

MINISTRY OF LOCAL GOVERNMENT
Strategic Plan 2018-2022
Implementation Framework

The Strategic Plan Implementation Framework will provide the basis for monitoring progress towards the realization of the strategic objectives. To facilitate this, anticipated outcomes have been listed for each of the strategic objectives, and a time frame has been set for the realization of each specific objective.

To further ensure accountability for the implementation of the Ministry of Local Government's Strategic Plan, individual responsibility for the realization of each specific objective has been assigned, combined with well-defined performance indicators to indicate how success will be measured.

The critical resources for smooth implementation of the Strategic Plan have also been identified.

Strategic Priority 1: Staff Recruitment and Retention
Strategic Objective: Ensure that the Ministry is adequately staffed and retains qualified and competent personnel
Anticipated Outcomes: <ul style="list-style-type: none">• The reviewed functions of the Divisions are reflective of the scope of their mandates• Posts in the Ministry's revised Organisational Structure adequately cater for the functions of the various Divisions• A career development and progression plan is operational• New recruits follow a comprehensive orientation and induction programme relevant to their new post• A health and safety protocol in use• District Administration offices are fully staffed• A work environment that is stimulating and rewarding

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Review the Ministry's Organisational Structure to ensure that posts adequately cater for the functions of the various Divisions	Divisions' functions reviewed to ensure they are in line with the Divisions' mandate	Revised functions manual	✓						
	Organisational Structure reviewed to establish posts that are relevant	Approved revised Organisational Structure	✓						
	Posts revised or created to address the requirements of the Divisions' functions and approved by DPA	Establishment list	✓						Budget for new and revised posts
Develop a plan for career progression within the Ministry	Career progression plan developed Number of staff trained and promoted	Officially endorsed Career progression Plan	✓	✓	✓	✓	✓		
Orient and induct new staff	Orientation and Induction Programmes developed and implemented	Orientation and Induction Programmes	✓	✓	✓	✓	✓		Budget for orientation programme materials

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
		Reports on orientation and induction sessions							
Develop and implement policy on health and safety	Policy on health and safety developed and implemented	Policy on Health and Safety document Quarterly and annual reports	✓	✓	✓	✓	✓		Consultancy fees Budget for printing
Strengthen capacity of District Administration staff to improve efficiency	Staffing needs of District Administration offices established	Result of staffing needs assessment	✓						
	Number of staff recruited per District Administration office	Payroll	✓	✓	✓	✓	✓		Budget for salaries of new staff

Strategic Priority 2: The Working Conditions of District Administrators (DAs)

Strategic Objective: Improve the Working Conditions of DAs

Anticipated Outcomes:

- DAs' Job Specifications are in tandem with their functions, roles and responsibilities
- Funding secured in the annual budget for full implementation of a new Scheme of Service for DAs
- Implementation of a revised Performance Appraisal System for DAs that is participatory, recognizes achievements and encourages performance improvement
- Results-based performance culture institutionalized at the level of District Administrators

- DAs who are motivated and committed

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Redefine functions, roles and responsibilities of DAs	Revised Job Specifications reflect current functions, roles and responsibilities of DAs	Revised Job Specifications for DAs	✓						Budget for meetings
Review the Scheme of Service for DAs to reflect their revised functions, roles and responsibilities	Amendments to the existing Scheme of Service undertaken and approved by DPA	Approved Scheme of Service	✓	✓					Budget for meetings
Implement a strategy for phased introduction of the Scheme of Service	Phased implementation strategy developed	Implementation Strategy document for Scheme of Service Quarterly and annual reports			✓	✓	✓		Budget for phased implementation of revised scheme
Review the Performance Appraisal System for DAs and implement	Performance Appraisal System for DAs revised and implemented	Appraisal System document Appraisal Reports	✓	✓	✓	✓	✓		Consultancy fees Budget for meetings Budget for recognition of good performance

Strategic Priority 3: Capacity Building/Quality Workforce

Strategic Objective: Build capacity of Ministry personnel through continuous development

Anticipated Outcomes:

- Stable and professional Local Government workforce
- Prompt and efficient execution of tasks
- Administration and management personnel and Regional Councils capacitated and better able to plan and manage finance and projects
- Institutionalisation of ongoing professional development for Local Government workforce

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Implement capacity development programmes to ensure the Local Government workforce effectively fulfil their responsibilities.	Capacity development needs assessment conducted	Capacity development needs assessment report	✓						Budget for stationery Consultancy fees
	Capacity development implementation plan developed	Capacity development implementation plan	✓						Budget for meetings
	Number and nature of capacity development programmes implemented	Record of capacity development programmes implemented Quarterly and annual reports		✓	✓	✓	✓		Budget for capacity building programmes Facilitator fees

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
	Percentage of Local Government workforce that benefit from capacity development programmes	Attendance records for capacity development programmes Performance Appraisal reports							
Implement capacity building programmes for administration and management personnel (including DAs) and Regional Councils in the areas of planning, financial and project management	Capacity building Programme plan developed and implemented Number and nature of capacity building programmes implemented Percentage of administration and management personnel (including DAs) and Regional Council	Capacity building implementation plan Record of capacity building programmes implemented Quarterly and annual reports Attendance records for capacity building programmes	✓	✓					Budget for capacity building programmes Facilitator fees

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
	personnel that benefit from capacity programmes								

Strategic Priority 4: Service Delivery
Strategic Objective 4.1: Promote a culture of top service delivery
<p>Anticipated Outcomes:</p> <ul style="list-style-type: none"> • A Code of Ethics that is understood by all staff • Improvement in service delivery due to implementation of clear standards • Staff are fully aware of the ethical standards required of public servants • Clear standards and procedures for dealing with complaints • Implementation of annual plan for refresher training in customer service for Ministry staff • Clear strategies for managing the public's expectations • Implementation of standardised arrangements for provision of services at district level • Evidence-based standards for service delivery as a result of accurate data collection, documentation and record keeping at all levels

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Develop and implement a Code of Ethics for the Ministry	Code of Ethics developed and implemented	Code of Ethics document	✓	✓	✓	✓	✓		Consultancy fees

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
	Staff sensitised on the Code of Ethics	Sensitisation programme on Code of Ethics Schedule of sensitisation programme Attendance register Quarterly and annual reports							Budget for implementation of sensitisation programme Budget for printing
Develop and implement standards for service delivery	Standards for service delivery developed and implemented Staff sensitised on the standards for service delivery	Standards for service delivery document Staff sensitisation programme Schedule of sensitisation programme	✓	✓	✓	✓	✓		Consultancy fees Budget for implementation of sensitisation programme Budget for printing

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
		Attendance register Quarterly and annual reports							
Deliver training for staff to maintain awareness of the ethical standards required of public servants	Training in ethical standards for public servants delivered Percentage of staff attending training in ethical standards	Schedule of training programmes Attendance Register Quarterly and annual reports	✓	✓	✓	✓	✓		Facilitator fees Budget for implementation of training programmes
Develop and implement standards and procedures for dealing with complaints	Standards and procedures for dealing with complaints developed and implemented Staff sensitised on standards and procedures	Standards and procedures document Staff sensitisation programme Schedule of sensitisation programme	✓	✓	✓	✓	✓		Consultancy fees Budget for meetings Budget for implementation of sensitisation programme

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
		Attendance register Customer Satisfaction survey report Quarterly and annual reports							Budget for customer satisfaction survey
Provide continuous refresher training in customer service for targeted staff of the Ministry	Staff needing training in customer service identified Annual schedule for training developed Regular training in conducted Percentage of staff attending training	Customer service training programme Records of training delivered Attendance registers Quarterly and annual reports	✓	✓	✓	✓	✓		Facilitator fees Budget for training in customer service
Implement strategies to manage the public's expectations	Strategies for management of the public's expectations	Strategies document (manual) for management of the public's expectations		✓	✓	✓	✓		Budget for printing

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
	developed and implemented Training in management of public's expectations conducted for relevant staff	Training programme Attendance registers							Budget to implement training
	Survey to gauge public's responsiveness to the strategies	Survey result			✓	✓	✓		Consultancy fees Budget for survey
Review and enhance arrangements for provision of services at district level	Existing arrangements for provision of services in each district reviewed and gaps identified	District assessment reports	✓						Consultancy fees
	New arrangements for enhancement of services in each district established Degree of effectiveness of arrangements for enhancing provision of services at district level	District progress reports on new arrangements District monitoring and evaluation reports of implementation		✓	✓	✓	✓		Resources will depend on type of arrangement for each district

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Strengthen capacity for data collection, documentation and record keeping at all levels	Mechanisms and procedures for data collection, documentation and record keeping established	Established mechanisms Reports from databases and other records/sources	✓	✓	✓	✓	✓		Budget for setting up databases Budget for new technology and software Budget for printing

Strategic Priority 4: Service Delivery
Strategic Objective 4.2: Improve responses to emergencies and disasters in the community
Anticipated Outcomes: <ul style="list-style-type: none"> • Reviewed District Contingency Plans • First responders equipped with requisite knowledge and skills • Improved responses to emergency incidents at district level

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Review emergency procedures and operations in	Emergency procedures and operations reviewed and implemented	Emergency procedures and operations manual	✓	✓	✓	✓	✓		Consultancy fees Budget for printing

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
collaboration with relevant agencies	District Contingency Plans reviewed and implemented	Contingency Plans Reports of emergency responses							Budget for implementation of district contingency plans
Implement capacity building activities to improve the knowledge and skills of first responders	Capacity building activities implemented	Schedule of capacity building activities Programme of capacity building activities Records of capacity building activities conducted Attendance registers	✓	✓					Budget for implementation of capacity building activities

Strategic Priority 4: Service Delivery

Strategic Objective 4.3: Strengthen the delivery of local services

Anticipated Outcomes:

- An updated database on district issues and resolutions
- Established norms and standards are maintained in the delivery of local services

- District issues are promptly attended to
- A gradual reduction in number of issues not addressed

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Maintain a database of district issues and resolutions	Database created and in use Information from database used to identify issues and areas for action	Database reports Quarterly and annual reports	✓	✓	✓	✓	✓		Budget for software Budget for maintenance of database
Monitor to ensure services are delivered as per established norms and standards	Monitoring mechanism developed and in use	Monitoring instrument Monitoring reports		✓	✓	✓	✓		

Strategic Priority 5: Community Involvement

Strategic Objective: Enhance community interaction and participation in District Administration-driven activities, projects and programmes

Anticipated Outcomes:

- Establishment of structures for improved consultation and interaction with the community
- Clear mechanisms implemented for improved community participation in District Administration-driven activities, projects and programmes
- Progressive increase in community participation in District Administration-driven activities, projects and programmes
- Reporting and feedback to the community is done through range of appropriate media
- District Social Committees that are functional and vibrant

- Increase of 2% in number of registered Volunteers by district per year
- Improved involvement and participation of Volunteers

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Establish structures to improve consultation and interaction with the community	New structures for consultation and interaction set up and in use	Types of structures in place District quarterly and annual reports	✓	✓					Resources will depend on types of new consultation and interaction structures
Create mechanisms for improving community participation in District Administration-driven activities, projects and programmes	Annual schedule of activities, projects and programmes produced Mechanisms to attract community participation created and implemented Percentage increase in level of community participation	Annual schedule of activities, projects and programmes Communication Plan Records of activities, projects and programmes implemented Reports on implementation of activities, projects and programmes	✓	✓	✓	✓	✓		Budget for implementation of annual schedule of activities, projects and programmes

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
		Attendance records							
Establish a system that uses a variety of media for providing prompt feedback and reporting to the community	Feedback and reporting system using a variety of media established	Feedback and reporting system Type and range of media	✓						Resources will depend on types of media and frequency of use
Facilitate the functioning of the District Social Committee (DSC) in all districts	Phased Implementation Plan developed and implemented Number of districts with functional District Social Committee	Phased Implementation Plan Records of meetings and activities of District Social Committees	✓	✓					Budget for meetings and sensitisation sessions Budget to support implementation of District Social Committee activities
Improve the Management of Volunteers	Volunteer Management Improvement Plan developed and implemented Number of registered Volunteers by district	Volunteer Management Improvement Plan Updated Volunteer database	✓	✓	✓	✓	✓		Budget to support implementation of Volunteer Management Improvement Plan and to maintain Volunteer database

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
	Level of consistency in the participation of Volunteers	Reports of activities requiring participation of Volunteers Records of Volunteers' participation							

Strategic Priority 6: Partnerships and Connections

Strategic Objective 6.1: Strengthen partnerships with government and non-government agencies for improved service delivery capability at the local level

Anticipated Outcomes:

- Co-operation at local regional level through established structures and mechanisms
- An updated register of the Ministry's key local stakeholders
- Collaboration with key local stakeholders enhanced through mechanisms and procedures known by all parties
- Decisions on delivery of services at the local level are taken in consultation and interaction with stakeholders
- Partners and stakeholders contribute to development and implementation of new initiatives at district and regional levels
- At least one new project implemented by district annually for sustainable development of communities

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Review partnership structures and mechanisms to make provision for co-operation at local regional level	Structures and mechanisms for co-operation at local regional level established	Structures and mechanisms in use	✓						Resources will depend on types of co-operation structures and mechanisms used
Compile a register of the Ministry's key local stakeholders	Potential stakeholders identified Register of key stakeholders compiled	List of potential stakeholders Register of key stakeholders	✓						
Establish mechanisms and procedures for improved collaboration with key local stakeholders	Mechanisms and procedures for improved collaboration with key local stakeholders developed and in use Number of collaborative initiatives	Mechanisms and procedures in use Quarterly and annual reports	✓	✓					Resources will depend on types of collaborative mechanisms and procedures
Enhance consultation and interaction with stakeholders	Number of consultative meetings with stakeholders by district	District annual schedule of consultative meetings with stakeholders	✓	✓	✓	✓	✓		Budget for meetings and other consultations and interactions

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
		Minutes of consultative meetings with stakeholders Records of other consultations and interactions with stakeholders Quarterly and annual reports							
Engage partners and stakeholders in the development and implementation of new initiatives at district and regional levels	Number of joint initiatives developed and implemented	Record of joint initiatives at district and regional levels List of partners and stakeholders engaged in each initiative Quarterly and annual reports	✓	✓	✓	✓	✓		Budget for meetings and discussion sessions Budget for implementation of joint initiatives

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Contribute to the sustainable development of local communities through the establishment of at least one new community project per year in all districts	Number of districts implementing at least one new project per year	Annual district Project Plan Project reports	✓	✓	✓	✓	✓		Budget for implementation of projects in each district

Strategic Priority 6: Partnerships and Connections
Strategic Objective 6.2: Strengthen partnerships with regional and international partners
Anticipated Outcomes: <ul style="list-style-type: none"> Signed MoUs and agreements with regional and international partners Interchanges and co-operation initiatives with regional and international partners

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Establish new MOUs, regional and international agreements	Potential regional and international partners for co-operation identified	List of potential regional and international partners	✓						

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
	MoUs, regional and international agreements with regional partners signed	Signed MoUs and agreements		✓	✓	✓	✓		Budget to cover overseas travel costs
Secure opportunities for interchanges and co-operation	Opportunities for interchanges and co-operation sourced Number and nature of interchanges and co-operation initiatives implemented	List of viable interchanges and co-operation initiatives Mission reports Other records of exchanges and instances of co-operation Annual reports		✓	✓	✓	✓		Budget for interchanges and co-operation activities

Strategic Priority 7: Public Relations and Communication
Strategic Objective: Develop and implement a Public Relations and Communication Strategy
Anticipated Outcomes: <ul style="list-style-type: none"> • Policy on Public Relations has been articulated and implemented • Ministry's official communication structures with stakeholders and the general public have been reviewed and adhered to

- Public is aware of the Ministry of Local Government’s mandate and functions
- Public informed of the services, programmes and projects undertaken by the Ministry through various media
- Public is aware of the roles and functions of District Administration in the delivery of decentralized public services
- General public adequately prepared for the introduction of Regional Councils
- Clearly defined Terms of Reference for the various district-based structures and district clubs in accordance with individual mandates

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Develop and implement a policy on public relations	Public Relations Policy developed and implemented	Public Relations Policy Document Public Relations Implementation Plan Progress Report on Public Relations activities implemented	✓	✓	✓	✓	✓		Budget for development of public relations policy and implementation plan Consultancy fees as appropriate
Review Ministry’s official communication structures with stakeholders and the general public and implement	Communication structures with stakeholders and the general public reviewed and in use	Communication manual Records of official communications	✓	✓	✓	✓	✓		Budget for consultative meetings and other forums Budget for sensitisation sessions

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
	Staff sensitised on revised communication structures Level of satisfaction of stakeholders and the general public	Minutes of meetings and other forums involving stakeholders and the general public Satisfaction survey report							Budget for satisfaction survey
Implement media programmes to raise awareness on the Ministry's mandate	Plan of media programmes developed Media programmes on Ministry's mandate implemented	Plan of media programmes Records of media programmes implemented Annual reports	✓	✓	✓				Budget for development and implementation of media programmes
	Level of awareness on the Ministry's mandate	Awareness survey report			✓				Budget for awareness survey
Implement a media and communication plan to increase the visibility of	Media and communication plan developed and implemented	Media and Communication Plan	✓	✓	✓	✓	✓		Budget for development and implementation of

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
services, programmes and projects undertaken by the Ministry		Records of media and communication activities implemented Annual reports							media and communication plan
Implement media programmes to raise awareness on the roles and functions of District Administration in the delivery of decentralized public services	Schedule for media programmes developed and implemented	Plan of media programmes Records of media programmes implemented Annual reports	✓	✓	✓				Budget for development and implementation of media programmes
	Level of awareness on the roles and functions of District Administration in the delivery of decentralized public services	Awareness survey report			✓				Budget for awareness survey
Develop and implement a communication strategy to	Communication strategy on Regional Councils developed	Communication Strategy document	✓						Budget for implementation of

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
sensitize the general public on the introduction of Regional Councils	Activities of communication strategy implemented	Record of activities implemented Implementation Report							communication strategy
Review Terms of Reference for district-based structures and district clubs to ensure clear definition of roles	Terms of Reference for district-based structures and district clubs reviewed	Terms of Reference	✓						Budget for meetings and working sessions Facilitator fees

Strategic Priority 8: Resources and Technology
Strategic Objective: Provide resources and technology to facilitate District Administration work
Anticipated Outcomes: <ul style="list-style-type: none"> • District Administration offices have been upgraded with new equipment and technology for their efficient functioning; • District Administration Offices have functioning online facilities and connectivity • Items and technology required by District Administration offices are replaced regularly and there is no shortage

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Conduct an audit of existing equipment and technology in the DA office to determine their conditions and identify needs	Audit of existing equipment and technology in the DA office conducted Equipment and technology requirements of individual DA office established	Audit report Recommendations of Audit report	✓						Consultancy fees Transport
Develop and implement a Resource Plan for equipment and technology that incorporates the requirements of all District Administration offices and that includes:	Resource Plan developed and approved.	Resource Plan	✓						Budget for meetings and consultations
✓ acquisition of new equipment and other resources for their effective functioning	Prioritized new equipment and other resources acquired	Receipts of purchase Assets Inventory Quarterly annual status reports	✓	✓	✓				Budget for procurement of new equipment and other resources

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
✓ acquisition of new technology to ensure that IT needs are met	Prioritized new technology acquired	Receipts of purchase Quarterly and annual status reports	✓	✓	✓				Budget for procurement of new technology
Provide functioning online facilities and connectivity in all District Administration offices	Online facilities and connectivity needs assessment conducted Number of District Administration offices connected to online facilities	Needs assessment report Monitoring reports	✓	✓					Budget for acquisition of hardware, software and installation of online facilities and connectivity
	Number of District Administration offices with functional online facilities	Maintenance reports		✓	✓	✓	✓		Budget for online facilities
Implement an effective strategy to systematically and proactively replace items and technology required by District Administration offices	Quarterly stocktaking exercise conducted and shortages identified Frequency of replacement of items and technology	Quarterly stocktaking reports Requests by District Administration offices	✓	✓	✓	✓	✓		Budget for acquisition of item stocks for District Administration offices

Strategic Priority 9: Infrastructure and Facilities
Strategic Objective: Improve infrastructure and facilities at district level
Anticipated Outcomes: <ul style="list-style-type: none"> • Upgraded and extended District Administration offices • Upgraded district infrastructure and facilities • New District Administration buildings and facilities • Conducive work environment for District Administration staff • Standardised community facilities • Modern day care centres and other community infrastructure and facilities • District Administration staff's movement is facilitated by their access to at least one vehicle per region

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Develop and implement an Infrastructure and Facilities Development Plan that incorporates overall priorities and the requirements of districts and that includes:	Infrastructure and Facilities Development and Capital Asset Plan developed and approved	Infrastructure and Facilities Development and Capital Asset Plan	✓						Budget for meetings
✓ Improvement/upgrading of existing infrastructure and facilities;	District infrastructure and facilities upgraded	Contract documents for upgrading works Monitoring and evaluation reports	✓	✓					Capital project (PSIP) budget for remedial works on district infrastructure and facilities

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
	District Administration office buildings extended to cater for new offices	Quarterly and annual reports							Budget for construction of new offices
✓ Construction of new buildings and facilities;	New District Administration office buildings constructed	Contract documents for construction works	✓	✓	✓	✓			Capital project (PSIP) budget for construction of new buildings and facilities
	New Community Centres constructed	Monitoring and evaluation reports							
	New Day Care Centres constructed	Quarterly and annual reports							
	Other facilities constructed to meet needs of communities								
Provide transport at district/regional level to facilitate movement of District Administration staff	Vehicle acquisition plan developed and approved	Vehicle acquisition plan	✓	✓	✓	✓	✓		Budget for acquisition, operation and maintenance of vehicles
	Rate of acquisition of vehicles for districts/regions	Progress reports on implementation of transport acquisition plan and ease of District							

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
		Administration staff's movement							

Strategic Priority 10: Community Infrastructure Projects									
Strategic Objective: Implement community infrastructure projects to improve the lives of constituents									
Anticipated Outcomes:									
<ul style="list-style-type: none"> • Human and financial resources for community infrastructure projects • Stakeholders and contractors conversant with Procurement Act and other relevant legislations and procedures • Adherence to protocols for monitoring and reporting 									
Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Develop an implementation plan to secure human and financial resources for community infrastructure projects	Implementation plan developed and approved	Implementation Plan	✓						Budget for meetings and consultations
Implement sensitisation programmes for stakeholders and contractors to ensure	Number and type of sensitisation programmes implemented	Sensitisation programmes	✓	✓	✓	✓	✓		Budget for implementation of sensitisation programme

adherence to relevant legislations and procedures	Number of stakeholders and contractors sensitised per district	Attendance registers							Facilitator fees
Develop structures and procedures for regular monitoring and reporting on the status of implementation of community infrastructure projects	Framework for monitoring and reporting established and in use	Monitoring and reporting framework Monitoring reports on implementation and management of community infrastructure projects Annual reports	✓	✓	✓	✓	✓		

Strategic Priority 11: Community Facilities
Strategic Objective: Maintain community facilities
Anticipated Outcomes: <ul style="list-style-type: none"> • Status of existing and needs for additional community facilities established • Community facilities maintained as per Maintenance Plan • Community facilities are safe, clean and secure • Regular monitoring and reporting provides evidence on the state of community facilities

Specific Objectives	Performance Indicators (How it will be measured?)	Means of Verification (Evidence)	Year of Implementation					Responsibility (and partnerships)	Resources
			2018	2019	2020	2021	2022		
Conduct an audit on the status of community facilities to determine their conditions and identify needs	Audit on community facilities conducted	Audit report	✓						Transport
Develop and implement a maintenance plan for community facilities	Maintenance plan for community facilities developed and implemented	Maintenance Plan Progress reports on implementation of activities of Maintenance Plan Annual reports	✓	✓	✓	✓	✓		Budget for meetings and consultation sessions Budget for implementation of maintenance plan
Develop structures and procedures for regular monitoring and reporting on the state of community facilities	Framework for monitoring and reporting developed and in use	Monitoring and reporting Framework Monitoring reports Annual reports	✓	✓	✓	✓	✓		Transport

29th December 2017