

THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE



PUBLIC SERVICE COMMISSION

MEDIUM TERM STRATEGIC PLAN

2016/17 – 2020/21

FEBRUARY, 2017

TABLE OF CONTENTS

TABLE OF CONTENTS	i
PREFACE.....	vi
STATEMENT BY THE CHAIRMAN	vi
ACKNOWLEDGEMENT	vii
EXECUTIVE SUMMARY	viii
CHAPTER ONE	1
1.0 INTRODUCTION.....	1
1.1 Background	1
1.2 Approach	1
1.3 Purpose of the MTSP	1
1.4 Layout of the Document	2
CHAPTER TWO	3
2.0 SITUATIONAL ANALYSIS	3
2.1 Historical Background	3
2.2 Mandate, Functions and Powers of the Public Service Commission (PSC).....	3
2.2.1 Mandate of PSC	3
2.2.2 Functions of PSC	3
2.2.3 Powers of PSC.....	4
2.3 Performance Review of PSC Strategic Plan 2011/12 -2015/16	5
2.4 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis	12
2.5 Stakeholders' Analysis	14
2.6 Critical Issues	16
CHAPTER THREE	17
3.0 THE PLAN	17
3.1 Vision	17
3.2 Mission	17
3.3 Core Values	18
3.4 The Objectives.....	19
CHAPTER FOUR	29
4.0 RESULTS FRAMEWORK.....	29

4.1	Introduction.....	29
4.2	The Development Objective	29
4.3	Beneficiaries of the PSC Services.....	30
4.4	Linkage with National Planning Frameworks.....	30
4.5	Result Chain	31
4.6	The Results Framework Matrix	32
4.7	Monitoring, Reviews and Evaluation Plan	34
4.7.1	Monitoring Plan	34
4.7.2	Planned Reviews	41
4.7.3	Evaluation Plan	45
4.7.4	Rapid Appraisals.....	47
4.8	Reporting Plan	49
4.8.1	Internal Reporting Plan.....	49
4.8.2	External Reporting Plan	49
4.9	Relationship between Results Framework, Results Chain, M&E and reporting arrangements	50
4.9.1	Level 1-Inputs.....	50
4.9.2	Level 2 – Activities	50
4.9.3	Level 3 – Output	51
4.9.4	Level 4 – Outcomes.....	51
	Appendix 1: PSC Organization Structure	i
	Appendix 2: Summary of the Medium Term Strategic Plan 2016/17 - 2020/21	ii
	Appendix 3: Results Framework.....	vi
	Appendix 4: Financial resources required for implementation of the plan (Budget in Milion Tsh.)	xii

LIST OF TABLES

Table 1: Roles and Function of PSC.....	4
Table 2: Powers of PSC	4
Table 3: Performance review for financial year 2011/12 - 2015/16.....	5
Table 4: SWOC analysis.....	12
Table 5: Stakeholders analysis	14
Table 6: Results Framework Matrix	33
Table 7: Monitoring Plan.....	35
Table 8: Planned Review Matrix	42
Table 9: Evaluation plan	46
Table 10: Rapid Appraisal Matrix.....	47
Table 11: Internal reporting plan	49
Table 12: External reporting Plan	50

LIST OF ACRONYMS AND ABBREVIATIONS

AIDS	-	Acquired Immuno-deficiency Syndrome	ICT	-	Information and Communication Technology
CA	-	Chief Accountant	LAN	-	Local Area Network
CIA	-	Chief Internal Auditor	LTPP	-	Tanzania's Long Term Perspective Plan
CSD	-	Civil Service Department	LGAs	-	Local Government Authorities
DAHRM	-	Director of Administration and Human Resources Management	LGSD	-	Local Government Service Department
DS	-	Deputy Secretary	MDAs	-	Ministries, Departments and Agencies
FYDP II	-	The Second Five Years Development Plan	MIC	-	Middle Income Country
GCU	-	Government Communication Unit	MTEF	-	Medium Term Expenditure Framework
HIV	-	Human Immuno - deficiency Virus	MTSP	-	Medium Term Strategic Plan
HICTU	-	Head of Information and Communication Technology Unit	MTSPBM	-	Medium Term Strategic Planning and Budgeting Manual
HLU	-	Head of Legal Unit	NAOT	-	National Audit Office of Tanzania
HPMU	-	Head of Procurement Management Unit	NECSAP	-	National Anti-Corruption Strategy and Action Plan
HR	-	Human Resources	NCDs	-	Non-Communicable Diseases
HRCIS	-	Human Resource Compliance Inspection System	OPRAS	-	Open Performance Review and Appraisal System.
HRM	-	Human Resources Management			
HSD	-	Health Service Department			
ICS	-	Integrated Communication System			

PM&E	-	Planning Monitoring and Evaluation	SWOC	-	Strengths, Weaknesses, Opportunities and Challenges
PSC	-	Public Service Commission	TDV 2025	-	Tanzania Development Vision 2025
RSs	-	Regional Secretaries	TNA	-	Training Needs Assessment
R	-	Ruling Party Manifesto	TSD	-	Teachers Service Department
SP	-	Strategic Plan	WAN	-	Wide Area Network
SDG	-	Sustainable Development Goals			

PREFACE

STATEMENT BY THE CHAIRMAN

This Strategic Plan reflects the priorities of the President's Office, Public Service Commission for the period of five years commencing from July, 2016 to June, 2021. It is aligned to Tanzania Development Vision 2025, Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26, The Five Year Development Plan II (2016/17 – 2020/21), Sector Policies and Strategies, Budget Guidelines, Ruling Party Election Manifesto (2015) and other National Frameworks.

The Plan has been developed to define the direction of PSC in carrying out its mandate as well as guiding the allocation of resources required for implementation of the plan. The centre of attention of this Strategic Plan is to improve accountability, transparency and compliance on human resources rules, regulations and procedures in MDAs, RSs, LGAs and Public Institutions in the Public Service of Tanzania.

The theme of FYDP II "Nurturing Industrialization for Economic Transformation and Human

Development" can be realized when Tanzania is characterised by good governance and rule of law. The Plan has accommodated a number of strategies which will help the Public Service of Tanzania to be the role model in promoting good governance in the area of human resources management.

It is important therefore that all stakeholders are aware and support the role, direction and focus of the Public Service Commission over the next five years.

Finally, I wish to express my sincere appreciation to all who were involved in the development of this Strategic Plan. No doubt, armed with this tool and a high level of commitment of Commissioners, PCS staff and stakeholders, much will be achieved in our mission.

Hon. Justice (Rtd) Dr. Steven J. Bwana

CHAIRMAN

ACKNOWLEDGEMENT

The preparation of this fourth Strategic Plan has been made possible by valuable contributions made by the Chairman, Commissioners, Heads of Departments and Units, staff of the Commission and stakeholders. The plan has come into existence through excellent coordination of Planning, Monitoring and Evaluation Unit.

I would like to extend my appreciation to all employees, who in one way or another contributed in

the achievements that were recorded during the implementation of the third Strategic Plan (2011/12-2015/16) and for efforts made in the preparation of this fourth Strategic Plan of the Commission.

Finally, I invite all stakeholders to cooperate with the Commission in our efforts to transform the Public Service of Tanzania. Through their cooperation and support, we will be able to make the Public Service of Tanzania a model in Africa.

Nyakimura M. Muhoji

SECRETARY

EXECUTIVE SUMMARY

Public Service Commission (PSC) is established under Section 9(1) of the Public Service Act No.8 of 2002. Its main responsibility is to ensure compliance with HR rules, regulations and procedures in the public service and act on appeals and complaints from public servants.

The plan presents strategic direction of the Commission for five years commencing from 1st July, 2016 to 30th June, 2021. It is composed of four (4) chapters. The first chapter presents introduction of the plan which covers the background of the plan, approach used in the process of its development, the purpose and layout of the plan. The development of this plan was participatory, being developed in order to set milestones for preparation of annual plans as well as informing stakeholders on the strategic areas that the Commission intends to direct its efforts in the implementation of this plan.

The second chapter is the situational analysis which provides the historical background of the Commission, mandate, functions and powers of the Commission derived from CAP. 298 of the Public Service Act. The Commission critically examined itself internally and externally to identify its strengths to take advantage of, weaknesses to be aware of; opportunities the Commission can

bank on and challenges which need to be addressed. The situation analysis conducted included performance reviews, SWOC and stakeholders' analysis.

In case of performance, the Commission among others was able to act on 419 appeals and 470 complaints and conduct awareness to stakeholders through visiting 91 institutions, production of 26 articles and through 10 TV and 17 Radio programmes. In Human resources compliance inspection, special inspections conducted to 26 institutions and HRCI system reviewed to incorporate new HR areas. However, 10% and 17% of public institutions inspected for regular inspection in 2012/13 and 2013/14 respectively.

It was observed that, execution of Commission's functions was affected by inadequate ceiling and budget allocation. This contributed to unsatisfactory working environment in PSC.

Basing on the situational analysis, critical issues which need to be addressed in the plan were identified. These were inadequate funding to finance PSC's roles and functions, presence of appointing and disciplinary authorities who are partially complying with HR rules and regulations, Low coverage of HR Compliance Inspections, inadequate

public awareness campaigns on the roles and functions of PSC, untimely receipt of HR reports from employers, appointing and disciplinary authorities in the public

Public Service Commission to have its own Scheme of Service and enhancement of specialised skills of PSC staff.

In the third chapter, it has been shown that, the Commission will be guided by the following Vision and Mission:

Vision: Be a champion of Public service excellence in Africa.

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

In order to mitigate the above critical issues and meet the Commission's Vision, and Mission, five objectives were developed. These are:

- A: Services improved and HIV and AIDS infections reduced
- B: National Anti-Corruption Strategy and Action Plan enhanced and sustained
- C: Human Resources Management in the Public Service enhanced
- D: Handling and determination of appeals and complaints enhanced
- E: Capacity of the Commission to deliver quality services enhanced

service, unsatisfactory working environment, untimely submission of appeals, complaints and their relevant supporting documents,

In the carrying out of its mandate, the Commission is committed to uphold six core values. The values include integrity, innovativeness, excellence, accountability and transparency, team work and timeliness.

The main strategies which the Commission will use to achieve its development objective of improving accountability, transparency and compliance on human resources rules, regulations and procedures in the Public Service is through conducting HR Compliance inspections, acting on appeals and complaints, building capacity of Commissioners, staff and stakeholders, issuing guidelines for HR management and improving working environment within PSC.

The fourth 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 the Public. It shows how interventions will lead to development objective (overall impact) and the kind of reviews, evidence based evaluation studies and analytical work to be done over the period. It is in this chapter where linkage of PSC objectives to National Frameworks has been shown.

The major expected results from implementation of this plan include enhanced Human Resources Management in the Public Service, enhanced handling and determination of appeals and complaints and improved capacity of PSC to deliver

quality services. However, the success of the Plan largely depends on the commitment of top management in spearheading change, commitment of PSC staff in implementation of the plan and availability of financial resources.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

Since 2005, PSC had two three years Strategic Plans. The third three years strategic plan (2011/12 – 2013/14) was extended to cover five years (2011/12 – 2015/16) so as to align to the Vision 2025 which is implemented in five years. This fourth strategic plan covers five years of implementation starting from July, 2016 to June, 2021. The Plan has aligned to National Frameworks and like previous plans; it focuses in enhancing compliance in HR management in the Public Service.

1.2 Approach

The MTSP, 2016/17 - 2020/21 was developed in participatory meetings involving top management and staff of the Commission by making use of performance results from the previous Strategic Plan and periodic performance reports. The meetings were conducted through 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 developing this MTSP involved reviewing of PSC Strategic Plan 2011/2012 to 2015/2016 as well as Monitoring and Evaluation Reports. Through brainstorming in plenary sessions, PSC was able to identify its strengths and weaknesses as well as opportunities and challenges. 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. Furthermore, the Plan informs PSC stakeholders (both internal and external) on the strategic areas that it intends to direct its efforts in the envisaged five years period so as to enhance joint efforts towards realization of PSC mandate.

1.4 Layout of the Document

The MTSP document is composed of four chapters as follows:

Chapter One: Introduction

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

Chapter Two: Situational Analysis

It contains performance review from annual and quarterly reports, stakeholders' views, services offered to them and their expectations. Environmental scan and critical issues are also addressed in this chapter.

Chapter Three: The Plan

Describes the Vision, Mission, Core Values, Objectives, Strategies, Targets and Key Performance Indicators

Chapter Four: Monitoring, Reviews and Evaluation Plan

It includes Results 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: Resources required for implementation of the Plan

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

2.1 Historical Background

Public Service Commission (PSC) is established under Section 9(1) of the Public Service Act No.8 of 2002. The decision of the Government to establish the Commission and set it operational in 2004 aimed at achieving the following;

- (i) Creation of a unified public service.
- (ii) Enforcement of adherence to HR rules, regulations and procedures by public service employers and employees.
- (iii) Promotion of ethical conduct in the public sector.
- (iv) Introduction of meritocracy in appointments, confirmation and staff promotions.
- (v) Promotion of results oriented management and open performance review.
- (vi) 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 derives its mandate from the Public Service Management and Employment Policy of 1998 (as revised in 2008). The policy is enforced by the Public Service Act No. 8 of 2002 (as amended). Section 9(1) of the Public Service Act, 2002 establishes the Public Service Commission and provide for its functions vide Section 10(1). The main responsibility of PSC is to ensure that Appointing and Disciplinary Authorities in the Public Service comply with HR Rules, Regulations and Procedures when performing their duties.

2.2.2 Functions of PSC

In order to attain the above mentioned mandate, the Commission is responsible for undertaking the following roles and functions as enshrined in section 10(1) of the Act:

Table 1: Roles and Function of PSC

ROLES AND FUNCTIONS	SECTION OF THE PUBLIC SERVICE ACT, CAP. 298
(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) (d)
(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 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

In order to ensure that Employers, Appointing and Disciplinary Authorities in the Public Service comply with Rules, Regulations and Procedures, PSC is vested with the following powers:

Table 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) To 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 -2015/16

Table 3: Performance review for financial year 2011/12 - 2015/16

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
<p>A: Services improved and HIV and AIDS infections reduced</p>	<ul style="list-style-type: none"> • Existence of PSC HIV and AIDS committee • Awareness on HIV and AIDS conducted during PSC workers' council meeting • 14 PSC staff who reported on their status to the employer were provided with cash grants 	<ul style="list-style-type: none"> • Report on the status of HIV and AIDS not prepared • PSC did not attain reasonable representative sample size for report on HIV and AIDS. Only 4 regions and HQs were covered • PSC's 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 due to lack of funds • HIV strategic plan not fully implemented due to lack of funds 	<ul style="list-style-type: none"> • Situational analysis on the status of HIV and AIDS should be conducted and report prepared • New HIV and AIDS committee should be establish • Training for HIV and AIDS peer educators, Counsellors and project coordinators should be provided • Seminars and workshops on HIV and AIDS should be conducted as independent activity and not only attached to other activities • New HIV strategic plan should be developed and implemented
<p>B: Enhance, sustain and effective implementation of the National Anti-corruption Strategy</p>	<ul style="list-style-type: none"> • Awareness on Anti - corruption conducted during PSC workers' council meeting 	<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 due to lack of funds 	<ul style="list-style-type: none"> • Seminars and workshop on corruption should be conducted as independent activity and not only attached to other activities
<p>C: Staff welfare, working environment and financial management improved</p>	<ul style="list-style-type: none"> • Training needs assessment conducted and training program prepared • 196 (30%) staff attended short and 	<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 	<ul style="list-style-type: none"> • Training program should focus on both skills and career development • PSC staff to attend exposure programs to share knowledge, skills and experience

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
	<ul style="list-style-type: none"> long courses • 198 vacancies filled • Welfare services provided • Entitlements and utilities to staff provided • 4 MTEFs prepared and presented to the Parliament annually • 5 Midyear reviews of PSC's MTEF conducted • PSC was awarded an unqualified opinion (Clean certificate) in 2011/12, 2012/13, 2013/14 and 2014/15. • Network in the Local Area (LAN) maintained • 4 TV and 40 Radio programmes broadcasted • 8 Regional Secretariats, 37 Agencies and 46 District councils visited by the Commissioners • 10 articles produced • PSC website, redesigned, installed and operational • Performance based 	<ul style="list-style-type: none"> • PSC has not been able to improve working environment • Evaluation on the training programme not undertaken • Special and Comprehensive Training needs assessment for identifying the PSC requirements of Multi skilled professionals not conducted • Pay incentive and rewards are still in adequate to attract and retain the most qualified staff • Monthly and annual procurement reports not prepared • Tender board meetings not carried out as required • Procurement plan not fully implemented • Communication strategy not developed 	<ul style="list-style-type: none"> • Working environment should be improved • Initiative should be taken to retain PSC staff and attract new ones • PSC website to be regularly uploaded/updated • Monthly and annual procurement reports should be prepared and submitted to PPRA • Tender board meetings should be carried out as required • Annual procurement plan should be implemented • Communication strategy should be developed and implemented effectively

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
	<p>rewards and incentive schemes developed</p> <ul style="list-style-type: none"> • 20 quarterly internal audit reports prepared and submitted to the Secretary • 4 Accountants trained on IPSAS accrual basis • Monthly PSC records against CPO records reconciled • 5 Annual, 20 quarterly and 60 Monthly financial reports prepared and submitted to Treasury • Government expenditures in TSD Regions monitored and evaluated • Monthly reconciliation of non tax revenue made • 7 quarterly Audit committee meetings conducted • PSC participated in SHIMIWI • Annual stock taking carried out • Procurement plan prepared 		

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
<p>D: Handling mechanisms for appeals and complaints improved</p>	<ul style="list-style-type: none"> • Appeals Handling mechanism completed and documented • 502 appeals and 780 complaints acted upon • Tailor made training of all PSC officers on handling complaints, appeals and disciplinary matters conducted • PSC lawyers attendance in courts facilitated 	<ul style="list-style-type: none"> • Relevant appeals documents/attachments from some of the employers and disciplinary authorities were not received in time • Guidelines on discipline and appeals not reviewed 	<ul style="list-style-type: none"> • PSC should facilitate a system of follow up of relevant attachments/documents from employers and disciplinary authorities • PSC should continue facilitating in house training program for staff dealing with Appeals and complaints • PSC should allocate enough funds for preparatory PSC Meetings • Guidelines on discipline and appeals should be reviewed

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
<p>E: Human Resources Management basing on rules, regulations and procedures governing the Public Service enhanced</p>	<ul style="list-style-type: none"> • 42 and 59 institutions inspected for regular inspection in 2012/13 and 2013/14 respectively • Special Inspection conducted in 26 Institutions • A sample of 140 Institutions inspected for OPRAS evaluation • HIV and AIDS area of inspection established • HRCI System reviewed new HR areas incorporated. Pilot inspection to test the system conducted • 60 Inspectors trained in HRCI • Improved level of compliance with human resources practices on part of Employers, Appointing and Disciplinary Authorities • Awareness session on HR issues was conducted to 237 stakeholders 	<ul style="list-style-type: none"> • Inspections in 2011/12 and 2014/15 not conducted due to financial constraints. • Intensive training on Compliance Inspection to PSC staff was not conducted • Facilitation on HR management to appointing and disciplinary Authorities not done intensively and to the required scope. 	<ul style="list-style-type: none"> • Widening the scope of Compliance Inspection by allocating enough resources • PSC staff should be trained intensively on Compliance Inspection • All Appointing and disciplinary authorities should be facilitated on HR Management rules and regulations

OBJECTIVE	ACHIEVEMENTS	FAILURES	WAY FORWARD
<p>F: Decision making system basing on accurate facts strengthened</p>	<ul style="list-style-type: none"> • One (1) research on HR issues conducted • One (1) Service Delivery Survey conducted and report prepared • Eight (8) PSC meetings conducted where 248 appeals and 20 complaints acted by the Commission • 470 complaints received and acted upon • 96 Management meetings conducted • Four (4) worker's council meeting conducted • One (1) staff meetings conducted • 8 tender board meetings conducted • 8 Quarterly Performance reports prepared and submitted to the Chief Secretary • 2 annual reports prepared and submitted to the President 	<ul style="list-style-type: none"> • Two (2) researches on HR issues were not conducted due to financial constraints • Audit committee members not trained • Quarterly Audit committee meetings not conducted 	<ul style="list-style-type: none"> • More funds should be allocated for research activities • Audit committee members should be trained • Quarterly Audit committee meetings should be fully funded

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

In this objective, the following were achieved.

S/N	Teachers Registered	Teachers Confirmed	Teachers Promoted	Teachers Recategorized	Pension and gratuity issues worked upon	Retirement permits provided	Teachers' disciplinary cases concluded
2011/12	11,600	11,028	25,960	2,109	232	1,019	125
2012/13	10,405	13,415	12,726	1,726	228	1,697	257
2013/14	7,836	7,803	37,623	2,457	110	2,432	863
2014/15	21,000	24,255	35,487	3,588	507	3,534	343
2015/16	10,484	10,427	84,335	1,311	145	1,576	360

2.4 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 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 • 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 skilled staff • Shortage of experienced and specialized skills • Induction courses for new staff not conducted • Absence of a Public Service Commission Induction Manual 	<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
2. Business Process	<ul style="list-style-type: none"> • Existence of appeals and complaints handling mechanism • Existence of a reporting framework • Existence of Human Resource Compliance 	<ul style="list-style-type: none"> • Absence of own office accommodation • Capacity of PSC Systems to cope with changes in laws, rules and regulations • Inadequate ICT Infrastructures 	<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 	<ul style="list-style-type: none"> • High expectations from the public • Changes in laws, rules and regulation • Inadequate budgetary allocation • Mismatch of budget

Areas	Strength	Weaknesses	Opportunities	Challenges
	<p>Inspection System.</p> <ul style="list-style-type: none"> • Existence of Guidelines on Recruitment, Discipline and Appeals, and Submission of Reports to the Commission • Existence of regional and continental cooperation among Public Service Commissions • Existence of operational policies, regulations and guidelines 	<ul style="list-style-type: none"> • Poor Integrated Communication System (ICS) • Weak system of records management • Lack of harmonized Data Management System 	<ul style="list-style-type: none"> • 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 	<p>released with expenditure projections</p> <ul style="list-style-type: none"> • 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 as Public Service Week, Sabasaba, etc • Increasing awareness of the Public Service Act. CAP 298 of 2002 among key stakeholders. 	<ul style="list-style-type: none"> • Inadequate communication with our stakeholders • Presence of Stakeholders who are not aware of their obligations to PSC • Low 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 scope of PSC's roles and functions • Attainment of fully harmonized Human resources practices in the entire Public Service
4. Customers relationship management	<ul style="list-style-type: none"> • Existence of Complaints Handling Mechanism • Existence of PSC website 	<ul style="list-style-type: none"> • Outdated Client Service Charters • Absence of Customer care training program • Inadequate updated information of PSC website 	<ul style="list-style-type: none"> • Opportunities to Strengthen Complaints handling mechanism • Opportunities to establish customer care training programs 	<ul style="list-style-type: none"> • Misinterpretation and noncompliance to laws and regulations

2.5 Stakeholders' Analysis

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

Table 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 reporting on the 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 and complaints Tendering HR advice to stakeholders HR Compliance Inspection 	<ul style="list-style-type: none"> Comprehensive knowledge on HR Rules and Regulations Timely, just and impartial decisions on appeals Proper advice on HRM practices Timely feedback on Compliance Inspection reports
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 Provision of welfare services for Public Service Commission employees Provision of guidelines on HRM practices Training and career development 	<ul style="list-style-type: none"> Proper HRM practices Timely and adequate provision of employees' welfare services. Timely provision of HR 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
Public Servants	<ul style="list-style-type: none"> Just and impartial decisions on appeals Information regarding Public Service Commission Feedback on appeals and complaints Prompt advice on HR issues 	<ul style="list-style-type: none"> Timely, just and impartial decisions on appeals Corruption free services Accurate information regarding Public Service Commission Timely feedback on appeals and complaints

Stakeholders	Service Offered	Stakeholder Expectations
Development Partners	<ul style="list-style-type: none"> • Reports on projects funded by donors 	<ul style="list-style-type: none"> • Proper advice on HRM practices • Accurate and timely submission of reports • Improved service delivery in the Public Service • Proper usage of funds and facilities
Civil Society	<ul style="list-style-type: none"> • Information on PSC and the Public service 	<ul style="list-style-type: none"> • Appropriate and up-to-date information on PSC and the Public Service
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 • Accurate information on activities of the Public Service Commission
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 PSC issues 	<ul style="list-style-type: none"> • Timely and accurate information regarding PSC issues

2.6 Critical Issues

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

- (i) Inadequate funding to finance PSC's roles and functions
- (ii) Presence of appointing and disciplinary authorities who are partially complying to HR rule and regulations
- (iii) Low coverage of HR Compliance Inspections
- (iv) Inadequate public awareness campaigns on the roles and functions of PSC
- (v) Untimely receipt of HR reports from employers, appointing and disciplinary authorities in the public service
- (vi) Unsatisfactory working environment
- (vii) Untimely submission of appeals, complaints and their relevant supporting documents
- (viii) Public Service Commission to have its own Scheme of Service
- (ix) Enhancement of specialised skills of PSC staff

CHAPTER THREE

3.0 THE PLAN

3.1 Vision

Be a champion of public service excellence in Africa

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 timely act on appeals and complaints

3.3 Core Values

INTEGRITY

We provide and maintain high standards ethical behaviour and rule of law

INNOVATIVENESS

We are a learning and creative organisation that promote and implement value added ideas and methods from inside and outside of the organisation

EXCELLENCE

We provide high quality services based on standards and best practices

**ACCOUNTABILITY AND
TRANSPARENCY**

We uphold openness and take responsibility for actions in discharging our Mandate

TEAM WORK

We maintain cooperation and team work spirit among our staff

TIMELINESS

We are time conscious in serving our clients

3.4 The Objectives

Objective A: Services improved and HIV and AIDS infections reduced

HIV and AIDS and Non Communicable Diseases (NCDs) are diseases whose effects are felt in the public service. Their major effects include reduction of human resource through deaths from HIV and AIDS and Non Communicable Diseases, low productivity associated with unhealthy staff suffering from diseases and loss of man-hours attending the affected members of the family. These diseases are collectively responsible for low productivity of Public Servants suffering from them. The rise of NCDs has been driven by primarily four major risk factors: tobacco use, physical inactivity, the harmful use of alcohol and unhealthy diets.

The Commission has been conducting awareness to its staff and provide supportive services to staff who have revealed their HIV and AIDS status to the employer. The awareness sessions and the services provided to infected staff motivated other staffs who have been infected to reveal their status to the employer and get support. The number of infected staff who revealed their status increased from 6 in 2011/12 to 14 in 2015/16.

PSC will start to facilitate provision of education on the combat of NCDs so that PSC staff can be able to get the best services and continue to serve in the Public Service with efficiency.

These efforts to fight HIV and AIDS have not been enough as only a small number of staffs are covered especial in awareness campaigns. The sessions are attached to other activities of which only a representative sample of PSC staff is attending, as a results a large number of staff are not sensitised on HIV and AIDS.

PSC needs to ensure that HIV and AIDS infections are not spread and those who have revealed about their status to the employer are getting the required support so that they can continue to serve like other staff. However, it has to ensure that, employees are getting proper education on NCDs. This cannot be done if PSC will not get sufficient resources to implement the preventive and supportive strategies to the required coverage. In order to achieve that, PSC adopts the following Strategies;

- (i) Strengthen preventive services
- (ii) Strengthen care and supportive services for identified staff living with HIV and AIDS
- (iii) Facilitating provision of education and other facilities on combating Non Communicable Diseases

Targets for Objective A

From the above interventions the following outputs are expected;

- (i) Knowledge on HIV and AIDS and Non Communicable diseases to 125 PSC staff updated by June, 2021
- (ii) Care and supportive services to PSC staff living with HIV and AIDS strengthened by June, 2021

Key Performance Indicators

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

- (i) Percentage of staff attending HIV and AIDS voluntary testing
- (ii) Reported cases of HIV and AIDS infections in PSC

The major results expected from the above interventions is prevention of the spread of infections and increased productivity from infected personnel

Objective B: National Anti-Corruption Strategy and Action Plan enhanced and sustained

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 maintains zero tolerance for all acts of corruption, petty or grand in the delivery of its valuable services. Because of the ill effect of corruption in the society, PSC will play its part to combat it within itself.

PSC have been using awareness campaigns to educate its staff about corruption and being a fair ground to employer and employees in the public Service. It has been a place where provision of rights is possible without one being forced to bribe anyone.

The challenge which PSC is facing is the coverage of its awareness campaigns whereby a small number of staffs are covered especial in awareness sessions. The sessions are attached to other activities of which only a representative sample of PSC staff is attended. A large number of staffs are not sensitised. It has been so due to financial constraints. PSC has to secure and allocate more funds to extend coverage of its awareness sessions to all employees in the Commission. However, awareness creation has to be extended to the clients who benefit from our services.

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

- (i) Strengthening internal programmes to fight corruption

Targets for Objective B

From the above intervention the following output is expected;

- (i) Knowledge on anti - corruption to 125 PSC staff updated by June, 2021

Key Performance Indicators

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

- (i) Corruption incidences within PSC

The expected result from the above interventions is PSC to become corruption free zone

Objective C: Human Resources Management in the Public Service enhanced

The Commission as the regulator of the Public Service is vested with an oversight role of the Public Service. It has the role of ensuring that, the Public Service HRM Laws, Rules, Regulations, Guidelines, Circulars and Orders issued by relevant bodies, are fully complied with by the Ministries, Departments, Agencies, Local Government Authorities, Regional Secretariats and Public Institutions.

PSC sets standards for Performance in the Public Service (as shown in figure 1), conduct HR Compliance Inspections and facilitate stakeholders on HR Management and functions of PSC through provision of HR guidelines, working sessions, commissioners' visits and media. Either, PSC has been building capacity of its staff on HR compliance inspections and preparation of guidelines to acquire skills for efficient execution of these duties.

Figure 1: Standards of Performance in the Public Service

Percentage Range	Grade
75% and Above	High
50% - 74%	Medium
25%-49%	Low
0%-24%	Poor

Due to these efforts, HR compliance to appointing and disciplinary authorities increased by 21.2% from 51.8 % (Medium level of compliance) in 2005/06 to 73% (Medium level of compliance) in 2013/14.

Low coverage in HR inspections and facilitations on HR Management due to financial constraints is a challenge facing the Commission. The number of inspected institutions and those covered in facilitations on HR Management are low compared to institutions which are supposed to be covered in a financial year. Due to this reason, some institutions are unaware of powers and functions of PSC. PSC has been facing a challenge of inadequate Public awareness campaigns on its roles and functions. Due to this, there is a need for an effective and comprehensive communication strategy that addresses the communication needs of PSC. This calls for a need of PSC to seek for more resources and extend coverage of its statutory functions.

Rules and regulations have been amended from time to time; this necessitates the need for PSC to review its Human Resources Compliance Inspection (HRCI) and Guidelines on HR Management. Likewise, PSC staffs need to be equipped with skills in order to handle commission's functions effectively and efficiently.

There have been various amendments made in the Public Service Policy. Likewise; there has been various repeals and amendments of various HRM Laws, Rules, Procedures and Government Circulars since 2007, hence it is important for the Commission to continue enlightening its staff and stakeholders regarding such amendments in order to have similarity in the application and interpretation of the laws and regulations relating to Public Service.

Inability of PSC to enhance compliance on HR rules and regulations will result into ineffective management on Human Resource issues by employers,

appointing and disciplinary authorities in the public service. It is therefore the duty of the Public Service Commission through its statutory powers to make sure that the Public Service of Tanzania is well managed within the prescribed laws, rules and regulations.

In this regard, PSC intends to use the following strategies to enhance the situation:

- (i) Conducting HR Compliance Inspections
- (ii) Review and disseminate guidelines on HR issues
- (iii) Strengthening facilitation on HR issues to stakeholders
- (iv) Build capacity of PSC commissioners and staff on HR management

Targets for Objective C

From the above interventions the following outputs are expected;

- (i) Coordination of HR Compliance Inspections to appointing and disciplinary authorities facilitated by June, 2021
- (ii) Monitoring of HR compliance in the Civil Service facilitated by June, 2021
- (iii) Monitoring of HR compliance in the Local Government Service facilitated by June, 2021
- (iv) Monitoring of HR compliance in the Health Service facilitated by June, 2021
- (v) Commission's HR Management guidelines review and dissemination facilitated by June, 2021
- (vi) Capacity of employees, employers, appointing and disciplinary authorities, on HR management enhanced by June, 2021
- (vii) Capacity of PSC Commissioners and staff on HR Issues enhanced by June, 2021

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 stakeholders facilitated
- (iii) Percentage of institutions inspected

The expected result from the above interventions is higher level of compliance on human resources rules and regulations in the Public Service

Objective D: Handling and determination of appeals and complaints enhanced

Public Service Commission is an appellate body in the Public Service. It has the role of receiving and act on appeals and complaints from employers and employees. Appeals and complaints handling mechanism have been improved to make the system more efficient and able to deliver the expected service to its stakeholders. Likewise, PSC staffs are trained to have a common understanding in handling appeals and complaints.

Despite the efforts done by PSC to build capacity of its stakeholders in handling disciplinary issues, the percentage of appeals accepted by the Commission is still high due to the fact that, Appointing and Disciplinary authorities are not fully adhering to laws, rules and regulations when dealing with disciplinary issues. For the period under review (July 2011 – June, 2016), 310 (74%) out of 419 appeals were accepted. PSC has to make sure that, the number of appeals and complaints received and percentages of appeals which are accepted by the Commission are reduced.

There is a challenge of delaying in submitting appeals before the Commission due to delays by Employers Appointing and Disciplinary Authorities to submit some relevant documents/attachments on appeals. Therefore, there is a need to strengthen follow up system of appeals supporting documents and sensitize the Appointing and Disciplinary Authorities to be aware of the importance of timely submission of appeals supporting documents. To address this situation, the following strategies will be used;

- (i) Acting on appeals and complaints
- (ii) Strengthening appeals and complaints handling mechanism
- (iii) Training PSC commissioners and staff on handling appeals and complaints

Targets for Objective D

From the above interventions the following outputs are expected;

- (i) Deliberation on appeals, complaints and other HR issues disseminated quarterly by June, 2021
- (ii) 100 percent of appeals and complaints received from Civil Service analysed annually by June, 2021

- (iii) 100 percent of appeals and complaints received from Local Government Service analysed annually by June, 2021
- (iv) 100 percent of appeals and complaints received from Health Service analysed annually by June, 2021
- (v) Handling Mechanism for appeals and complaints reviewed by June, 2021
- (vi) Capacity of PSC commissioners and staff on handling appeals and complaints built by June, 2021

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 is to have a vibrant Public Service where justice is fairly administered to both employers and employees.

Objective E: Capacity of the Commission to deliver quality services enhanced

The Public Service Commission is mandated to oversee HR Compliance in the Public Service. Ability to deliver quality services depends on the capacity of the institution. Capacity includes availability of resources and their management. In this case, resources include human resources, financial resources and physical assets such as working tools, furniture, vehicles and office buildings. Resources need to be maintained and managed properly in order to realize value for money. Their availability and management determines the nature of working environment and quality of service offered.

In order to strengthen decision making, PSC have been building capacity of its commissioners and staff through skills and career development courses. PSC has to allocate more resources in capacity building so that it can equip its staff with modern techniques for efficiency handling of their duties.

HR Management related studies have also been conducted to get facts for decision making. Studies enable PSC to figure out what is going on in the Public Service and recommend for remedial actions. However, studies are not conducted as planned due to financial constraints. More resources should be

allocated for research works because they have been one of the pillars in drawing recommendations about what should be done to improve the Public Service.

PSC has been facing the problem of inability to execute its mandated roles and function efficiently due to inadequate capacity. The scope of PSC to deliver quality service has been narrowed by inadequate resources. There is mismatch between the required budget, approved budget and the released funds. Due to this, working environment in PSC has been poor as revealed by self assessment conducted in 2014/15 which showed that 73.7% of the PSC staff who were being questioned about working environment said that PSC's working environment is poor.

PSC does not have its building. Efforts have been done to make sure that PSC acquire its own building so that funds used for paying rent could be used for execution of PSC functions

ICT is important in the modern world; PSC is not up to date in this area because its equipment are in adequate and outdated. Improved ICT equipment will contribute in improving working environment. Efforts should be done to improve ICT and its uses in the Commission.

However, due to financial constraints the Commission's roles and functions have not been promoted as per its Communication Strategy. There are Commissions stakeholders who are not aware of the functions and powers of the Commission. Lack of knowledge of the functions and powers of the Commission, have made the execution of PSC's functions to be difficult.

Since PSC is one of the oversight institutions in the Public Service, it has to ensure that there is judicious use and maintenance of resources under its disposal, and thus the services it offers are of best quality. For PSC to be able to promote quality service delivery in the Public Service, it has to be a model by being equipped so that it can deliver quality service in the Public Service as it envisaged. In order to achieve the above; the following strategies will be implemented;

- (i) To improve working environment
- (ii) To strengthen monitoring and evaluation

- (iii) To enhance financial management and internal control systems
- (iv) To conduct HRM related studies
- (v) To promote activities of the Commission
- (vi) To improve Information and Communication Technology (ICT)
- (vii) To strengthen provision of legal support and advice

Targets for Objective E

- (i) Annual budgeting processes coordinated by June, 2021
- (ii) Plan and budgeting in PSC institutionalized by June, 2021
- (iii) Monitoring and Evaluation reports and studies facilitated by June, 2021
- (iv) Status reports on the functions of the Commission coordinated by June, 2021
- (v) Workplace relationship facilitated by June, 2021
- (vi) Capacity of the administration staff to operate effectively and efficiently facilitated by June, 2021
- (vii) Capacity of PM&E Unit to deliver services facilitated by June, 2021
- (viii) Capacity of the Civil Service Department to deliver services facilitated by June, 2021
- (ix) Capacity of the Local Government Service Department to deliver services facilitated by June, 2021
- (x) Capacity of the Health Service Department to deliver services facilitated by June, 2021
- (xi) Capacity of PMU staff to deliver services facilitated by June, 2021
- (xii) Capacity of finance unit to operate effectively and efficiently facilitated by June, 2021
- (xiii) Capacity of the Internal Audit Unit to operate effectively and efficiently facilitated by June, 2021
- (xiv) Capacity of GC unit to operate effectively and efficiently improved by June, 2021
- (xv) Capacity of ICT unit to perform effectively and efficiently facilitated by June, 2021
- (xvi) Capacity of legal unit to operate efficiently and effectively facilitated by June, 2021
- (xvii) HR management in PSC facilitated by June, 2021
- (xviii) Internal control systems in PSC enhanced by June, 2021
- (xix) Financial management systems in PSC facilitated by June, 2021
- (xx) Procurement management in PSC facilitated by June, 2021
- (xxi) Risk management system in PSC established and implemented by June, 2021

- (xxii) Legal services and technical advice to PSC facilitated by June, 2021
- (xxiii) Electronic Document Management System in PSC developed and maintained by June, 2021
- (xxiv) Promotion of roles and functions of the Commission facilitated by June 2021
- (xxv) ICT systems within PSC facilitated by June, 2021
- (xxvi) Inter ministerial relationship through sports and games facilitated by June, 2021
- (xxvii) Capacity building of PSC staff through National, Regional and International forums facilitated by June, 2021
- (xxviii) PSC's working environment facilitated by June, 2021

Key Performance Indicators

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

- (i) Level of customers satisfaction with PSC services
- (ii) Level of financial audit rating
- (iii) Perception of PSC staff on working environment

The expected results from the above interventions and outputs will be; improved working environment and service delivery.

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, the kind of reviews to be done over the period and the 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 to stakeholders. The remainder of this chapter shows the Development Objective which is basically the overall impact of PSC activities, beneficiaries of PSC services and linkage of PSC objectives to The Tanzania Development Vision 2025, Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26, The Tanzania Five Year Development Plan II (2016/17 – 2020/21), Sector Policies and Strategies, Budget Guidelines and Ruling Party Election Manifesto (2015).

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 enhancing Human Resources Management in the Public Service, enhancing handling and determination of appeals and complaints, enhancing capacity of the commission to deliver quality services, enhance and sustaining implementation of national anti corruption strategy and fight corruption within PSC, reducing HIV and AIDS infections and improve supportive services to people living with HIV and AIDS.

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

4.3 Beneficiaries of the PSC Services

There are two levels of beneficiaries of PSC services such as direct and indirect beneficiaries. The direct beneficiaries include 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 five objectives which will contribute to the Tanzania Vision 2025 attributes, Tanzania's Long Term Perspective Plan (LTPP) and Five year Development Plan II.

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 become a Middle Income Country (MIC). It upholds the aspiration of ensuring that good governance reinforces the national socio-economic 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 Five Years Development Plans (FYDPs) and Annual Development Plans (ADPs).

The plan 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 plan will also contribute to the Tanzania Five Years Development Plan II which has the theme "Nurturing Industrialization for Economic Transformation and Human Development" as Good Governance is one of the enablers of industrialization, PSC will be working to improve the Public Service so that it can deliver efficiently by ensuring that employers, appointing and disciplinary authorities in the Public Service comply to HRM laws, rules, regulations and procedures when discharging their statutory powers.

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

4.5 Result Chain

Result chain consists of inputs, activities, outputs and outcomes. It is formed by the combination of 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 thus, the elements are dependent and they link by contributing to each other. The inputs i.e. utilization of resources will lead to achievement of the activities and contribute to the achievement of outputs. Achievement of outputs leads to achievement of objectives hence 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 the country's Five Years Development Plan. By doing so, 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 results framework matrix is as detailed in table 6.

Table 6: Results Framework Matrix

Development Objective	Objective Code	Objective Name and Description	Planned Outcomes	Indicators
To improve accountability, transparency and Compliance on human resources rules and regulations in MDAs, RSs, LGAs, and Public Institutions	A	Services improved and HIV/AIDS infections reduced	<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"> • Percentage of staff attending HIV and AIDS voluntary testing • Reported cases of HIV and AIDS infections in PSC
	B	National Anti-Corruption Strategy and Action Plan enhanced and sustained	<ul style="list-style-type: none"> • Reduced corruption incidences • Increased staff awareness on corruption • Behavioural change • Increased trustworthy 	<ul style="list-style-type: none"> • Corruption incidences within PSC
	C	Human Resources Management in 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 employees, Appointing and Disciplinary Authorities 	<ul style="list-style-type: none"> • HR compliance level in the Public Service • Percentage of stakeholders facilitated • Percentage of institutions inspected
	D	Handling and determination of appeals and complaints enhanced	<ul style="list-style-type: none"> • Reduced number of appeals and complaints 	<ul style="list-style-type: none"> • Percentages of appeals concluded • Percentages of complaints concluded
	E	Capacity of the Commission to deliver quality services enhanced	<ul style="list-style-type: none"> • Improved working environment • Improved financial management • Increased staff motivation • Satisfaction of PSC employees and customers • Increased productivity 	<ul style="list-style-type: none"> • Level of customers satisfaction with PSC services • Level of financial audit rating • Perception of PSC staff on working environment

4.7 Monitoring, Reviews and Evaluation Plan

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years strategic planning cycle 2016/17 - 2020/21. 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 should be taken. The implementation will thus be closely monitored to ensure HR 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-makers to take corrective measures on time 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 of 11 indicators which will be tracked quarterly and reported on annual basis. The monitoring and evaluation plan is as detailed in table 7:

Table 7: Monitoring Plan

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
1	<p><u>Percentage of staff attending HIV and AIDS voluntary testing</u></p> <p>This indicator intends to measure percentage of PSC staff who attends voluntary testing.</p> <p>It will be Measured by number of staff attending HIV and AIDS voluntary testing over the total number of staff</p>	2013/14	0%	30%	35%	40%	45%	50%	Administrative data	Documentary Review	Annually	Data from HIV and AIDS focal person	Annually	DAHRM
2	<p><u>Reported cases of 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 reported number of infection in PSC</p>	2013/14	13	3	3	3	3	3	Administrative data	Documentary Review	Annually	Data from HIV and AIDS focal person and test report	Annually	DAHRM

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
3	<p><u>Corruption incidents within PSC</u></p> <p>This indicator intends to measure prevalence of corruption in PSC.</p> <p>It will be measured by the number of staff convicted for corruption</p>	2013/14	1	0	0	0	0	0	Administrative data	Personal files	Annually	Administrative reports	Annually	DAHRM
4	<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 (as determined by the HRC Inspection system)</p>	2013/14	73%	75%	77%	79%	80%	81%	Inspection reports	HR Compliance Inspection	Quarterly	Raw data from HR Inspection	Quarterly	DPME
5	<p><u>Percentages of stakeholders facilitated</u></p>	2013/14	57%	80%	85%	95%	98%	100%	Stakeholders facilitation	Documentary reviews	Quarterly	Stakeholders facilitation report	Annually	DS-CSD, DS-LGSD, DS-HSD,

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	<p>This indicator intends to measure percentage of stakeholders covered in HR management facilitations</p> <p>It will be measured by the number of stakeholders covered over total number of stakeholders supposed to be covered in facilitation activities</p>								n report					DAHRM, DPM&E
6	<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 covered in inspections over total number of institutions supposed to be inspected</p>	2013/14	14.5%	55%	60%	65%	70%	75%	Inspection reports	Documentary reviews	Annually	Inspection reports	Annually	DPME

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
7	<p><u>Percentage of appeals concluded</u></p> <p>This indicator intends to measure percentage of appeals concluded in a financial year.</p> <p>It will be measured by the number of appeals concluded over total number of appeals received</p>	2013/14	0% ¹	100%	100%	100%	100%	100%	PSC quarterly and annual reports	Documentary review	Quarterly	<ul style="list-style-type: none"> Minutes of Commission meetings Appeals register and decision letters 	Quarterly	DS-CSD/ DS-LGSD/ DS-HSD, DAHRM
8	<p><u>Percentage of complaints concluded</u></p> <p>This indicator intends to measure percentage of complaints concluded in a financial year.</p> <p>It will be measured by the number of complaints concluded over the total number of complaints</p>	2013/14	83% ²	100%	100%	100%	100%	100%	PSC quarterly and annual reports	Documentary review	Quarterly	<ul style="list-style-type: none"> Minutes of Commission meetings Complaints register and decision letters 	Quarterly	DS-CSD/ DS-LGSD/ DS-HSD, DAHRM

¹ 136 appeals were received and analyzed but not concluded (acted upon) due to the absence of the Commission

² 17% complaints were not acted upon due to absence of the Commission

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	received													
9	<p><u>Level of customers satisfaction with PSC services</u></p> <p>This indicator intends to collect opinions of customers on PSC services</p> <p>It will be measured by the level by which customers are satisfied with PSC services</p>	2013/14	N/A	N/A	N/A	N/A	N/A	N/A	Survey	Questionnaires and Interviews	Annually	Survey report	Annually	DPM&E
10	<p><u>Level of financial audit rating</u></p> <p>This indicator intends to measure the level of audit rating received in the financial year.</p> <p>It will be measured by the audit rating received from NAO</p>	2013/14	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Administrative data	Audit Reports	Annually	NAO audit report	Annually	CIA

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
11	<p><u>Perception of PSC staff on working environment</u></p> <p>This indicator intends to collect opinions of PSC staff on PSC's working environment.</p> <p>It will be measured by the number of staff satisfied with working environment over the total number of respondents</p>	2013/14	N/A	N/A	N/A	N/A	N/A	N/A	Survey	Questionnaires and Interviews	Annually	Survey report	Annually	DPM&E

4.7.2 Planned Reviews

Public Service Commission plans to carry out a total of ten (10) formal reviews during the Strategic Plan Cycle that is five (5) 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 44 Milestones will be tracked during the period of 5 years.

During the first year (2016/17) of the strategic plan, annual review will be conducted in June, 2017. 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 of 9 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. It will also assess extent to which the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective Head of Departments, Division and Units will take a lead in the review process.

During the second year (2017/18), third year (2018/19), fourth year (2019/20) and fifth year (2020/21) 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 8 milestones will be assessed; a total of 10 milestones will be due for assessment during the third year (2018/19). Additionally, the reviews to be conducted during the third year will 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 assess the extent to which the achieved targets have contributed towards achievement of three year outcomes, challenges and lessons learnt over the three years period.

The Secretary and Head of Departments, Division, and Units will take a lead in the review process on the completion of the strategic plan cycle. This kind of review will be done also in the fourth and fifth year where by 7 milestones will be reviewed in the fourth year and 10 in the fifth year. The specific planned reviews, milestones, timeframes and the responsible Departments, Division and Units are detailed table 8.

Table 8: Planned Review Matrix

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
2016/17	Two Reviews per year (Mid Year and annual reviews)	100% of appeals received from public servants acted upon by the Commission	July - June	DS-CSD, DS-LGSD & DS-HSD
		100% of complaints received from public servants acted upon	July - June	DS-CSD, DS-LGSD & DS-HSD
		Special inspections conducted	July - June	DS-CSD, DS-LGSD, DS-HSD, DPM&E
		HR Compliance inspection in 55% of appointing and disciplinary authorities conducted	July - June	DS-CSD, DS-LGSD, DS-HSD, DPM&E
		Guidelines on ethics, discipline and appointment issues reviewed	July- June	DS-CSD, DS-LGSD, DS-HSD, DPM&E & DAHRM/PLO
		Facilitation on HRM issues to 80% of stakeholders conducted	July- June	DS-CSD, DS-LGSD, DS-HSD, DPM&E & HGCU
		Capacity building for 55 PSC staff facilitated	July - June	DAHRM
		Training Needs Assessment	July - Sept	DAHRM

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Conducted		
2017/18	Two Reviews per year (Mid Year and annual reviews)	100% of appeals received from public servants acted upon by the Commission	July - June	DS-CSD, DS-LGSD & DS-HSD
		100% of complaints received from public servants acted upon	July - June	DS-CSD, DS-LGSD & DS-HSD
		Special inspections conducted	July - June	DS-CSD, DS-LGSD, DS-HSD, DPM&E
		HR Compliance inspection in 60% of appointing and disciplinary authorities conducted	July - June	DS-CSD, DS-LGSD, DS-HSD, DPM&E
		Facilitation on HRM issues to 85% of stakeholders conducted	July- June	DS-CSD, DS-LGSD, DS-HSD, DPM&E & DAHRM & HGCU
		Capacity building for 60 PSC staff facilitated	July - June	DAHRM
		HR Management awareness campaign conducted	July - June	HGCU
		A study on the effectiveness of HR guidelines issued by PSC conducted	July - June	DPM&E
2018/19	Two Reviews per year (Mid Year and annual reviews)	100% of appeals received from public servants acted upon by the Commission	July - June	DS-CSD, DS-LGSD & DS-HSD
		100% of complaints received from public servants acted upon	July - June	DS-CSD, DS-LGSD & DS-HSD
		Special inspections conducted	July - June	DS-CSD, DS-LGSD, DS-HSD, DPM&E
		HR Compliance inspection in 65% of appointing and disciplinary authorities conducted	July - June	DS-CSD, DS-LGSD, DS-HSD, DPM&E
		Guidelines on ethics, discipline and appointment issues reviewed	July- June	DS-CSD, DS-LGSD, DS-HSD, DPM&E & DAHRM
		Facilitation on HRM issues to 95% of stakeholders conducted	July- June	DS-CSD, DS-LGSD, DS-HSD, DPM&E & HGCU
		Capacity building for 65 PSC staff facilitated	July - June	DAHRM
		HR Management awareness campaigns conducted	July - June	HGCU
		One study on disciplinary issues in the Public Service conducted	July - Sept	DPM&E
		Service delivery survey conducted	July - June	DPM&E
2019/20	Two Reviews per year (Mid Year and annual reviews)	100% of appeals received from public servants acted upon by the Commission	July - June	DS-CSD, DS-LGSD & DS-HSD

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
	annual reviews)	100% of complaints received from public servants acted upon	July - June	DS-CSD, DS-LGSD & DS-HSD
		Special inspections conducted	July - June	DS-CSD, DS-LGSD, DS-HSD, DPM&E
		HR Compliance inspection in 70% appointing and disciplinary authorities conducted	July - June	DS-CSD, DS-LGSD, DS-HSD, DPM&E
		Facilitation on HRM issues to 98% of stakeholders conducted	July- June	DS-CSD, DS-LGSD, DS-HSD, DPM&E
		Capacity building for 70 PSC staff facilitated	July - June	DAHRM
		HR Management awareness campaigns conducted	July - June	HGCU
2020/21	Two Reviews per year (Mid Year and annual reviews)	100% of appeals received from public servants acted upon by the Commission	July - June	DS-CSD, DS-LGSD & DS-HSD
		100% of complaints received from public servants acted upon	July - June	DS-CSD, DS-LGSD & DS-HSD
		Special inspections conducted	July - June	DS-CSD, DS-LGSD, DS-HSD, DPM&E
		HR Compliance inspection in 75% appointing and disciplinary authorities conducted	July - June	DS-CSD, DS-LGSD, DS-HSD, DPM&E
		Guidelines on ethics, discipline and appointment issues reviewed	July- June	DS-CSD, DS-LGSD, DS-HSD, DPM&E & DAHRM
		Facilitation on HRM issues to 100% of stakeholders conducted	July- June	DS-CSD, DS-LGSD, DS-HSD, DPM&E
		Capacity building for 75 PSC staff facilitated	July - June	DAHRM
		HR Management awareness campaign conducted	July - June	HGCU
		A study on HR issues conducted	July - Sept	DPM&E
		One (1) evaluation study conducted	Jan - June	DPM&E

4.7.3 Evaluation Plan

This Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Plan Cycle, description of each study, the evaluation questions, methodology, timeframe and the responsible Departments, Division and Units. PSC intends to conduct two (2) evaluation studies over the period of 5 years with a total of 14 evaluation questions. The evaluation studies intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the strategic plan outputs. The Evaluation Plan matrix is detailed in table 9:

Table 9: Evaluation plan

S/N	Evaluation Study	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible Person
1	Effectiveness of HR guidelines issued by PSC	Assess the extent to which guidelines issued by PSC assist stakeholders in handling HR issues	<ul style="list-style-type: none"> • What are stakeholder’s views on guidelines issued by the commission? • Are the guidelines simplified and self explanatory? • Are the guidelines not conflicting Acts and Regulations? • Have the guidelines assisted PSC stakeholders to handle HR issues? • What are challenges facing the use of HR guidelines? • What are the recommendations for improvement? • Do the HR guidelines meet the intended purpose? 	Surveys, Documentary Reviews, Interviews and Questionnaires	July – June	DPM&E
2	Service Delivery Survey	The study will assess the level of external stakeholders satisfaction with the quality of services offered	<ul style="list-style-type: none"> • What are the external stakeholders perceptions on the quality of services offered by PSC • Are the service delivery strategies effective? • Are the mechanisms used to engage PSC stakeholders effective? • What are the gaps in engaging stakeholders in service delivery? • Is the quality of services improving? • What are the areas which PSC can improve? • Is communication to stakeholders regarding changes in HR issues done in time? 	Surveys, Documentary Reviews, Interviews and Questionnaires	July- June	DPM&E

4.7.4 Rapid Appraisals

This will show 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 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 11 indicators	<ul style="list-style-type: none"> • What is the percentage 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 HR compliance level in the Public Service? • What is the percentage of stakeholders who have been facilitated? • What is the percentage of Institutions inspected? • What is percentage of appeals concluded? • What is the percentage of complaints concluded? • What is the level customer’s satisfaction with PSC services? • What is the level of financial audit rating? • What is the perception of PSC staff on working environment? 	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
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 is about the reporting plan which contains the internal and external reporting plans. The reporting plan is in accordance with statutory requirements, Medium Term Strategic Plan and Budgeting Manual or as may be required from time to time.

4.8.1 Internal Reporting Plan

This plan will involve preparation of 9 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 as detailed in table 11:

Table 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, quarterly and monthly budget Performance reports	PSC-Secretary	Annually, Quarterly, Monthly	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 taking report	PSC-Secretary	Annually	HPMU
8	Weekly departmental performance reports	PSC-Secretary	Weekly	Departments, Divisions and Units
9	Internal audit reports	PSC-Secretary	Quarterly	CIA

4.8.2 External Reporting Plan

This plan will involve preparation of eight (8) types of reports as shown in the table 12. The reports will be submitted to various external stakeholders i.e. President, Parliament, Chief Secretary, President's Office, Public Service Management, Treasury, National Audit 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 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, quarterly and monthly budget Performance reports	Ministry of Finance	Annually, Quarterly, Monthly	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
9	Internal audit reports	Internal Auditor General	Quarterly	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

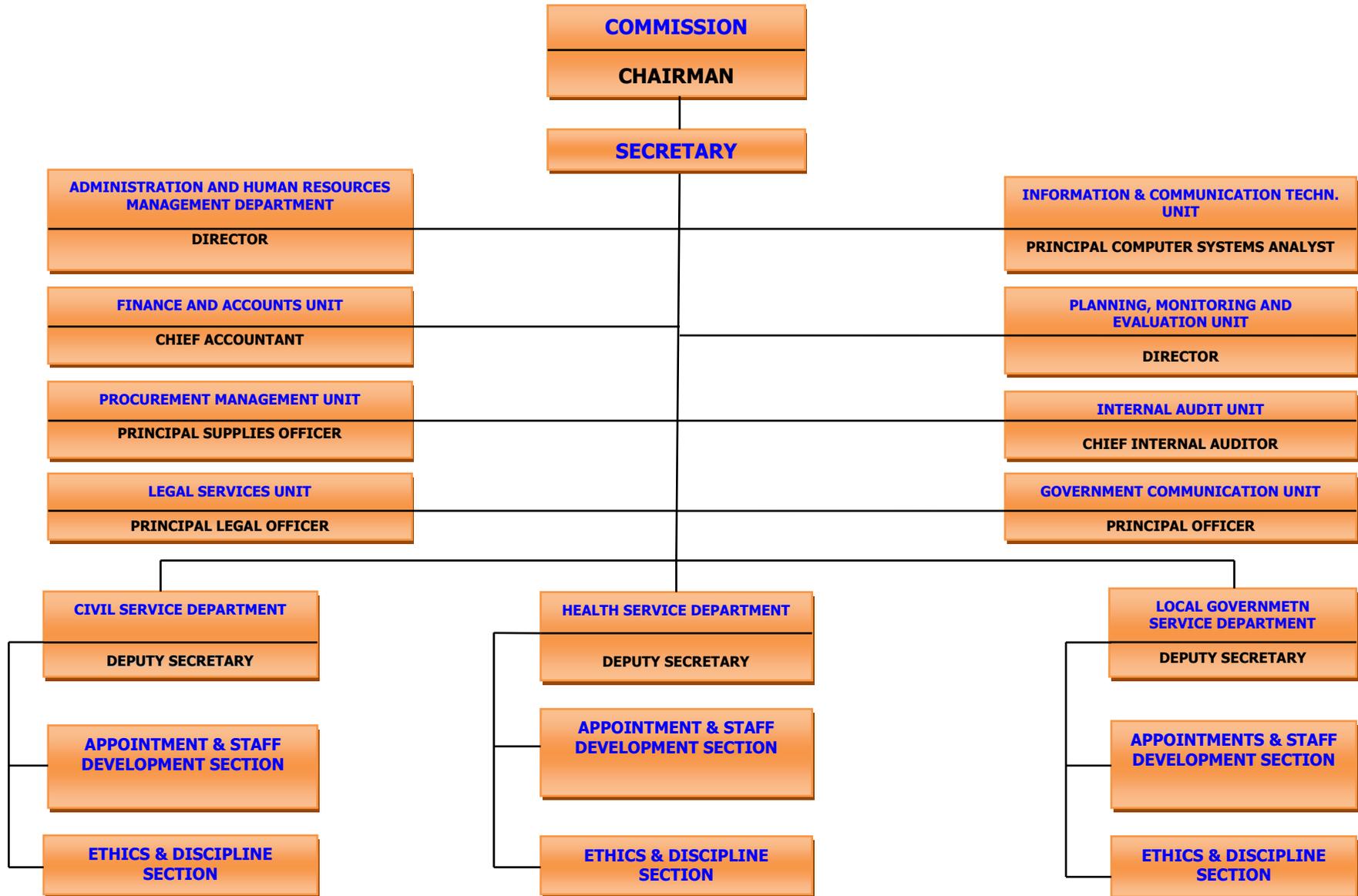
The third level of the Results Chain tracks the realization of the outputs that PSC produces and which are attributed solely to PSC. At this level, the outputs will be measured by output indicators and milestones. Data collection, analysis and review of the outputs, milestones and output indicators will 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 1: PSC Organization Structure

THE ORGANIZATION STRUCTURE OF THE PUBLIC SERVICE COMMISSION (Approved by the President on 02nd November, 2015)



Appendix 2: Summary of the Medium Term Strategic Plan 2016/17 - 2020/21

Objective	Strategy	Targets	KPIs	Responsible person
A: Services Improved and HIV/AIDS infections reduced	1. Implement Preventive program on HIV and AIDS and Non Communicable Diseases	A01:Knowledge on HIV and AIDS and Non Communicable diseases to 125 PSC staff updated annually by June, 2021	(i) Percentage of staff attending HIV and AIDS voluntary testing	DAHRM
	2. Strengthen care and supportive services for identified staff living with HIV and AIDS	A02:Care and supportive services to PSC staff living with HIV and AIDS strengthened by June, 2021	(ii) Reported cases of HIV and AIDS infections in PSC	DAHRM
B: National Anti-Corruption Strategy and Action Plan enhanced and sustained	1. Strengthening internal programmes to fight corruption	B01:Knowledge on anti - corruption to 125 PSC staff updated annually by June, 2021	(i) Corruption incidences within PSC	DAHRM
C: Human Resources Management in the Public Service enhanced	1. Conducting HR Compliance Inspections	C01: Coordination of HR Compliance Inspections to appointing and disciplinary authorities facilitated by June, 2021	(i) HR compliance level in the Public Service	DPM&E
		C02:Monitoring of HR compliance in the Civil Service facilitated by June, 2021	(ii) Percentage of stakeholders facilitated	DS - CSD
		C03:Monitoring of HR compliance in the Local Government Service facilitated by June, 2021	(iii) Percentage of institutions inspected	DS-LGSD
		C04:Monitoring of HR compliance in the Health Service facilitated by June, 2021		DS - HSD
	2. Review and disseminate guidelines on HR issues	C05:Commission's HR Management guidelines review and dissemination facilitated by June, 2021		DPM&E
3. Strengthening facilitation on HR issues to stakeholders	C06:Capacity of employees, employers, appointing and disciplinary authorities, on HR management enhanced by June, 2021		HGCU	

Objective	Strategy	Targets	KPIs	Responsible person
	4. Build capacity of PSC commissioners and staff on HR management	C07: Capacity of PSC Commissioners and staff on HR Issues enhanced by June, 2021		DS-CSD, DS-LGSD, DS-HSD, DPM&E & HLU
D: Handling and determination of appeals and complaints enhanced	1. Acting on appeals and complaints	D01: Deliberation on appeals, complaints and other HR issues disseminated quarterly by June, 2021	(i) Percentages of appeals concluded (ii) Percentages of complaints concluded	DAHRM
		D02: 100 percent of appeals and complaints received from Civil Service analysed annually by June, 2021		DS - CSD
		D03: 100 percent of appeals and complaints received from Local Government Service analysed annually by June, 2021		DS - LGSD
		D04: 100 percent of appeals and complaints received from Health Service analysed annually by June, 2021		DS - HSD
	2. Strengthening appeals and complaints handling mechanism	D05: Handling Mechanism for appeals and complaints reviewed by June, 2021		DS-CSD, DS-LGSD, DS-HSD, DPM&E, DAHRM
	3. Training PSC commissioners and staff on handling appeals and complaints	D06: Capacity of PSC commissioners and staff on handling appeals and complaints enhanced by June, 2021		DS-CSD, DS-LGSD, DS-HSD, DPM&E & HLU
E: Capacity of the Commission to deliver quality services enhanced	1. To improve working environment	E01: Annual budgeting processes coordinated by June, 2021	(i) Level of customers satisfaction with PSC services (ii) Level of financial audit rating (iii) Perception of PSC staff on working environment	DPM&E
		E02: Plan and budgeting in PSC institutionalized by June, 2021		DPM&E
		E03: Workplace relationship facilitated by June, 2021		DAHRM
		E04: Capacity of the administration staff to operate effectively and efficiently facilitated by June, 2021		DAHRM
		E05: HR management in PSC facilitated by June, 2021		DAHRM

Objective	Strategy	Targets	KPIs	Responsible person
		E06:Capacity of ICT unit to perform effectively and efficiently facilitated by June, 2021		HICTU
		E07:Capacity of PM&E Unit to deliver services facilitated by June, 2021		DPM&E
		E08:Capacity of the Civil Service Department to deliver services facilitated by June, 2021		DS - CSD
		E09:Capacity of finance unit to operate effectively and efficiently facilitated by June, 2021		CA
		E10:Capacity of PMU staff to deliver services facilitated by June, 2021		HPMU
		E11:Capacity of GC Unit to operate effectively and efficiently improved by June, 2021		HGCU
		E12:Capacity of the Local Government Service Department to deliver services facilitated by June, 2021		DS - LGSD
		E13: Capacity of the Health Service Department to deliver services facilitated by June, 2021		DS - HSD
		E14:Capacity of the Internal Audit Unit to perform its functions facilitated by June, 2021		CIA
		E15:Risk management system in PSC established and implemented by June, 2021		CIA
		E16: Inter ministerial relationship through sports and games facilitated by June, 2021		DAHRM
		E17:Capacity building of PSC staff through National, Regional and International forums facilitated by June, 2021		DAHRM

Objective	Strategy	Targets	KPIs	Responsible person
	2. To strengthen monitoring and evaluation	E18:PSC's working environment facilitated by June, 2021		DAHRM
		E19:Status reports on the functions of the Commission coordinated by June, 2021		DPM&E
		E20:Monitoring and Evaluation reports and studies facilitated by June, 2021		DPM&E
	3. To enhance financial management and internal control systems	E21:Internal control systems in PSC enhanced by June, 2021		CIA
		E22:Financial management systems in PSC improved by June, 2021		CA
		E23: Procurement management in PSC facilitated by June, 2021		HPMU
	4. To promote activities of the Commission	E24:Promotion of roles and functions of the Commission facilitated by June, 2021		HGCU
	5. To improve Information and Communication Technology (ICT)	E25:ICT systems within PSC facilitated by June, 2021		HICTU
		E26:Electronic Document Management System in PSC developed and maintained by June, 2021		DAHRM
	6. To strengthen provision of Legal support and advice	E27:Legal services and technical advices to PSC facilitated by June, 2021		HLU
		E28:Capacity of legal unit to operate efficiently and effectively facilitated by June, 2021		HLU

Appendix 3: Results Framework

Objective Code and Description	Indicator Name and Description	BASELINE		INDICATOR TARGET VALUES (AS PER SP)					CLASSIFICATIONS				Source of Data / Means of verification
		Baseline Date	Baseline Indicator Value	2016/17	2017/18	2018/19	2019/20	2020/21	FYP II	SDG	P	R	
A: Services Improved and HIV/AIDS infections reduced	<p>1. <u>Percentage of staff attending HIV and AIDS voluntary testing</u></p> <p>This indicator intends to measure percentage of PSC staff who attends voluntary testing.</p> <p>It will be Measured by number of staff attending HIV and AIDS voluntary testing over the total number of staff</p>	2013/14	0%	30%	35%	40%	45%	50%	√	√		√	Administrative data
	<p>2. Reported cases for HIV and AIDS infections in PSC</p> <p>This indicator intends to measure the trend of HIV and AIDS infections in PSC.</p> <p>It will be measured by the reported</p>	2013/14	13	3	3	3	3	3	√	√		√	

Objective Code and Description	Indicator Name and Description	BASELINE		INDICATOR TARGET VALUES (AS PER SP)					CLASSIFICATIONS				Source of Data / Means of verification
		Baseline Date	Baseline Indicator Value	2016/17	2017/18	2018/19	2019/20	2020/21	FYP II	SDG	P	R	
	number of infection in PSC												
B: National Anti-Corruption Strategy and Action Plan enhanced and sustained	<p>1. <u>Corruption incidences within PSC</u></p> <p>This indicator intends to measure prevalence of corruption in PSC.</p> <p>It will be measured by the number of staff convicted for corruption</p>	2013/14	1	0	0	0	0	0	√	√		√	Administrative data
C: Human Resources Management in the Public Service enhanced	<p>1. <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 (as determined by the HRC Inspection system)</p>	2013/14	73%	75%	77%	79%	80%	81%	√	√		√	Administrative data

Objective Code and Description	Indicator Name and Description	BASELINE		INDICATOR TARGET VALUES (AS PER SP)					CLASSIFICATIONS				Source of Data / Means of verification
		Baseline Date	Baseline Indicator Value	2016/17	2017/18	2018/19	2019/20	2020/21	FYP II	SDG	P	R	
	<p>2. <u>Percentage of stakeholders facilitated</u></p> <p>This indicator intends to measure percentage of stakeholders covered in HR management facilitations</p> <p>It will be measured by the number of stakeholders covered over total number of stakeholders supposed to be covered in facilitation activities</p>	2013/14	57%	80%	85%	95%	98%	100%	√	√		√	Administrative data
	<p>3. Percentage of institutions inspected</p> <p>This indicator intends to measure the number of institutions inspected.</p> <p>It will be measured</p>	2013/14	14.5%	55%	60%	65%	70%	75%	√	√		√	Administrative data

Objective Code and Description	Indicator Name and Description	BASELINE		INDICATOR TARGET VALUES (AS PER SP)					CLASSIFICATIONS				Source of Data / Means of verification	
		Baseline Date	Baseline Indicator Value	2016/17	2017/18	2018/19	2019/20	2020/21	FYP II	SDG	P	R		
	by the number of institutions covered in inspections over total number of institutions supposed to be inspected													
D. Handling and determination of appeals and complaints improved	<p>1. <u>Percentages of appeals concluded</u></p> <p>This indicator intends to measure percentage of appeals concluded in a financial year.</p> <p>It will be measured by the number of appeals concluded over total number of appeals received</p>	2013/14	0%	100%	100%	100%	100%	100%	√	√		√	Administrative data	
	<p>1. <u>Percentages of complaints concluded</u></p> <p>This indicator intends to measure percentage of complaints concluded in a financial year.</p> <p>It will be measured</p>	2013/14	83%	100%	100%	100%	100%	100%	√	√		√	Administrative data	

Objective Code and Description	Indicator Name and Description	BASELINE		INDICATOR TARGET VALUES (AS PER SP)					CLASSIFICATIONS				Source of Data / Means of verification	
		Baseline Date	Baseline Indicator Value	2016/17	2017/18	2018/19	2019/20	2020/21	FYP II	SDG	P	R		
	by the number of complaints concluded over the total number of complaints received													
E: Capacity of the Commission to deliver quality services enhanced	<p>1. <u>Level of customers satisfaction with PSC services</u></p> <p>This indicator intends to collect opinions of customers on PSC services</p> <p>It will be measured by the level by which customers are satisfied with PSC services</p>	2013/14	N/A	N/A	N/A	N/A	N/A	N/A	√	√		√	Administrative data	

Objective Code and Description	Indicator Name and Description	BASELINE		INDICATOR TARGET VALUES (AS PER SP)					CLASSIFICATIONS				Source of Data / Means of verification	
		Baseline Date	Baseline Indicator Value	2016/17	2017/18	2018/19	2019/20	2020/21	FYP II	SDG	P	R		
	<p><u>2. Level of financial audit rating</u></p> <p>This indicator intends to measure the level of audit rating received in the financial year.</p> <p>It will be measured by the audit rating received from NAO</p>	2013/14	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	√	√		√	Administration data
	<p><u>5. Perception of PSC staff on working environment</u></p> <p>This indicator intends to collect opinions of PSC staff on PSC's working environment.</p> <p>It will be measured by the number of staff satisfied with working environment over the total number of respondents</p>	2013/14	N/A	N/A	N/A	N/A	N/A	N/A	N/A	√	√		√	Administration data

Appendix 4: Financial resources required for implementation of the plan (Budget in Milion Tsh.)

OBJECTIVE CODE	OBJECTIVE	ACTIVITY TO BE CONDUCTED	BUDGET ESTIMATES - 2016/17	BUDGET ESTIMATES - 2017/18	BUDGET ESTIMATES - 2018/19	BUDGET ESTIMATES - 2019/20	BUDGET ESTIMATES - 2020/21	TOTAL
A	Services Improved and HIV/AIDS infections reduced	1.Strengthen preventive services	9.31	9.31	9.31	9.41	9.60	46.94
		2.Strengthen care and supportive services for identified staff living with HIV and AIDS	12.0	12.0	13.0	13.0	13.0	63.0
		Sub Total	21.310	21.310	22.310	22.410	22.6	109.940
B	National Anti-Corruption Strategy and Action Plan enhanced and sustained	1. Strengthening internal programmes to fight corruption	3.12	3.12	3.62	3.70	4.0	17.560
		Sub Total	3.120	3.120	3.620	3.70	4.0	17.560
C	Human Resources Management in the Public Service enhanced	1. Conducting HR Compliance Inspections	1,870.12	2,012.32	2,215.72	2,447.92	2,906.92	11,453.0
		2. Review and disseminate guidelines on HR issues	8.8	54.8	10.0	10.0	56.0	139.60
		3. Strengthening facilitation on HR issues to stakeholders	167.025	187.025	197.025	207.025	217.025	975.125
		4. Build capacity of PSC commissioners and staff on HR management	86.147	96.147	96.247	96.300	96.320	471.161
		Sub Total	2,132.092	2,350.292	2,518.992	2,761.245	3,276.265	13,038.886
D	Handling and determination of appeals and complaints enhanced	1. To act on appeals and complaints	1,226.08	1,226.08	1,226.08	1,226.08	1,226.08	6,130.4
		2. Strengthening appeals and complaints handling mechanism	10.9	12.9	13.5	13.7	13.9	64.9
		3. Training PSC commissioners and staff on handling appeals and complaints	35.55	35.55	35.55	36.15	38.65	181.450
		Sub Total	1,272.530	1,274.530	1,275.130	1,275.930	1,278.630	6,376.750

OBJECTIVE CODE	OBJECTIVE	ACTIVITY TO BE CONDUCTED	BUDGET ESTIMATES - 2016/17	BUDGET ESTIMATES - 2017/18	BUDGET ESTIMATES - 2018/19	BUDGET ESTIMATES - 2019/20	BUDGET ESTIMATES - 2020/21	TOTAL
E	Capacity of the Commission to deliver quality services enhanced	1.To improve working environment	4,365.475	6,270.821	4,310.363	4,264.025	3,653.997	22,864.681
		2. To strengthen monitoring and evaluation	58.740	58.740	58.740	58.740	58.740	293.7
		3. To enhance financial management and internal control systems	145.9	145.9	148.0	150.9	153.1	743.8
		4. To conduct HRM related studies	78.0	84.0	85.3	86.4	87.9	421.6
		5. To improve Information and Communication Technology (ICT)	92.0	265.0	35.3	35.4	35.6	463.3
		6. Strengthen provision of Legal support and advice	11.848	15.848	15.948	16.820	17.3	77.764
		Sub Total	4,751.963	6,840.309	4,653.651	4,612.285	4,006.637	24,864.845
		GRAND TOTAL	8,181.015	10,489.561	8,473.703	8,675.570	8,588.132	44,407.981