current situation.
- **Systems and Infrastructure**
 - a. Revise NBS remuneration and Staff Regulations;
 - b. Build a new office building;
 - c. Strengthen ICT system;
 - d. Revise Statistics Act; and
 - e. Improve financial management system.
- **Organizational Structure**
 - a. Revise NBS organogramme
- **Culture**
 - a. Improve understanding of the NBS core values; and
 - b. Expose NBS staff to other national and international organizations and forums.

2.11 Council Stakeholders

The Nzega District Council is a service delivery entity with a wide range of stakeholders. Its functions and responsibilities focus more on improving the institutional functioning of the public service providers & regulators, and Human Resource Management functions.

2.11.1 List of Main Stakeholders

The following is a list of stakeholders:

- (a) Central Government;
- (b) Other Local Government Authorities (LGAs);
- (c) Development Partners (DPs);
- (d) General Public (Citizens and others);
- (e) Politicians;
- (f) Business Community;
- (g) Public Servants;
- (h) Employees of Nzega District Council;
- (i) CSOs (NGOs, FBOs, CBOs, etc.);
- (j) Researcher Institutions;
- (k) Higher Learning Institutions; and
- (l) Mass media,

2.11.2 Services offered and stakeholders' expectations

In the course of preparing the Strategic Medium Plan, a number of consultations with stakeholders were held. The matrix below provides the services offered and expectations in detail for each stakeholder.

Table 1: Stakeholders Analysis of the Nzega District Council, April 2012

STAKEHOLDERS	WHAT DO THEY DO	WHAT SERVICES DO WE PROVIDE	WHAT ARE THEIR EXPECTATIONS	CHALLENGES/CONSTRAINTS	WAY FORWARD
Central Government	Policy maker, Source of funds, - training, Source of data and information,	Social Services, statistics and financial requests	Social services and reliable data and information	Inadequate budget, uneven flow of funds	Improve the preparation of Budget
Development Partners	Training, Source of funds, equipments and technical assistance	Social Services, statistics and request of resources	Improved Social services and reliable data and information	Delay in disbursement of funds, imposition of priorities (TA)	Build capacity in negotiation and contract management
Local Government	Collaborators in provision of Social Services, data and information, and technical assistance	Technical assistance	Timely and quality data and information	Inadequate technical know-how in various levels	Build capacity at all levels
Research Institutions	Provide technical support in provision and managing social services, do researches.	Financial support and training requests	Improved Service Delivery to the public	Inadequate social services, qualified staff and uncoordinated research demand	Strengthen coordination system, allocate enough funds for training and research/survey

Business Community	Provider of goods and services	Tenders and funds	Good governance and transparency in procurement procedures	Unfaithful business community and Bureaucracy in tender provision	Improve transparency and capacity build in procurement procedures
Higher Learning Institutions	Produce professionals, Researches, further analyses of data	Financial support and training requests	Qualified and well trained staff	Delay in disbursement of funds lead to untimely service delivery	Build capacity in negotiation and allocate enough funds
Civil Society Organizations (NGOs, CBOs, Faith Based Organization)	Provide services to the public to compliment government efforts	Technical support and services	Improved Service Delivery to the public	Lack of coordination and, bureaucracy in providing information	Strengthen coordination by formulating task forces/TWGs
General Public	Carry out social and economic activities, source of data	Technical support and services	Improved Service Delivery to the public		
Politicians	Enact law, make decisions and formulate Policies	Services and Technical Know how	Improved Service Delivery to the public	Limited statistical knowledge	Provide statistical knowledge
Media	Educate and inform the public	Data and Information and services	Timely and quality data and information	Limited data and information	Produce timely and quality data and information

2.9 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

It was important for the Council to undertake the SWOC analysis in order to identify critical areas for improvement. The results of the analysis are presented in Table 2.

Table 2: SWOC Analysis of the National Bureau of Statistics, February 2010

2.10 Critical Issues

After the organizational scan, the following have been identified as areas of improvement in the next planning and budgeting cycle:

- Strengthening Human Resource Management and Development;
- Improve D by D Policy awareness to public;
- Addressing HIV/AIDS at work place;
- Improve governance;
- Coordinate statistical activities within the country;
- Strengthening provision of quality statistics;
- Strengthening performance management systems;
- Improvement of infrastructure; and
- Improve financial management system.

CHAPTER THREE: THE PLAN

3.0 Overview

In line with the first Five Year Development Plan (FYDP), a second National Strategy for Growth and Reduction of Poverty (NSGRP), popularly known as MKUKUTA framework and guidelines, the Nzega District Council Strategic Plan 2011/12 – 2015/16 had been designed to respond to new challenges the Council faces, primarily on the changing environment within the Government System as stipulated in the D by D Policy and its Strategies and sector ministries as well as increasing local and international image of the Council and its role in the provision of reliable, timely and accurate social services. Therefore, the Council vision, mission and objectives have remain as follows:

3.1 Vision

Nzega District Council aspired to be a *“Council, which is capable of delivering sustainable quality services to all stakeholders”*.

3.2 Mission

To provide sustainable social and economic services through participation of all stakeholders.

3.3 Core Values

The **NBS** believes and subscribes to the following core values:

- **Customer Focus**
Give greater focus to customer demands since users of statistics require high quality services.
- **Respect and Integrity**
Consistently treat each individual stakeholder with high level of respect and integrity.
- **Transparency**
Ensure openness in all its operations.
- **Services excellence**
Deliver its services right all the time.
- **Professionalism**
Ensure that it employs rightful skills and attitude in the process of delivering services.
- **Impartiality**

Council shall contact its business in fairness with high level of objectivity and will provide data and information to reflect the real situation without any prejudice.

- **Accountability**

The Council will be accountable to all its clients in the provision of high quality services, data and information

- **Teamwork.**

Council shall maintain good management and teamwork as one of the keys to success in achieving its vision and mission by using results oriented practices. The approach emphasizes the need to develop a clear set of objectives, strategies, targets, and performance criteria.

3.4 Objectives, Main Targets, Main Strategies and Key Performance Indicators

3.4.1 Objective A: Capacity for Implementing D by D Policy Enhanced (*Community participatory in planning, implementation and operation of council programmes enhanced*).

The Community to be well informed in their development processes. Peoples' participation in formulation, planning, implementation, monitoring and evaluation of their development projects and Management is accountable, responsive and result-oriented. Information is effectively managed within the district council.

Main Target

- Establish a performance based accountability culture by building the capacity of community to own and implement plans;
- Enhance Monitoring and Evaluation system in order to strengthen performance reporting;
- Enhance demand side of accountability; and
- Improve coordination among existing and emerging ICT initiatives across the council and public.

Main Strategies

Key Performance Indicators for Objective A

- 100 percent of projects planned and implemented by the community by 2016;
- 100 percent of ICT Infrastructure installed by 2016;
- Village/Street Register is 100 maintained and updated by 2016; and

- All sector statistical data collection systems harmonised and coordinated by 2016;

3.4.2 Objective B: Systems and Structures to Support Social Service Delivery Improved

The provision of quality socio-economic services is a key role of Council needs to be improved to all its departments and other stakeholders in the district. Therefore, the existence of council is to ensure council is always providing quality to the public.

Main Targets:

- Sensitization campaign/meetings to mobilize community to understand the D by D Policy, which required community participation in all stages of their development, including formulation, planning, implementation, monitoring and evaluation of their development programmes/projects;
- To rise moral and willingness in the involvement in all stages of their development through participatory approach; and
- To allow the formulation, planning, implementation, monitoring and evaluation of their development programmes/projects by using D by D Policy.

Main Strategies:

- Construct a primary school in each village;
- Construct a secondary school in each ward;
- Construct teachers' houses, offices and toilets;
- Construct School Facilities: laboratories, library and dormitories;
- Construct a dispensary in each village;
- Construct a health centre in each ward;
- Construct a water supply and Sanitation facility in Nzega Town;
- Construct water supply in rural areas;
- Employ and deploy qualify primary and secondary school teachers in villages;
- Make available school facilities i.e. textbooks, chemicals and apparatus;
- Employ and deploy qualify health staff in villages;
- Enhancing the routine data systems; and
- Establish and coordinate Statistical databases.
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Key Performance Indicators

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3.4.3 Objective C: Economic Infrastructure and Land in Nzega District Council Improved.

Main Targets:

- Promote and improve land allocation to the community; and
- Increase number of qualified extension Workers.

Main Strategies:

- Construct and strengthen roads to be accessible throughout the year;
- utilize and manage sustainably existing natural resources for present and future generation;
- Provide participatory education to the community on natural resources and environmental protection;
- Establish and maintain irrigation infrastructures and livestock;
- Improve availability of agricultural and livestock inputs;
- Increase knowledge of farmers on agricultural/ livestock practices;
- Promote and improve land allocation to the community; and
- Increase number of qualified extension Workers.

Key Performance Indicators

- All village demarcated and offered their land use plans and certificates by June 2016;
- Nzega township Plan drawn and disseminated to the community by June 2015;
- Urban Land Plots for private houses, businesses and social services drawn and distributed by June 2016;
- Construction of Land Build Complete by 2016;
-

3.4.5 Objective D: Accountability and Responsiveness in the Public Service Improved

Main Targets:

- **Produce monthly, quarterly and annual financial reports to all stakeholders.**
- **To obtain unqualified certificate from the CAG report.**

Main Strategies:

- **Maintain proper records of accounts**

Key Performance Indicators

- **Financial reports timely monthly reports produced six days after the end of the month and final financial reports produced and presented to the National audit Office before 30 th September.**
- **Obtain clean certificate.**

3.4.6 Objective E: Management Public Servants Improved

For effective service delivery Council need to have sound management system which will play as oiling mechanism in the process. The council management system shall include:

Main Targets

- Financial Management system improved by June 2016;
- Logistics and Procurement Management system strengthened by June 2016;
- Human resource management and development strengthened by June 2016; and
- Performance management system strengthened by June 2016; and

Main Strategies

- Books of Accounts closed;
- Accounts audited;
- Payment system improved;
- Procurement Management Unit (PMU) strengthened;
- Procurement process improved;
- Transport logistics improved;
- Staff remuneration and Regulations improved;
- Staff knowledge and skills improved;
- Competent staff recruited and maintained;
- Staff participation enhanced;

- Users/customers satisfaction survey conducted; and
- OPRAS customised;

Key Performance Indicators

- Number of complaints reduced;
- Number of complaints received from clients;
- Number of complaints responded;
- Number of staff trained;
- Percentage of labour turn over; and
- Number of performance management reports.

3.4.7 Objective F: Pay, Incentives and Rewards in the Public Service Improved

Main Targets:

Main Strategies:

Key Performance Indicators

3.4.8 Objective G: HIV/AIDS at Work Place Addressed and Supportive Services Provided

Nzega District Council, like other LGAs, has decided to ensure that the prevalence of HIV/AIDS in the district is reduced. In order to achieve the planned objective Council is expecting to take number of measures to curb the mention problem within Staff, including sensitisation of voluntary HIV/AIDS testing and establish a counselling unit at the office.

Main Targets

- Sensitize Council staff to undergo voluntarily HIV/AIDS test annually;
- Develop strategy for preventive interventions by December 2012; and
- Support staff living with HIV/AIDS annually.

Main Strategies

- Establish interventions and provide care; and
- Support services to staff living with HIV/AIDS.

Key Performance Indicators

- Number of staff attended HIV voluntary testing; and
- Number of staff living with HIV/AIDS provided with supportive services.

3.4.9 Objective H: Gender Equity and Equality Increased:

Women participation in the development activities has mentioning though it very significant, women segregation in decision making posts and girls' enrolment in secondary and higher learning instructions is still very low compared to men. The council is still need to put more efforts on reducing the gap through various initiatives including raise girl's enrolment rate in secondary schools, and give women more chances in the decision making posts.

Main Targets

- Provide education on gender to community;
- Conduct training to District and Ward leaders on gender issues; and
- Sensitise formulation of women economic group in the village.

Main Strategies

- ; and
- .

Key Performance Indicators

- ; and
-

