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# **THE UNITED REPUBLIC OF TANZANIA**



**President's Office**

**Public Service Commission**

## **Medium Term Strategic Plan 2005 - 2008**

**March 2005**

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## LIST OF ACRONYMS AND ABBREVIATIONS

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A&G	Administration and General
CSD	Civil Service Department
DAP	Director of Administration and Personnel
EFQM	European Foundation for Quality Management
FRISD	Fire and Rescue, and Immigration Service Department
HoDs	Heads of Departments
HR	Human Resources
HRM	Human Resource Management
HSD	Health Service Department
IMF	International Monetary Fund
KRA	Key Results Area
LGA	Local Government Authorities
LGSD	Local Government Service Department
MD	Ministries, Departments
MDA	Ministries, Departments and Agencies
MIS	Management Information System
OPRAS	Open Performance Review and Appraisal System
PEST	Political, Environmental, Social and Technological
PO-PSM	President's Office, Public Service Management
PS	Public Service
PSA	Public Service Act
PSC	Public Service Commission
PSRP	Public Service Reform Programme
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TSD	Teachers Service Department
WB	World Bank

## **ACKNOWLEDGEMENTS**

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The preparation of this Strategic Plan has been made possible by the excellent co-operation, commitment and seriousness of the Heads of Departments and the staff of the Public Service Commission who attended the various workshops, retreats, meetings and consultations during the last couple of months. Credit also goes to the Consultants and Facilitators who worked with the PSC members during the development of this plan. I should mention specifically Mr. Fred Njau, Mr. Dan Kobb, Mr. Sam Swai from the President's Office, Public Service Management and Mr. John Ulanga from Economic and Social Research Foundation for guiding and overseeing the process through and for the invaluable comments which greatly improved and made this Plan what it is.

Gratitude also goes to the Strategic Planning Support Team whom in addition to participating the whole process of developing the Strategic Plan also helped in the writing of this document. This document is going to help the Public Service Commission to improve performance and therefore achieving our set objectives. I therefore urge all the Heads of Departments to use this document as a tool to manage day to day activities of the Commission.

Lastly, I extend my thanks and appreciation to all members of the Public Service Commission, who in one way or another contributed to the success of this work.

**Mrs. Thecla W. Shangali**  
**Secretary**

## EXECUTIVE SUMMARY

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Strategic Planning is a powerful and useful management tool that can be used by managers to better manage organisations and obtain better results. Strategic planning provides the necessary link between inputs, outputs and outcomes, and clearly shows responsibilities of various Divisions/Departments within an organisation in achieving agreed organisational objectives. This Strategic Plan is a result of a series of consultations, meetings and workshops that involved the senior and middle level managers of the Public Service Commission (PSC).

The Public Service Commission (PSC) was established in accordance with the Public Service Act No. 8 of 2002 and became operational on 7th January 2004 after the President made the appointments of the Chairman, Commissioners, Secretary and Deputy Secretaries of the Commission.

The creation of the PSC is one of the efforts to implement the Public Service Management and Employment Policy endorsed by Government in 1999. The aim is to bring about fundamental shift in the management of the Tanzania Public- Service, especially in the management of employees as Human Resource Management (HRM) replaces the existing "personnel administration concept".

The newly created PSC has replaced three Service Commissions, each one being responsible for a particular Service, namely:

- The Teachers' Service Commission;
- The Local Government Service Commission; and
- The Civil Service Commission.

According to the Public Service Act No 8 of 2002, the core functions of the PSC are to advise the President on employment matters, facilitate Employing Authorities on the development of service schemes, prepare and review guidelines on merit based appointments and promotions, facilitate the implementation of performance based

evaluation by Employing Authorities, receive and act on appeals from the decision of other delegates and Disciplinary Authorities.

In other words, the PSC is charged with the main function of providing efficient and effective Human Resource Management services to the Public Service. In the performance of its functions, it complies and adheres to laid down acts, regulations and procedures aimed at enhancing discipline, ethical conduct, fairness, meritocracy and results oriented performance.

Since its creation, the PSC has been involved in a number of initiatives such as awareness creation and also sensitisation of PSC stakeholders to its mandate. Some of the current initiatives amongst others include Re-Tooling and Establishment of Suitable Office; Recruitment of New Staff to Fill Vacant Positions at PSC; Orientation/Induction; Awareness Creation for Stakeholders; Review of Public Service Act Of 2002 And Clarification of PSC's Responsibilities; Finalisation of Pending Issues Left by Previous Commissions; Establishment of Contacts with Other PSC; Development and Dissemination of Appointment, Confirmation and Promotion Guidelines; and Development of An Orientation Manual For Newly Recruited PSC Employees

From the various inputs to the strategic plan including Self Assessment Report, Service Delivery Survey, review of the Current Situation along with several discussions among the senior management of PSC, the following are regarded as the critical issues facing the Commission, which would need to be addressed in the medium term period in order to improve the current standards of service delivery

- Filling the vacant positions
- IT Literacy and IT equipment
- Accessibility to stakeholders (remote areas)
- Limited knowledge and awareness of stakeholders on PSC functions and responsibilities

- Capacity building of all employees up to district level (Roles and responsibilities not very clear for all) and training of commissioners for proper interpretation of HR Audit reports and decision making)
- How to monitor HRM practices and to be HRM auditors
- Harmonization of the Act (Conflict between previous Acts and new Act).
- HIV/AIDS - Problem of losing staff in the whole of the Public Service. Need to educate staff.
- Installation of an appropriate Monitoring and Evaluation system
- No proper MIS in the organisation
- Office facilities and working tools should be improved.

The **Vision** of PSC is *"To be a model PSC in the region in promoting excellence, accountability and integrity in the Public Service in Tanzania."*

On the other hand the **Mission** of PSC is *"To ensure the Public Service delivers quality services to Tanzanians by facilitating, monitoring and evaluating merit based Human Resource Management Practices and acting on appeals through well trained staff."*

In order to achieve the above Vision and live up to our Mission, the Plan has identified seven Key Results Areas (KRA), namely:

- Public Servants Make Use of an Appeals System which is Timely, Impartial, Cost Effective, Accessible, Transparent and Creates the Right Results
- Public Service Employers and Employees Comply with Human Resource Rules and Regulations, and Individual Public Servants Meet Established Performance Standards
- Appointments, Confirmations and Promotions Undertaken Meritocratically in the Public Service
- Capacity of Public Service Commission to Perform its Roles and Functions
- PSC Employees are Highly Skilled, Motivated, Knowledgeable and Confident
- PSC Finances Managed Soundly with Accountability

- Planning and Decision Making Based on Quality Information

These are the areas that the PSC will concentrate its effort in the coming three years in order to better serve our clients. For each of these Key Results Areas, at least one Strategic Objective has been identified which stipulates in detail the Specific, Measurable, Achievable, Realistic and Time-Bound outputs that are going to be achieved together with the strategies that are going to be used to achieve the objectives. These are also presented in a form of a Matrix attached as Appendix to this Plan.

This Strategic Plan has also identified a number of factors that may help the Commission achieve the intended objectives that those that may restrain the PSC from achieving those objectives. The factors that may help the Commission achieve the objectives include:

- Top Leadership in support of change
- Strong political support for the reform of the public service
- Staff and PSC Clients have a positive attitude to change

On the other hand, the restraining factors identified during the planning process include:

- Pockets of pressure group against change
- Government is not able to attract experienced talent from private sector due to unfavourable service conditions
- Remoteness and inaccessibility of some districts

Lastly, the Plan has identified a number of issues that if well addressed are going to bring a quick and major improvement to the services we are delivering to our clients, these quick wins are:

- Assign tracking numbers to all appeals received and inform the appellants of their numbers
- Establish complaints handling mechanism for PSC clients – suggestion boxes
- Computerize records management system in PSC
- Ensure compliance to our own Client Service Charter

Following the completion of this Strategic Plan, the PSC has subsequently prepared its Medium Term Expenditure Framework to operationalise this Plan and will in turn prepare its Annual Action Plan and later make sure OPRA Forms are filled for all staff in accordance to the Annual Action Plan.



# 1 INTRODUCTION

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Strategic Planning is a powerful and useful management tool that can be used by managers to better manage organisations and obtain better results. Strategic planning provides the necessary link between inputs, outputs and outcomes, and clearly shows responsibilities of various Divisions/Departments within an organisation in achieving agreed organisational objectives. This Strategic Plan is a result of a series of consultations, meetings and workshops that involved the senior and middle level managers of the Public Service Commission (PSC). This process is part and parcel of the continuing process of reforming the Public Sector through the Public Service Reform Programme (PSRP). The thrust of the reform is contained in two policy documents, namely, the *Public Service Management and Employment Policy of 1999*, and the *Public Service Medium– Term Pay Policy*. The former aims at introducing principles, ethos and practices which will guide the transformation of the Public Service of Tanzania from its bureaucratic past, to a highly performing and dynamic meritocracy; while the latter aims at giving adequate incentive packages for staff, which shall be performance based.

Part of the building blocks of the Strategic Plan was carrying out a Self Assessment exercise and a Service Delivery Survey, whose findings are incorporated in this document. The process further benefited from the Public Service Act No. 8 of 2002 together with its regulations and also from the Retreat organised for the Senior Managers of PSC in Bagamoyo in February 2005.

Strategic planning concept is a tool mostly used by the private sector in defining the direction of their business. However, it is now also increasingly being used in the public sector as a planning tool at the strategic level. There are two main ingredients in both the approach and methodology of strategic planning. The first ingredient is the need to conduct a systematic assessment of what kind of services customers need. Secondly, a strategic plan must be a product of joint effort of all line managers which, to succeed must be spearheaded by the top leadership. A good strategic plan must therefore include the organization's priorities, desired results that are tied to the clients' expectations, and has to be owned by the organization.

In developing the plan, PSC managers were able to do the following:

- Carry out a systematic analysis of what PSC clients want;
- Formulate PSC Vision, Mission and Values;
- Agree on PSC Key Result Areas, Strategic Objectives, define Service Delivery Targets; and
- Draft a *Strategic Plan* in the context of PSC Mandate, Vision, and Mission; always being guided by the client's expectations.

The rationale for this strategic plan is to enable PSC to perform its functions, as an effective and efficient institution in the management of its functions and its mandated responsibilities in the public sector, and secondly, as one of the leading institutions spearheading public service reforms. PSC's Strategic Plan is presented under the following sub-titles:

- *Executive Summary*
- *Introduction*
- *Situation Analysis*
- *Vision, Mission and Values*
- *The Plan*
- *Force Field Analysis*
- *Quick Wins*
- *Appendix: Strategic Plan Matrix*

This Plan will assist PSC to efficiently organize itself to sustainably provide quality services in the future. It is also anticipated that improvement in PSC's performance will have a multiplier effect across the public sector and in all other sectors that depend on its performance.

## **2 SITUATION ANALYSIS**

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### **2.1 BACKGROUND OF THE COMMISSION**

The Public Service Commission (PSC) was established in accordance with the Public Service Act No. 8 of 2002 and became operational on 7th January 2004 after the President made the appointments of the Chairman, Commissioners, Secretary and Deputy Secretaries of the Commission.

The creation of the PSC is one of the efforts to implement the Public Service Management and Employment Policy endorsed by Government in 1999. The aim is to bring about fundamental shift in the management of the Tanzania Public- Service, especially in the management of employees as Human Resource Management (HRM) replaces the existing "personnel administration concept".

The newly created PSC has replaced three Service Commissions, each one being responsible for a particular Service, namely:

- The Teachers' Service Commission;
- The Local Government Service Commission; and
- The Civil Service Commission.

In order to successfully fulfil its responsibilities the commission is divided into six Departments namely:

- The Civil Service Department (CSD);
- The Teachers' Service Department (TSD);
- The Local Government Service Department (LGSD);
- The Fire and Rescue and Immigration Service Department (FR1SD);
- The Health Service Department (HSD); and
- Administration and General (A & G).

The establishment of the Commission is in line with the Public Service Management and employment Policy (1999), which focuses on the following challenges facing the Government in relation to its work force:

- To enhance productivity and improve quality of outputs;
- To ensure strict adherence by public service providers to laws, regulations, ethics and procedures
- To improve supervision of workers

- To ensure transparency, openness and fairness in the Public Service;
- To ensure promotions and recruitments are based on merit; and
- To put in place output oriented evaluation procedure

## **2.2 CORE FUNCTIONS AND ROLES AND RESPONSIBILITIES OF THE COMMISSION**

### ***2.2.1 Core Functions Of the Commission***

According to the Public Service Act No 8 of 2002, the core functions of the PSC are to advise the President on employment matters, facilitate Employing Authorities on the development of service schemes, prepare and review guidelines on merit based appointments and promotions, facilitate the implementation of performance based evaluation by Employing Authorities, receive and act on appeals from the decision of other delegates and Disciplinary Authorities.

In other words, the PSC is charged with the main function of facilitating efficient and effective Human Resource Management practices to the Public Service. In the performance of its functions, it complies and adheres to laid down acts, regulations and procedures aimed at enhancing discipline, ethical conduct, fairness, meritocracy and results oriented performance.

## ***2.2.2 Roles and Responsibilities***

The key roles and responsibilities of PSC can be divided into the following categories:

<b>Category</b>	<b>Description</b>
Advising	<ul style="list-style-type: none"><li>• Advising the President on the implementation of Constitutional Presidential authority and filling vacancies in the Public Service</li><li>• Preparing the Annual Report on the State of Public Service</li></ul>
Facilitating	<ul style="list-style-type: none"><li>• Issuing guidelines on employment and disciplinary matters</li><li>• Providing training regarding the guidelines issued by the Commission</li><li>• Assisting stakeholders to conduct matters related to recruitments whenever required</li><li>• Participation in employment committees</li></ul>
Monitoring and Evaluation	<ul style="list-style-type: none"><li>• Inspecting employment authorities to ensure employment within the Public Service is merit-oriented</li><li>• Inspecting disciplinary authorities for application of disciplinary procedures</li><li>• Evaluating performance of the public service and providing report thereof</li></ul>
Acting on Appeals and as a Disciplinary Authority	<ul style="list-style-type: none"><li>• Giving fair and transparent verdicts on appeals</li><li>• Taking disciplinary action on leaders and executives who fail to manage subordinates under their supervision</li><li>• Acting on disciplinary matters related the Teachers</li></ul>

## **2.3 CURRENT INITIATIVES**

Since its creation, the PSC has been involved in a number of initiatives such as awareness creation and also sensitisation of PSC stakeholders to its mandate. Some of the current initiatives amongst others undertaken by the PSC are summarised hereafter.

### ***2.3.1 Re-Tooling and Establishment of Suitable Office***

The immediate challenge after the creation of the PSC was to define staff requirements (by skill and numbers) and to acquire suitable offices. The urgency of the matter was compounded by the fact that, of the six PSC Departments, Health Service, and Fire and Rescue and Immigration Service had neither staff nor offices.

The local government service department was accommodated in Dodoma and had to move to Dar es Salaam. The Teachers Service Department had been served with notice to vacate their offices on Maktaba Road. Only the Civil Service Departments had proper offices at Acacia House.

In the first quarter of the financial year 2004/2005 the PSC was successful in acquiring office space at Ubungo Plaza along Morogoro Road. Partitioning of the Offices was completed in January 2005. The new offices will accommodate all the service departments.

The Ubungo Plaza Offices required retooling. The PSC managed to secure PIF funds and used the same to procure tables, chairs, cabinets and computers. This has significantly reduced the problem to lack of working tools.

The Ubungo Plaza Offices are expensive. In this context, the PSC is negotiating with different authorities to build permanent premises.

### ***2.3.2 Recruitment of New Staff to Fill Vacant Positions at PSC***

As a first step, the PSC carried out an internal re-allocation of staff to provide start-up staff to the departments that had no personnel. Following this, a job listing exercise in line with the PSC organisation structure was completed and a staff establishment for the commission was approved by the President's Office, Public Service Management (PO - PSM). Some of the identified vacancies have already been filled through advertisements of the vacancies. It is crucial that these positions be filled at the earliest possible time in order to enhance performance in the PSC.

### ***2.3.3 Orientation/Induction***

Orientation was conducted for both Commissioners and Executives to enable the newly appointed Commissioners, Secretary and Deputy Secretaries to have an in depth understanding of their new role and thus, facilitate changes in the new way of managing HR in Public Service. The same was organised and conducted by PO-PSM. The following Topics were covered:

- a) Public Service Management and Employment Policy of 1999;
- b) The Public Service Act No. 8 of 2002, Public Service Regulations and Schemes of 2003;
- c) The Relationship between PSC and various Employing and Disciplinary Authorities;
- d) The Public Service Reform Programme
- e) The Role of PSC in relation to HRM by Employing Authorities.

### ***2.3.4 Awareness Creation for Stakeholders***

Stakeholders Awareness Creation campaign was to enable the Employing Authorities, Disciplinary as well as the Appointing Authorities understand the changes brought by the PSA No. 8/2002. The campaign was held in Regions and Districts between October, 2004 and March 2005. This campaign is scheduled to continue in May 2005 and during the next financial year.

The targeted stakeholders were:

- Permanent Secretaries, Regional Administrative Secretaries; TSD Regional Secretaries; Senior Immigration Officers; Chief Executives, Heads of Department of Administration and Personnel from LGAs; DAPs from Ministries
- Executive committee of Association of Local Authorities in Tanzania;
- Local Government Workers Council.
- LGA Appointment Boards
- TSD District and Regional Appointment Committees

Various topics were covered, including:

- An overview of the PSA No. 8/02 together with its Regulations and Schemes of 2003;
- Employing; Appointing and Disciplinary Authorities, the responsibilities of the same in as far as the Management of HR is concerned;
- Appointment procedures;

- Disciplinary Procedures;
- Functions of the PSC
- The relationship between PSC and the Stakeholders

The awareness campaign surfaced the change in attitudes and hesitation of some employing authorities to take up their new roles, whilst other authorities wanted to continue to extend their authorities to other levels.

### ***2.3.5 Review of Public Service Act No. 8 Of 2002 And Clarification of PSC's Responsibilities***

The objectives of this initiative were to get a common understanding of PSC functions among executives and to identify conflicting areas of the law, regulations and procedures with a view to facilitate the implementation of commission's responsibilities and submit amendments for harmonisation of the law, regulations and procedures. Towards this end, a retreat of PSC Executives was held in Bagamoyo from 31st January to 4th February 2005. The participants formulated a draft action plan for the implementation of the retreat's outcomes. This has been incorporated into this strategic plan.

### ***2.3.6 Finalisation of Pending Issues Left by Previous Commissions***

The previous commissions namely the Teachers' Service Commission, the Local Government Service Commission and the Civil Service Commission, had pending issues in terms of Promotions of Public Servants , discipline cases and appeal cases which have to be dealt with. The pending issues were dealt with and finalised by the Commission in February 2005.

### ***2.3.7 Establishment of Contacts with Other PSC***

Contacts have been established with PSCs of Kenya and Uganda to enable exchange of information, research, technology and expertise. This type of collaboration, cooperation and knowledge sharing could be developed and extended to other countries to identify best HRM practices in the Public Service.

### ***2.3.8 Development and Dissemination of Appointment, Confirmation and Promotion Guidelines***

The major aim was to make sure that appointments were done fairly, on the basis of qualifications, experience, transparency and competitiveness and to make sure that all appointing authorities adhere to the same interpretations of the policy, Acts, Regulations and rules pertaining to appointment, confirmation and promotion.

The appointment, confirmation and promotion guidelines were published and issued to all Appointing Authorities. Moreover, the PSC has a representative in all Appointing Authorities whose responsibility is to facilitate and ensure compliance to the guidelines through monitoring the processes and implementation of the authorities' decisions by the employers.

These guidelines need to be updated as and when changes are made.

### ***2.3.9 Development Of An Orientation Manual For Newly Recruited PSC Employees***

An orientation manual for newly recruited PSC employees was developed and is to be circulated to all personnel. This manual needs to be updated on a regular basis to reflect at all times the current situation of the PSC.

## **2.4 STAKEHOLDER ANALYSIS**

A Stakeholder analysis was carried out at the Strategic Planning Workshop held in Dar es Salaam as from the 21st February to 23rd February 2005. The analysis was carried out by means of individual and group discussions. The table overleaf provides details of the stakeholder analysis.

<b>Stakeholders</b>	<b>Expectations</b>
President	<ul style="list-style-type: none"><li>• To be timely and appropriately advised in respect of appointments and filled vacancies in the Public Service</li><li>• To be adequately assisted in relation to matters relating to the Public Service</li><li>• To be provided with timely and accurate quarterly report on PSC performance</li></ul>

<b>Stakeholders</b>	<b>Expectations</b>
	<ul style="list-style-type: none"> <li>• To be provided with timely and accurate annual reports of the status of the Public Service in Tanzania</li> </ul>
MDAs (Ministries, Departments, Agencies), Local Government Authorities and Regional Secretariats	<ul style="list-style-type: none"> <li>• Public Service that is compliant with HRM practices</li> <li>• Efficient and effective HRM practices</li> <li>• Efficient and effective Public Service delivery</li> <li>• Timely and fair decisions on appeals</li> <li>• Accurate and timely submission of physical and financial report (financial management and accountability)</li> </ul>
PSC Employees	<ul style="list-style-type: none"> <li>• Proper HRM practices</li> <li>• Appropriate utilisation of HR</li> <li>• Appropriate allocation of resources to PSC Employees</li> <li>• Timely and quality provision of guidelines on HRM practices</li> </ul>
PSC Commissioners	<ul style="list-style-type: none"> <li>• Accurate and timely submission of reports</li> <li>• Appropriate technical advice for decision making</li> </ul>
Public Servants	<ul style="list-style-type: none"> <li>• Timely and fair decisions on appeals</li> <li>• Accurate information regarding PSC</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>• Timely and accurate submission of reports</li> <li>• Sound project proposals for improvement of Public Service</li> <li>• Improved service delivery in the Public Service</li> </ul>
Public Institutions	<ul style="list-style-type: none"> <li>• Qualified employees</li> <li>• Improved service delivery</li> <li>• Timely remittance and accurate amount of income tax</li> </ul>
Civil Society	<ul style="list-style-type: none"> <li>• To be provided with appropriate and up-to-date information</li> </ul>
Politicians	<ul style="list-style-type: none"> <li>• Timely and accurate submission of reports</li> <li>• Proper usage of funds</li> <li>• Accurate information on activities of the</li> </ul>

<b>Stakeholders</b>	<b>Expectations</b>
	Commission <ul style="list-style-type: none"> <li>• Efficient and effective service delivery</li> </ul>
Business Community	<ul style="list-style-type: none"> <li>• Fair and transparent allocation of tenders</li> <li>• To be provided with timely and agreed payment for goods and services delivered</li> </ul>
Mass Media	<ul style="list-style-type: none"> <li>• Timely and accurate information regarding enquiries</li> </ul>

## **2.5 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES (SWOC)**

The Self Assessment Exercise unveiled the organization's strengths and areas for improvement against a set of nine criteria using the EFQM excellence Model. Furthermore a PEST Analysis was carried out. The table below provides a SWOC Analysis of the PSC based on the above.

### **2.5.1 Strengths**

- Existence of the Public Service Act No 8 of 2002 and its regulations
- Committed, experienced and pro-active leadership
- Stakeholders' needs have been assessed and the Client Service Charter of PSC is being finalized
- A PSC induction manual is in place for new staff
- PSC has an equitable system for rewarding staff performance
- Enhanced team work in the performance of the PSC functions
- Capacity building is considered a high priority by the organization

### **2.5.2 Weaknesses**

- Vision and Mission are inadequately communicated to all PSC employees
- Strategic Plan not yet in place therefore performance evaluation (OPRAS) has not started
- The existence of skill gaps to perform the newly established functions
- Relationship with development partners are not being capitalised mainly in terms of knowledge transfer
- Inadequate working tools, facilities, IT equipment and transport  
Lack of awareness of the Public Service Act among some staff
- Inadequate understanding of the Public Service Act and its Regulations

### **2.5.3 Opportunities**

- PSC, an independent organization that reports directly to the President, is able to operate with high degree of autonomy.
- Strong support of Government through legislative framework can provide an opportunity for the PSC to implement their policies and strategies effectively
- Technical and financial assistance are made available through the Donor agencies such as WB and IMF in support of public service reform programs. Technical and PIF financial assistance are also made available through the PO-PSM.
- Involvement of Private Sector (Public Private Partnership)

### **2.5.4 Challenges**

- Collaboration with other Independent Agencies are not clearly defined
- Lack of motivation and low morale in the Public Service
- Lack of permanent office premises
- Harmonization of the Public Service Act and other sectoral laws which need to be practised along with the PSA
- A change of mindset of our stakeholders to the new HRM culture

## **2.6 CRITICAL ISSUES**

From the various inputs to the strategic plan including Self Assessment Report, Service Delivery Survey, review of the Current Situation along with several discussions among the senior management of PSC, the following are regarded as the critical issues facing the Commission, which would need to be addressed in the medium term period in order to improve the current standards of service delivery

1. Filling the vacant positions
2. IT Literacy and IT equipment
3. Accessibility to stakeholders (remote areas)
4. Limited knowledge and awareness of stakeholders on PSC functions and responsibilities
5. Capacity building of all employees up to district level (Roles and responsibilities not very clear for all) and training of commissioners for proper interpretation of HR Audit reports and decision making)
6. How to monitor HRM practices and to be HRM auditors
7. Harmonization of the Act (Conflict between previous Acts and new Act).
8. HIV/AIDS - Problem of losing staff in the whole of the Public Service. Need to educate staff.

9. Installation of an appropriate Monitoring and Evaluation system
10. Development of MIS in the organisation
11. Office facilities and working tools should be improved.

### 3 VISION, MISSION AND VALUES

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#### 3.1 CORE VALUES

Core Values	Understanding/Key words
Excellence Teamwork	High standards, Quality First, Customer & Service Focus, Cost Effective, Efficient Training, Participation, Collaboration, Mutual Understanding, Trusting, Valuing People
Integrity	Honest, Straight forward, Trustworthy, Proper use of official information
Impartiality	Unbiased, Merit, Fair, Balanced, Management by Processes and Facts
Accountability	Responsible for action, Cost and Quality effective
Good Governance	Respectful, Ethical, Diligence to duty, Compliance to and Respect for law
Transparency	Clarity of processes and practices, Open, Forthright, Accessible

#### 3.2 VISION STATEMENT

"To be a model Public Service Commission in the region in promoting excellence, accountability and integrity in the Public Service in Tanzania."

#### 3.3 MISSION STATEMENT

"To ensure the Public Service delivers quality services to Tanzanians by facilitating, monitoring and evaluating merit based Human Resource Management Practices and acting on appeals through well trained staff."

## 4 THE PLAN

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The Key Results Areas (KRAs) have been developed in accordance with the inputs from the various sources such as the Self Assessment Workshops, Service Delivery Survey and Strategic Planning Workshops. Final consultations were held among the PSC Top Management to finalise this Strategic Plan.

Below is a list of the KRAs and their respective Strategic Objectives and the rational thereof. The detailed Strategic Plan Matrix is found in Appendix 1.

### **KEY RESULT AREA 1: PUBLIC SERVANTS MAKE USE OF AN APPEALS SYSTEM WHICH IS TIMELY, IMPARTIAL, COST EFFECTIVE, ACCESSIBLE, TRANSPARENT AND CREATES THE RIGHT RESULTS**

#### **Key Performance Indicators:**

- Average time it takes to complete an appeal
- Number of backlogged cases
- Various results of questionnaires on satisfaction in terms of fairness, timeliness, etc
- Number of appeals sent to the President

#### **Strategic Objective 1: Appeals handled within three months upon receipt by June 2008**

One of the major roles of the Commission is to act as an Appellant Authority on disciplinary matters decided upon by the various Disciplinary Authorities. It is therefore important to ensure that the appeals system is reviewed with a view to streamline it to improve the time it takes to process and decide on an appeal. Currently it takes an average of four months between receiving processing, deciding and informing an appellant on the decision reached on the appeal made. We are intending to reduce that timeframe by half by June 2008. In order to achieve that the PSC will use the following strategies and expect the following outputs:

#### **Strategies:**

- Enhance the appeals handling mechanism

#### **Expected Outputs:**

- Every appeal be given a tracking number immediately upon receipt by June 2006
- To communicate with Disciplinary Authorities to request for relevant copies of appeal documents within two weeks from receipt of the appeal by June 2008

- To study, process and compile appeals within 2 months from receipt of the appeals by June 2008
- Commission meetings to discuss appeals to sit every quarter by June 2007
- Information concerning results of the appeals to be provided within two weeks upon decision of the Commission by June 2007
- All backlogs of appeals cleared by June 2006

**KEY RESULT AREA 2: PUBLIC SERVICE EMPLOYERS AND EMPLOYEES COMPLY WITH HR RULES AND REGULATIONS, AND INDIVIDUAL PUBLIC SERVANTS MEET ESTABLISHED PERFORMANCE STANDARDS**

**Key Performance Indicators:**

- Percentage of rules and regulations complied with
- Percentage of PS Performance Agreements Complied with
- Number of MDs and LGAs Inspected

**Strategic Objective 2: Compliance inspection of HR rules and regulations undertaken in 34 MDs, 21 Regions, 120 LGAs and reported upon by June 2008**

As a regulatory body on Human Resource Management related matters, PSC needs to ensure that the Public Service Act together with its rules and regulations, and the various guidelines and circulars issued by the PSC and other relevant bodies on HRM are dully complied to by the Ministries, Departments and the Local Government Authorities. The PSC therefore needs to undertake regular compliance inspections to ensure compliance.

**Strategies:**

- Undertake routine compliance inspections

**Expected Outputs:**

- Compliance Inspection Guidelines prepared by September 2005
- Compliance Inspection Team trained on guidelines by November 2005
- Compliance Inspection for 17 MDs, 10 regions, and 40 LGAs undertaken by June 2006
- Compliance Inspection Reports/Disciplinary Orders prepared and disseminated/issued one month after the inspection visits by June 2006
- To conduct 6 monitoring visits at Districts, Regional and HQ levels and submit reports to the Commission by June 2008

**Strategic Objective 3: Assessment of individual performance standards undertaken annually in 34 MDs, 21 Regional Secretariats and reported upon by June 2008**

One of the major roles assigned to the PSC is that of facilitating, monitoring, evaluating and ensuring the presence of a new culture of results-oriented management practices in the public service. The PSC therefore needs to undertake such measures to ensure that results-oriented management practices are installed and adhered to in the Public Service.

**Strategies:**

- Undertake individual annual performance audit

**Expected Outputs:**

- Individual Performance Audit Plan developed by September 2005
- Conducted individual performance audit to all Senior Officials in the MDs, Regional Secretariats and 38 LGAs by June 2008
- Performance Audit Report prepared and disseminated annually by June 2006

**Strategic Objective 4: Monitoring, Evaluation and Reviews of Client Service Charter undertaken in all MDs and reported upon annually by June 2007**

Another important aspect of measuring performance is the measuring of that of measuring institutional performance that is a result or an outcome of individual performances within an organisation. One such tool to measuring institutional performance with a direct impact to customer service provision is the Client Service Charter. A client service charter is a commitment made by an organisation to its clients and customers on the type, frequency and quality of services offered by the organisation. In order then to assess institutional performance, PSC will undertake to measure adherence to the charters and report on the institutional performance against the service charters.

**Strategies:**

- Establish a monitoring, evaluation and review system for client service charters

**Expected Outputs:**

- Mechanism for monitoring and review of client service charters established and operationalised by June 2006

**Strategic Objective 5: Complaints handling system operational by June 2007**

Another way of assessing performance of individuals (executives, managers and other officials) and institutions within the public service is measuring the frequency and type of complaints received against performance of individuals and institutions. The PSC will therefore ensure that there is an easy and clear mechanism of people to file complaints regarding the services provided or decisions made against them. The PSC, within the next three years, will ensure establishment of such a system.

**Strategies:**

- Establish a system to receive complaints from Public Servants
- Ensure collaboration with other institutions

**Expected outputs:**

- A consultant to establish the system engaged by June 2006
- Complaints handling system established by December 2006
- Public Servants Complaints received from all the MDs, RS and LGAs by June 2007

- Memorandum of Understanding established with GGHRC, PC and Ethics Secretariat by June 2006

**Strategic Objective 6: Disciplinary Actions taken against all teachers violating HR procedures**

In addition to the other roles and functions, the PSC has been given the mandate to act as an appointing and disciplinary authority for teachers in the country. The PSC will therefore need to enhance the effectiveness of its procedures to deal with disciplinary issues for teachers.

**Strategies:**

- Enhance effectiveness of the disciplinary mechanism for teachers

**Expected outputs will be:**

- Disciplinary mechanism/channels for teachers reviewed by December 2005
- Teachers Service Department District and Regional Committees to be trained on the new Act, Rules, Regulations and Procedures by March 2006

**Strategic Objective 7: Terminal benefits to teachers administered by June 2006**

The PSC is also charged with the calculation of terminal and pension benefits of teachers who retired and passed away before the starting of the new Public Service Pension Fund. The PSC, in that regard, will need to ensure that the terminal benefits backlogs are processing for payment within the first one year of the implementation of this strategic plan.

**Strategies:**

- Ensure processing of terminal benefits of teachers under the PSC jurisdiction

**Expected outputs will be:**

- All backlogs of terminal benefits of teachers processed by December 2006
- Terminal Benefits of 2594 Teachers computed by June 2008

### **KEY RESULT AREA 3: APPOINTMENTS, CONFIRMATIONS AND PROMOTIONS UNDERTAKEN MERITOCRATICALLY IN THE PUBLIC SERVICE**

#### **Key Performance Indicators:**

- Number of People Covered by OPRAS
- Average OPRA Score
- Percentage of rules and regulations on Appointments, Confirmations and Promotions complied with
- Number of complaints received

#### **Strategic Objective 8: Advise to the President provided upon request**

Among the key functions of PSC is to provide advice to the President of the United Republic of Tanzania on matters related to the practice and performance of the public service in Tanzania. In order to be able to perform that function, the PSC will need to have regular and updated reports on the practices, status and performance of Public Service in Tanzania.

#### **Strategies**

- Ensure availability of regular and updated information

#### **Expected outputs will be:**

- Collecting and Updating of key information regarding Public Service Undertaken at least twice a year by June 2006
- Advice given to the President within 5 days after the request by June 2006
- Annual Status Report of the Public Service in Tanzania prepared every August starting 2005

#### **Strategic Objective 9: Participation in various appointment committees in the Public Service by June 2008**

One way of facilitating adherence to the guidelines on employment matters issued by the PSC is by the PSC officially physically attending the various appointment committees and boards at various levels.

#### **Strategies:**

- Ensure effective participation in the appointments committees/boards

#### **Expected outputs:**

- PSC representatives attend all appointment committee/board meetings by June 2008

#### **Strategic Objective 10: Demand Driven Technical Assistance provided in appointments, confirmations and promotions**

In addition to acting as a regulatory body in Human Resource Management matters in the Public Service, PSC is expected also to act as a pool of experts on matters pertaining to Human Resource Management. The PSC will therefore to equip and position itself with the

competencies and skills required in providing such assistance as and when requested by clients, namely, Ministries, Departments and Local Government Authorities.

**Strategies**

- Enhance the capacity of PSC officials to provide assistance to customers

**Expected outputs:**

- All PSC officials trained on the Act, Rules, Regulations and Procedures by June 2006

**Strategic Objective 11: Guidelines to employers, appointing and disciplinary authorities produced by June 2007**

As a way of ensuring unified public service and facilitating best practices in HRM in the public service, the PSC will have, from time to time, identify, prepare, issue and disseminate such guidelines and regulations that are going to stipulate practices that will need to be adhered to. The PSC, within the next three years, will undertake activities to identify those issues around which guidelines will be prepared and disseminated to our clients.

**Strategies:**

- Form task forces to prepare the guidelines

**Expected outputs:**

- Task Force to prepare the guidelines formed by December 2005
- All the necessary guidelines prepared and issued by June 2007
- 

**KEY RESULT AREA 4: CAPACITY OF PSC TO PERFORM ITS ROLES AND FUNCTIONS**

**Key Performance Indicators**

- % of customers satisfied by PSC services
- % budget variation

**Strategic Objective 12: Teachers registered, appointed, confirmed and promoted**

One of the role of the PSC is to ensure that teachers all over the country are registered, and whenever a vacancy occurs, they are appointed then confirmed, promoted, etc.

**Strategies:**

- Ensure registration of teachers
- Ensure appointments, confirmations and promotions undertaken appropriately

**Expected Output:**

- All teachers registered annually
- All teachers positions are filled according to permits/budgets by June 2008
- To conduct 12 TSD Departmental Meetings by June 2006
- To conduct 12 sittings of the 21 Regional Committees by June 2006
- To conduct 12 sittings of the 120 District Committees by June 2006

**Strategic Objective 13: Laws and Regulations reviewed and updated to address inconsistencies by June 2006**

The existence of the Public Service Commission is a result of the Public Service Act No. 8 of 2002 which stipulated the roles and functions of the Public Service Commission. In addition, the Government issued the Public Service Regulations of 2003 together with the Public Service Schemes. However, on a number of times, the three documents have provisions that are not consistent with each other and/or with the Public Service Employment and Management Policy of 1999 which formed the foundation for the formulation of the Act. The PSC will therefore work in collaboration with the POPSM to undertake to identify those inconsistencies and recommend amendments to rectify them.

**Strategies:**

- Identify inconsistencies and recommend amendment to the Public Service Act No. 8 of 2002, Public Service Regulations of 2003 and the Public Service Schemes

**Expected Output:**

- Inconsistencies identified and summarised by July 2005
- Stakeholder consultations on conducted by September 2005
- Amendments to the Act recommended to the Attorney General's Chambers by December 2005

**Strategic Objective 14: Lines separating PSC and POPSM defined and coordination established by December 2005**

There seem to be some lack of clarity amongst the stakeholders and even the within the two organisation on the line of demarcation between the roles and functions of the President's Office, Public Service Commission and the Public Service Commission, especially in relation to facilitating, monitoring and evaluation of results oriented management in the public service, both at an individual and institutional levels, and also on the aspect of preparing reports on the status and performance of the public service, and on advising the President of matters related to the Public Service. There is therefore the need to clarify those issues and ensure that there is complimenting relationship between the POPSM and PSC.

**Strategies:**

- Conduct high-level technical consultations with POPSM

**Expected Output:**

- Paper identifying lines of separation prepared by July 2005
- Technical Workshop conducted by August 2005

**Strategic Objective 15: PSC organisational structure reviewed by June 2006**

The current organisational structure of PSC was designed with a view to combine the previous commissions and the formation of the new departments that were not part of the new commissions. As a result, it seems that the structure, to a large extent, did a horizontal summing up of the previous structure. On analysing the roles and functions of the PSC, it is evident that the current structure does not provide for a more coordinated achievement of the

organisational objectives and efficient service delivery to clients. There is therefore a need to revise the structure in order to better position it to deliver its mission.

**Strategies:**

- Undertake an organisational review exercise

**Expected Output:**

- Formal request sent to POPSM by July 2005
- Revised organisation structure prepared by December 2005
- Revised organisational structure submitted to POPSM for approval by January 2006

**Strategic Objective 16: PSC Own Office accommodation secured by June 2008**

One of the immediate challenges after the formation of the Commission has been the acquisition of adequate and suitable offices. This was due to the fact that the disbanded commissions had different office locations, with the Local Government Service Commission having an office in Dodoma. On the other hand, there was no Health Service or Fire, Rescue and Immigration Service office accommodations due to the fact that the departments were not in place before. The PSC has subsequently obtained rented offices at Ubungu Plaza and currently staff are moving in phases to the Ubungu Plaza due to the fact that the Commission has a long term rental lease with the landlord of the premises at Acacia House. However, the rental charges at Ubungu Plaza are also high which increases the operating expenses of the Commission. It is therefore the objective of the Commission to ensure that we secure our own premises within this planning period.

**Strategies:**

- Secure plot of land and construct own premises.

**Expected Output:**

- Plot of land secured by December 2005
- Construction designs and approvals obtained by June 2006
- Construction of the new office premises completed by 75% by June 2008

**Strategic Objective 17: Awareness of PSC's roles promoted externally by June 2008**

Due to the fact that the PSC is only about one year old and most of the stakeholders are used to the old commissions and the old systems, most of them are not aware of the roles of the Commission, its mandate, functions and composition. In addition, most of the stakeholders are not aware of the new Public Service Act No. 8 of 2002 that gives the mandate to PSC to undertake its functions and also stipulates various provisions guiding HRM practices in the Public Service. It is therefore the role of the Commission to undertake a range of activities to promote its roles and functions to stakeholders.

**Strategies:**

- Conduct awareness campaigns

**Expected Output:**

- Conduct weekly radio programmes by June 2007
- Issue regular newspaper articles by June 2008
- Prepare and disseminate 2000 quarterly newsletters and 5000 brochures annually by June 2008
- Conduct working sessions with Council Directors, Council Manpower Management Officers and Heads of Department by June 2008
- To print 30,000 booklets and 30,000 brochures by June 2008

**Strategic Objective 18: Working tools and vehicles procured by June 2008**

Another challenge of the Commission after its formation is to ensure that it has the necessary working tools, equipment, furniture and motor vehicles. So far, the PSC has managed to secure some funds from PIF to purchase office furniture and computers. It is acknowledged, however, that the tools so far acquired are not enough to enable PSC operate as efficiently and effectively as it is expected. Therefore, it is our objective to ensure that we acquire the necessary tools to enable PSC deliver services effectively.

**Strategies:**

- Identify needed working tools

**Expected Output:**

- All the necessary working tools identified by July 2005
- Procurement Plan for the working tools prepared by September 2005
- 5 M/Vehicles procured by June 2008

**Strategic Objective 19: Ensure conducive working environment and welfare of staff by June 2008**

In order to for the staff of the PSC to be able to work efficiently and effectively, there needs to be adequate and consistent provision of staff welfare and putting in place conducive working environment.

**Strategies:**

- Provide necessary facilities and services

**Expected outputs**

- Provide staff entitlements and refreshments by June 2008
- Ensure Office maintenance by June 2008
- Two seminars/workshops/meetings on HIV/AIDS and Gender conducted for PSC staff by June 2006

**Strategic Objective 20: Enhance Public Service Commissions Cooperation in East Africa by June 2008**

Establishment of the PSC has happened during the period when there is an overall discussion about East African Cooperation to an extent of having a political federation within the next

few years. It is therefore important to seize that opportunity to create cooperation among the EAC PSCs for the mutual benefit of the Public Servants of the three countries.

**Strategies:**

- Attend meetings, workshops

**Expected outputs**

- Attend two Task Force Meetings by June 2006
- Attend secretariat meeting in Arusha and visit EAC HQ by June 2006
- Attend one secretariat meeting in Nairobi or Kampala by June 2006
- Attend one Commission meeting with PSC Secretariat in Nairobi by June 2006
- Conduct Joint workshop to discuss functions of PSCs and areas of cooperation by June 2006

**KEY RESULT AREA 5: PSC EMPLOYEES ARE HIGHLY SKILLED, MOTIVATED, KNOWLEDGEABLE AND CONFIDENT**

**Key Performance Indicators**

- Number of staff trained against the target
- % of customers satisfied with PSC services

**Strategic Objective 21: Training Needs Assessment undertaken and Training Programme prepared by December 2005**

As part of enhancing the performance of the PSC, there is a need to continuously improve and enhance the performance of individual staff within the PSC. This can only be done if the necessary skills and competencies needs of the various individuals are going to be determined and based on that, a training programme is prepared and implemented. This strategic objective aims at achieving that.

**Strategies:**

- Undertake training needs assessment

**Expected Output:**

- Terms of Reference for the TNA prepared and approved by August 2005
- TNA undertaken by October 2005
- Comprehensive Training Programme prepared by December 2005
- 63 staff and 7 Commissioners trained in courses related to their work within and outside the country by June 2008
- Offer Long and Short Term Training to 30 LGSD members of staff within the country and abroad
- Offer long term training to 91 and short courses to 75 TSD staff by June 2008
- To offer special training to 3 TSD staff by June 2008
- To offer review courses to 10 accountants of TSD by June 2008
- To offer tailor made course at ESAMI for 18 staff by June 2008

- To offer long term training to 20 staff and short courses to 15 staff for FRISD by June 2008
- To organise 2 study tours for FRISD staff by June 2008
- To conduct service training for 3 clerks, 3 secretaries, 2 drivers and offer long term training to 5 staff, tailor made courses for 13 staff members and overseas courses in HRM for 5 staff members from HSD
- Provide long term training for 5 Admn Officers, 3 RMSs, and 1 AA from CSD and train 4 CSD officials in HRM and conduct overseas study tours for 3 officials

**Strategic Objective 22: All vacancies in PSC filled by June 2008**

One of the critical issues facing the PSC is the shortage of staff in the various departments and in particular skills. Within this planning period the PSC will undertake to identify all the vacancies and fill them as per existing rules and regulations.

**Strategies:**

Identify and fill vacancies

**Expected Output:**

- Job analysis carried out by September 2005
- All vacancies identified by October 2005
- All vacancies filled by June 2008

**Strategic Objective 23: Leadership, Managerial and Technical Skills, and Team Spirit enhanced for all PSC officials by June 2007**

Ability to provide leadership, managerial techniques, technical skills and team spirit is key to the performance of such an organisation as PSC. This is to the fact that the roles and functions of the PSC, cut across the whole Public Service, and therefore the whole Government. It is therefore important to ensure that all relevant staff within the Public Service are equipped with the requisite skills and are continuously updated with cutting edge knowledge to enable them to delivery effectively.

**Strategies:**

- Capacity building

**Expected Output:**

- Leadership training conducted to all middle and senior level managers by June 2006
- Team building exercises conducted by June 2006
- Interviewing and evaluation skills training conducted to all the relevant staff by June 2007
- Communications and Presentation skills training conducted to all relevant staff by June 2007
- Study tours, short term training, national and international meetings attended by June 2008
- Organise study tours for 7 Commissioners, Secretary, 5 Deputy Secretaries and 12 Assistant Secretaries by June 2008
- Attend APAAM, CAPAM and ESAGA Conferences by June 2008
- To conduct 4 seminars for Heads of Outposts by June 2008

- To conduct 4 seminars for officers dealing with staff development, ethics and discipline by June 2008
- To organise 4 study tours for TSD staff by June 2008

**Strategic Objective 24: Incentive Package for PSC staff in place by June 2006**

Low remuneration has been severally cited as a source of low morale within the public service. PSC is part of the public service. Although there is a Government Policy to revise the pay within the medium term, in the meantime, Public Service Employers are encourage to design incentive packages that will encourage good performance and performers. The PSC will also design and implement such a package within this planning period.

**Strategies:**

- Identify non-financial incentive package

**Expected Output:**

- Incentive package for staff in place by June 2005

**KEY RESULT AREA 6: PSC FINANCES MANAGED SOUNDLY WITH ACCOUNTABILITY**

**Key Performance Indicators:**

- Results of Audit Reports
- Time taken to submit financial reports to MOF

**Strategic Objective 25: Internal control system developed and implemented by June 2006**

Two main categories of resources affect the public service, human and financial. If these resources are not managed well, it is unlikely for any public entity to deliver its intended objectives. The PSC will therefore design and implement an internal control system to ensure proper usage of funds together with other resources resulting from the usage of funds.

**Strategies:**

Develop an internal control system

**Expected Output:**

Internal Control System in place by December 2005

**Strategic Objective 26: Internal audits undertaken by June 2008**

As a measure to ensure compliance to financial procedures, it is important for an organisation to undertake regular internal compliance checks so that when the financial reports are prepared and external audits are undertaken, the organisation can confidently be sure that compliance has been achieved to a high degree. The Public Service Commission will also undertake such internal audit exercises regularly.

**Strategies:**

Conduct regular internal audits

**Expected Output:**

Internal audits undertaken every quarter by June 2006

**Strategic Objective 27: Financial reports prepared timely and accurately**

Financial reporting is an essential component of acquisition of funds for any entity. Being part of the Public Service, the PSC will undertake to ensure it prepares accurately and timely all financial reports to various stakeholders such as the Parliament, Ministry of Finance, Controller and Auditor General etc.

**Strategies:**

Apply proper financial procedures to prepare financial reports

**Expected Output:**

Prepare monthly, quarterly and annual financial reports and submit to MOF and to the CAG by June 2008

**KEY RESULT AREA 7: PLANNING AND DECISION MAKING BASED ON QUALITY INFORMATION****Key Performance Indicators:**

- % Of data up to date
- Number of research undertaken per year
- Ratio of computers per person

**Strategic Objective 28: Regular Research on Public Service Undertaken by June 2008**

For the PSC to be able to advise the President, issues guidelines, recommend amendments to the Act, etc, it needs to be equipped with well researched information that can be used to support any decision making process. The PSC will therefore conduct such research regularly on areas that seem to require research and based on the findings, suggest any relevant policy decision.

**Strategies:**

- Identify research areas and undertake research

**Expected Output:**

- A list of research areas identified by December 2005
- 1 research undertaken every year starting 2006/7

**Strategic Objective 29: MIS Systems developed by June 2007**

The backbone of a good management decision-making process is having a system that can be relied upon in collecting routine or survey data, compile and analyse the data into meaning information and enable managers to make decisions. The PSC will therefore develop and install such a system during this planning period.

**Strategies:**

- Engage a consultant

**Expected Output:**

- MIS Needs Assessment conducted by December 2005
- MIS developed and installed by June 2007
- Network, intranet and internet connection put in place by June 2007
- Network, intranet and internet connection put in place by June 2007
- Computer and Software facilities procured by June 2008

**Strategic Objective 30: Training on MIS systems**

Once a system is in place, it is essential to ensure that all the relevant officials are well trained on the use of the system and do actually use the system in their day to day management decision making.

**Strategies:**

- Capacity Building

**Expected Output:**

- All middle and senior level staff trained on the use of MIS by June 2008

## 5 FORCE FIELD ANALYSIS

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The next step of the process was the determination of the driving and restraining forces that may support or constraints the achievement of the strategic plan. In this respect, the process used is the Force Field Analysis, which examines thoroughly these two forces.

The driving forces are those forces that may contribute positively to the successful attainment of the desired vision whilst the retraining forces are those forces that may cause a major block to the driving forces and to the attainment of the desired destination.

The driving and restraining forces relevant to the Public Service Commission are being categorized as Strong, Medium and Weak in order to assess their importance and their impact as shown in the table below.

<b>Restraining forces</b>	<b>Strong</b>	<b>Medium</b>	<b>Weak</b>
➤ Pockets of pressure group against change			✓
➤ Government is not able to attract experienced talent from private sector due to unfavourable service conditions	✓		
➤ Remoteness and inaccessibility of some districts		✓	
<b>Driving forces</b>			
➤ Top Leadership in support of change	✓		
➤ Strong political support for the reform of the public service	✓		
➤ Staff and PSC Clients have a positive attitude to change		✓	

In the light of the above table, it is clear that there is Political and Leadership will for the PSC to successfully implement its Strategic Plan. Moreover the positive attitude of staff as compared to the minority pressure group against change will in no doubt contribute to momentum already set forward by the leaders.

## APPENDICES

### APPENDIX I: STRATEGIC PLAN MATRIX 2005 - 2008

#### KEY RESULT AREA 1: PUBLIC SERVANTS MAKE USE OF AN APPEALS SYSTEM WHICH IS TIMELY, IMPARTIAL, COST EFFECTIVE, ACCESSIBLE, TRANSPARENT AND CREATES THE RIGHT RESULTS

##### Key Performance Indicators:

- Average time it takes to complete an appeal
- Number of backlogged cases
- Various results of questionnaires on satisfaction in terms of fairness, timeliness, etc
- Number of appeals sent to the President

No.	Strategic Objective	Strategies	Strategic Delivery Target	Output Indicators	Responsible
1	Appeals handled within three months upon receipt by June 2008	Enhance the appeals handling mechanism	Every appeal be given a tracking number immediately upon receipt by June 2006	% of appeals given tracking numbers	HoDs
			To communicate with Disciplinary Authorities to request for relevant copies of appeal documents within two weeks from receipt of the appeal by June 2008	Time taken to communicate with Disciplinary Authorities against the target	HoDs
			To study, process and compile appeals within 2 months from receipt of the appeals by June 2008	Time taken to process an appeal against the target	HoDs
			Commission meetings to discuss appeals to sit every quarter by June 2007	Number of meetings held per month/quarter/year	HoDs
			Information concerning results of the appeals to be provided within two weeks upon decision of the Commission by June 2007	% of feedback provided within two weeks	HoDs

No.	Strategic Objective	Strategies	Strategic Delivery Target	Output Indicators	Responsible
			All backlogs of appeals cleared by June 2006	% of appeals in backlog against the target	HoDs

**KEY RESULT AREA 2: PUBLIC SERVICE EMPLOYERS AND EMPLOYEES COMPLY WITH HR RULES AND REGULATIONS, AND INDIVIDUAL PUBLIC SERVANTS MEET ESTABLISHED PERFORMANCE STANDARDS**

**Key Performance Indicators:**

- Percentage of rules and regulations complied with
- Percentage of PS Performance Agreements Complied with
- Number of MDs and LGAs Inspected

No	Strategic Objectives	Strategies	Strategic Delivery Target	Output Indicators	Responsible
2	Compliance inspection of HR rules and regulations undertaken in 34 MDs, 21 Regions, 120 LGAs and reported upon by June 2008	Undertake routine compliance inspections	Compliance Inspection Guidelines prepared by September 2005	Number of guidelines developed and disseminated against the total	HoDs
			Compliance Inspection Team trained on guidelines by November 2005	Number of staff trained on the system against the target	DAP
			Compliance Inspection for 17 MDs, 10 regions, and 40 LGAs undertaken by June 2006	Number of MDs, Regions and LGAs inspected against the target against the target	HoDs
			Compliance Inspection Reports/Disciplinary Orders prepared and disseminated/issued one month after the inspection visits by June 2006	Number of reports prepared and issued against the target Time taken to prepared the reports against the target	HoDs
			To conduct 6 monitoring visits at Districts, Regional and HQ levels and submit reports to the Commission by June 2008	Number of visits conducted against the target	TSD
3	Assessment of individual performance standards undertaken annually in 34 MDs, 21 Regional Secretariats and reported upon by June 2008	Undertake individual annual performance audit	Individual Performance Audit Plan developed by September 2005	Performance Audit Plan developed	HoDs
			Conducted individual performance audit to all Senior Officials in the MDs and Regional Secretariats by June 2008	Number of officials audited against the target	HoDs

No	Strategic Objectives	Strategies	Strategic Delivery Target	Output Indicators	Responsible
			Performance Audit Report prepared and disseminated annually by June 2006	Performance Audit Report prepared and disseminated	HoDs
4	Monitoring, Evaluation and Reviews of Client Service Charter undertaken in all MDs and reported upon annually by June 2007	Establish a monitoring, evaluation and review mechanism for client service charters	Mechanism for monitoring and review of client service charters established and operationalised by June 2006	Number of client service charters reviewed against the target	HoDs
			Client Service Charter Reports received from all MDs starting July 2007	Number of reports received against the total	HoDs
			Overall client service charters performance review reports prepared and disseminated every September starting the year 2007	Overall report in place	HoDs
5	Complaints handling system operational by June 2007	Establish a system to receive complaints from Public Servants	A consultant to establish the system engaged by June 2006	Terms of Reference in place Consultant engaged	DAP
			Complaints handling system established by December 2006	Consultants report in place System in place	DAP/ HoDs
			Public Servants Complaints received from all the MDs, RS and LGAs by June 2007	Number of complaints received  % of MDs, RS, LGAs from where complaints have been received	HoDs
		Ensure collaboration with other institutions	Memorandum of Understanding established with GGHRC, PC and Ethics Secretariat by June 2006	MOU documents in place	DAP
6	Disciplinary Actions taken against all teachers violating HR procedures	Enhance effectiveness of the disciplinary mechanism for teachers	Disciplinary mechanism/channels for teachers reviewed by December 2005	Reviewed mechanism in place	TSD
			Teachers Service Department District and Regional Committees to be trained on the new Act, Rules, Regulations and Procedures by March 2006	Number of committee members trained against the total	TSD
			Complaints handling mechanism for students and pupils established and operational by June 2007	Number of complaints received from students and pupils	TSD

No	Strategic Objectives	Strategies	Strategic Delivery Target	Output Indicators	Responsible
7	Terminal benefits to teachers administered by June 2006	Ensure processing of terminal benefits of teachers under the PSC jurisdiction	All backlogs of terminal benefits of teachers processed by December 2006	% of backlog still remaining against the total	TSD
			Terminal Benefits of 2594 Teachers computed by June 2008	Number of Terminal benefits processed against the target	TSD

**KEY RESULT AREA 3: APPOINTMENTS, CONFIRMATIONS AND PROMOTIONS UNDERTAKEN MERITOCRATICALLY IN THE PUBLIC SERVICE**

**Key Performance Indicators:**

- Number of People Covered by OPRAS
- Average OPRA Score
- Percentage of rules and regulations on Appointments, Confirmations and Promotions complied with
- Number of complaints received

No	Strategic Objectives	Strategies	Strategic Delivery Target	Output Indicators	Responsible
8	Advice to President provided upon request	Ensure availability of regular and updated information	Collecting and Updating of key information regarding Public Service Undertaken at least twice a year by June 2006	Frequency of information updating against the total	HoDs
			Advice given to the President within 5 days after the request by June 2006	Number of days taken to provide advice against the target	HoDs
9	Participation in various appointment committees in the Public Service by June 2008	Ensure effective participation in the appointments committees/boards	PSC representatives attend all appointment committee/board meetings by June 2008	% of meetings attended by PSC representatives	HoDs
10	Demand Driven Technical Assistance provided in appointments, confirmations and promotions	Enhance the capacity of PSC officials to provide assistance to customers	All PSC officials trained on the Act, Rules, Regulations and Procedures by June 2006	% of PSC officials trained	DAP/ HoDs
11	Guidelines to employers, appointing and disciplinary authorities produced by June 2007	Form task forces to prepare the guidelines	Task Force to prepare the guidelines formed by December 2005	Task Force in place	HoDs
			All the necessary guidelines prepared and issued by June 2007	Number of guidelines prepared against the target	HoDs

No	Strategic Objectives	Strategies	Strategic Delivery Target	Output Indicators	Responsible
12	Teachers registered, appointed, confirmed and promoted	Ensure registration of teachers	All teachers registered by June 2008	% of teachers registered against the target	TSD
		Ensure appointments, confirmations and promotions undertaken appropriately	All teachers positions are filled according to permits/budgets by June 2008	% of vacancies filled against the target	TSD
			All confirmations and promotions are undertaken according to set out rules and procedures by June 2008	% of confirmation and promotions done against the target	TSD
			To conduct 12 TSD Departmental Meetings by June 2006	Number of meetings held against the target	TSD
			To conduct 12 sittings of the 21 Regional Committees by June 2006	Number of meetings held against the target	TSD
			To conduct 12 sittings of the 120 District Committees by June 2006	Number of meetings held against the target	TSD

#### KEY RESULT AREA 4: CAPACITY OF PSC TO PERFORM ITS ROLES AND FUNCTIONS

##### Key Performance Indicators

- % Of customers satisfied by PSC services
- % Budget variation

No	Strategic Objectives	Strategies	Strategic Delivery Target	Output Indicators	Responsible
13	Laws and Regulations reviewed and updated to address inconsistencies by June 2006	Identify inconsistencies and recommend amendment to the Public Service Act No. 8 of 2002, Public Service Regulations of 2003 and the Public Service Schemes	Inconsistencies identified and summarised by July 2005	% of inconsistencies identified	DAP
			Stakeholder consultations on conducted by September 2005	Number of workshops/meetings held against the target	DAP
			Amendments to the Act recommended to the Attorney General's Chambers by December 2005	Recommendations sent to AG Chambers	DAP
14	Lines separating PSC and POPSM defined and coordination established by December 2005	Conduct high level technical consultations with POPSM	Paper identifying lines of separation prepared by July 2004	Paper prepared and disseminated	DAP
			Technical Workshop conducted by August 2004	Workshop held  Workshop report  Number of participants to the workshop against the target	HoDs
15	PSC organisational structure reviewed by June 2006	Undertake an organisational review exercise	Formal request sent to POPSM by July 2005	Request sent	DAP
			Revised organisation structure prepared by December 2005	Revised structure in place	DAP
			Revised organisational structure submitted to POPSM for approval by January 2006	Submission made to POPSM	DAP
16	PSC Office accommodation in one place by June 2006	Rent office accommodation	Office accommodation secured by July 2005	Office accommodation in place	DAP
			Furniture, fixtures and fittings for the new offices secured by December 2005	Number of offices with the necessary furniture against the total	DAP

No	Strategic Objectives	Strategies	Strategic Delivery Target	Output Indicators	Responsible
			All PSC staff move into the new premises by June 2006	% of staff having moved into the new structure	DAP
17	Awareness of PSC's new roles promoted externally by June 2006	Conduct awareness campaigns	Conduct weekly radio programmes by June 2007	Number of programmes per week	DAP
			Issue regular newspaper articles by June 2008	Number of newspaper articles per month	HoDs
			Prepare and disseminate 2000 quarterly newsletters and 5000 brochures annually by June 2008	Number of publications issued against the target	DAP
			Conduct working sessions with Council Directors, Council Manpower Management Officers and Heads of Department by June 2008	Number of sessions conducted Number of participants to the sessions against the target	LGSD/FRISD
			To print 30,000 booklets and 30,000 brochures by June 2008	Number of booklets and brochures printed and distributed against the target	TSD
18	Working tools and vehicles procured by June 2008	Identify needed working tools	All the necessary working tools identified by July 2005	% of staff with the necessary working tools	DAP
			Procurement Plan for the working tools prepared by September 2005	Procurement plan in place	DAP
			5 M/Vehicles procured by June 2008	Number of vehicles procured against the target	DAP
19	Ensure conducive working environment and welfare of staff	Provide necessary facilities and services	Provide staff entitlements and refreshments by June 2008	% complaints from staff on entitlements and refreshments	DAP
			Ensure Office maintenance by June 2008	Level of complaints from staff on office condition	DAP

No	Strategic Objectives	Strategies	Strategic Delivery Target	Output Indicators	Responsible
			Two seminars/workshops/meetings on HIV/AIDS and Gender conducted for PSC staff by June 2006	% of staff made aware on HIV/AIDS and Gender issues	DAP
20	Enhance Public Service Commissions Cooperation in East Africa	Attend meetings, workshops	Attend two Task Force Meetings by June 2006	Number of meetings attended against the target	DAP
			Attend secretariat meeting in Arusha and visit EAC HQ by June 2006	Number of meetings attended against the target	DAP
			Attend one secretariat meeting in Nairobi or Kampala by June 2006	Number of meetings attended against the target	DAP
			Attend one Commission meeting with PSC Secretariat in Nairobi by June 2006	Number of meetings attended against the target	DAP
			Conduct Joint workshop to discuss functions of PSCs and areas of cooperation by June 2006	Number of meetings attended against the target	DAP

**KEY RESULT AREA 5: PSC EMPLOYEES ARE HIGHLY SKILLED, MOTIVATED, KNOWLEDGEABLE AND CONFIDENT**

**Key Performance Indicators:**

- Number of staff trained against the target
- % of customers satisfied with PSC services

No	Strategic Objective	Strategies	Strategic Delivery Target	Output Indicators	Responsible
21	Training Needs Assessment undertaken and Training Programme prepared by June 2008	Undertake training needs assessment	Terms of Reference for the TNA prepared and approved by August 2005	TNA TOR Document in Place	DAP
			TNA undertaken by October 2005	TNA Document in place	DAP
			Comprehensive Training Programme prepared by December 2005	Training Programme in place and implemented	DAP
			63 staff and 7 Commissioners trained in courses related to their work within and outside the country by June 2008	Number of staff trained against the target	DAP
			Offer Long and Short Term Training to 30 LGSD members of staff within the country and abroad	Number of staff trained against the target	LGSD
			Offer long term training to 91 and short courses to 75 TSD staff by June 2008	Number of staff trained against the target	TSD
			To offer special training to 3 TSD staff by June 2008	Number of staff trained against the target	TSD
			To offer review courses to 10 accountants of TSD by June 2008	Number of staff trained against the target	TSD
			To offer tailor made course at ESAMI for 18 staff by June 2008	Number of staff trained against the target	TSD
			To offer long term training to 20 staff and short courses to 15 staff for FRISD by June 2008	Number of staff trained against the target	FRISD
			To organise 2 study tours for FRISD staff by June 2008	Number of tours against the target	FRISD
			To conduct service training for 3 clerks, 3 secretaries, 2 drivers and offer long term training to 5 staff, tailor made courses for 13 staff members and overseas courses in HRM for 5 staff members from HSD	Number of staff trained against the target	HSD

No	Strategic Objective	Strategies	Strategic Delivery Target	Output Indicators	Responsible
			Provide long term training for 5 Admn Officers, 3 RMSs, and 1 AA from CSD and train 4 CSD officials in HRM and conduct overseas study tours for 3 officials	Number of staff trained against the target	CSD
22	All vacancies in PSC filled by June 2008	Identify and fill vacancies	Job analysis carried out by September 2005	Report in place	DAP
			All vacancies identified by October 2005	% of vacancies in identified	DAP
			All vacancies filled by June 2008	% of vacancies filled	DAP
23	Leadership, Managerial and Technical Skills, and Team Spirit enhanced for all PSC officials by June 2007	Capacity building	Leadership training conducted to all middle and senior level managers by June 2006	Number of leaders trained against the total	DAP
			Team building exercises conducted by June 2006	Number of team building exercises conducted against the total	DAP
			Interviewing and evaluation skills training conducted to all the relevant staff by June 2007	Number of staff trained against the total	DAP
			Communications and Presentation skills training conducted to all relevant staff by June 2007	Number of staff trained against the total	DAP
			Study tours, short term training, international and national conferences attended by June 2008	Number of sessions attended to against the target	DAP
			Organise study tours for 7 Commissioners, Secretary, 5 Deputy Secretaries and 12 Assistant Secretaries by June 2008	Number of study tours against the target	DAP
			Attend APAM, CAPAM and ESAGA Conferences by June 2008	Number of conferences attended	DAP
			To conduct 4 seminars for Heads of Outposts by June 2008	Number of seminars conducted	TSD
			To conduct 4 seminars for officers dealing with staff development, ethics and discipline by June 2008	Number of seminars conducted	TSD
			To organise 4 study tours for TSD staff by June 2008	Number of study tours against the target	TSD
24	Incentive Package for PSC staff in place by June 2006	Identify non-financial incentive package	Incentive package for staff in place by June 2005	Package in place	DAP

**KEY RESULT AREA 6: PSC FINANCES MANAGED SOUNDLY WITH ACCOUNTABILITY**

**Key Performance Indicators:**

- Results of Audit Reports
- Time taken to submit financial reports to MOF

No	Strategic Objectives	Strategies	Strategic Delivery Target	Output Indicators	Responsible
25	Internal control system developed and implemented by June 2006	Develop an internal control system	Internal Control System in place by December 2005	Internal Control System in place	CIA
26	Internal audits undertaken by June 2008	Conduct regular internal audits	Internal audits undertaken every quarter by June 2006	Number of internal audits undertaken per year	CIA
27	Budgets and Financial reports prepared timely and accurately by June 2008	Apply proper financial procedures to prepare financial reports	Prepare monthly, quarterly and annual financial reports and submit to MOF and to the CAG by June 2008	Number of reports prepared against the target	CA
			To prepare MTEF Budget and attend parliamentary committee sessions annually	MTEF prepared timely	CA

**KEY RESULT AREA 7: PLANNING AND DECISION MAKING BASED ON QUALITY INFORMATION**

**Key Performance Indicators:**

% Of data up to date

Number of research undertaken per year

Ratio of computers per person

No	Strategic Objectives	Strategies	Strategic Delivery Target	Output Indicators	Responsible
28	Regular Research on Public Service Undertaken by June 2008	Identify research areas and undertake research	A list of research areas identified by December 2005	Number of areas identified	HoDs
			1 research undertaken every year starting 2006/7	Number of research undertaken against the target	HoDs
			To research on Teachers overdue problems in 9 regions and submit reports to the Commissions by June 2008	Research Undertaken and report prepared	TSD
29	MIS Systems developed by June 2007	Engage a consultant	MIS Needs Assessment conducted by December 2005	Needs Assessment Report in place	HoDs
			MIS developed and installed by June 2007	MIS in place	HoDs
			Network, intranet and internet connection put in place by June 2007	Network, internet and intranet in place	HoDs
			Computer and Software facilities procured by June 2008		DAP
30	Training on MIS systems	Capacity Building	All middle and senior level staff trained on the use of MIS by June 2008	% of staff trained against the target	HoDs