

**THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE**



PUBLIC SERVICE COMMISSION

MEDIUM TERM STRATEGIC PLAN

2011/12 - 2015/16

DAR ES SALAAM

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LIST OF ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immuno-deficiency Syndrome
CSD	Civil Service Department
DAHRM	Director of Administration and Human Resources Management
DS	Deputy Secretary
HIV	Human Immuno-deficiency Virus
HQ	Headquarters
HR	Human Resources
HRCIS	Human Resource Compliance Inspection System
HRM	Human Resources Management
HSD	Health Service Department
ICS	Integrated Communication System
ICT	Information and Communication Technology
IEC	Information, Education and Communication
IPIS	Individual Performance Inspection System
KRAs	Key Results Areas
LAN	Local Area Network
LTPP	Tanzania's Long Term Perspective Plan
LGAs	Local Government Authorities
LGSD	Local Government Service Department
M	MKUKUTA (National Poverty Reduction Strategy)
MDAs	Ministries, Departments and Agencies
MDG	Millennium Development Goals
MIC	Middle Income Country
MoF	Ministry of Finance
MPEE	Ministry of Planning, Economic and Empowerment
MTEF	Medium Term Expenditure Framework
MTSP	Medium Term Strategic Plan
MTSPBM	Medium Term Strategic Planning and Budgeting Manual
NECSAP	National Anti-Corruption Strategy and Action Plan
OPRAS	Open Performance Review and Appraisal System.
P	Performance Agreement

PBF	Planning and Budget Form
PM&E	Planning Monitoring and Evaluation
PMU	Procurement Management Unit
PSC	Public Service Commission
PSRP	Public Service Reforms Programme
PSs	Personal Secretaries
R	Ruling Party Manifesto
RMAAs	Records Management Assistants
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TDV 2025	Tanzania Development Vision 2025
TNA	Training Needs Assessment
TSD	Teachers Service Department
FYDP	Five Year Development Plan
WAN	Wide Area Network

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Claudia M. Mpangala
SECRETARY

PREFACE

This five year strategic plan which spans from 2011/12 to 2015/16 is a reflection of the priorities of the Public Service Commission (PSC). The Strategic Plan has been updated in line with the National Planning Frameworks that includes The Tanzania Development Vision 2025, Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26, The Five Year Development Plan (2011/12 – 2015/16), National Strategy for Growth and Reduction of Poverty (NSGRP II), Sector Policies and Strategies, Budget Guidelines and Ruling Party Election Manifesto (2010).

The Plan takes into account the amendments of the Public Service Act No. 8 of 2002 as amended by Act No.18 of 2007. It sets out the direction and the strategies it will take within the coming five years in its endeavour to realizing its vision of becoming a world model in promoting good governance and quality service delivery in the Public Service of Tanzania.

The Plan has also drawn experiences from the previous 1st, 2nd and 3rd Medium Term Strategic Plan (2005/08 and 2013/14), which formed the building blocks on which this plan is founded.

EXECUTIVE SUMMARY

The Public Service Commission of Tanzania (PSC) is a statutory body established by the Public Service Act No.8 of 2002 as amended by Act No.18 of 2007. The Commission performs its regulatory roles by ensuring that Employers, Appointing and Disciplinary Authorities in the Public Service abide by the Laws, Regulations and Procedures when discharging their statutory powers. Apart from the regulatory functions, Teachers' Service Department of the Public Service Commission is the authority in respect of appointments, promotions, discipline, and registration for Teachers in the Public Service. Strategic Plan for the Public Service Commission covers five years period beginning 1st July, 2011 to 30th June, 2016.

This plan has four chapters containing introduction, situation analysis, the Plan, Results Framework and four annexure namely Organization Chart, Strategic Plan Matrix, Results Framework Matrix and list of institutions inspected in the financial year 2011/12 and 2012/13. The plan has been updated after reviewing the two years of implementation of MTSP 2011/12 - 2013/14 where one objective (objective G below) was added. To address the critical issues, the following seven objectives were developed;

- A: HIV and AIDS infections reduced and supportive service to people living with HIV and AIDS improved
- B: Enhance, sustain and effective implementation of National anti-corruption Strategy
- C: Staff welfare, working environment and financial management improved
- D: Handling Mechanisms for appeals, complaints improved
- E: Human Resources Management basing on rules, regulations and procedures governing the Public Service enhanced
- F: Decision making based on accurate facts strengthened
- G: Handling HR issues of appointment, confirmation, registration and discipline for Teachers in the public service improved

From the above objectives, the major expected results in the five years include enhanced Human Resources Management basing on rules, regulations and procedures governing the Public Service, improved handling Mechanisms for appeals and complaints, improved Handling HR issues of appointment, confirmation, registration and discipline for Teachers in the public service, strengthened decision

making which bases on accurate facts, and improved working environment and financial management in both HQs and in TSD offices in regions and districts, However, the success of the Plan largely depends on the commitment of top management in spearheading change, financial resources, PSC staff in implementing the plan and political will in support of change.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

The first Medium Term Strategic Plan (MTSP) for the Public Service Commission covered the period of 2005/2006 to 2007/2008 and came to an end on 30th June 2008. The second PSC Medium Term Strategic Plan covers 2008/09 – 2010/11 period and came to an end by 31 June, 2011. The third three years strategic plan started from July, 2011 to June, 2014. These MTSPs were developed by aligning to National Planning frameworks.

This updated strategic plan covers five years period between 2011/12 – 2015/16 so as to go in line with the vision 2025 which is implemented in five years periods. In this plan PSC as a regulatory body will focus on issuing guidelines for best performance in public service, monitoring and evaluating performance of HRM in Public Service Institutions. In implementing these roles, the PSC will now concentrate on conducting Human Resource Management Compliance Inspections. Among other things, the Commission will deal with appeals and complaints as well as performing executive functions which relates to Teachers' service.

1.2 Approach

The MTSP, 2011/12 - 2015/16 was updated in participatory meetings involving top management and staff in the Commission by making use of performance results from the previous strategic plan and periodic performance reports. The meetings were conducted through a series of plenary and group work sessions. The results of the group work were presented in plenary sessions and a consensus reached.

The process of extending this MTSP, involved reviewing of PSC Strategic Plan 2011/2012 to 2013/2014 as well as Monitoring and Evaluation Reports. Through brainstorming in plenary sessions, the management was able to identify strengths and weaknesses as well as opportunities and challenges to PSC. This enabled the management to revisit the Vision, Mission, Objectives, Targets and Strategies to address the critical issues and hence developed key performance indicators for tracking results and outcomes.

1.3 Purpose of the MTSP

The purpose of this MTSP is to set direction and milestones for preparation of annual plans and budgets as well as evaluation of the implementation stages. MTSP sets medium term goals, whereas annual plan and budget draws short term operationalization of the same.

1.4 Layout of the Document

The MTSP document is composed of:

Chapter One: Introduction

It includes the description of the approach adopted, purpose of the plan and the background of the institution.

Chapter Two: Situational Analysis

This includes performance review from annual and quarterly reports, stakeholders' views, services offered to them and expectations which are accommodated in the plan. An environmental scan and critical issues are also addressed in the Plan.

Chapter Three: The Plan

This includes Vision, Mission, Core Values, Objectives, Strategies, Targets and Key Performance Indicators.

Chapter Four: Monitoring, Reviews and Evaluation Plan

This includes Result Framework which contains the development objective, planned outcomes, monitoring

plan, planned reviews, Evaluation plan and Reporting Plan. It also includes the following appendices:

- Appendix I: Organizational Chart
- Appendix II: Summary of Strategic Plan
- Appendix III: Results Framework
- Appendix IV: Institutions Inspected for HR Compliance Inspection

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

2.1 Background

The Public Service Commission (PSC) became operational on 7th January 2004, drawing its mandate from the Public Service Management and Employment Policy (Revised version 2008) and the Public Service Act No.8 of 2002, as amended by the Public Service (Amendment) Act No. 18 of 2007. The decision of the Government to establish the Commission hinges upon the following main tenets:

- (i) The creation of a unified public service.
- (ii) The enforcement of adherence to HR rules, regulations and procedures by public service employers and employees.
- (iii) The promotion of ethical conduct in the public sector.
- (iv) The introduction of meritocracy in appointments, confirmation and staff promotions.
- (v) The promotion of results oriented management and open performance review.
- (vi) The reinforcement of transparency, equity and justice in the public service.

2.2 Mandate, Functions and Powers of the Public Service Commission (PSC)

2.2.1 Mandate of PSC

The Public Service Commission is a Regulatory body established under Section 9(1) of the Public Service Act No. 8 of 2002 as amended by Public Service (Amendment) Act No. 18 of 2007. Section 10(1) of the Act, provides for the roles and functions of PSC. Its prime responsibility is to

monitor compliance with human resource Rules and Regulations in the Public Service.

2.2.2 Functions of PSC

Table No. 1: Roles and Function of PSC

ROLES AND FUNCTIONS	SECTION OF THE PUBLIC SERVICE ACT, CAP. 298/REGULATION
(i) To advise the President through Presidents Office, Public Service Management on the exercise of such of the functions conferred on the President by Article 36 of the Constitution, and Section 4(1) and 5(1) of the Act and in respect of the filling of such vacancies in the public service as the President may require	10 (1) (a)
(ii) To assist the President in relation to such matters relating to the service as the President may require	10 (1) (b)
(iii) To issue guidelines and monitor compliance in the Public Service	10 (1) (c)
(iv) To receive and act on appeals from the decision of other delegates and disciplinary authorities	10 (1) (c)
(v) To facilitate, monitor and evaluate performance by officials in the Service to secure results oriented management	10 (1) (e)
(vi) To ensure that service schemes are formulated and implemented effectively	10 (1) (g)
(vii) To exercise any other functions which may be conferred upon it under Part VI of Public Service Act No 8 of 2002	10 (1) (d), 30 (2) (3)
(viii) To be the authority in respect of appointment, promotion, discipline, and registration of teachers.	6 (4), Regulation 120 - 121
(ix) To prepare and submit to the president an annual report dealing generally with its activities and operations during the previous year, as well as touching on its financial affairs.	16

2.2.3 Powers of PSC

Table No.2: Powers of PSC

POWERS OF PSC	SECTION OF THE PUBLIC SERVICE ACT, CAP.298
(i) To call upon all executives in the Service to account for their performance should the commission be seized with evidence or complaints indicating mismanagement or non-performance of mission	10 (1) (f)
(ii) To take measure in relation to any executive who fails to take action concerning public servants under him in accordance with the requirements of the law for the service	10 (1) (h)
(iii) The Commission may require any employing authority to provide information which the commission may need for carrying out its functions	10 (2)

2.3 Performance Review of PSC Strategic Plan 2011/12 -2013/14

Table No.3: Performance review for financial year 2011/12 – 2012/13

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
A: HIV and AIDS infections reduced and supportive service to people living with HIV and AIDS improved	<ul style="list-style-type: none"> • 10 PSC staff who reported on their status to the employer were provided with cash grants • Report on the status of HIV and AIDS produced • 1 awareness workshop conducted during PSC workers' council meeting • Existence of PSC HIV and AIDS committee 	<ul style="list-style-type: none"> • PSC did not attain reasonable representative sample size for report on HIV and AIDS. Only 4 regions and HQs were covered • PSC HIV and AIDS Committee inactive • Awareness creation on HIV and AIDS were not given priority as an independent activity to cover all PSC staff instead were attached to other activities • HIV strategy not implemented due to lack of funds 	<ul style="list-style-type: none"> • To increase sample size for report on HIV and AIDS • To provide training course for HIV and AIDS peer educators and Counsellors and project coordinators • Priority should be given to this program so that seminars and workshop on HIV and AIDS may be conducted as an independent activity and not only attached to other activities • New HIV strategy to be developed and implemented
B: Enhance, sustain and effective implementation of National Anti-corruption Strategy	<ul style="list-style-type: none"> • 2 Sensitization Seminars on Anti-corruption conducted 	<ul style="list-style-type: none"> • Awareness Seminars on Corruption were not given priority as an independent activity to cover all PSC staff instead were attached to other activities 	<ul style="list-style-type: none"> • Priority should be given to this program so that seminars and workshop on corruption may be conducted as an independent activity and not only attached to other activities
C: Appeals and complaints handling system for public servants and	<ul style="list-style-type: none"> • Appeals Handling mechanism completed and documented 	<ul style="list-style-type: none"> • Clear Common understanding on appeals and complaints handling between different PSC Department 	<ul style="list-style-type: none"> • PSC should have in house training program for staff dealing with Appeals and

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
employers improved	<ul style="list-style-type: none"> Complaints and grievances handling mechanism installed and operational 8 PSC staff attended seminars/workshop to enhance their skills 32 appeals received and acted upon in TSD Regions 	<p>is yet to be attained</p> <ul style="list-style-type: none"> Appellants relevant documents from employers and disciplinary authorities were not received in time Guidelines for appeals mechanism not reviewed Scheduled officers in all MDAs, Public Institutions, Regional Secretariats, District and Regional Committees and LGAs not trained in the use of Revised guidelines Tailor made training of all PSC officers on handling complaints, appeals and disciplinary matters not conducted 	<p>complaints</p> <ul style="list-style-type: none"> PSC should establish a system of follow up of relevant attachments from employers and disciplinary authorities Sensitization should be given to Appointing and Disciplinary authorities Financial and working tools to prepare scrutinized appeals and complaint should be allocated
D: Compliance with human resources rules and regulations by employers and employees in the Public Service enhanced	<ul style="list-style-type: none"> 15 out of 18 Institutions inspected in Special Inspection Improved fairness, justice and impartiality in disciplinary issues HRCIS Systems reviewed new HR areas incorporated HRCIS Guidelines reviewed and operational 	<ul style="list-style-type: none"> Special Inspections were not conducted in 3 Institutions due to financial constraints Intensive training on Compliance Inspection to PSC staff was not conducted Two (2) researches on HR issues were not conducted due to financial constraints 	<ul style="list-style-type: none"> Scope of Compliance Inspection should be widened PSC staff should be intensively trained on Compliance Inspection More funds should be allocated for research activities

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
	<ul style="list-style-type: none"> • 60 Inspectors were trained in HRCI • Improved level of compliance with human resources practices on part of Employers, Appointing and Disciplinary Authorities • One (1) research conducted on Teachers' HR issues • A sample of 140 Institutions inspected for OPRAS evaluation • The HRCIs Reviewed and New HR Areas incorporated 	<ul style="list-style-type: none"> • Individual Inspection not conducted due to Financial constraints • Skills and competencies of all PSC staff, employers, employees, appointing and disciplinary authorities not enhanced • Refresher courses on new developments on HR issues not conducted • Follow up and supervision of regional/districts TSD offices, Health Department and Referral Hospitals not conducted due to financial constraints • Appointing and Disciplinary Authorities not sensitised on the Reviewed System 	
E: People and financial management improved	<ul style="list-style-type: none"> • Training needs assessment conducted • 77 (18.3%) out of 420 (70%) staff attended short and long course in related fields • 24 vacancies filled • Welfare services provided • Entitlements and utilities to staff 	<ul style="list-style-type: none"> • Priority in Skills development was based on undergraduate program instead of Skills development • Training program was not Implemented effectively • PSC has not been able to improve working environment • Evaluation on the training 	<ul style="list-style-type: none"> • Training needs assessment to be conducted • Training program should focus on skills development • PSC staff to attend exposure programs to exchange views with other institutions/countries

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
	<p>provided</p> <ul style="list-style-type: none"> • 2 MTEFs prepared, printed and presented to the Parliament annually • 2 Midyear reviews of PSC's MTEF conducted • 1 review of MTSP 2011/12-2013/14 conducted • 2 mid-year, and 2 annual financial statements prepared and submitted to the Treasury. PSC awarded an unqualified opinion (Clean report) in 2011/12 • 8 Quarterly internal audit reports prepared and submitted to the Secretary • 4 Accountants trained on IPASs accrual basis • Accountability on use of Public funds improved • Monthly PSC records against CPO records reconciled • Government expenditures in TSD 	<p>programme not undertaken</p> <ul style="list-style-type: none"> • Special and Comprehensive Training needs assessment for identifying the PSC requirements of Multi skilled professionals not conducted • Performance based rewards and incentive schemes not developed • Pay incentive and rewards are still in adequate to attract and retain the most qualified staff • Neither eleven (11) regional and district offices rehabilitated nor 6 Regional/District offices built • Stock verification not carried out 	<ul style="list-style-type: none"> • Working environment to be improved • To fill vacancies in HQS and TSD Offices in Regions and District • Stock verification be carried out in order to identify and record all PSC's assets

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
	<p>Regions monitored and evaluated</p> <ul style="list-style-type: none"> • Monthly reconciliation of non tax revenue made 		
<p>F: Decision making system based on accurate facts strengthened</p>	<ul style="list-style-type: none"> • Network in the Local Area (LAN) maintained • 4 TV programmes broadcasted • 13 radio Programmes broadcasted • 8 Regional Secretariats, 37 Agencies and 45 District councils visited by the Commissioners • 1 Service Delivery Survey conducted, report prepared • 8 PSC meetings conducted where; -248 Appeals received and acted upon -20 complaints received and acted upon by the Commission -439 complaints received and acted upon by the PSC Secretariat • 96 Management meetings conducted • 7 quarterly Audit committee 	<ul style="list-style-type: none"> • PSC has no website • Wide Area Network (WAN) not developed • One research on Teachers issues was not conducted. The research conducted covered 10 Districts instead of 40 Districts • Supporting documents for Pension and death gratuity were not submitted on time • Some inquiry committees were not conducted • 1,559 Staff (at the headquarters, regions and districts) and Commissioners not trained in management and leadership skills and competencies/skills and international exposures 	<ul style="list-style-type: none"> • PSC website to be re-designed, installed and operational • Wide Area Network (WAN) to be developed • Communication strategy to be developed and implemented • Audit committee members to be trained • Stakeholders on handling survivors and terminal benefits for teachers should be sensitized • To ensure that researches on HR issues are conducted • Sensitization strategy should be developed in order to clear all outstanding claims

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
	<p>meetings conducted</p> <ul style="list-style-type: none"> • 1 worker’s council conducted • 1 HQ’s staff meetings conducted • 6 tender board meetings conducted • 7 Quarterly Performance reports prepared and submitted to the Chief Secretary • 1 annual reports prepared and submitted to the President • 8 Statutory TSD Committee meetings for HQs conducted where; <ul style="list-style-type: none"> - 366 teachers’ disciplinary cases handled in HQs and 599 at District • 2 Statutory TSD Committee meetings for each 21 Regions conducted where; <ul style="list-style-type: none"> - 32 appeals were acted upon -768 Disciplinary cases handled • 2 Statutory TSD Committee meetings for each 133 Districts conducted where: 		

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
	<ul style="list-style-type: none"> - 21,453 teachers confirmed - 43,766 teachers promoted - 3,352 teachers recategorized • 22,096 teachers registered • One (1) research on Teachers issues conducted in 10 Districts • 580 complaints on Pension and Death gratuity received and handled • 1036 terminal benefits were processed and submitted to Treasury • 1078 terminal benefits and pension gratuities were paid by Treasury • 80 out of 100 administrators for outstanding cases on survivor and terminal benefits to teachers prior to year 2004, were responded and their files are processed • 3003 Teachers were notified of their retirement dates • 1876 Inquiry committees were conducted at District level 		

2.4 Results of the Service Delivery Survey (SDS)

Service Delivery Survey was conducted in the financial year 2011/12. The design and findings of the survey was divided into two areas namely:

- (i) Qualitative findings
- (ii) Quantitative findings

2.4.1 Qualitative findings

Strength and weaknesses of PSC: This include positive attributes, and Negative attributes of PSC

2.4.1.1 Positive attributes of PSC

The following were mentioned as reasons for preferring PSC Services:

- a) 35.9% of respondents said that PSC staff are responsive
- b) 31.4% of respondents said that PSC offers timely services
- c) 20.5% of respondents said that it provides adequate prior information about their services

About what clients like most about PSC they mentioned the following items

- a) Customer care
- b) Complaints handling systems
- c) Urgency at serving customers
- d) Record management
- e) Response to clients queries
- f) Staff are well informed about their institution
- g) They listen and respond to customers queries
- h) They have good knowledge about public service

2.4.1.2 Negative Attributes of PSC

Respondents identified the following as negative attributes of PSC:

- a) Slowness in some areas of service provision
- b) Inadequate funding in the administration and personnel management
- c) Scheme of service that does not match organisation's requirements
- d) Time management, Adherence to acts, regulations
- e) Inadequate experienced staff to manage PSC service at all levels
- f) Inadequate money to implement the appeals and inspection work

2.4.2 Quantitative findings

2.4.2.1 Frequency at which clients have accessed PSC services

Findings showed that:

- a) 32% have received service once from PSC, followed by 25.8% who received twice, and 3.1% thrice

2.4.2.2 Awareness of services offered by PSC

- a) 59% of the respondents have knowledge of PSC responsibilities while 41% had to be prompted to remember

2.4.2.3 Clients Service Satisfaction levels

- a) Clients rated their satisfaction with services they received from PSC as good (average) except courtesy/customer care which they rated as poor

2.4.2.4 Rating of PSC Services

- a) 54.6% of respondents rated PSC services as good in general, where in case of each service they rate them as good except advisory services which was rated as very good
- b) 28.9% responded that PSC take time in replying to client's letters while 12.4% indicated that they were never notified of their letters

Furthermore respondents were asked to state what they liked and disliked about PSC. The responses were as follows:

The following were the things they like most about PSC:

- (i) They are straight to issues
- (ii) They are efficient
- (iii) Services offered by PSC
- (iv) They listen

The following were the things they dislike most about PSC:

- (i) They take long time to take decisions
- (ii) Appeals services take long time to be completed
- (iii) They give orders without providing adequate explanations on their implementation
- (iv) Training on the guidelines issued by PSC
- (v) Slow Services
- (vi) Enforcement of OPRAS

2.4.2.5 Recommendations from SDS

Findings highlighted the following areas that need change so as to improve efficiency of PSC:

- (i) Review of organisation structure so as to improve efficiency and service delivery
- (ii) Decentralize services to lower levels of the government and review functions
- (iii) Review organisation systems (review clients service chatter to reflect data from SDS study) and process so that PSC can attain efficiency
- (iv) Review scheme of service of PSC staff
- (v) Recruit experienced staff to fill gaps that need such skills enhancement
- (vi) Improve feedback mechanism, install regular inspections
- (vii) Increase linkage between PSC and other public service management institutions
- (viii) PSC should undertake impact assessment to assess changes that have been brought by their interventions

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

The self-assessment conducted by the Public Service Commission revealed the organisation's strengths, weaknesses, opportunities and challenges as follows.

Table No.4: SWOC analysis

Areas	Strength	Weaknesses	Opportunities	Challenges
1. Human Resources Management	<ul style="list-style-type: none"> • Optimum utilization of available human resource • Existence of competent and multi-disciplinary staff • Focused leadership and management with strong ethical values • Qualified and professional staff • Creativity and innovation within the Commission • Participatory approach and team work within the Commission • Presence of a Public Service Commission Induction Manual • Public servants are equally subjected to similar Human resource practices • Creation of similar standards of performance in the Service attained through the issuance of guidelines 	<ul style="list-style-type: none"> • Working environment not conducive • Inability of the Commission to attract and retain staff • Shortage of experienced and specialized skills • PSC was unsuccessful to conduct meetings with staff working in Regions and Districts 	<ul style="list-style-type: none"> • Availability of skilled personnel in the labour market • Existing Public Service reforms • Availability of institutions with similar business from within the country and abroad 	<ul style="list-style-type: none"> • Ability of competing employers to pay more • HIV and AIDS pandemic • Absence of Scheme of service for Public Service Commission

Areas	Strength	Weaknesses	Opportunities	Challenges
2. Business Process	<ul style="list-style-type: none"> • Existence of appeals and complaints mechanism • Existence of a reporting framework • Existence of Regional and Districts TSD offices • Existence of Human Resource Compliance and Individual Performance Inspection Systems; • Existence of Guidelines on Recruitment, Discipline and Appeals, and Submission of Reports to the Commission • Existence of regional cooperation among Public Service Commissions • Existence of operational policies, regulations and guidelines • Increased good governance in the public service 	<ul style="list-style-type: none"> • Absence of own HQ office accommodation • Inadequate office accommodation and equipment in Regions and Districts • Capacity of PSC Systems to cope with changes in laws, rules and regulations • Inadequate ICT Infrastructures • Poor Integrated Communication System (ICS) • Weak system of records management • Lack of harmonized Data Management System 	<ul style="list-style-type: none"> • Chances to strengthen appeals and complaints Mechanism • Existence of Development Partners to support PSC Programs • Growth and advancement in ICT and ICS in the country • Possibility of benchmarking with other Public Service Commissions globally • Possibility of working with stakeholders and private sector within the country to improve PSC service delivery 	<ul style="list-style-type: none"> • High expectations from the public • Changes in laws, rules and regulation • Inadequate budgetary allocation • Mismatch of budget releases with expenditure projections • Lack of Development Budget
3. Stakeholders	<ul style="list-style-type: none"> • Timely dissemination of Information • Existence of mechanism to interact with Stakeholders • Existence of goodwill • Customer confidence which has resulted to a proven reputation • Participation in Public awareness campaigns such 	<ul style="list-style-type: none"> • Inadequate communication with our stakeholders • Presence of Stakeholders who are not aware of their obligations to PSC • Minimum coverage of IEC and public awareness campaigns 	<ul style="list-style-type: none"> • Existence of strong Employers, employees and Public trust • Opportunities to meet with stakeholders and strengthen communication 	<ul style="list-style-type: none"> • Partial adherence by MDAs, RSs and LGAs to rules, regulations and procedures on HRM • Timely and accurate reports from employers, appointing and disciplinary authorities • Low level of awareness by stakeholders on the

Areas	Strength	Weaknesses	Opportunities	Challenges
	as Public Service Week, Sabasaba, etc <ul style="list-style-type: none"> Increasing awareness of the Public Service Act. No. 8 of 2002 and its Amendments through (The Amendment Act) No 18 of 2007 among key stakeholders. 			scope of PSC's roles and functions <ul style="list-style-type: none"> Attainment of fully harmonized Human resources practices in the entire Public Service
4. Customers relationship management	<ul style="list-style-type: none"> Existence of Client Service Charters Existence of Complaints Handling Mechanism 	<ul style="list-style-type: none"> Absence of PSC website Absence of Customer care training program 	<ul style="list-style-type: none"> Opportunities to Strengthen Complaints handling mechanism Possibility to re-design PSC website Opportunities to establish customer care training programs 	<ul style="list-style-type: none"> Misinterpretation and noncompliance to laws and regulations Existence of knowledgeable customers on PSC services

2.6 Stakeholders' Analysis

PSC has internal and external stakeholders. External stakeholders are from a wide spectrum of institutions including government and private entities. Generally PSC offers internal services to staff as well as offering services to customers and external stakeholders. The list of stakeholders, the expected services and expectations are detailed below:

Table No.5: Stakeholders analysis

Stakeholders	Service Offered	Stakeholder Expectations
The President	<ul style="list-style-type: none"> Advise in respect of appointments and filling of vacancies in the Public Service Assistance in matters relating to the Public Service Performance Report on the status of public Service 	<ul style="list-style-type: none"> Timely and appropriately advised in respect of appointments and filling of vacancies in the Public Service. Adequately assisted in matters relating to the Public Service. Timely and accurate annual Public Service Commission Report on Status of the Public Service.
MDAs (Ministries, Departments, Agencies), Local Government Authorities and Regional Secretariats.	<ul style="list-style-type: none"> Awareness on human resources rules and regulations Just and impartial decisions on appeals HR Compliance Inspection 	<ul style="list-style-type: none"> Public Service that is compliant with HRM practices Efficient and effective HRM practices Efficient and effective Public Service delivery Timely, just and impartial decisions on appeals Accurate and timely submission of physical and financial reports (financial management and accountability) Timely feedback on Compliance Inspection reports Timely, just and impartial decisions on appeals from job applicants
Sectoral Professional Bodies/Councils	<ul style="list-style-type: none"> Advise for decision making Information on HR issues 	<ul style="list-style-type: none"> Appropriate advise for decision making Adequate and timely information on HR issues Collaboration and sharing of updated information on staff matters
Public Service Commission Employees	<ul style="list-style-type: none"> Awareness on HRM practices Allocation of resources to 	<ul style="list-style-type: none"> Proper HRM practices Appropriate utilisation of HR Appropriate allocation of resources

Stakeholders	Service Offered	Stakeholder Expectations
	Public Service Commission employees <ul style="list-style-type: none"> • Provision of guidelines on HRM practices • Training and career development 	to Public Service Commission employees. <ul style="list-style-type: none"> • Timely and quality provision of guidelines on HRM practices. • Appropriate training and career development
PSC Commissioners	<ul style="list-style-type: none"> • Quarterly, semi-annual and annual reports • Technical advice for decision-making 	<ul style="list-style-type: none"> • Accurate and timely submission of reports • Appropriate technical advice for decision-making • Adequate and timely information.
TSD Regional and District committees	<ul style="list-style-type: none"> • Technical advice for decision-making • Awareness on HRM practices • Feedback on appeals and complaints 	<ul style="list-style-type: none"> • Appropriate technical advice for decision-making • Adequate and timely information • Timely feedback on appeals and complaints
Public Servants	<ul style="list-style-type: none"> • Just and impartial decisions on appeals • Information regarding Public Service Commission • Feedback on appeals and complaints 	<ul style="list-style-type: none"> • Timely, just and impartial decisions on appeals • Accurate information regarding Public Service Commission • Corruption free services • Equity based decisions • Timely feedback on appeals and complaints
Development Partners	<ul style="list-style-type: none"> • Reports on projects funded by donors 	<ul style="list-style-type: none"> • Accurate and timely submission of reports • Sound project proposals for improvement of Public Service • Improved service delivery in the Public Service • Proper usage of funds and facilities
Civil Society	<ul style="list-style-type: none"> • Information 	<ul style="list-style-type: none"> • To be provided with appropriate and up-to-date information
Politicians (Parliament)	<ul style="list-style-type: none"> • Performance Report on the status of public Service • Information on activities of the Public Service Commission 	<ul style="list-style-type: none"> • Timely and accurate submission of reports • Proper usage of funds • Accurate information on activities of the Public Service Commission • Efficient and effective service delivery
Business Community/ Private sector	<ul style="list-style-type: none"> • Award of tenders • Information 	<ul style="list-style-type: none"> • Fair and transparent award of tenders • Timely and agreed payment for goods and services rendered
Mass Media	<ul style="list-style-type: none"> • Information regarding enquiries 	<ul style="list-style-type: none"> • Timely and accurate information regarding enquiries.

2.7 Critical Issues

The following issues are to be considered as critical facing the Commission and, therefore, should be urgently addressed to enhance effective service delivery by the Commission.

- (i) Inadequate funding to finance PSC's roles and functions
- (ii) Enhance HR compliance within the public service
- (iii) Untimely receipt of HR reports from employers, appointing and disciplinary authorities in the public service
- (iv) Regional and district committees meetings on disciplinary matters not convened as stipulated
- (v) Poor working environment in HQs, Regions, and Districts
- (vi) Insufficient number of staff in HQs, Regional and District TSD offices
- (vii) Untimely submission of disciplinary cases/appeals and their relevant supporting documents
- (viii) Restructuring the Public Service Commission by establishing functional regional and district offices
- (ix) High labour turnover
- (x) Development of PSC-Management Information System
- (xi) Public Service Commission to have its own Scheme of Service
- (xii) Poor coverage of IEC on public awareness campaigns on the roles and functions of PSC
- (xiii) Outstanding survivors' and terminal benefits for Teachers prior to 1st July, 2004
- (xiv) Lack of PSC HQ own building to accommodate all departments

CHAPTER THREE

3.0 THE PLAN

3.1 Vision

Be a model in the world in promoting good governance and quality service delivery in the public service in Tanzania

3.2 Mission

To regulate and ensure that public service employees, employers, appointing and disciplinary authorities comply with human resource management rules and regulations and to timely act on appeals and complaints

3.3 Core Values

Excellence

We provide high quality services based on standards and best Practices

Integrity

We observe and maintain high standards of ethical behavior and the rule of law

Accountability and Transparency

We are an organization which upholds openness and takes responsibility for actions in the discharge its mandate

Innovativeness

We are a learning and creative organization that promote and implement value added ideas, and methods from inside and outside the Organization

Team work

We are an organisation whose staff maintains cooperation and team spirit

3.4 The Objectives

Objective A: HIV and AIDS infections reduced and supportive service to people living with HIV and AIDS improved

HIV and AIDS is a national pandemic and its effects are being felt in the public service. The major effects of the pandemic are reduction of human resource through deaths from HIV and AIDS related cases, low productivity associated with unhealthy staff suffering from diseases associated with HIV and AIDS and loss of man-hours attending affected members of the family. The number of PSC staff identified living with HIV and AIDS and receiving supportive services has increased.

The situation necessitates PSC to adopt the following Strategy;

- (i) Review and implement HIV and AIDS programmes at PSC

Targets for Objective A

To achieve this objective, the following outputs are expected:

- (i) Preventive interventions implemented by June, 2016
- (ii) Care and supportive services to PSC staff living with HIV and AIDS strengthened by June, 2016

Key Performance Indicators

The intended outcomes from the above targets will be monitored through the following indicators:

- (i) Increased number of staff attending HIV and AIDS voluntary testing
- (ii) Reduced cases of HIV and AIDS infections in PSC

The major results expected from the above strategy and output is a reduction of infections and increased life span of employees living with HIV and AIDS.

Objective B: Enhance, sustain and effective implementation of National anti-corruption Strategy

Corruption undermines good governance and economic growth, distorts national development, and retards the general welfare of the citizens, particularly the poor and the vulnerable in the society. Considering these ill effects, PSC will maintain zero tolerance for all acts of corruption, petty or grand; in the delivery of its valuable services. PSC have been using awareness campaigns to educate its staff about corruption. Because of the ill effect of corruption in the society, PSC will play its part to combat it within itself. Awareness creation will be done to PSC staff and extended to its clients.

In addressing the implementation of the National Anti-corruption Strategy, PSC has come up with the following Strategy:

- (i) Strengthen internal programmes to fight corruption

Targets for Objective B

- (i) Mechanism for preventing and combating corruption within PSC strengthened by June, 2016

Key Performance Indicators

The intended outcome from the above output will be monitored through the following indicator:

- (i) Number of PSC employees convicted for involvement in corruption

The expected result from the above interventions and outputs is PSC to become zero corruption tolerance organization

Objective C: Staff welfare, working environment and financial management improved

PSC is a regulatory body in the Public Service, having offices in Regions and Districts. These functions require competent and well motivated staff, good office accommodation, furniture and equipment, transport facilities, working tools and good financial management.

Efforts have been made by PSC to improve its working environment in HQs, Regions and Districts, but working environment is yet to be improved as PSC is not having HQs building to accommodate all of its departments under one roof, reliable Integrated Communication System (ICS) to link the HQs, Regions and Districts. Likewise, there are no adequate ICT equipment in HQs and TSD Offices in Regions and Districts. Lack of Integrated Communication System between HQs, regions and districts has caused difficulties in service delivery.

The PSC has no adequate office accommodation to for its departments in HQs to work under one roof. Due to this, two buildings have been rented to accommodate them. Rent paid per year is about 10% of its other charges (OC) budget. This amount is too high for PSC annual budget. In order to solve this problem, PSC plans to procure office building which will accommodate all the departments. It will also rehabilitate the regional and district offices so as to improve working environment in the TSD offices

Due to un-conducive working environment, labour turn over in HQs, Regions and Districts has been high. There are poor incentives to attract new staff and retain the experienced ones. The situation in Regional and Districts offices is characterised by shortage of staff, poor or absence of working tools, poor communication, lack of office equipment, infrastructures and poor financial management.

Annual budget allocated to PSC is not sufficient to run the PSC functions. In order to solve this problem, PSC will concentrate in mobilizing financial resources so as to make it able to perform its statutory functions.

To address this situation, PSC has the following strategies:

- (i) Provision of working tools, equipment, and facilities in HQs, Regions and Districts
- (ii) Enhance financial management and control systems
- (iii) PSC Human Resource Management Strengthened
- (iv) Develop Management Information System

Targets for Objective C

- (i) Capacity building for 275 PSC staff facilitated by June, 2016
- (ii) Adequate financial resources mobilized and efficiently utilized by June, 2016
- (iii) Financial management and internal control systems enhanced by June, 2016
- (iv) Statutory and management meetings facilitated by June, 2016
- (v) 3 Motor Vehicles, 300 set of ICT equipment, 2 heavy Photocopy machines procured by June, 2016
- (vi) Working environment for administration division facilitated by June, 2016
- (vii) Working environment for PM&E unit facilitated by June, 2016
- (viii) Working environment for CSD facilitated by June, 2016
- (ix) Working environment for LGSD facilitated by June, 2016
- (x) Working environment for TSD HQ, Regions and Districts facilitated by June, 2016
- (xi) Working environment for HSD facilitated by June, 2016
- (xii) IEC strategy established and implemented by June, 2016
- (xiii) ICT strategy developed and implemented by June, 2016
- (xiv) Adequate office buildings for HQs, regions and districts procured/rehabilitated by June, 2016
- (xv) Participation of staff in sports and games facilitated by June, 2016
- (xvi) Participation of PSC in National, Regional and International forums facilitated by June, 2016

Key Performance Indicators

The intended outcome from the above output will be monitored through the following indicators:

- (i) Percentage of PSC employees trained in various skills

- (ii) Level of audit rating
- (iii) Perception of PSC staff on working environment

The expected results from the above interventions and output will be improved working environment, audited financial reports and motivated staff

Objective D: Handling mechanisms for appeals and complaints improved

One of the statutory functions of the Public Service Commission is to receive and act on appeals and complaints from employers and employees at HQs, Regional and District level. PSC does this in accordance to rules and regulations governing the public service.

Appeals and complaints handling mechanism have been improved from time to time so as to make the system more efficient and able to deliver the expected service to its stakeholders.

PSC have been building capacity to its staff on handling appeals and complaints, but new challenges emerge from time to time which call for a need to strengthen capacity building. Despite of the efforts done by PSC to build capacity of its stakeholders, the number of appeals accepted by the commission is still high due to the fact that, Appointing and Disciplinary authorities are not adhering to laws, rules and regulations when dealing with HR issues. The relevant documents on appeals have not been received in time from Employers, Appointing and Disciplinary authorities. This has caused delay of some appeals to be taken to the Commission. Therefore, there is a need to establish a follow up system of appeals supporting documents and sensitize the appointing and disciplinary authorities so that they may be aware of the importance of timely submission of appeals supporting documents.

To address this situation, the following strategies have been developed;

- (i) Strengthen the appeals and complaints handling mechanism
- (ii) Provide training to PSC staff on handling appeals and complaints; and
- (iii) Establish a system of follow up of unauthentic appeals documents from employers and disciplinary authorities

Targets for Objective D

To achieve this objective, the following are the expected outputs:

- (i) Appeals and Complaints handling mechanism developed and the existing reviewed by June, 2016
- (ii) 45 appeals and 93 complaints from Civil Service acted upon annually by June, 2016
- (iii) 103 appeals and 207 complaints from Local Government Service acted upon annually by June, 2016
- (iv) 42 appeals from TSD acted upon annually by June, 2016
- (v) 18 appeals and 56 complaints from Health Service acted upon annually by June, 2016
- (vi) Capacity building for PSC staff on handling disciplinary issues and appeals facilitated by June, 2016

Key Performance Indicators

The intended outcome from the above outputs will be monitored through the following indicators:

- (i) Percentages of appeals concluded
- (ii) Percentages of complaints concluded

The expected result from the above interventions and outputs is Public Service to become a fair ground to both employers and employees.

Objective E: Human Resources Management basing on rules, regulations and procedures governing the Public Service enhanced

PSC as a regulatory body on Human Resource Management and related matters, needs to ensure that, the Public Service Laws, Rules, Regulations, Guidelines, Circulars and Orders issued by relevant

bodies on HRM, are fully complied with by the Ministries, Departments, Agencies, Local Government Authorities, Regional Secretariats and Public Institutions.

PSC conducts HR inspections to all MDAs, LGAs, RSs and Public Institutions to ensure compliance. Reports show that the level of compliance has been improving over time, but only a small sample of institutions in the public service is covered during inspection due to financial constraints. This sample does not give a true picture of compliance in HR rules and regulations.

Moreover, rules and regulations have been changing from time to time, this necessitates the need for PSC to review its Human Resources Compliance Inspection (HRCI) system so as to have an up to date compliance system.

There are institutions which are not aware of PSC and its roles and functions. PSC as an overseer needs to identify them in collaboration with responsible authorities and make them aware of their responsibilities to PSC and HR rules and regulations.

In this regard, PSC intends to make broad interventions to enhance the situation by using the following strategies:

- (i) Issuing Guidelines on HR issues
- (ii) Setting standards of performance in the Public Service
- (iii) Conducting Compliance Inspections
- (iv) Facilitate stakeholders on HR management issues.

Targets for Objective E

From the above interventions the following outputs are expected;

- (i) Capacity building on HR compliance Inspection to PSC staff facilitated by June, 2016
- (ii) HR Compliance in 254 appointing and disciplinary authorities in the Civil Service enhanced by June, 2016
- (iii) HR Compliance in 163 appointing and disciplinary authorities in the Local Government Service enhanced by June, 2016

- (iv) HR Compliance in 198 appointing and disciplinary authorities in the Health Service enhanced by June, 2016
- (v) Employers, employees, appointing and disciplinary authorities, facilitated on HR management by June, 2016

Key Performance Indicators

The intended outcome from the above outputs will be monitored through the following indicators:

- (i) HR compliance level in the Public Service
- (ii) Percentage of Institutions inspected

The expected result from the above outputs and strategies is higher levels of compliance on human resources rules and regulations in the Public Service

Objective F: Decision making based on accurate facts strengthened

For any institution to make accurate and timely decisions, it needs staff who are competent, knowledgeable with multi-disciplinary skills at various levels. PSC trains its staff in different fields so that they may be able to perform their duties and responsibilities and hence being able to make accurate decisions.

Commissioners, Management members, Regional and Districts TSD Committees have been provided with leadership skills that they may be able to make accurate decisions at their respective levels.

PSC have been conducting HR related researches in order to get results which are used to solve problems existing in different areas of the Public Service. Service Delivery surveys also provide inputs for PSC to get accurate facts for decision making. These areas will also be strengthened because they have proved to be useful for PSC in solving problems within PSC and in the Public Service

PSC have been supporting its staff in short and long courses in different disciplines so that they may be able to make accurate decisions. Awareness creation will continue to be extended to stakeholders through IEC publicity campaigns. Despite the above

efforts; there are still challenges in the awareness of our stakeholders and skills of some PSC staff in HQs, Regional and District TSD offices.

To strengthen decision making, the PSC will use the following strategies:

- (i) Training Commissioners in leadership and managerial skills
- (ii) Conducting research on HR Management

Targets for objective F

From the above interventions the following outputs are expected;

- (i) Decision on 208 appeals and 356 complaints determined by the Commission by June, 2016
- (ii) Succession plan developed and implemented by June, 2016
- (iii) Ten (10) HRM studies facilitated by June, 2016
- (iv) PSC HR performance reports prepared annually by June, 2016
- (v) Capacity building on leadership and managerial skills to PSC senior staff facilitated by June, 2016

Key Performance Indicators

The intended outcomes from the above outputs will be monitored through the following indicators:

- (i) Perception of stakeholders on PSC decision making
- (ii) Number of studies conducted

The expected result from the above strategies and outputs is timely accurate decisions

Objective G: Handling HR issues of appointment, confirmation, promotion, registration and discipline for Teachers in the public service improved

Teachers Service Department (TSD) of the Public Service Commission performs the functions of appointment, registration, confirmation, promotion and disciplinary issues to all teachers in the public service. As a disciplinary authority, it has a responsibility of ensuring

compliance of rules and regulations pertaining to ethics and discipline in the Teachers' Service.

Teachers disciplinary cases handling mechanism have been improved over time, but due to changes in rules, regulations and procedures in the public service from day to day, there is a need to strengthen this mechanism to be effective and efficient. TSD has the responsibility of ensuring that Laws, Rules, Regulations and Guidelines related Circulars issued by responsible institutions on Teachers' service are fully complied.

Registration of teachers is done at district levels whereby teachers are provided with TSD numbers which differ from one another by regional code numbers. This has led to difficulties in keeping and access records at HQ when dealing with HR issues. Thus, PSC have seen the need of centralizing teachers' registration in order to have reliable record keeping. PSC plans to have electronic record keeping which will help to simplify access of Teachers' records

There is a need to increase awareness in handling disciplinary cases and complaints to TSD staff at HQs, Regional and Districts levels. The number of disciplinary cases accepted by TSD HQs is increasing as employers and delegated authorities are not adhering to laws, rules (code of professional conducts) and regulations when dealing with Teachers' HR issues. Due to that, there is a need for them to be trained and provided with guidelines so that the Teachers Service may be just and fair.

To address this situation, the following strategies have been developed;

- (i) Capacity building to HQs, Regional, District committees and delegated authorities on handling appointment, registration, confirmation, promotion, appeals and disciplinary issues
- (ii) Conduct follow up and supervision in Regions and Districts.
- (iii) Establish electronic record keeping system and central provision of TSD numbers

- (iv) Review guidelines on Appointment, ethics and discipline for Teachers

Targets for Objective G

To achieve this objective, the following are the expected outputs:

- (i) Teachers' issues handling system enhanced by June, 2016
- (ii) HQs, Regional and District committees empowered by June, 2016
- (iii) HR issue for teachers on discipline, appeals, appointment, confirmation and promotion addressed by June, 2016
- (iv) Records management for Teachers improved by June, 2016
- (v) Monitoring and evaluation on Teachers HR management at Regional, District Offices and delegated authorities facilitated by June, 2016
- (vi) 1,078 overdue survivors' and terminal benefits concluded by June, 2016

Key Performance Indicators

The intended outcome from the above outputs will be monitored through the following indicators:

- (i) Reduced number of disciplinary cases
- (ii) Number of Teachers registered
- (iii) Reduced number of overdue survivors and terminal benefits

CHAPTER FOUR

4.0 RESULTS FRAMEWORK

4.1 Introduction

This Chapter shows how the results expected in this Strategic Plan will be measured as well as the benefits that will accrue to PSC clients and other stakeholders. It shows how various interventions to be undertaken during the five years of the strategic planning cycle will lead to achievement of the development objective. It also shows how interventions will be monitored, what kind of reviews that will be done over the period and what type of evidence based evaluation studies and analytical work to be undertaken. Studies intend to show that, the interventions have either led or are leading to achievement of the intended outcomes and finally how the indicators and progress of the various interventions will be reported and to which stakeholders. The remainder of this chapter shows the overall Development Objective which is basically the overall impact of PSC activities, beneficiaries of PSC services and how PSC objectives are linked to The Tanzania Development Vision 2025, Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26, The Tanzania Five Year Development Plan (2011/12 – 2015/16), National Strategy for Growth and Reduction of Poverty (NSGRP II), Sector Policies and Strategies, Budget Guidelines and Ruling Party Election Manifesto (2010).

The chapter also shows the Result Chain, Result Framework Matrix, Monitoring Plan, Planned Reviews, Evaluation Plan and Reporting Plan.

4.2 The Development Objective

The development objective of PSC is to improve accountability, transparency and compliance on human resources rules and regulations in MDAs, RSs, LGAs, and Public Institutions. This represents the highest level of results in the PSC result chain and will be achieved by improving appeals and complaints handling system for public servants and employers, enhancing Human Resources Management basing on rules, regulations and procedures governing the Public Service, improving people, working environment and financial management, strengthening decision making basing on accurate facts, improving handling HR issues of appointment, confirmation, registration and discipline for Teachers in the public service, enhancing implementation of national anti corruption strategy and fight corruption incidences within PSC, reducing HIV and AIDS infections and improve supportive services to people leaving with HIV and AIDS.

Achievement of the above high level result will also depend on contribution of other stakeholders namely; Parliament, MDAs, RSs, LGAs, Public Institutions, and the private sector.

4.3 Beneficiaries of the PSC Services

There are two levels of beneficiaries of PSC services. The direct beneficiary includes Ministries, Independent Departments, Executive Agencies, Regional Secretariats, Local Government Authorities, Public Institutions and public sector employees.

The second level is the indirect beneficiaries. This includes the general public, Development partners, Independent Consultants, Researchers, Academic and Training Institutions, Media, Law enforcement organs and Parliamentary oversight Committees. The above indirect

beneficiaries use the PSC reports to cater for their various needs.

4.4 Linkage with National Planning Frameworks

This Strategic Plan has seven objectives which will contribute to the Tanzania Vision 2025 attributes, Tanzania's Long Term Perspective Plan (LTPP), MKUKUTA II clusters and the Five year Development Plan.

The plan will contribute to the Good Governance attribute 3.2 of the VISION 2025 which focus on upholding the rule of law, culture of accountability, combating corruption and other vices, creating performance culture and empowering citizens with capacity to make their leaders and public servants accountable.

Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26 is an implementation tool for the Tanzania Development Vision 2025 (TDV 2025) which emphasizes Tanzania's cherished goal of becoming a prosperous nation, through eradicating poverty, ignorance and disease in the drive to becoming a Middle Income Country (MIC). It upholds the aspiration of ensuring that good governance reinforces the national socioeconomic structure, thereby strengthening a culture of accountability, transparency, rewarding good performance, penalizing/sanctioning ineffectiveness and curbing corruption. In the same vein, the LTPP places emphasis on integrity and ethical uprightness of public servants and institutions and upon the efficient, fair and transparent administration of justice thus protecting the fundamental human rights as a basis of social peace and stability of the country. LTPP sets the strategic direction and long term objectives, targets, and pillars for a more focused guidance, coordination and harmonization of the country's growth process. Besides, LTPP is a crucial link between the long term Vision, and the country's medium and short term perspectives, namely the Five Year

Development Plans (FYDPs) and Annual Development Plans (ADPs).

PSC will contribute to attribute 3.12 of LTTP which aims at attaining Good Governance and the Rule of Law: The goal of this objective is to embrace a culture of accountability, rewarding performance and doing away with all vices in the course of creating and sharing wealth.

The strategic plan also contributes to cluster III of MKUKUTA II which aims to strengthen Good Governance and Accountability which fundamentally shapes a favourable environment for economic growth and poverty reduction. Under MKUKUTA II, PSC will contribute to Goal 1 which is about ensuring systems and structures of governance uphold the Rule of Law and are democratic, effective, accountable, predictable, transparent, inclusive and corruption free at all Levels. Under Goal 1 PSC contributes to Target 1 which focuses on application of the principles of democracy, rule of law, integrity, accountability, inclusiveness, effectiveness and efficiency at all levels of administration.

The plan will also contribute to attribute 3.3.3 of the Tanzania Five year Development Plan which has the theme “unleash Tanzania’s growth potentials” It will specifically contribute towards the goal of mobilizing public efforts and opinion towards zero tolerance to corruption, improved and strengthened leadership and governance systems.

Through its regulatory and Executive functions (executive for Teachers) in the Public Service, PSC will create an environment where accountability and transparency in the Public Service will increase and compliance to HR Rules and Regulations will improve.

4.5 Result Chain

Result chain consists of inputs, activities, outputs and outcomes. Result chain is formed by the combination of the objectives and targets in the strategic plan, activities and inputs in the MTEF. There is a link in the various elements of PSC's result chain. The elements are dependent and they link by contributing to each other according to their levels. This can be explained as follows: The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives, which will lead to the realization of PSC's development objective. Realization of PSC's development objective will contribute to the achievement of Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26, and Tanzania Vision 2025. The achievement of PSC's Development Goal in the medium term will contribute to the achievement of MKUKUTA Goals and the country's Five Year Development Plan. By doing that, PSC will contribute to the development of the country through improving accountability, transparency and compliance on human resources rules and regulations in MDAs, RSs, LGAs, and Public Institutions.

4.6 The Results Framework Matrix

This matrix contains PSC's overall development objective, objective code, objectives, planned outcomes and outcome indicators. The matrix shows how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of planned outcomes and objectives. The result framework matrix is detailed below.

Table No.6: Results Framework Matrix

Development Objective	Objective Code	Objective Name and Description	Planned Outcomes	Indicators
<p>To improve accountability, transparency and Compliance on human resources rules and regulations in MDAs, RSs, LGAs, and Public Institutions</p>	A	HIV and AIDS infections reduced and supportive service to people living with HIV and AIDS improved	<ul style="list-style-type: none"> • Reduced mortality rates caused by HIV and AIDS • Behavioural change • Reduced absenteeism • Increased productivity • Reduced stigma 	<ul style="list-style-type: none"> • Increased number of staff attending HIV and AIDS voluntary testing • Reduced cases of HIV and AIDS infections in PSC
	B	Enhance, sustain and effective Implementation of Anti-corruption Strategy	<ul style="list-style-type: none"> • Reduced corruption incidences • Increased staff awareness on corruption • Behavioural change • Increased trustworthy 	<ul style="list-style-type: none"> • Reported corruption cases within PSC
	C	Staff welfare, working environment and financial management improved	<ul style="list-style-type: none"> • Improved working environment • Improved financial management • Increased staff motivation • Reduced labour turnover • Increased productivity 	<ul style="list-style-type: none"> • Percentage of PSC employees trained in various skills • Level of audit rating • Perception of PSC staff on working environment
	D	Handling mechanisms for appeals and complaints improved	<ul style="list-style-type: none"> • Improved Human Resources Compliance in handling disciplinary cases to employers and disciplinary authorities • Increased awareness in handling appeals and complaints • Reduced number of appeals and complaints 	<ul style="list-style-type: none"> • Time taken to process appeals • Percentages of appeals concluded • Percentages of complaints concluded
	E	Human Resources Management basing on rules, regulations and procedures governing the Public Service enhanced	<ul style="list-style-type: none"> • Improved HR Compliance level in the Public Service • Increased awareness on HR rules and regulations to Appointing and disciplinary Authorities 	<ul style="list-style-type: none"> • HR compliance level in the Public Service • Percentage of Institutions inspected
	F	Decision making basing on accurate facts strengthened	<ul style="list-style-type: none"> • Timely and accurate decisions 	<ul style="list-style-type: none"> • Perception of stakeholders on PSC decision making • Number of studies conducted

Development Objective	Objective Code	Objective Name and Description	Planned Outcomes	Indicators
	G	Handling HR issues of appointment, confirmation, promotion, registration and discipline for Teachers in the public service improved	<ul style="list-style-type: none"> • Improved handling mechanism for teachers' HR issues of appointment, registration, confirmation, promotion, and discipline • Just and fair teachers service • Timely registration confirmation, promotion and re-categorization of teachers • Merit based appointment of teachers 	<ul style="list-style-type: none"> • Reduced number of disciplinary cases • Number of Teachers registered • Reduced number of overdue survivors and terminal benefits

4.7 Monitoring, Reviews and Evaluation Plan

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five year strategic planning cycle 2011/12 - 2015/16. Monitoring and Evaluation (M&E) are important aspects in the implementation of the Strategic Plan. The purpose for monitoring is to ensure that the Strategic Plan is implemented according to schedule and if there are any deviations, appropriate and timely actions are taken. The implementation will thus be closely monitored to ensure compliance. Monitoring will be carried out on a continuous basis while evaluation will be done periodically. Monitoring will involve regular data collection and analysis on the progress of implementation of the plan. The results from the analysis will then be used to inform decision-making, including taking corrective action where deviations in implementation have been noted.

4.7.1 Monitoring Plan

The Monitoring Plan matrix consists of indicators, indicator description, baseline, indicator targets values, data collection and methods of analysis, indicator reporting frequencies and the Department/Division/Unit responsible for data collection, analysis and reporting. This Plan is comprised with 14 indicators which will be tracked quarterly and reported on annual basis. The monitoring and evaluation plan is detailed below:

Table Na.7: Monitoring Plan

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection Data and Analysis
		Date	Value	YR1	YR2	YR3	YR4	YR5	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
1	<p><u>Increased number of staff attending HIV and AIDS voluntary testing</u></p> <p>This indicator intends to measure the trend of staff attending voluntary testing.</p> <p>It will be Measured by number of staff attending voluntary testing in comparison with the previous year base</p>	2012/13	196	250	350	370	400	420	Administrative data	Documentary Review	Annually	Data from HIV and AIDS focal person files	Annually	DAHRM
2	<p><u>Reduced cases for HIV and AIDS infections in PSC</u></p> <p>This indicator intends to measure the trend of HIV and AIDS infections in PSC.</p> <p>It will be measured by the number of infection cases in PSC in comparison with the previous years</p>	2009/10	6	6	6	6	10	10	Administrative data	Documentary Review	Annually	Data from HIV and AIDS focal person files and test report	Annually	DAHRM

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection Data and Analysis
		Date	Value	YR1	YR2	YR3	YR4	YR5	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
3	<u>Number of PSC staff convicted for corruption</u> This indicator intends to measure the number of PSC staff convicted for corruption. It will be measured by the number of PSC staff convicted for corruption	2009/10	0	0	0	0	0	0	Administrative data	Personal files	Annually	Administrative reports	Annually	DAHRM
4	<u>Perception of PSC staff on working environment</u> This indicator intends to collect opinions of PSC staff on PSC's working environment. It will be measured by the number of staff satisfied with working environment over the total number of respondents	2009/10	N/A	N/A	N/A	N/A	N/A	N/A	Survey	Questionnaires and Interviews	Annually	Survey report	Annually	DAHRM
5	<u>Percentage of PSC employees trained in various skills</u> This indicator intends to measure the number of staff trained in various	2009/10	18%	20%	20%	20%	20%	20%	Administrative data	PSC's Training report	Annually	Data from Personal files / training reports	Annually	DAHRM

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection Data and Analysis
		Date	Value	YR1	YR2	YR3	YR4	YR5	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	skills. It will be measured by the number of staff trained													
6	<u>Level of audit rating</u> This indicator intends to measure the level of audit rating received in the financial year. It will be measured by the audit rating received from NAO	2009/10	clean	Clean	clean	clean	clean	clean	Administrative data	Audit Reports	Annually	NAO audit report	Annually	CA
7	<u>Percentage of appeals concluded</u> This indicator intends to measure the number of appeals received and concluded. It will be measured by the number of appeals concluded over the total number of appeals received	2009/10	100%	100%	100%	100%	100%	100%	PSC quarterly and annual reports	Documentary review	Quarterly	Appeals register and decision letters	Quarterly	DS-CSD/ DS-LGSD/ DS-TSD/ DS-HSD/ DAHRM
8	<u>Percentage of complaints concluded</u> This indicator intends to measure the	2009/10	100%	100%	100%	100%	100%	100%	Complaints register	Documentary review	Quarterly	Complaints register and decision letters	Quarterly	DS-CSD/ DS-LGSD/ DS-TSD/ DS-

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection Data and Analysis
		Date	Value	YR1	YR2	YR3	YR4	YR5	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	<p>number of complaints received and concluded.</p> <p>It will be measured by the number of complaints concluded over the total number of complaints received</p>													HSD/DAHRM
9	<p><u>HR compliance level in the public Service</u></p> <p>This indicator intends to measure HR compliance level in the Public Service.</p> <p>It will be measured by the level of HR compliance in the Public Service</p>	2009/10	60%	62%	64%	66%	69%	75%	Inspection reports	HR Compliance Inspection	Quarterly	Raw data from HR Inspection	Quarterly	DS-CSD/ DS-LGSD/ DS-TSD/ DS-HSD/ DPME
10	<p><u>Percentage of Institutions inspected</u></p> <p>This indicator intends to measure the number of institutions inspected.</p> <p>It will be measured by the number of institutions inspected over the total number of institutions</p>	2009/10	6.4%	10%	11%	25%	34%	50%	Administrative data	Documentary reviews	Annually	Inspection reports	Annually	DS-CSD/ DS-LGSD/ DS-TSD/ DS-HSD/ DPME

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection Data and Analysis
		Date	Value	YR1	YR2	YR3	YR4	YR5	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
11	<p><u>Perception of stakeholders on PSC decision making</u></p> <p>This indicator intends to collect opinions of stakeholders on decision making in PSC.</p> <p>It will be measured by the number of stakeholders satisfied with decision making in PSC over the total number of respondents</p>	2009/10	N/A	N/A	N/A	N/A	N/A	N/A	PSC stakeholders	Questionnaires and Interviews	Annually	Raw data from survey	Annually	DAHRM
12	<p><u>Number of studies conducted</u></p> <p>This indicator intends to measure the number studies conducted.</p> <p>It will be measured by the number of studies conducted</p>	2009/10	4	2	2	2	2	2	Administrative data	Documentary reviews	Annually	Study reports	Annually	DS-TSD/DAHRM/DPM&E
13	<p><u>Reduced number of disciplinary cases</u></p> <p>This indicator intends to measure the trend of disciplinary cases.</p> <p>It will be measured by the number of</p>	2009/10	342	330	320	310	280	250	Administrative data	Documentary reviews	Annually	Disciplinary cases register	Annually	DS-TSD

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection Data and Analysis
		Date	Value	YR1	YR2	YR3	YR4	YR5	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	disciplinary cases in comparison with cases in the previous years.													
14	<u>Number of Teachers Registered</u> This indicator intends to measure the number of teachers registered. It will be measured by the number of Teachers registered	2009/10	7,701	10,250	15,987	18,989	21,369	22,565	Administrative data	Documentary reviews	Annually	Teachers register in Districts	Annually	DS-TSD

4.7.2 Planned Reviews

PSC plans to carry out a total of fifteen (15) formal reviews during the Strategic Plan Cycle that is ten (10) midyear reviews and five (5) annual reviews. The reviews will be tracking progress on implementation of the milestones and targets on semi-annual and annual basis. A total of 58 Milestones will be tracked during the period of 5 years.

During the first year of the strategic plan (2011/12), one annual review will be conducted in June, 2015. The review will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, unknown or at risk. The reviews will be based on a total 11 pre-planned milestones. In addition, the review will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective Heads of Department, Division and Units will take a lead in the review process.

During the second year (2012/13), third year (2013/14), fourth year (2014/15) and fifth year (2015/16) eight more reviews will be undertaken i.e. two reviews per year. Like in the first year of the plan, the reviews in these years will also focus on performance against planned activities. Whereas during the second year, a total of 10 milestones will be assessed; a total of 10 milestones will be due for assessment during the third year (2013/14). Additionally, the reviews to be conducted during the third year focus on determining whether the planned outputs over the three year period have been achieved against the indicators, and if not what could have been the reasons for the under achievement. All the three years' outputs and milestones will be reviewed. The review will also assess as to what extent the achieved targets have contributed towards achievement of three year outcomes as well as issues, challenges and lessons learnt over the three years period. The Secretary and Heads of Department, Divisions, and Units will take a lead in the review process on the completion of the strategic plan cycle. The specific planned reviews, milestones, timeframes and the responsible Departments, Divisions and Units are detailed below: This kind of review will be done also in the fourth and fifth year where by 15 milestones will be reviewed in the fourth year and 12 in the fifth year

Table No.8: Planned Review Matrix

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
2011/12	Two Reviews per year (Mid Year and annual reviews)	208 Appeals and 356 complaints acted upon	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		HR Compliance inspection in 40 appointing and disciplinary authorities conducted	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E
		One (1) sensitization session on disciplinary matters to 40 Public Institutions	July- Dec	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		Capacity building for 60 PSC staff facilitated	July - June	DAHRM
		1 Motor Vehicles, 100 set of ICT equipment procured	July - June	DAHRM
		HR Management awareness campaigns conducted	July- June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		Regional and District enquiry committees conducted	July- June	DS-TSD
		To conduct follow up and supervision to TSD offices	July- June	DS-TSD
		Care and support to people affected by HIV and AIDS provided	July - June	DAHRM
		ICT equipments maintained	July - June	DAHRM
		Financial management in HQS, Regional and District Offices enhanced	July - June	CA & CIA
2012/13	Two Reviews per year (Mid Year and annual reviews)	208 Appeals and 356 complaints acted upon	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		HR Compliance inspection in 40 appointing and disciplinary authorities conducted	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E
		One (1) Sensitization session on disciplinary matters to employees, employers, appointing and Disciplinary authorities conducted	July- Dec	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		Capacity building for 55 PSC staff facilitated	July - June	DAHRM

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		1 Motor Vehicles, 100 set of ICT equipment procured	July - June	DAHRM
		HR Management awareness campaigns conducted	July- June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		Regional and District enquiry committees conducted	July- June	DS-TSD
		Care and support to people affected by HIV and AIDS provided	July - June	DAHRM
		ICT equipments maintained	July - June	DAHRM
		Financial management in HQS, Regional and District Offices enhanced	July - June	CA & CIA
2013/14	Two Reviews per year (Mid Year and annual reviews)	208 Appeals and 356 complaints acted upon	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		HR Compliance inspection in 100 appointing and disciplinary authorities conducted	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E
		One (1) Sensitization session on disciplinary matters to employees, employers, appointing and Disciplinary authorities conducted	July- Dec	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		Capacity building for 55 PSC staff facilitated	July - June	DAHRM
		1 Motor Vehicles, 100 set of ICT equipment procured	July - June	DAHRM
		HR Management awareness campaigns conducted	July- June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		Regional and District enquiry committees conducted	July- June	DS-TSD
		Care and support to people affected by HIV and AIDS provided	July - June	DAHRM
		ICT equipments maintained	July - June	DAHRM
		Financial management in HQS, Regional and District Offices enhanced	July - June	CA & CIA

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
2014/15	Two Reviews per year (Mid Year and annual reviews)	208 Appeals and 356 complaints acted upon	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		HR Compliance inspection in 140 appointing and disciplinary authorities conducted	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E
		Two (2) Sensitization sessions on disciplinary matters to employees, employers, appointing and Disciplinary authorities conducted	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		Capacity building for 55 PSC staff facilitated	July - June	DAHRM
		1 Motor Vehicles, 60 set of ICT equipment, 1 heavy photocopy machine procured	July - June	DAHRM
		HR Management awareness campaigns conducted	July- June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		Regional and District enquiry committees conducted	July- June	DS-TSD
		5 regional and 33 district TSD offices rehabilitated	July - June	DAHRM
		Financial management in HQS, Regional and District Offices enhanced	July - June	CA & CIA
		Two (2) evaluation studies conducted	July- June	DAHRM & DPM&E
		Impact assessment conducted	July - Dec	DPM&E
		Guidelines on discipline, ethics and appointment reviewed	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DAHRM, DPM&E & PLO
		Two (2) Capacity building sessions on HR compliance Inspection to PSC staff, MDAs, LGAs, RSs and public Institutions facilitated	July - June	DPM&E
		Teachers' disciplinary cases handling mechanism reviewed and operational	July - June	DS -TSD
		Service Delivery Survey conducted	July - Dec	DPM&E
2015/16	Two Reviews per year (Mid Year and	208 Appeals and 356 complaints acted upon	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
	annual reviews)			& PLO
		HR Compliance inspection in 203 appointing and disciplinary authorities conducted	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E
		Two (2) Sensitization sessions on disciplinary matters to employees, employers, appointing and Disciplinary authorities conducted	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		Capacity building for 55 PSC staff facilitated	July - June	DAHRM
		1 Motor Vehicles, 60 set of ICT equipment, 1 heavy photocopy machine procured	July - June	DAHRM
		HR Management awareness campaigns conducted	July- June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		Regional and District enquiry committees conducted	July- June	DS-TSD
		5 regional and 33 district TSD offices rehabilitated	July - June	DAHRM
		Financial management in HQS, Regional and District Offices enhanced	July - June	CA & CIA
		Guidelines on discipline, ethics and appointment reviewed	July - June	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DAHRM, DPM&E & PLO
		Two (2) rapid appraisals conducted	July- Dec	DAHRM & DPM&E
		Two (2) Capacity building sessions on HR compliance Inspection to PSC staff, MDAs, LGAs, RSs and public Institutions facilitated	July - June	DPM&E

4.7.3 Evaluation Plan

This Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Planning Cycle, description of each study, the evaluation questions, methodology, timeframe and the responsible Departments, Division and Units. PSC intends to conduct 2 evaluation studies over the period of 5 years with a total of 15 evaluation questions. The

evaluation studies intend to obtain evidence as to whether the interventions and outputs achieved have lead to the achievement of the outcomes as envisioned in the strategic plan outputs. The Evaluation Plan matrix is detailed below:

Table no. 9: Evaluation plan

S/N	Evaluation Study	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible Person
1	A study on the level of understanding Human resource management rules and regulation to MDAs, LGAs, RSs and Public Institutions	The study will gather information on the strengths and gaps in terms of knowledge and skills to Appointing and Disciplinary authorities	<ul style="list-style-type: none"> • What administrative procedures do you follow after receiving employees who are posted in your institution? • What are the conditions of an employee to be given a sick leave? • What do you understand by the calculation of leave cycle? • What are the criteria for promoting a public servant? • What procedures does your institution follow in handling disciplinary issues? • What are the desired requirements for confirmation? 	Surveys, Documentary Reviews, Interviews and Questionnaires	July - Dec	DPM&E
2	Self Assessment	This study intends to indicate the perception of staff on capacity and Performance of PSC	<ul style="list-style-type: none"> • What is the capacity of leadership and top management? • What is the management style? • What is the quality of organizational policies and strategies? • How are organizational resources managed? • Are the PSC staffs satisfied with the HR Practices within PSC? • Are the PSC staff satisfied with the financial management within PSC? • Are the business processes effective? • Is the mechanism for engaging PSC stakeholders effective? • What are the areas for improvement? 	Surveys, Interviews, Questionnaires	July- March	DAHRM &DPM&E

4.7.4 Rapid Appraisals

This is a systematic study that develops preliminary qualitative understanding of a situation. Rapid appraisal methods are quick, low-cost ways to gather the views and feedback of beneficiaries and other stakeholders, in order to respond to decision-makers' needs for information. This will determine the type, description, questions, area of focus, methodology to be used, and frequency of the rapid appraisal including the responsible person for conducting or managing the rapid appraisals. During the life span of this MTSP, PSC will conduct two (2) Rapid appraisals

Table No.10: Rapid Appraisal Matrix

S/No	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Time frame	Responsible Person
1	Baseline study	This study will collect baseline data for the 14 indicators	<ul style="list-style-type: none"> • What is the trend of staff attending HIV and AIDS voluntary testing? • What is the number of cases of HIV and AIDS infection in PSC? • How many PSC staff have been convicted for corruption? • What is the percentage of PSC trained in various skills? • What is the level of audit rating? • What is the perception of PSC staff on working environment? • What is percentage of appeals concluded? • What is the percentage of complaints concluded? • What is the HR compliance level in the Public Service? • What is the percentage of Institutions inspected? • What are the perceptions of stakeholders on PSC decision making? 	Documentary Reviews, Interviews and Questionnaires	July – Oct	DPM&E

S/No	Rapid Appraisal	Description of the Rapid Appraisal	Appraisal Questions	Methodology	Time frame	Responsible Person
			<ul style="list-style-type: none"> • What is the trend of received disciplinary cases? • How many Teachers registered? • What is the trend of overdue survivors and terminal benefits? 			
2	Training needs assessment (TNA)	This study will assess the training needs for PSC staff	<ul style="list-style-type: none"> • What qualifications are required for each cadre? • What are the current training programs offered? • Are the training programs offered relevant, satisfactory and sufficient? • What are the training gaps between training and staff responsibilities? • Are training needs raised from operational level to managerial level? • Does PSC have effective training program and Implement accordingly? • Is there transparency in Implementation of TNA? 	Interviews and Questionnaires	July - Oct	DAHRM

4.8 Reporting Plan

This sub-section details the Reporting Plan which contains the internal and external reporting plans. The reporting plan is in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time.

4.8.1 Internal Reporting Plan

This plan will involve preparation of various reports as seen in the table below. These reports will be prepared on weekly, monthly, quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan is detailed below:

Table No.11: Internal Reporting plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Annual Performance Report	PSC	Annually	DPM&E
2	Quarterly performance report	PSC	Quarterly	DPM&E
3	HR compliance inspection reports	PSC	Annually	DPM&E
4	Annual and Quarterly Budget Performance reports	PSC-Secretary	Quarterly, Annually	DPM&E
5	Five years outcome report	PSC-Secretary	Once in 5 years	DPM&E
6	Tender Board Reports	PSC-Secretary	Quarterly	Secretary of Tender Board
7	Stock verification report	PSC-Secretary	Annually	HPMU
8	Weekly departmental performance reports	PSC-Secretary	Weekly	Departments, Divisions and Units

4.8.2 External Reporting Plan

This plan will involve preparation of six types of reports as seen in the table below. The reports will be submitted to various external stakeholders i.e. President, Parliament, Chief Secretary, PO - Public Service Management, Treasury and NAOT and the General Public. The reports will be prepared on quarterly, semi – annually and annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements as directed from time to time.

Table No.12: External reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	HR Annual Performance Report	President, Parliament, PO-PSM	Annually	PSC-Secretary
2	Quarterly Performance Report	Chief secretary	Quarterly	PSC-Secretary
3	Final Financial Statements	Treasury and NAO	Annually	PSC-Secretary
4	Annual and Quarterly Budget Performance reports	Ministry of Finance	Quarterly, Annually	PSC-Secretary
5	Five years outcome report	Ministry of Finance	Once in 5 years	PSC-Secretary
6	HR Compliance Inspection Reports	Chief Secretary	Annually	PSC-Secretary
7	PSC HR research reports	Chief Secretary	Annually	PSC-Secretary
8	Procurement Report	PPRA	Monthly	PSC-Secretary

4.9 Relationship between Results Framework, Results Chain, M&E and reporting arrangements

4.9.1 Level 1-Inputs

The first level of the Result Chain tracks the allocation and use of resources on the various activities. Resources availability will be reviewed on weekly, fortnightly or monthly basis and will be reported on respective implementation reports. At this level indicators will focus on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff and information flow between various levels. Indicators will also focus on the time spent in resolving

problems, quality and timeliness of decisions, staff timeliness as well as predictability of resource flows and the alignment of resources flow to the activities and outputs.

4.9.2 Level 2 – Activities

The second level of the Results Chain focuses on realization of activities in the MTEF and linkage between activities and outputs. At this level indicators will focus on processes, activities programming and timeliness of implementation. Activities will be reviewed on weekly, fortnightly or monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will suggest corrective action if the activities are not delivered on time to the expected quality and if are not effectively contributing towards the expected outputs.

4.9.3 Level 3 – Output

The third level of the Results Chain tracks the realization of the outputs that PSC produces and which are attributed solely to PSC. At this level, the outputs will be measured by output indicators and milestones. Data collection, analysis and review of the outputs, milestones and output indicators will be done quarterly and reported in quarterly reports PSC reports. The reports will focus on how the outputs produced are contributing to the outcomes, while recommending corrective action if the outputs are not delivered on time to the expected quality and are not contributing to planned outcomes

4.9.4 Level 4 – Outcomes

The fourth level of the Results Chain tracks the realization of the planned outcomes specified for each objective. The achievement of these outcomes will be the result of cooperation between PSC and various stakeholders. These planned outcomes will be measured through outcome indicators whose data collection and

analysis will be done annually. Indicators at this level are reported through the annual reports. The annual reports will be based on reports from PSC stakeholders such as Appointing and Disciplinary authorities who are required by law to report Human resources issues to the Public Service Commission

Appendix II: SUMMARY OF THE MEDIUM TERM STRATEGIC PLAN 2014/15 - 2018/19 (PBF 4.1)

Objective	Strategy	Targets	KPIs	Responsible person
A: HIV AND AIDS infections reduced and supportive service to people living with HIV AND AIDS improved	1. Review and implement HIV and AIDS programmes at PSC	A01: Preventive interventions implemented by June, 2016	(i) Increased number of staff attending HIV and AIDS voluntary testing (ii) Reduced cases of HIV and AIDS infections in PSC	DAHRM
		A02: Care and supportive services to PSC staff living with HIV and AIDS strengthened by June, 2016		
B: Enhance, sustain and effective implementation of National Anti-corruption Strategy	1. Strengthen internal programmes to fight corruption	B01: Mechanism for preventing and combating corruption within PSC strengthened by June, 2016	(i) Number of PSC employees convicted for involvement in corruption	DAHRM
C: Staff welfare, working environment and financial management improved	1. Provision of Working tools, equipment, and facilities in HQs, Regions and Districts 2. Enhance financial management and control systems 3. Strengthen Human Resource Management 4. Develop Management Information System	C01: Capacity building for 275 PSC staff facilitated by June, 2016	(i) Percentage of PSC employees trained in various skills (ii) Level of audit rating (iii) Perception of PSC staff on working environment	DAHRM
		C02: Adequate financial resources mobilized and efficiently utilized by June, 2016		DPM&E
		C03: Financial management and internal control systems enhanced by June, 2016		CA/CIA
		C04: Statutory and management meetings facilitated by June, 2016		DAHRM
		C05: 3 Motor Vehicles, 300 set of ICT equipment and 2 heavy Photocopy machines procured by June, 2016		DAHRM

Objective	Strategy	Targets	KPIs	Responsible person
		C06: Working environment for administration division facilitated by June, 2016		DAHRM
		C07: Working environment for PM&E unit facilitated by June, 2016		DPM&E
		C08: Working environment for CSD facilitated by June, 2016		DS- CSD
		C09: Working environment for LGSD facilitated by June, 2016		DS-LGSD
		C10: Working environment for TSD HQ, Regions and Districts facilitated by June, 2016		DS-TSD
		C011: Working environment for HSD facilitated by June, 2016		DS-HSD
		C012: IEC strategy established and implemented by June, 2016		DAHRM
		C013: ICT strategy developed and implemented by June, 2016		DAHRM
		C014: Office buildings for HQs, regions and districts procured/rehabilitated by June, 2016		DAHRM
		C015: Participation of staff in sports and games facilitated by June, 2016		DAHRM
		C016: Participation of PSC in National, Regional and International forums		DAHRM

Objective	Strategy	Targets	KPIs	Responsible person
		facilitated by June, 2016		
D: Handling mechanisms for appeals and complaints improved	<ol style="list-style-type: none"> Strengthen the appeals and complaints handling mechanism Provide training to PSC staff on handling appeals and complaints Establish a system of follow up of unauthentic appeals documents from employers and disciplinary authorities 	D01: Appeals and Complaints handling mechanism developed and the existing reviewed by June, 2016	<ol style="list-style-type: none"> Percentages of appeals concluded Percentages of complaints concluded 	DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E & PLO
		D02: 45 Appeals and 93 complaints from Civil Service acted upon annually by June, 2016		DS-CSD
		D03: 103 Appeals and 207 complaints from Local Government Service acted upon annually by June, 2016		DS-LGSD
		D04: 42 Appeals from TSD acted upon annually by June, 2016		DAHRM
		D05: 18 Appeals and 56 complaints from Health Service acted upon annually by June, 2016		DS-HSD
		D06: Capacity building for PSC staff on handling Disciplinary issues and appeals facilitated by June, 2016		DS-CSD, DS-LGSD, DS-TSD, DS-HSD, DPM&E, DAHRM
E: Human Resources Management basing on rules, regulations and procedures governing the Public Service enhanced	<ol style="list-style-type: none"> Issuing Guidelines on HR issues Setting standards of performance in the Public Service Conducting Compliance Inspections Facilitate stakeholders on 	E01: Capacity building on HR compliance Inspection to PSC staff by June, 2016	<ol style="list-style-type: none"> HR compliance level in the Public Service Percentage of Institutions inspected 	DPM&E
		E02: HR Compliance to Employers, Appointing and Disciplinary Authorities in the public service facilitated by June, 2016		DPM&E

Objective	Strategy	Targets	KPIs	Responsible person
	HR management issues.	E03: HR Compliance in 254 appointing and disciplinary authorities in the Civil Service enhanced by June, 2016		DS-CSD
		E04: HR Compliance in 163 appointing and disciplinary authorities in the Local Government Service enhanced by June, 2016		DS-LGSD
		E05: HR Compliance in 198 appointing and disciplinary authorities in the Health Service enhanced by June, 2016		DS - HSD
		E06: Employers, employees, appointing and disciplinary authorities, facilitated on HR management by June, 2016		DPM&E
F:Decision making based on accurate facts strengthened	1. Training Commissioners in leadership and managerial skills 2. Conducting research on HR Management	F01: Decision on 208 appeals and 356 complaints determined by the Commission by June, 2016	(i) Perception of stakeholders on PSC decision making (ii) Number of studies conducted	DAHRM
		F02: Succession plan developed and implemented by June, 2016		DAHRM
		F03: Ten (10) HRM studies conducted by June, 2016		DAHRM, DPM&E & TSD
		F04: PSC HR performance reports prepared annually by June, 2016		DPM&E
		F05: Capacity building on leadership and managerial skills to PSC senior staff		DAHRM

Objective	Strategy	Targets	KPIs	Responsible person
		facilitated by June, 2016		
G: Handling HR issues of appointment, confirmation, registration, promotion and discipline for Teachers in the public service improved	3. Capacity building to HQs, Regional, District committees and delegated authorities on handling appointment, registration, confirmation, promotion, appeals and disciplinary issues 4. Conduct follow up and supervision in Regions and Districts. 5. Establish electronic record keeping system and central provision of TSD numbers 6. Review guidelines on Appointment, ethics and discipline for Teachers	G01: Teachers' issues handling systems enhanced by June, 2016	(i) Perception of PSC staff on teachers disciplinary issues handling mechanism (ii) Number of disciplinary cases received and acted upon (iii) Number of Teachers registered	DS-TSD
		G02: HQs, Regional and District committees facilitated by June, 2016		DS-TSD
		G03: Decision on HR issues for teachers on discipline, appeals, appointment, confirmation and promotion determined by June, 2016		DS-TSD
		G04: Records management for Teachers improved by June, 2016		DS-TSD
		G05: Monitoring and evaluation on Teachers HR management at Regional, District Offices and delegated authorities conducted by June, 2016		DS-TSD
		G06: 1,078 overdue survivors' and terminal benefits concluded by June, 2016		DS-TSD

Appendix III: RESULTS FRAMEWORK (PBF 4.2)

Objective Code and Description	Indicator Name and description	BASELINE		INDICATOR TARGET VALUES (AS PER SP)					CLASSIFICATIONS					Source of Data / Means of verification
		Base-line Date	Baseline Indicator Value	Year 1	Year 2	Year 3	Year 4	Year 5	FYP	MDG	M	P	R	
A: HIV and AIDS infections reduced and supportive service to people living with HIV and AIDS improved	1. Increased number of staff attending HIV and AIDS voluntary	2009/10	196	250	350	370	400	420	√	√	√		√	Administrative data
	2.Reduced cases for HIV and AIDS infections in PSC	2009/10	6	6	6	6	10	10	√	√	√		√	Administrative data
B: Enhance, sustain and effective implementation of National anti-corruption Strategy	1. Number of PSC employees convicted for involvement in corruption	2009/10	0	0	0	0	0	0	√	√	√		√	Administrative data
C: Staff welfare, working environment and financial management improved	1. Level of audit rating	2009/10	clean	clean	clean	clean	clean	clean	√		√			Administrative data
	2. Percentage of PSC employees trained in various skills	2009/10	18%	20%	20%	20%	20%	20%	√	√	√			Administrative data
	3. Perception of PSC staff on working environment	2009/10	N/A	N/A	N/A	N/A	N/A	N/A	√		√			Administrative data
	2. Percentages of appeals concluded	2009/10	100%	100%	100%	100%	100%	100%	√		√			Administrative data
	3. Percentages of complaints concluded	2009/10	100%	100%	100%	100%	100%	100%	√	√	√			Administrative

Objective Code and Description	Indicator Name and description	BASELINE		INDICATOR TARGET VALUES (AS PER SP)					CLASSIFICATIONS					Source of Data / Means of verification	
		Base-line Date	Baseline Indicator Value	Year 1	Year 2	Year 3	Year 4	Year 5	FYP	MDG	M	P	R		
															data
E: Human Resources Management basing on rules, regulations and procedures governing the Public Service enhanced	1. HR compliance level in the Public Service	2009/10	60%	62%	64%	66%	69%	75%	√	√	√				Administrative data
	2. Percentage of Institutions inspected	2009/10	6.4%	10%	11%	25%	34%	50%	√	√	√				Administrative data
F: Decision making based on accurate facts strengthened	1. Perception of stakeholders on PSC decision making	2009/10	N/A	N/A	N/A	N/A	N/A	N/A	√		√				Administrative data
	2. Number of studies conducted	2009/10	4	2	2	2	2	2	√	√	√				Administrative data
G: Handling HR issues of appointment, confirmation, registration and discipline for Teachers in the public service improved	1. Reduced number of disciplinary cases	2009/10	342	330	320	310	280	250	√	√	√				Administrative data
	2. Number of Teachers registered	2009/10	7,701	11,250	17,987	19,989	22,369	23,565	√	√	√				Administrative data

Appendix IV: INSTITUTIONS INSPECTED FOR HR COMPLIANCE IN THE FINANCIAL YEAR 2011/12 AND 2012/13

Na.	Institutions inspected for HRC Inspection	Na.	Institutions inspected for OPRAS Evaluation
1.	National Electoral Commission	1.	Arusha Municipal Council
2.	Lindi Regional Secretariat	2.	Arusha Regional Secretariat
3.	Iringa Municipal Council	3.	Dodoma Municipal Council
4.	Manyara Regional Secretariat	4.	Dodoma Regional Secretariat
5.	Korogwe Town Council	5.	Hai District Council
6.	Lindi Municipal Council	6.	Iringa Municipal Council
7.	Musoma District Council	7.	Iringa Regional Secretariat
8.	Babati District Council	8.	Kahama District Council
9.	Bunda District Council	9.	Kibondo District Council
10.	Ministry of Health and Social Welfare	10.	Kigoma Municipal Council
11.	Nkasi District Council	11.	Kigoma Regional Secretariat
12.	Hanang District Council	12.	Kilwa District Council
13.	Iringa District Council	13.	Korogwe District Council
14.	Lindi District Council	14.	Lindi District Council
15.	Mara Regional Secretariat	15.	Lindi Regional Secretariat
16.	Ministry of Defence and National Service	16.	Manyoni District Council
17.	Ministry of Finance	17.	Mbarali District Council
18.	Ministry of Foreign Affairs and International Co-operation	18.	Mbeya District Council
19.	Ministry of Natural Resources and Tourism	19.	Misungwi District Council
20.	Muheza District Council	20.	Moshi District Council
21.	Nachingwea District Council	21.	Mpwapwa District Council
22.	National Audit Office	22.	Mtwara Municipal Council
23.	Musoma Municipal Council	23.	Mtwara Regional Secretariat
24.	Ministry of Transport	24.	Mufindi District Council
25.	Mufindi District Council	25.	Mwanza City Council
26.	National Examination Council of Tanzania (NECTA)	26.	Mwanza Regional Secretariat
27.	Attorney General's Chambers	27.	Ngara District Council
28.	Ethics Secretariat	28.	Shinyanga District Council
29.	Babati Town Council	29.	Shinyanga Municipal Council
30.	Iringa Regional Secretariat	30.	Singida District Council
31.	President's Office, Planning Commission		
32.	Rukwa Regional Secretariat		
33.	Sumbawanga District Council		
34.	Sumbawanga Municipal Council		
35.	Tanga City Council		
36.	Tanga Regional Secretariat		
37.	Tanzania Civil Aviation Authority (TCAA)		
38.	TANZANIA COMMISSION FOR AIDS (TACAIDS)		
39.	Tanzania Electrical, Mechanical and Electronics Services Agency (TEMESA)		

Na.	Institutions inspected for HRC Inspection	Na.	Institutions inspected for OPRAS Evaluation
40.	Tanzania Employment Services Agency (TaESA)		
41.	Tanzania Minerals Audit Agency		
42.	Tanzania National Roads Agency (TANROADS)		