

**THE UNITED REPUBLIC OF TANZANIA**

**PRESIDENT'S OFFICE**



**PUBLIC SERVICE COMMISSION**

**MEDIUM TERM STRATEGIC PLAN**

**2021/22 – 2025/26**

**REVIEWED, DECEMBER 2023**

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LIST OF ACRONYMS AND ABBREVIATIONS	
ACD	- Appeals and Complaints Department
ADPs	- Annual Development Plan
AIDS	- Acquired Immuno-deficiency Syndrome
CA	- Chief Accountant
CIA	- Chief Internal Auditor
DAHRM	- Director of Administration and Human Resources Management
DGDR	- Director of Guidelines Formulation, Dissemination and Research
DLU	- Director of Legal Unit
DPM&E	- Director of Planning, Monitoring and Evaluation
DS	- Deputy Secretary
DS-AC	- Deputy Secretary for Appeals and Complaints
DS-HRSC	- Deputy Secretary for Human Resource Standards and Compliance
FYDP III	- The Third Five Years Development Plan
FY	- Financial Year
GSPP	- Government Salary Payment Platform
HCMIS	- Human Capital Management Information System
HGCU	- Head of Government Communication Unit
HICT	- Head of Information and Communication Technology
HICTU	- Head of Information and Communication Technology Unit
HIV	- Human Immuno - deficiency Virus
HPMU	- Head of Procurement Management Unit
HR	- Human Resources
HRM	- Human Resources Management
ICS	- Integrated Communication System
ICT	- Information and Communication Technology
LAN	- Local Area Network

LGA	- Local Government Authorities
LTPP	- Tanzania's Long Term Perspective Plan
MDA	- Ministries, Departments and Agencies
MIC	- Middle Income Country
MTEF	- Medium Term Expenditure Framework
MTSP	- Medium Term Strategic Plan
MTSPBM	- Medium Term Strategic Planning and Budgeting Manual
MUSE	- Mfumo wa Ulipaji Serikalini
NACSAP	- National Anti-Corruption Strategy and Action Plan
NAOT	- National Audit Office of Tanzania
NCDs	- Non-Communicable Diseases
OPRAS	- Open Performance Review and Appraisal System.
PSC	- Public Service Commission
R	- Ruling Party Manifesto
RSs	- Regional Secretariats
SDG	- Sustainable Development Goals
SP	- Strategic Plan
SWOC	- Strengths, Weaknesses, Opportunities and Challenges
TaNEPS (NeST)	- National e-Procurement System for Tanzania
TDV 2025	- Tanzania Development Vision 2025
TNA	- Training Needs Assessment
WAN	- Wide Area Network





Statement by the

## CHAIRPERSON



It is my pleasure to present a five years' strategic plan 2021/2022 – 2025/2026 of the President's Office, Public Service Commission (PSC). In many facets Strategic Plan is commonly referred as the bedrock of nations' economic development in rapidly changing world environment. This Strategic Plan therefore provides a road map that will guide the execution of the mandate of the Commission. The Plan defines the Commission's strategy for achieving its vision, mission and objectives of Public Service Commission for the remaining period of the Plan. It also outlines the strategies and targets to achieve the strategic objectives of the Commission.

I would like to acknowledge the hard work and commitment given by the Commissioners; Hon. Ambassador John M. Haule, Hon. Immaculate P. Ngwale, Hon. Khadija A.M Mbarak, Hon. Suzan P. Mlawi, Hon. Ambassador Adadi M. Rajabu and Hon. Nassor M. Mnambila, the Secretary to the Commission Mr. Mathew M. Kirama, Heads of Departments and Units, Staff and our esteemed stakeholders, for their valuable contribution in the preparation of this Strategic Plan.

Further, I would like to extend my sincere appreciations to all employees, who in one way or another contributed to the achievements that were recorded during the implementation of the previous Strategic Plan (2016/17-2020/21) and for efforts made in the preparation of this Strategic Plan 2021/22- 2025/26 of the Commission.

Last but not least, I wish to invite all stakeholders to co-operate with the Commission in our untiring efforts along with other key players to transform the Public Service to be more fulfilling in serving the Public.

In this endeavour, it is my sincere hope and wishes that all staff and stakeholders will fully and objectively participate in the implementation and monitoring of the plan to ensure the realization of the expected results as depicted in the plan.



Hon. Judge (Rtd) Hamisa H. Kalombola

**CHAIRPERSON**

Statement by

## THE SECRETARY



The Public Service Commission is mandated to guarantee that the public service is fair, accountable and transparent. The center of attention of this Strategic Plan is to improve accountability, transparency and compliance with human resources Rules, Regulations and Procedures in the Service.

It defines the direction of PSC in carrying out its mandates as well as guiding the allocation of resources required for implementation of its plan.

In staying on course, the Commission will remain committed to the Tanzania Development Vision 2025; The Five Year Development Plan III (2021/22 – 2025/26), Sector Policies and Strategies; Budget Guidelines; CCM Election Manifesto of 2020 - 2025; Sustainable Development Goals (SDGs) and other National and International Frameworks.

Guided by this Strategic Plan, our thrust will be on promoting values and ethical conduct and entrenching a high-performance culture. The overarching priority will be to scale up the productivity of the public service and eliminate

wastage by targeting performance improvement. Continuous improvement will be the hallmark of our work culture.

This plan is formulated to ensure there is a unified Public Service which comply with the laid down rules, regulations, guidelines, instructions and procedures aimed at enhancing discipline, ethical conduct, fairness, meritocracy and results oriented performance.

I wish to extend my special thanks to Chairperson, Commissioners, Heads of Departments and Units, Staff and our esteemed stakeholders, for their valuable contribution in the preparation of this Strategic Plan. In this category also, I wish to extend my appreciation to Planning, Monitoring and Evaluation Unit for the coordination and endless commitment towards the production of this strategic plan. All these contributions are highly appreciated.

A handwritten signature in blue ink, which appears to be 'Mathew M. Kirama', written over a light blue background.

Mathew M. Kirama  
**SECRETARY**



## EXECUTIVE SUMMARY

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The President's Office, Public Service Commission (PO-PSC) was established under Section 9(1) of the Public Service Act Cap. 298 (Revised 2019). Its main responsibility is to regulate the Public Service so as to ensure compliance with HRM rules, regulations and procedures in the public service. The development of this plan was participatory, 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.

The plan presents strategic direction of the Commission for the period of five years commencing from 1<sup>st</sup> July, 2021 to 30<sup>th</sup> June, 2026. It is composed of four (4) chapters.

The first chapter presents introduction of the plan which covers historical background, mandate, functions and powers of the Commission derived from Cap. 298 of the Public Service Act. The chapter also covers background of the strategic plan, the approach used, purpose of the plan and layout of the document.

The second chapter is the situational analysis which hinges performance reviews, stakeholders' analysis as well as Strength, Weaknesses, Opportunities and Challenges (SWOC). Likewise, the Commission critically examined itself internally and externally to identify its strengths to take advantage of, weaknesses to be aware of, opportunities to bank on and challenges to be addressed.

Performance review of the SP recorded that the Commission conducted regular audits in 148 institutions on average per year from July 2021 to December, 2023. Moreover, Special Audits were conducted in one (1) institution and New electronic system for Compliance Audit was installed and auditable areas increased from seven (7) to 13. On the other hand, in executing other statutory obligations, the Commission deliberated and concluded 1,209 appeals and 310 complaints, facilitated 86 institutions on HR compliance issues. Furthermore, 16 TV and 10 Radio programs were broadcasted as part of awareness creation strategy.

Despite these notable achievements, implementation of the Commission's functions was affected by inadequate ceiling and budget allocation which also contributed to unsatisfactory working environment.

Basing on the situational analysis, critical issues to be addressed in the plan were identified. These include inadequate resources in comparison to PSC functions, low coverage of HR Compliance audits; failure of appointing and disciplinary authorities to implement Commission's deliberations and decisions; untimely submission of appeals supporting documents; inadequate public facilitations on HRM laws; partial compliance with HR rules and regulations, and inadequate working facilities such as vehicles, computers as well as printers. Others include, low level of utilization of ICT potentialities; skills enhancement among PSC staff and untimely or failure to submit HR reports by the respective authorities.

The third chapter stipulates that this Strategic Plan will be guided by the following Vision and Mission;

**Vision:** An efficient, fair and accountable Public Service

**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 attain the envisaged Commission's Vision and Mission, seven objectives were developed. These are:

- A: HIV and AIDS infection Reduced and Supporting Services Improved
- B: Implementation of National Ant-corruption Strategy enhanced and sustained
- C: Human Resources Management Compliance in the Public Service enhanced
- D: Handling of appeals and complaints enhanced
- E: Capacity of the Commission to deliver quality services enhanced
- X: Management of environmental and ecosystems enhanced and sustained
- Y: Multi-Sectoral Nutritional Services Improved

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

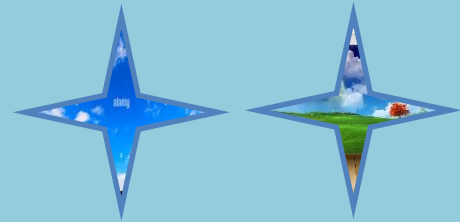
The main strategies which the Commission will use to achieve its development objective of making Employers, Employees, Appointing and Disciplinary Authorities comply with HRM Rules, Regulations and Procedures for results-oriented management are conducting HR Compliance audits, acting on appeals and complaints as well as issuing compliance guidelines and facilitating its stakeholders on HRM compliance.

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 as an overall impact and the kind of reviews, evidence-based evaluation studies and analytical work to be done over lifespan of the plan. It is in this chapter where the linkages between PSC objectives, National and International Frameworks have been shown.

The major expected results from implementation of this plan include enhanced Human Resources Management compliance, enhanced handling 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 management in spearheading changes, commitment of PSC staff in implementation of the plan, stakeholders' commitment towards achieving shared responsibilities as well as good will of the Government to provide adequate financial and human resources.

# CHAPTER ONE

## INTRODUCTION





## CHAPTER ONE

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### 1.0 INTRODUCTION

#### 1.1 Historical Background of the Commission

The President's Office, Public Service Commission (PO-PSC) was established under Section 9(1) of the Public Service Act, CAP 298 (Revised 2019) as a result of Public Service Reforms. It was established on 07/01/2004 performing both regulatory and executive functions.

The establishment of the Public Service Commission was in line with the Public Service Management and Employment Policy adopted by the Government in 1998, aiming at bringing about fundamental shift in the management of Public Service in Tanzania. It was established in order to achieve: -

- (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; and
- (vi) Reinforcement of transparency, equity and justice in the public service.

In order to achieve that, the Commission was given mandates to conduct HR compliance audit, act on appeals and complaints and facilitate stakeholders through issuing HRM Compliance Guidelines and build their capacities on HRM compliance matters in the Public Service.

Following various changes in the Legislations, in 2008/2009 the Commission was then transformed into a Regulator hence ceasing to perform executive functions. The Commission has two core departments namely Appeals and complaints Department and Human Resources Standards and Compliance Department as well as Guidelines Formulation, Dissemination and Research Unit.



## 1.2 Mandates, Functions and Powers of the Public Service Commission

### 1.2.1 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 Cap 298 (Revised 2019). The mandates are enshrined in Section 10(1) (2) of the Public Service Act Cap. 298.

### 1.2.2 Roles and 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 President's 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) (f)
(vi) To ensure that service schemes are formulated and implemented effectively	10 (1) (h)
(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

### 1.2.3 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) (g)
(ii) To take measures 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) (i)
(iii) To require any employing authority to provide information which the Commission may need for carrying out its functions	10 (2)

### 1.3 Background of Strategic Plan

Since its establishment the Commission has had four Strategic plans, two spanned for three years, (2005/06 - 2007/08, 2008/09 – 2010/11) and the other two spanned for five years (2011/12-2015/16 and 2016/17-2020/21). The five years Strategic Plans came after the introduction of Tanzania Development Vision 2025. Following the implementation of the fourth PSC's Medium Term Strategic Plan (2016/17-2020/21) and in recognition of the new organization structure, Ruling Party Manifesto, Five Years Development Plan III as well as rapid changing environment, the Public Service Commission repositioned itself to deliver its mandate more effectively in order to contribute to the implementation of Tanzania Development Vision 2025 by preparing and implement its fifth strategic Plan which will span from 2021/22 to 2025/26. In respect to that, this Strategic Plan review will provide strategic direction of the Commission for five years from 2021/22 to 2025/26. Its focus is to enhance compliance with HRM rules and regulations in the Public Service.

### 1.4 Strategic Planning Approach

This strategic plan for the fiscal years 2021/22 to 2025/26 was developed through a consultative and participatory process involving key stakeholders. Several consultative meetings were organized to obtain insights into areas of strategic importance to the Commission for the remaining period of the

Plan as it responds to the emerging challenges and opportunities. Internal and external stakeholder's meetings were held under technical guidance of the Commission Management.

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

### **1.5 Purpose of the Strategic Plan**

The Commission's Strategic Plan intends to provide a road map for attaining its vision, mission and objectives. Consequently, it acts as a communication tool for informing stakeholders on what the Commission plans to accomplish over the remaining period of the Plan in accordance with its functions in order to improve service delivery. The scales of measuring accountability at all levels are included in the plan. In order to maintain efficiency and optimal resource allocation, the plan will serve as a significant reference in the annual plans and budget.

### **1.6 Layout of the Document**

This document is composed of four chapters with the following format:

#### **Chapter One: Introduction**

This chapter includes background of the institution, Mandate, purpose of the plan, approach adopted and the layout of the document

#### **Chapter Two: Situational Analysis**

It contains performance review, stakeholders' analysis, SWOC analysis and identification of critical issues.

#### **Chapter Three: The Plan**

This chapter describes the Vision, Mission, Core Values, Objectives, Strategies, Targets and Key Performance Indicators

#### **Chapter Four: Results Framework**

It includes 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





## CHAPTER TWO

## SITUATIONAL ANALYSIS



## CHAPTER TWO

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### 2.0 SITUATIONAL ANALYSIS

This chapter covers performance review of the Strategic Plan, stakeholders' analysis, SWOC analysis as well as identification of critical issues.



## 2.1 Performance Review of PSC Strategic Plan 2021/2022 - 2025/2026


Table 3: Performance review for period 2021/2022 - 2023/2024 (December, 2023)

Code	Objective	Achievements	Constraints	Way Forward
A	Services improved and HIV and AIDS infections reduced	i. Existence of PSC HIV and AIDS committee ii. Two (2) awareness seminars on HIV and AIDS as well as non-communicable diseases were conducted. Preventive gears supplied for one year iii. PSC staff provided with supportive services. iv. PSC staff sensitized on HIV/AIDS and Non-Communicable diseases every year v. 56 PSC staff voluntarily tested for HIV/AIDS and Non-Communicable diseases in 2021/2022	i. PSC's HIV/AIDS and Non-Communicable Diseases Committee inactive. ii. HIV Strategy not fully implemented iii. Quarterly reports on HIV/AIDS and non-communicable diseases not prepared	i. HIV/AIDS and Non-Communicable Diseases committee should be active ii. Seminars and workshops on HIV/AIDS and Non-Communicable Diseases should be conducted annually iii. HIV/AIDS and Non-Communicable Diseases strategy should be fully implemented iv. Quarterly reports on HIV/AIDS and non-communicable should be prepared and submitted
B	Corruption at all levels in the Country reduced	i. None of PSC staff convicted of corruption ii. 103 PSC staff trained on ethics and moral practices iii. 107 PSC staff trained on Anti-corruption	Quarterly reports on Anti- Corruption not prepared	i. Seminars and workshops on corruption should be conducted every year ii. Quarterly reports on Ant-Corruption should be prepared
C	Human Resources Management Compliance in the Public Service enhanced	i. 110 institutions were audited for regular audit up to June, 2022; 153 institutions audited in 2022/2023. ii. HRI system reviewed and implemented. <ul style="list-style-type: none"> <li>Auditable areas increased from 7 to 13</li> <li>Audit methodology shifted from</li> </ul>	i. Due to financial constraints PSC was unable to audit 40 institutions and conduct researches on planned areas ii. Intensive training on compliance audit and report writing to PSC staff was not conducted iii. Facilitation on HR management to employers, employees, appointing and	i. PSC should seek funds to increase the scope of audit and research ii. Training on Human Resources Compliance audit should be conducted using internal and external experts to equip auditors with adequate skills

Code	Objective	Achievements	Constraints	Way Forward
		<p>manual to electronic</p> <p>iii. PSC staff were trained on Human Resources Compliance audit annually</p> <p>iv. One (1) research on HR issues titled Factors contributing to high rate of Absenteeism in Public Service was conducted.</p> <p>v. Individual audit reports for 110 and 151 institutions audited in 2021/2022 and 2022/23 prepared and submitted respectively.</p> <p>vi. One (1) special audit conducted</p> <p>vii. Discipline, Appeals and complaints and guidelines for submission of HR reports were reviewed</p> <p>viii. Appeals and complaints analysis and HR compliance audit guidelines formulated</p> <p>ix. 66 public institutions were facilitated on HR issues, public service act, rules and regulations and 48 institutions were trained on public service act, rules and regulations</p> <p>x. Eight (8) quarterly and two (2) annual performance reports on the status of public service are were prepared and submitted.</p>	<p>disciplinary authorities not done intensively and to the required scope.</p>	<p>iii. Employees, Employers, Appointing and Disciplinary authorities should be facilitated on HR Management rules and regulations, circulars and procedures</p>
D	Handling and determination of appeals and	<p>i. Appeals Handling mechanism completed and documented</p> <p>ii. Appeal and HR compliance audit</p>	<p>i. Tailor made training to PSC officers on handling appeals and complaints, disciplinary matters was not</p>	<p>i. Follow up of appeals and complaints documents/attachments</p>

Code	Objective	Achievements	Constraints	Way Forward
	complaints enhanced	<p>system in place</p> <p>iii. Follow-up of supporting documents for appeals and complaints strengthened; through monitoring, amendment of Regulation 62 (2) of the Public Service Regulations 2009 [R.E 2022] to allow exparte decision.</p> <p>iv. 81% appeals with supporting documents were deliberated and 84% of complaints with supporting documents were concluded</p> <p>v. 92% of the institutions have implemented commission's decisions.</p>	<p>conducted intensively</p> <p>ii. Delays in implementing commissions' decisions.</p>	<p>should be strengthened.</p> <p>ii. PSC should facilitate in-house training program to staff dealing with appeals and complaints</p>
E	Capacity of the Commission to deliver quality services enhanced	<p>i. Two (2) annual training program prepared and implemented</p> <p>ii. 56 PCS staff attended short - and long-term courses</p> <p>iii. Entitlements and utilities to staff were provided</p> <p>iv. Five (5) vehicles were procured</p> <p>v. Two (2) annual MTEFs were prepared and presented to the Parliament</p> <p>vi. Nine (9) Quarterly budget reports and two (2) Annual budget performance reports prepared and submitted to relevant authority.</p> <p>vii. PSC was awarded an unqualified opinion (Clean certificate) in 2021/2022 and in 2022/2023</p>	<p>i. Training program not Implemented effectively</p> <p>ii. PSC could not procure adequate ICT equipment</p> <p>iii. Communication strategy was not developed</p> <p>iv. ICT strategy not developed</p> <p>v. PSC's Risk Management framework was not developed</p> <p>vi. Procurement plan was not fully implemented due to financial constraints</p>	<p>i. Training program should focus on both skills and career development</p> <p>ii. PSC staff to attend exposure programs to share knowledge, skills and experience</p> <p>iii. Working environment should be improved</p> <p>iv. PSC should seek funds to procure vehicles so as to improve its working environment</p> <p>v. Communication strategy should be developed and implemented effectively</p> <p>vi. ICT strategy should be implemented effectively</p>



Code	Objective	Achievements	Constraints	Way Forward
		<ul style="list-style-type: none"> <li>viii. Two (2) Annual Financial Statements, nine (9) quarterly financial reports were prepared and submitted to the Treasury</li> <li>ix. 16 TV and 10 Radio programs were prepared and aired</li> <li>x. The Commission participated in National Human Rights and Integrity Day celebrations</li> <li>xi. The Commission participated in Public Service Week</li> <li>xii. ICT strategy in place</li> <li>xiii. Electronic ICT system for core functions developed</li> <li>xiv. ICT steering committee established and four (4) meetings conducted</li> <li>xv. Working tools such as 11 computers/laptops, two (2) printers and two scanners procured;</li> <li>xvi. Government mailing system, e- vibali, HCMIS, GSPP, MUSE, TaNEPS, CBMS and HRCIS implemented and supported</li> <li>xvii. Nine (9) quarterly and two (2) Annual Internal Audit Reports were prepared and submitted to the relevant authority</li> <li>xviii. 10 quarterly Audit committee meetings were conducted</li> <li>xix. Twenty (20) court cases attended</li> <li>xx. 24 Monthly and two (2) annual</li> </ul>		<ul style="list-style-type: none"> <li>vii. Annual procurement plan should be implemented effectively</li> </ul>



Code	Objective	Achievements	Constraints	Way Forward
		procurement reports were prepared and submitted xxi. Two (2) Annual stock taking carried out xxii. Two (2) Annual Procurement Plans (APP) were prepared annually		

## 2.2 Stakeholders' Analysis

Stakeholders' analysis for Public Service Commission involved the process of analyzing individuals, groups of people, institutions or firms, that may have significant interest in the success or failure of the strategic plan (either as the implementers, facilitators, beneficiaries or adversaries).

However, a basic premise behind stakeholders' analysis in the Commission was that different groups have different concerns, capacities and interests, and this need to be explicitly understood and recognized in the process of problem identification, objective setting and strategy selection. The ultimate goal is to help maximizing the social, economic and institutional benefits of the Strategic Plan to the target groups and ultimate beneficiaries, as well as minimizing its potential negative impacts. Both internal and external stakeholders have been considered. External stakeholders are from a wide spectrum of institutions including government and private entities. The list of stakeholders, service offered, expected services, expectations, impact of not fulfilling their expectations as well as how they rank according to their impact to PSC are detailed below.

Table 4: Stakeholders' Analysis

S/N	STAKEHOLDERS	SERVICE OFFERED	STAKEHOLDER EXPECTATIONS	POTENTIAL IMPACT OF NOT FULFILING EXPECTATIONS	RANKING
1.	The President	i. Advice on matters relating to the service as he/she may require ii. Performance Report on the status of Public Service iii. Submission of supporting documents on appeals and complaints	i. Timely assistance in matters relating to the Public Service. ii. Timely submission of Performance Report on the status of Public Service. iii. Timely submission of supporting documents on appeals and complaints	i. Delays in decision making ii. Increase in public complaints iii. Increase in operational cost iv. Poor service delivery	H
2.	Parliament	Performance Report on the Status of Public Service	Timely and accurate submission of reports on the status of public Service	i. Loss of public trust to the Government ii. Disputes between Executives and Parliament iii. Failure of the Parliament to hold the Government accountable	H
3.	PSC Commissioners	i. Quarterly and annual reports on the status of the Public Service ii. HR compliance Audit reports iii. Analyzed appeals and complaints iv. Technical advice for decision making on matters relating to the Public Service v. Provision of entitlements	i. Accurate and timely submission of status reports of the Public Service ii. Appropriate technical advice for decision-making iii. Adequate and timely availability of information iv. Accurate and timely submission of appeals and complaints analysis v. Accurate and timely provision of entitlements	i. Uninformed decision making ii. Increased public servants outcry iii. Low motivation/Morale	H

S/N	STAKEHOLDERS	SERVICE OFFERED	STAKEHOLDER EXPECTATIONS	POTENTIAL IMPACT OF NOT FULFILING EXPECTATIONS	RANKING
4.	MDAs, RS's, LGAs and Public Institutions	i. Facilitation and awareness on human resources rules, regulations, procedures and circulars ii. Decisions on appeals and complaints in the Public Service iii. HR Compliance Audit iv. HR Audit reports v. HR Compliance Guidelines vi. Performance reports	i. Adequate facilitation on human resources rules, regulations, procedures and circulars ii. Timely decisions on appeals and complaints iii. Participatory HR Compliance Audit process iv. Accurate HR Compliance Audit reports v. Dissemination of Relevant HR Compliance Guidelines vi. Timely submission of accurate reports	i. Low level of compliance on HR related issues ii. Increased appeals and complaints from Public Servants	H
5.	Trade Unions and Advocates	i. Provision of feedback on appeals and complaints of their trade union members ii. Facilitation on HR rules and regulations	i. Adequate knowledge on HR rules and regulations as well as workers' rights, procedures and obligations ii. Justice and impartial decisions on appeals and complaints of their members iii. Timely feedback on appeals and complaints of their trade union members	i. Increase disciplinary cases, appeals and complaints among Public Servants ii. Improper channeling of appeals and complaints to the right authorities iii. Increase in labour disputes iv. Reduce labour productivity	M
6.	Professional bodies/Councils	i. Advice for decision making and HR issues ii. Information on HR issues	i. Appropriate advice for decision making ii. Adequate and timely information on HR issues iii. Collaboration and sharing of updated information on staff matters	Increased appeals and complaints	M
7.	Development	i. Proposals for funding ii. Reports on projects/ activities	i. Feasible and Viable proposed projects	i. Inadequate financing in programs and projects	M

S/N	STAKEHOLDERS	SERVICE OFFERED	STAKEHOLDER EXPECTATIONS	POTENTIAL IMPACT OF NOT FULFILING EXPECTATIONS	RANKING
	Partners	funded by donors iii. Performance reports on Status of Public Service iv. HR compliance audit reports v. Strategic Plan document	ii. Accurate and timely submission of performance reports iii. Improved HR Compliance in the Public Service iv. Accurate and reliable information v. Proper usage of funds and facilities	ii. Withdrawal of development support	
8.	Service providers	i. Advertisement/Notification ii. Award of tenders iii. Payment for services rendered	i. Transparent Adverts ii. Fair and transparent award of tenders iii. Timely and agreed payment for goods and services rendered iv. Impartial information on business opportunities	i. Tarnished relationship with service providers ii. Lack of services iii. Increase in complaints iv. Poor service delivery	H
9.	Media	i. Information regarding enquiries ii. Press releases	Timely, accessible and accurate information	i. Absence of publicity ii. Adverse publicity iii. Loss of media trust to the Government iv. Strained relationship with media	H
10.	Public Servants	i. Just and impartial decisions on appeals and complaints ii. Information regarding Public Service Commission. iii. Feedback on appeals and complaints iv. Awareness on HR rules, regulations, procedures and circulars. v. Knowledge on their rights and obligations.	i. Timely, just and impartial decisions on appeals and complaints ii. Accurate information regarding Public Service Commission. iii. Timely feedback on appeals and complaints iv. Adequate knowledge on HR rules and regulations	i. Deprived rights of Public Servants ii. Improper channel of appeals and complaints iii. Increased disciplinary cases iv. Increased appeals and complaints v. Low productivity vi. Increase mistrust between employers and employee vii. Labour turnover viii. Low public servants morale	H



S/N	STAKEHOLDERS	SERVICE OFFERED	STAKEHOLDER EXPECTATIONS	POTENTIAL IMPACT OF NOT FULFILING EXPECTATIONS	RANKING
				ix. Non-compliance to service delivery procedures, guidelines and standards	
11.	Public Service Commission staff	i. Awareness on HRM practices ii. Provision of entitlements iii. Staff welfare iv. Provision of guidelines on HRM practices v. Working tools and facilities vi. Training and career development vii. Counselling, coaching and mentoring.	i. Proper HRM practices ii. Conducive working environment iii. Timely and quality provision of guidelines on HRM practices. iv. Appropriate skills and career development	i. Inadequate service delivery ii. Increase in staff complaints iii. Low productivity iv. Mistrust v. Labour turnover vi. Low staff morale	H

**Note:** H = High, M = Medium, L = Low

### 2.3 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

The Public Service Commission conducted a situation analysis of its internal environment (strengths and weaknesses) and external environment (opportunities and challenges) to establish the factors affecting its functions. The Commission's goal is to minimize the effect of its Weaknesses and Challenges while at the same time enhancing the Strengths and exploiting the Opportunities. Self-assessment conducted by the Public Service Commission revealed the organization's strengths, weaknesses, opportunities and challenges as follows:-

**Table 5: SWOC analysis**



## STRATEGIC PLAN 2021/22 – 2025/26

Na.	Areas	Strengths	Weaknesses	Opportunities	Challenges
1	Leadership and Management	<ul style="list-style-type: none"> <li>i. Focused leadership and management with strong ethical values</li> <li>ii. Participatory approach and team work within the Commission</li> <li>iii. Optimum utilization of available human resource</li> <li>iv. Regular meetings for coordination of PSC functions</li> <li>v. Existence of training program for improving skills and career development of PSC staff</li> <li>vi. Existence of support to PSC staff welfare</li> <li>vii. Well established good governance committees such as Audit committees, Tender Board, Steering Committee, Ethics Committee, ICT steering Committee, Gender Committee, HIV and AIDS committee, Risk Management Committee, Training Committee, Appointment and Disciplinary Committee, Equipment Audit Committee and Budget</li> </ul>	<ul style="list-style-type: none"> <li>i. Lack of office working facilities and equipment</li> <li>ii. Lack of e-office system</li> <li>iii. Inadequate of knowledge and skills on administration and management to some of the leaders</li> <li>iv. Absence of a Public Service Commission Induction Manual</li> <li>v. Absence of PSC's scheme of service</li> </ul>	<ul style="list-style-type: none"> <li>i. Existence of Good Governance</li> <li>ii. Availability of Training Institutions</li> </ul>	Insufficient resources

## STRATEGIC PLAN 2021/22 – 2025/26

Na.	Areas	Strengths	Weaknesses	Opportunities	Challenges
		Committee			
2	Human Resources	<ul style="list-style-type: none"> <li>i. Existence of energetic, competent, experienced and multi-disciplinary staff</li> <li>ii. Creativity and innovation within the Commission</li> <li>iii. Regular Staff Meeting</li> </ul>	<ul style="list-style-type: none"> <li>i. Inadequate human resource in some departments/units</li> <li>ii. Inadequate and outdated working tools</li> <li>iii. Inadequate and scattered working Office's</li> <li>iv. Inadequate of knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>i. Availability of human capital in labour market</li> <li>ii. Labour mobility</li> <li>iii. Government support</li> <li>iv. Availability of Training Institutions</li> <li>v. The on-going public service reforms program</li> </ul>	<ul style="list-style-type: none"> <li>i. Existence of Communicable and Non-communicable diseases</li> <li>ii. Lack of incentive scheme</li> </ul>
3	Business Process	<ul style="list-style-type: none"> <li>i. Existence of PSC Organization Structure</li> <li>ii. Existence of Appeals and Human Resources Compliance Audit System</li> <li>iii. Existence of appeals and complaints handling mechanism</li> <li>iv. Existence of Guidelines on Appointment, Discipline and Appeals, Compliance Audits and Submission of Implementation Reports to the Commission</li> <li>v. Well established good governance committees such as Audit committees, Tender Board, Steering</li> </ul>	<ul style="list-style-type: none"> <li>i. Inadequate report writing skills</li> <li>ii. Absence of conventional PSC' M&amp;E framework</li> <li>iii. Inadequate of office working facilities and equipment</li> </ul>	<ul style="list-style-type: none"> <li>i. Chances to strengthen appeals and complaints analysis Mechanism.</li> <li>ii. Emerging modern ICT systems</li> <li>iii. Existence of Development Partners to support PSC Programs.</li> <li>iv. Availability of e-Government Strategy</li> <li>v. Existing Public Service reforms</li> </ul>	<ul style="list-style-type: none"> <li>i. Shortage of human resource</li> <li>ii. Difficulties in obtaining HR reports from employers, appointing and disciplinary authorities</li> <li>iii. Budget constraints.</li> <li>iv. Absence of its own office accommodation</li> </ul>

Na.	Areas	Strengths	Weaknesses	Opportunities	Challenges
		<p>Committee, Ethics Committee, ICT steering Committee, Gender Committee, HIV and AIDS committee, Training Committee, Appointment and Disciplinary Committee and Budget Committee</p> <p>vi. Availability of enabling ICT policies, laws and regulations with their guidelines</p> <p>vii. Existence of a reporting framework</p> <p>viii. Public servants are equally subjected to similar Human resource practices through HR Compliance guidelines</p>			
4	Stakeholders	<p>i. Existence of trust and skilled staff</p> <p>ii. Existence of clear Public Service legal framework (Act, Guidelines)</p> <p>iii. Existence of Client Service Charter</p> <p>iv. Existence of Complaints Handling Mechanism</p> <p>v. Existence of PSC website</p> <p>vi. Timely dissemination of Information</p> <p>vii. Existence of mechanism to interact with Stakeholders</p>	<p>i. Inadequate of Customer care skills</p> <p>ii. Inadequate awareness creation program.</p> <p>iii. Absence of communication and branding strategy.</p>	<p>i. Availability of institutions with customer care training courses</p> <p>ii. Existence of trust among Employers, employees and Public</p> <p>iii. Existence of cooperative mass media</p> <p>iv. Increasing stakeholders' demand on general</p>	<p>i. Misinterpretation of Public Service Act, Cap 298 and its regulations.</p> <p>ii. Partial adherence to on HRM rules, regulations and procedures</p> <p>iii. Delays in implementation of PSC decisions</p> <p>iv. Untimely/non submission of reports on HRM issues.</p>

## STRATEGIC PLAN 2021/22 – 2025/26

Na.	Areas	Strengths	Weaknesses	Opportunities	Challenges
		viii. Participation in Public awareness campaigns		understanding of PSC functions	v. Lack of unified Human resources management practices in the Public Service vi. Multiplicity of laws establishing institutions
5	Plans and Strategies	i. Existence of strategic plan, MTEF, Action Plan, Procurement Plan, HR Plans, ICT policy & strategy, Information policy & strategy, Risk Framework. ii. Monitoring, Evaluation and Performance Reporting Mechanism.	i. Absence of conventional M&E framework	i. Presence of PSC organization structure	i. Multiplicity of laws establishing institutions
6	Innovation and Communication	i. Availability of structured network infrastructure ii. Availability ICT management systems iii. Existence of guideline for ICT use	i. Low pace for technology uptake ii. Inadequate of ICT equipment	i. Existence of ICT steering committee ii. Existence of National ICT infrastructure Backbone iii. Existence of ICT National Policy iv. Availability of ICT products and services in the market	i. High hosting fees and consultation fees ii. Inadequate financial resources.

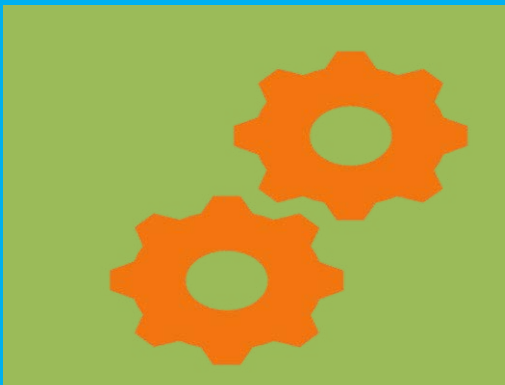


## 2.4 Critical Issues

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

- (i) Inadequate resources in comparison to PSC's functions;
- (ii) Low coverage of HR Compliance Audits;
- (iii) Failure of Employees, Employers, Appointing and Disciplinary Authorities to implement Commissions deliberations and decisions;
- (iv) Inadequate public facilitation and awareness campaigns on HR rules, regulations and functions of PSC;
- (v) Partial compliance with HR Rules and Regulations among Employees, Employers, Appointing and Disciplinary Authorities;
- (vi) Inadequate office accommodation and working facilities;
- (vii) Low level utilization of ICT potentiality;
- (viii) Inadequate training on handling Commission's statutory functions;
- (ix) Untimely and un-submission of HR reports from Employers, Appointing and Disciplinary Authorities in the Public Service; and
- (x) Inadequate awareness among stakeholders about PSC functions.





## CHAPTER THREE

### THE PLAN

## CHAPTER THREE

### 3.0 THE PLAN

#### 3.1 Vision

An efficient, fair and accountable Public Service

#### 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

<b>INTEGRITY</b>	The commission encourages a high level of honest, passion, moral principles and rule of law
<b>INNOVATIVENESS</b>	Our success depends on adopting new ideas, systems, process and procedures
<b>EXCELLENCE</b>	We provide high quality services based on standards and best practices
<b>TEAM WORK</b>	We maintain cooperation and team work spirit among our staff
<b>TIMELINESS</b>	We are time conscious in serving our clients
<b>ACCOUNTABILITY AND TRANSPARENCY</b>	We uphold openness and take responsibility for actions in discharging our Mandate

### 3.4 The Objectives

#### Objective A: HIV and AIDS Infection Reduced and Supporting Services Improved

HIV and AIDS is a disease whose effects are felt in the public service. Their major effects include reduction of human resource through deaths, low productivity associated with unhealthy staff suffering from the disease and loss of man-hours attending the affected members of the family.

The Commission has been conducting awareness sessions to its staff and provide supportive services to staff who have revealed their HIV and AIDS status to the employer. The awareness sessions and services provided to infected staff motivated other infected staff to reveal their status to the employer to get support. Likewise, the Commission facilitates provision of education to combat HIV and AIDS so that its staff can avoid the disease and enable those affected to continue executing Commission functions efficiently.

PSC needs to ensure that its staff have proper knowledge on the disease in order to make sure that its staff are healthy for execution of their activities. PSC needs sufficient resources to implement preventive and supportive strategies to its staff. In order to achieve that, PSC adopts the following Strategies;

- (i) Strengthening supportive services and awareness programs on HIV and AIDS

#### Targets for Objective A

From the above interventions the following outputs are expected;

- (ii) HIV/AIDS awareness programs/seminars to PSC staff implemented by June, 2026
- (iii) Supportive services/ preventive programs to PSC staff living with HIV and AIDS strengthened by June, 2026

#### Key Performance Indicators

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

- (i) Percentage of staff attending HIV/AIDS voluntary testing
- (ii) Percentage of staff attended HIV/AIDS awareness seminars
- (iii) Perception of staff on quality of HIV&AIDS care, supportive services and preventive gears

The major results expected from the above interventions are to prevent the spread of the disease and increase productivity from infected staff.

**Objective B: Implementation of National Anti-corruption strategy 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 groups in the society. Considering these ill effects, PSC maintains zero tolerance for all acts of corruption, be it petty or grand in the delivery of its valuable services. Because of the ill effect of corruption in the society, PSC has been playing its part to combat it within itself.

PSC has 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.

Awareness campaigns on ethics are important to make sure that, timely execution of justice is done. Because seminars are inadequate, PSC is securing allocation of more funds to strengthen its capacity to sensitize its staff so that they maintain high standards ethical behaviour when executing Commission's functions. However, through posters and leaflets, 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 the following Strategy: -

- (i) Strengthening internal programs to fight corruption

**Targets for Objective B**

From the above intervention the following output is expected;

- (i) Anti-corruption Strategy implemented and monitored by June, 2026;

**Key Performance Indicators**

The above intended outputs will be monitored through the following indicator:

- (i) Number of corruption incidences within PSC
- (ii) Percentage of PSC staff attended awareness seminars on corruption/ethical issues

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

**Objective C: Human Resources Management Compliance in the Public Service Enhanced**

The Commission as the regulator of HRM compliance in the Public Service is vested with an oversight 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 HRM Performance in the Public Service, conducts HRM Compliance Audits and facilitates stakeholders on HR Management compliance through provision of HR compliance guidelines, working sessions and media programs. Either, PSC has been building capacity of its staff to acquire skills for efficient execution of these duties.

Low coverage in HR compliance Audits and facilitations on HR Management due to financial constraints is a challenge facing the Commission. The number of audited Institutions and those covered in facilitations on HR Management is low compared to institutions which are supposed to be covered in a financial year. For the past four years (2016/17 - 2019/20) of implementation of the outgoing Strategic Plan an average of 97(20.8%) institutions audited for regular audit yearly while 69(14.8%) institutions were covered in awareness sessions.

HR Management related researches have not been conducted yearly despite of their importance in decision making and formulation of HR compliance guidelines. Studies enable PSC to figure out what is going on in the Public Service and recommend for remedial actions. To increase the coverage of compliance audit and facilitation is inevitable for the sake of increasing compliance with HRM Laws. It is therefore the duty of the Public Service Commission to make sure that the Public Service of Tanzania is well managed within the prescribed HRM Laws.



In this regard, the following strategies will be used:

- (i) Conduct HRM Compliance Audits
- (ii) Strengthen HR Audit methodology and report documentation
- (iii) Prepare/review and disseminate guidelines on compliance with HRM issues
- (iv) Strengthen facilitation on HRM issues to stakeholders
- (v) Conduct HRM researches
- (vi) Build capacity of staff and Commissioners
- (vii) Monitor implementation of HRM issues by Employers, Appointing and disciplinary Authorities

### **Targets for Objective C**

From the above interventions the following outputs are expected;

- (i) HRM compliance and monitoring of the Public Service improved by June, 2026
- (ii) Compliance Audit in the Public Service strengthened by June, 2026
- (iii) Human Resources Compliance guidelines reviewed by June, 2026
- (iv) Researches on HRM issues carried out in the Public Service by June, 2026
- (v) Capacity building program on execution of PSC's Mandates strengthened by June, 2026
- (vi) Reports on the status of HRM in the Public Service prepared by June, 2026

### **Key Performance Indicators**

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

- (i) Percentage of studies conducted
- (ii) Percentage of institutions audited
- (iii) Percentage of institutions facilitated

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

**Objective D: Handling of Appeals and Complaints Enhanced**

Public Service Commission is an appellate body in the Public Service. It has the role of receiving and acting on appeals and complaints from the decision of other delegates and disciplinary authorities. Appeals and complaints handling mechanism has been improved to make the system more efficient and able to deliver the expected service to its stakeholders. Likewise, PSC staff are trained to have a common understanding in handling appeals and complaints but trainings are still insufficient.

Despite the efforts done by PSC to build capacity of its stakeholders in handling disciplinary issues in the period of two and half years of implementing this Strategic Plan, the Commission concluded 1,055 (80.8%) appeals and 286 (90.3%) complaints. The target of deliberating 100% of the appeals and complaints with complete supporting documents was not achieved because of inadequate resources.

However, there are some Employers, Appointing and Disciplinary authorities who are not implementing Commission's decisions. There is a need for the Commission to improve follow up to make sure that its deliberations are implemented.

At present, the Commission Appeals and Complaints Information system is yet to start its operations. Handling of appeals and complaints requires a robust appeals and complaints information system to help in data handling, protection and easy tracking and communication with appellants. To address this situation, the following strategies will be used: -

- (i) Strengthen appeals and complaints handling mechanism
- (ii) Act on appeals and complaints

**Targets for Objective D**

From the above interventions the following outputs are expected;

- (i) Deliberations on appeals and complaints improved by June, 2026
- (ii) Capacity to act on appeals and complaints improved by June, 2026

**Key Performance Indicators**

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

- (i) Percentages of appeals concluded
- (ii) Percentages of complaints concluded
- (iii) Percentage of Commission decisions implemented

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 mandates depends on availability of resources. PSC has been improving its working environment through building capacity of its staff, procuring working tools and facilities embarking on ICT systems usage.

The Commission has been facing the challenge of inability to execute its mandated roles and function efficiently due to inadequate capacity that resulted into inadequate working tools and facilities. The scope of PSC to deliver quality service has been narrowed by budgetary constraints. There is mismatch between the required budget, approved budget and the released funds. For PSC to be capable of providing quality services in the Public Service, it has to be equipped so that it can deliver quality service in the Public Service to bring about an efficient, fair and accountable Public Service.

Service delivery is supported by proper and adequate internal controls and compliance with various Laws that govern the undertakings of the Public Service.

However, achieving objectives set in the plan depends on the mitigation controls put in place by the Institution to mitigate risks that can emerge in the course of implementation. Due to that, the Commission will implement Risk management. In order to achieve the above; the following strategies will be implemented;

- (i) To improve working environment
- (ii) To enhance financial management and internal control systems
- (iii) To mobilize adequate financial resources
- (iv) To conduct monitoring and evaluation on services rendered by the Commission
- (v) Branding of PSC to stakeholders
- (vi) To improve Information and Communication Technology (ICT)
- (vii) To strengthen provision of legal support and advice
- (viii) To implement risk management and Fraud Risk Management Framework
- (ix) Strengthening monitoring and evaluation within PSC

### Targets for Objective E

- (i) Commission's statutory meetings facilitated by June, 2026
- (ii) Administrative services improved by June, 2026
- (iii) Human Resource Management improved by June, 2026
- (iv) Capacity of PSC staff to deliver services improved by June, 2026
- (v) National festival events facilitated by June, 2026
- (vi) Commission's building constructed by June, 2026
- (vii) Performance management system and guidelines strengthened by June, 2026
- (viii) Working environment improved by June, 2026
- (ix) ICT infrastructure and Management Information System improved by June, 2026
- (x) ICT strategy implemented by June, 2026
- (xi) Internal control systems in PSC improved by June, 2026
- (xii) Risk management Framework in PSC established and implemented by June, 2026
- (xiii) Risk management framework in PSC is evaluated by June, 2026
- (xiv) Legal Service and Technical advice to PSC facilitated by June, 2026
- (xv) Procurement management facilitated by June, 2026
- (xvi) Promotion of roles and functions of the Commission facilitated by June, 2026
- (xvii) Financial resources properly managed by June, 2026
- (xviii) Annual plans and budgeting processes coordinated by June, 2026
- (xix) Strategic Plan institutionalized by June, 2026
- (xx) Zonal Offices established and facilitated by June, 2026
- (xxi) PSC's Information Systems developed and sustained by June, 2026
- (xxii) Monitoring and Evaluation facilitated by June, 2026

### 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.



**Objective X: Management of environmental and ecosystems enhanced and sustained**

Effective identification and mapping of environmental challenges is a prerequisite for designing appropriate measures to address the challenges at local and national level. One of the factors intensifying the situation is limited partial information on environmental degradation and their appropriate intervention options.

The major environmental challenges in Tanzania include land degradation, deforestation, biodiversity loss and climate change, deterioration of water sources, coastal and marine degradation, waste management, environmental pollution, biotechnology and invasive species. Addressing these challenges require strategic and specific interventions for the different ecosystems and thus the need for their comprehensive identification and mapping. The Public Service Commission, being one of the Service entity, sets its own milestone on the environment conservation considering knowledge of its employees. In so doing, the commission adopts the following Strategy;

- (i) To enhance staff capacity for sustainable access of ecosystem services and sustainable utilization of biodiversity

**Targets for Objective X**

- (i) Capacity of the PSC staff on Management of environmental and ecosystems enhanced by June, 2026

**Key Performance Indicator**

- (i) Percentage of PSC Staff attending environmental awareness sessions

**Objective Y: Multi-Sectoral Nutritional Services**

The Government has adopted several policies and legal frameworks to address and reduce malnutrition across the country in order to attain the desired levels of nutrition outcomes in the country. The previous National Multispectral Nutrition Action Plan (NMNAP) 2016 - 2021 has exposed that there is a need of more emphasis on the fight against under nutrition, micronutrient deficiencies, overweight and obesity.

Reports have shown that there is improvement in reducing malnutrition in the country, but there is a threat posed by the rapid increase of diet-related non-communicable diseases as well as Mental Health. Their effects impair the achievement of family, institutional and national goals of social economic development.

Like other institutions, the Commission also needs to put more efforts to make sure that this health-related issues at hand are addressed in order to develop strong and quality human capital that will help to be more productive to their families, institution and the national. In order to achieve that, PSC adopts the Strategy;

- (i) To strengthen awareness of PSC staff on nutrition and mental health issues.

**Target for Objective Y**

- (ii) Capacity of the PSC staff on nutrition and mental health improved by June, 2026

**Key Performance Indicators**

- (i) Percentage of staff attending NCDs voluntary testing
- (ii) Percentage of staff attended NCDs awareness seminars/workshops



# CHAPTER FOUR

## RESULTS FRAMEWORK



## 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 CCM Election Manifesto (2020).

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 overriding objective of PSC is to make Employers, Employees, Appointing and Disciplinary authorities comply with HRM Rules, Regulations and Procedures for results-oriented management. This represents the highest level of results in the PSC result chain. However, there are several players contributing significantly towards the achievement of this objective. The achievement of this objective, among others, will be supported by the availability of financial resources, competent staff, top management commitment, working environment and citizen's demand for accountability and transparency.



#### **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 seven objectives which will contribute to the Tanzania Vision 2025 attributes, Tanzania's Long Term Perspective Plan (LTPP) and Five year Development Plan III.

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 LTPP 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 III which has the theme "Realising Competitiveness and Industrialisation for Human Development" through intervention 5.5.7 of Good Governance and Rule of Law. The Commission will contribute in improving governance systems and strengthening of Human Resources Meritocracy Systems through its functions as enshrined under Section 10 (1) of the Public Service Act Cap 298 which aims at enhancing compliance with Human Resources Rules, Guidelines and Procedures. However, the Commission also has its contribution in the achievement of Good Governance described in the Chapter Six of the 2020 CCM Manifesto.

#### **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. 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 objective 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
Improved Compliance with HRM Rules, Regulations and Procedures among Employers, Employees, Appointing and Disciplinary authorities	<b>A</b>	HIV and AIDS Infection Reduced and Supporting Services Improved	i. Reduced mortality rates caused by HIV and AIDS ii. Behavioural change iii. Reduced absenteeism iv. Increased productivity v. Reduced stigma	i. Percentage of staff attending HIV/AIDS voluntary testing ii. Perception of staff on quality of HIV&AIDS care and supportive services iii. Percentage of staff attended HIV/AIDS awareness seminars
	<b>B</b>	Implementation of National Anti-corruption strategy enhanced and sustained	i. Reduced corruption incidences ii. Increased staff awareness on corruption iii. Behavioural change iv. Improved ethical conduct of staff	i. Number of Corruption incidences reported within PSC ii. Number of corruption complaints received and reported to appropriate authority. iii. Percentage of PSC staff attended awareness seminars on ethical issues
	<b>C</b>	Human Resources Management	i. Improved HR Compliance level in the Public Service	i. Percentage of studies conducted ii. Percentage of

Development Objective	Objective Code	Objective Name and Description	Planned Outcomes	Indicators
		Compliance in the Public Service enhanced	ii. Increased awareness on HR rules and regulations to employees, Appointing and Disciplinary Authorities	iii. Percentage of institutions audited of institutions facilitated iv. Percentage of stakeholders facilitated
	<b>D</b>	Handling of appeals and complaints enhanced	Reduced number of appeals and complaints	i. Percentages of appeals concluded ii. Percentages of complaints concluded
	<b>E</b>	Capacity of the Commission to deliver quality services enhanced	i. Improved working environment ii. Improved financial management iii. Increased staff motivation	i. Level of customers satisfaction with PSC services ii. Level of financial audit rating iii. Perception of PSC staff on working environment
	<b>X</b>	Management of environment and ecosystems enhanced and sustained	i. Increased awareness on Management of environment and ecosystems ii. Improved hygiene	i. Percentage of PSC staff attended awareness seminars on Management of environment and ecosystems ii. Presence of clean environment
	<b>Y</b>	Multi-Sectoral Nutritional Services Improved	i. Increased awareness on Multi-Sectoral Nutritional ii. Improved hygiene	i. Reduced number of mentally-ill staff ii. Percent of staff with NCDs

#### 4.7 Monitoring, Reviews and Evaluation Plan

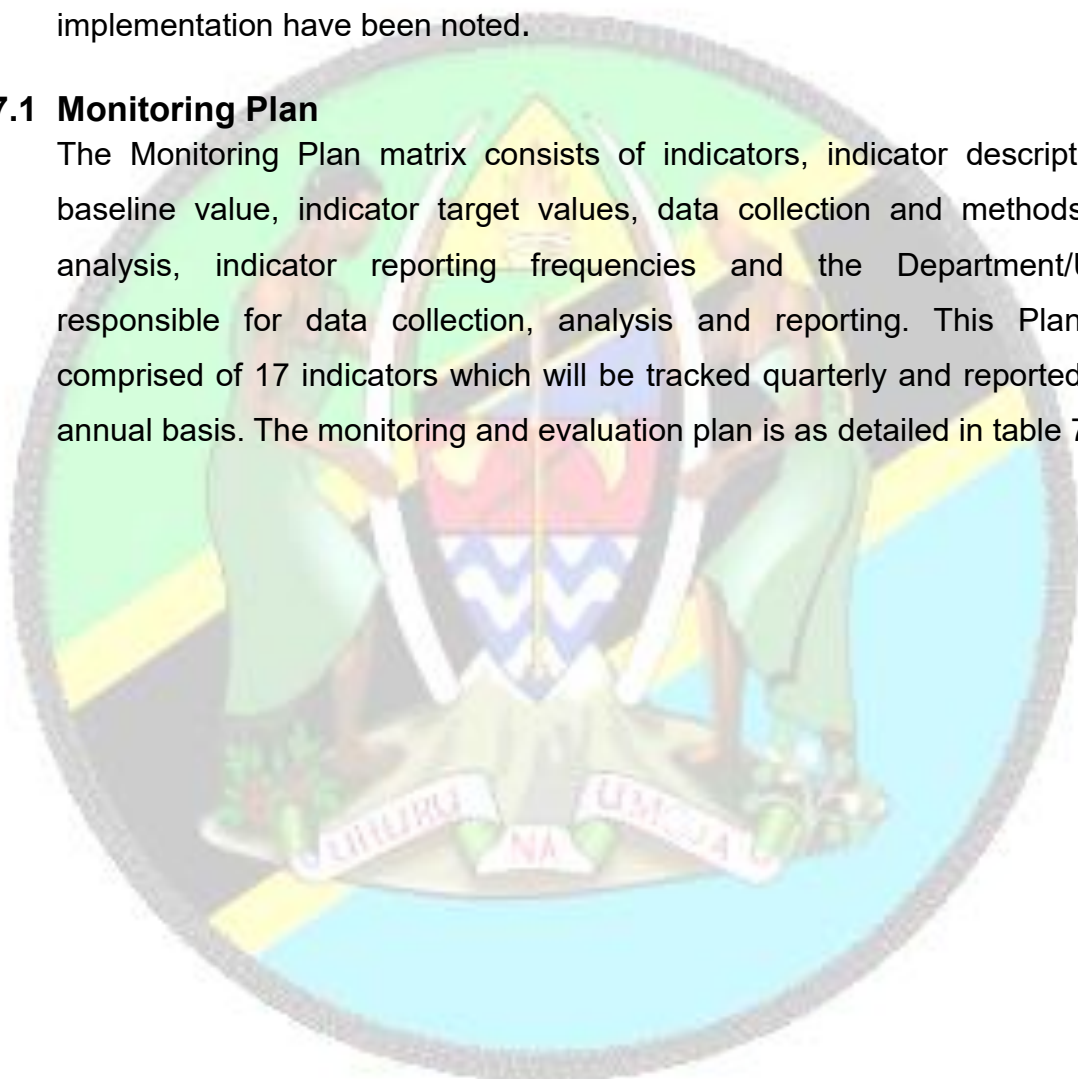
This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years of strategic planning cycle (2021/22 - 2025/26). Monitoring and Evaluation (M&E) are important aspects in the implementation of the Strategic Plan. The purpose for



monitoring is to ensure that the Strategic Plan is implemented according to schedule and to inform the management of any deviations so as to take timely appropriate actions. 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 value, indicator target values, data collection and methods of analysis, indicator reporting frequencies and the Department/Unit responsible for data collection, analysis and reporting. This Plan is comprised of 17 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	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
1	<p><u>Percentage of staff attending HIV/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/AIDS voluntary testing over the total number of staff</p>	2019/20	0%	52%	0%	20%	25%	30%	Administrative data	Documentary Review	Annually	Testing Reports	Annually	DAHRM

# STRATEGIC PLAN 2021/22 – 2025/26

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
2	<p><u>Percentage of staff attended HIV/AIDS awareness seminars</u></p> <p>This indicator intends to measure percentage of PSC staff attending HIV/AIDS awareness seminars</p> <p>It will be measured by the number of staff attending awareness seminars over total number of PSC staff</p>	2019/20	0%	69%	100%	100%	100%	100%	Administrative data	Documentary review	Annually	Seminar reports	Annually	DAHRM

# STRATEGIC PLAN 2021/22 – 2025/26

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
3	<p><u>Perception of staff on quality of HIV&amp;AIDS care and supportive services</u></p> <p>This indicator intends to collect opinions of PSC staff on PSC's quality of care and supportive services</p> <p>It will be measured by the number of staff satisfied with quality of care and supportive services over the total number of respondents</p>	2019/20	N/A	Not done	Not done	N/A	N/A	N/A	Survey	Questionnaires and Interviews	Annually	Survey report	Annually	DAHRM

# STRATEGIC PLAN 2021/22 – 2025/26

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
4	<p><u>Corruption incidences within PSC</u></p> <p>This indicator intends to measure corruption incidences within PSC</p> <p>It will be measured by the number of verified corruption cases within PSC</p>	2019/20	0	No incident	No incident	0	0	0	Administrative data	Documentary review	Annually	Administrative report	Annually	DAHRM



# STRATEGIC PLAN 2021/22 – 2025/26

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
5	<p><u>Percentage of PSC staff attended awareness seminars on corruption/ethical issues</u></p> <p>This indicator intends to measure the percentage of staff attended awareness seminars on corruption/ethical issues</p> <p>It will be measured by the number of staff attending awareness seminars over the total number of staff</p>	2019/20	0%	Not conducted	88%	100%	100%	100%	Administrative data	Documentary review	Annually	Administrative report	Annually	DAHRM



# STRATEGIC PLAN 2021/22 – 2025/26

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
6	<u>Number of studies conducted</u>  This indicator intends to measure Percentage of studies conducted against plan.  It will be measured by the number of studies conducted against the planned studies.	2019/20	1	1	1	1	1	1	Reports on studies	Questionnaires	Annually	Reports on studies	Annually	DGDR
7	<u>Percentage of Institutions audited</u>  This indicator intends to measure the percentage of institutions audited.  It will be measured by the number of institutions audited over total number of institutions	2019/20	16.5%	20%	28.3 %	32%	32%	35.6 %	Audit reports	Documentary reviews	Annually	Audit reports	Annually	DS - HRSC

## STRATEGIC PLAN 2021/22 – 2025/26

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
8	<p><u>Percentages of institutions facilitated</u></p> <p>This indicator intends to measure percentage of stakeholders covered in HR management compliance facilitations</p> <p>It will be measured by the percentage of stakeholders covered in HRM compliance awareness programs over total number of stakeholders supposed to be covered in facilitation activities</p>	2019/20	14.8%	1.8%	12.2%	60%	70%	80%	Stakeholder's facilitation report	Documentary reviews	Quarterly	Stakeholder's facilitation report	Quarterly	DGDR

# STRATEGIC PLAN 2021/22 – 2025/26

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
9	<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 with complete supporting documents</p>	2019/20	47%	74.3%	78.9 %	100%	100 %	100 %	Quarterly and annual reports on appeals and Complaints	Documentary review	Quarterly	<ul style="list-style-type: none"> <li>Minutes of Commission meetings</li> <li>Appeals register and decision letters</li> </ul>	Quarterly/ Annually	DS - ACD

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
10	<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 with complete supporting documents</p>	2019/20	96.1%	90.4%	51.8 %	100%	100 %	100 %	Quarterly and annual reports on appeals and Complaints	Documentary review	Quarterly	<ul style="list-style-type: none"> <li>Minutes of Commission meetings</li> <li>Appeals register and decision letters</li> </ul>	Quarterly/ Annually	DS - ACD

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
11	<p><u>Percentage of Commission decisions implemented</u></p> <p>This indicator intends to measure percentage of Commission's decisions that are implemented in a financial year.</p> <p>It will be calculated by number of decisions implemented over total number of decisions in a financial year.</p>	2019/20	N/A	N/A	N/A	97.6 %	100	100	Reports on appeals and complaints	Documentary reviews	Quarterly	Reports on appeals and complaints	Quarterly	DS-AC



# STRATEGIC PLAN 2021/22 – 2025/26

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
12	<p><u>Level of customers satisfaction with PSC services</u></p> <p>This indicator intends to measure capacity of PSC to meet customers' expectations. This will be determined by establishing satisfaction level of 50% and above</p> <p>It will be calculated by <math>x/y \times 100</math> whereas <math>x</math>=no. of satisfied customers, <math>y</math>=total no. of customers surveyed</p>	2019/20	N/A	N/A	N/A	N/A	N/A	N/A	Survey	Questionnaires and Interviews	Annually	Survey report	Annually	DPM&E

# STRATEGIC PLAN 2021/22 – 2025/26

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
13	<u>Level of financial audit rating</u>  This indicator intends to measure the level of audit rating received in the financial year.  It will be measured by the audit rating received from NAO	2019/20	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	External Audit report	Audit Reports	Annually	NAO audit report	Annually	CA
14	<u>Perception of PSC staff on working environment</u>  This indicator intends to collect opinions of PSC staff on PSC's working environment.  It will be measured by the number of staff satisfied with working environment over the total number of respondents	2019/20	N/A	N/A	N/A	N/A	N/A	N/A	Survey	Questionnaires and Interviews	Annually	Survey report	Annually	DPM&E

# STRATEGIC PLAN 2021/22 – 2025/26

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
15	<u>Percentage of PSC Staff attending environmental awareness sessions</u>  Indicator intends to measure the percentage of staff attending environmental awareness sessions.  It will be measured by the number of staff attended awareness sessions over total number of staff	2023/24	N/A	N/A	N/A	100%	100 %	100 %	Awareness session's report	Documentary review	Annually	Awareness session's report	Annually	DAHRM
16	<u>Percentage of staff attending NCDs voluntary testing</u>  Indicator intends to measure the percentage of staff attending NCD'S voluntary testing.	2023/24	N/A	N/A	N/A	100%	100 %	100 %	Session's report	Documentary Review	Annually	Session's report	Annually	DAHRM

# STRATEGIC PLAN 2021/22 – 2025/26

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
17	<p><u>Percentage of staff attended NCDs awareness seminars/workshops</u></p> <p>Indicator intends to measure the percentage of staff attend awareness seminars</p> <p>It will be measured by the number of staff attended awareness seminars over total number of staff</p>	2022/23	N/A	N/A	N/A	100%	100 %	100 %						

#### 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 pre-planned 40 Milestones will be tracked during the period of 5 years.

In the first year (2021/22) of the strategic plan, annual review with 10 milestones will be conducted in June, 2022. During the second year (2022/23), third year (2023/24), fourth year (2024/25) and fifth year (2025/26) eight more reviews will be undertaken i.e. two reviews per year. In the second year, a total of 8 milestones will be assessed; 8 in the third year, 7 in the fourth year, and 7 in the fifth year. The reviews will focus on determining whether the planned activities progress towards achieving the annual targets and will examine whether they are on track, off track, unknown or at risk. They will also assess the extent to which the outputs delivered are contributing towards achievement of the objectives. The reviews' findings will be used to adjust implementation strategies whenever necessary.

The Head of Departments and Units will take a lead in the review process on the completion of the strategic plan cycle. The specific planned reviews, milestones, timeframes and the responsible Departments and Units are detailed table 8.

**Table 8: Planned Review Matrix**

Years	Planned Reviews	Milestones	Timeframe	Responsible Person	Actual Progress remarks
2021/22	Two Reviews per year (Mid-Year and annual reviews)	300 institutions audited for HRM compliance audit	July, 2021-June, 2022	DS - HRSC	110 Institutions Audited
		Special audit conducted	July, 2021-June, 2022	DS - HRSC	One Institution audited-Tanga CC
		The use of Human Resources Compliance Audit System for onsite audit implemented	July, 2021-June, 2022	DS - HRSC	Human Resources Compliance audit System for onsite audits implemented
		100% of appeals with complete supportive	July, 2021-June, 2022	DS - AC	74.3% of appeals with complete supporting



## STRATEGIC PLAN 2021/22 – 2025/26

Years	Planned Reviews	Milestones	Timeframe	Responsible Person	Actual Progress remarks
		documents acted upon			documents deliberation
		100% of complaints with complete supportive documents acted upon	July, 2021-June, 2022	DS - AC	<b>90.4%</b> of complaints with complete supporting documents concluded
		Guidelines on HRM Compliance reviewed	July, 2021-June, 2022	DGDR	Two (2) guidelines reviewed
		Guidelines on promotions prepared	July, 2021-June, 2022	DGDR	Not prepared
		100% of Public institutions facilitated on HRM Compliance	July, 2021-June, 2022	DGDR	4% of the institutions were facilitated
		Research on promotions conducted	July, 2021-June, 2022	DGDR	Not conducted
		Appeals and complaints management information system developed	July, 2021-June, 2022	DS – AC, HICT	In progress
<b>2022/23</b>	Two Reviews per year (Mid - Year and annual reviews)	349 institutions audited for HRM compliance audit	July, 2022-June, 2023	DS - HRSC	180 institutions audited
		Special audit conducted	July, 2022-June, 2023	DS - HRSC	Not conducted
		100% of appeals with complete supportive documents acted upon	July, 2022-June, 2023	DS - AC	78.9% of appeals with supporting documents deliberated
		100% of complaints with complete supportive documents acted upon	July, 2022-June, 2023	DS - AC	51.8% of complaints with supporting documents concluded
		Guidelines on HRM Compliance reviewed	July, 2022-June, 2023	DGDR	Two guidelines Reviewed
		Guidelines on staff development prepared	July, 2022-June, 2023	DGDR	Not prepared/conducted
		100% of Public institutions facilitated on HRM Compliance	July, 2022-June, 2023	DGDR	<b>12.6%</b> of institutions facilitated
		Research on staff development conducted	July, 2022-June, 2023	DGDR	Not Conducted
		Two (2) zonal office established and facilitated	July, 2022-June, 2023	DAHRM	Not established
<b>2023/24</b>	Two Reviews per year (Mid - Year	395 institutions audited for HRM compliance audit	July, 2023-June, 2024	DS - HRSC	180 institutions audited

## STRATEGIC PLAN 2021/22 – 2025/26

Years	Planned Reviews	Milestones	Timeframe	Responsible Person	Actual Progress remarks
	and annual reviews)	Special audit conducted	July, 2023-June, 2024	DS - HRSC	Not conducted
		100% of appeals with complete supportive documents acted upon	July, 2023-June, 2024	DS - AC	On going
		100% of complaints with complete supportive documents acted upon	July, 2023-June, 2024	DS - AC	On going
		Guidelines on HRM Compliance reviewed	July, 2023-June, 2024	DGDR	Guidelines reviewed
		Guidelines on performance evaluation prepared	July, 2023-June, 2024	DGDR	Not done
		100% of Public institutions facilitated on HRM Compliance	July, 2023-June, 2024	DGDR	10 facilitated
		Research on staff performance evaluation conducted	July, 2023-June, 2024	DGDR	No conducted
<b>2024/25</b>	Two Reviews per year (Mid - Year and annual reviews)	180 institutions audited for regular HRM compliance audit	July, 2024-June, 2025	DS - HRSC	
		Special audit conducted	July, 2024-June, 2025	DS - HRSC	
		100% of appeals with complete supportive documents acted upon	July, 2024-June, 2025	DS - AC	
		100% of complaints with complete supportive documents acted upon	July, 2024-June, 2025	DS - AC	
		Guidelines on HRM Compliance reviewed	July, 2024-June, 2025	DGDR	
		100% of Public institutions facilitated on HRM Compliance	July, 2024-June, 2025	DGDR	
		Research on appointment conducted	July, 2024-June, 2025	DGDR	
<b>2025/26</b>	Two Reviews per year (Mid - Year and annual reviews)	200 institutions audited for regular HRM compliance audit	July, 2025-June, 2026	DS - HRSC	
		Special audit conducted	July, 2025-June, 2026	DS - HRSC	

Years	Planned Reviews	Milestones	Timeframe	Responsible Person	Actual Progress remarks
		100% of appeals with complete supportive documents acted upon	July, 2025- June, 2026	DS - AC	
		100% of complaints with complete supportive documents acted upon	July, 2025- June, 2026	DS - AC	
		Guidelines on HRM Compliance reviewed	July, 2025- June, 2026	DGDR	
		100% of Public institutions facilitated on HRM Compliance	July, 2025- June, 2026	DGDR	
		Research on staff performance management conducted	July, 2025- June, 2026	DGDR	

#### 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 and methodology, timeframe and the responsible Departments and Units. PSC intends to conduct three (3) evaluation studies over the period of 5 years with a number 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"> <li>i. What are stakeholder's views on guidelines issued by the commission?</li> <li>ii. Are the guidelines simplified and self-explanatory?</li> <li>iii. Are the guidelines not conflicting Acts and Regulations?</li> <li>iv. Have the guidelines assisted PSC stakeholders to handle HR issues?</li> <li>v. What are challenges facing the use of HR guidelines?</li> <li>vi. What are the recommendations for improvement?</li> <li>vii. Do the HR guidelines meet the intended purpose?</li> </ul>	Surveys, Documentary Reviews, Interviews and Questionnaires	July – June	DPM&E
2	Assessment of IEC effectiveness in the Public Service	Assess the extent to which publicity of PSC functions, mandate and powers have affected our customers	The related evaluation question will be developed during the study	Interviews and Questionnaires	July – June	DPM&E
3	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"> <li>i. What are the external stakeholders' perceptions on the quality of services offered by PSC</li> <li>ii. Are the service delivery strategies effective?</li> <li>iii. Are the mechanisms used to engage PSC stakeholders effective?</li> <li>iv. What are the gaps in engaging stakeholders in service delivery?</li> <li>v. Is the quality of services improving?</li> <li>vi. What are the areas which PSC can improve?</li> <li>vii. Is communication to stakeholders regarding changes in HR issues done in time?</li> </ul>	Surveys, Documentary Reviews, Interviews and Questionnaires	July- June	DPM&E



#### 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 10 reports as seen in the table below. These reports will be prepared on weekly, quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan is as detailed in table 10.

**Table 10: Internal Reporting Plan**

S/N	Type of Report	Recipient	Frequency	Responsible Person	Midline Recorded Progress, December 2023
1	Annual Performance Report on the status of the Public Service	Commission	Annually	DPM&E	2021/2022 report submitted 2022/2023 in progress
2	Quarterly Performance Report on the status of the Public Service	Commission	Quarterly	DPM&E	9 Reports prepared and submitted
3	HR compliance audit reports	Commission	Annually	DS - HRSC	2021/2022 report submitted
4	Annual and quarterly budget Performance reports	PSC-Secretary	Annually and Quarterly	DPM&E	9 quarterly reports submitted 2 Annual reports submitted
5	Five years outcome report	PSC-Secretary	Once in 5 years	DPM&E	Will be prepared at the end of the SP implementation period
6	Tender Board Reports	PSC-Secretary (PPRA)	Quarterly	Secretary of Tender Board	9 reports prepared and submitted to PPRA
7	Stock taking report	PSC-Secretary	Annually	HPMU	2 reports prepared
8	Weekly departmental performance reports	PSC-Secretary	Weekly	Departments and Units	Prepared and submitted
9	Internal audit reports	PSC-Secretary	Quarterly	CIA	9 quarterly reports prepared and submitted
10	Quarterly and annual reports on the status of appeals and complaints	PSC-Secretary	Quarterly, Annually	DS-AC	9 quarterly reports prepared



#### 4.8.2 External Reporting Plan

This plan will involve preparation of 11 types of reports as shown in the table 11. The reports will be submitted to various external stakeholders i.e. President, Parliament, Chief Secretary, President's Office, Public Service Management and Good Governance, 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 11: External Reporting Plan**

S/N	Type of Report	Recipient	Frequency	Responsible Person	Progress made as of December, 2023
1	Annual Performance Report on the status of the Public Service	President, Parliament, PO-PSM	Annually	PSC-Secretary	2021/2022 report prepared and submitted
2	Quarterly Performance Report on the status of the Public Service	Chief secretary	Quarterly	PSC-Secretary	8 reports prepared and submitted
3	Financial Statements	Treasury and NAO	Annually	PSC-Secretary	Two reports prepared and submitted
4	Annual and quarterly budget Performance reports	Ministry of Finance	Annually and Quarterly	PSC-Secretary	9 quarterly reports prepared 2 Annual reports prepared
5	Five years outcome report	Ministry of Finance	Once in 5 years	PSC-Secretary	Will be prepared after implementation period
6	HR Compliance audit Reports	Chief Secretary	Annually	PSC-Secretary	Audit reports for 2021/2022 and 2022/2023 prepared and submitted
7	Research Reports on HR issues	Chief Secretary	Annually	PSC-Secretary	One (1) prepared
8	Procurement Report	PPRA	Monthly	PSC-Secretary	24 quarterly and 2 annual reports prepared and submitted
9	Internal Audit	Internal Auditor	Quarterly	PSC -	9 reports prepared

S/N	Type of Report	Recipient	Frequency	Responsible Person	Progress made as of December, 2023
	Reports	General		Secretary	
10	Quarterly Ant-Corruption Reports	Chief Secretary	Quarterly	PSC - Secretary	Not prepared
11	Quarterly Risk implementation reports	Internal Auditor General	Quarterly	PSC - Secretary	5 reports prepared and submitted

#### 4.9 Relationship between Results Framework, Results Chain, Monitoring and Evaluation and Reporting Arrangements



Level 4  
Outcomes

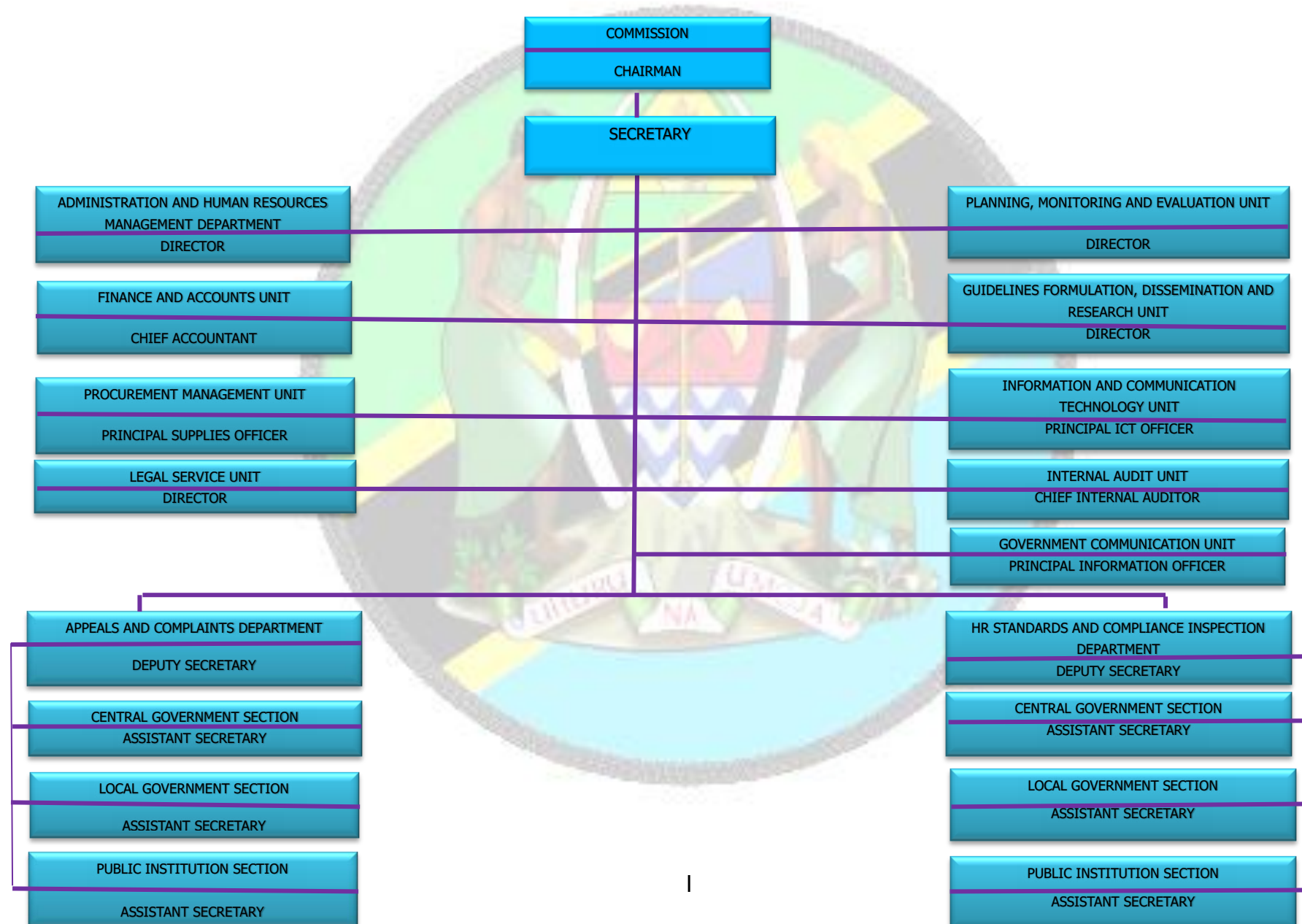
The fourth level of the Results Chain tracks the realization of the planned outcomes specified for each objective, though achievement of these outcomes may not be attributed to PSC alone as there will be several other players contributing to these outcomes. The outcomes will be measured through outcome indicators.



## ANNEXES

## Annex 1: PSC Organization Structure

THE ORGANIZATION STRUCTURE OF THE PUBLIC SERVICE COMMISSION (Approved by the President on 01<sup>nd</sup> October, 2018)





## Annex 2: Summary of the Strategic Plan

Objective	Strategy	Targets	KPIs	Responsible person
<b>A: HIV and AIDS Infection Reduced and Supporting Services Improved</b>	(i) Strengthening supportive services and awareness programs on HIV and AIDS	(i) Supportive services and preventive programs on HIV and AIDS to PSC staff strengthened by June, 2026	(i) Percentage of staff attending HIV/AIDS voluntary testing (ii) Percentage of staff attended HIV/AIDS awareness seminars (iii) Perception of staff on quality of HIV&AIDS care, supportive services and preventive gears	<b>DAHRM</b>
<b>B: National Anti-Corruption Strategy and Action Plan enhanced and sustained</b>	(i) Strengthening internal programs to fight corruption	(i) Anti-corruption Strategy implemented and monitored by June, 2026	(i) Corruption incidences within PSC (ii) Percentage of PSC staff attended awareness seminars on corruption/ethical issues	<b>DAHRM</b>
<b>C: Human Resources Management Compliance in the Public Service enhanced</b>	(i) Conducting HRM Compliance Audits	(i) HRM compliance and monitoring of the Public Service improved by June, 2026	(i) Percentage of studies conducted	<b>DS-HRSC</b>
	(ii) Strengthen capacity on audit processes, methodologies, techniques and documentation	(ii) Compliance Audits in the Public Service strengthened by June, 2026	(ii) Percentage of institutions audited	<b>DS-HRSC</b>
	(iii) Prepare/review and disseminate guidelines on compliance with HRM issues	(iii) Human resources compliance guidelines reviewed/formulated by June, 2026	(iii) Percentage of institutions facilitated	<b>DGDR</b>
	(iv) Strengthening facilitation on HRM issues to stakeholders	(iv) Facilitation on HRM Laws to stakeholders in the Public Service strengthened by June, 2026		<b>DGDR</b>

**STRATEGIC PLAN 2021/22 – 2025/26**

Objective	Strategy	Targets	KPIs	Responsible person
	(v) Conducting HRM researches	(v) Researches on HR issues carried out in the Public Service by June, 2026		<b>DGDR</b>
	(vi) Build capacity of staff and Commissioners	(vi) Capacity building program on execution of PSC's Mandates strengthened by June, 2026		<b>DGDR</b>
	(vii) Monitor implementation of HRM issues by Employers, Appointing and Disciplinary Authorities	(vii) Reports on the status of HRM in the Public Service prepared by June, 2026		<b>DPME</b>
<b>D: Appeals and complaints handling enhanced</b>	(i) Act on appeals and complaints	(i) Deliberations on appeals and complaints improved by June, 2026	(i) Percentages of appeals concluded	<b>DS-AC</b>
	(ii) Strengthen appeals and complaints handling mechanism	(ii) Capacity to act on appeals and complaints improved by June, 2026	(ii) Percentages of complaints concluded	<b>DS-AC</b>
			(iii) Percentage of Commission decisions implemented	<b>DS-AC</b>
<b>E: Capacity of the Commission to deliver quality services enhanced</b>	(i) Enhance Commission's deliberations	(i) Commission's statutory meetings facilitated by June, 2026	(i) Level of customers satisfaction with PSC services	<b>DAHRM</b>
	(ii) Improving working environment	(ii) Administrative services improved by June, 2026	(ii) Level of financial audit rating	<b>DAHRM</b>
		(iii) Human Resource Management improved by June, 2026		<b>DAHRM</b>
		(iv) PSC's building constructed by June, 2026		<b>DAHRM</b>
		(v) Capacity of PSC staff to deliver services improved by June, 2026	(iii) Perception of PSC staff on working environment	<b>DAHRM</b>
		(vi) Working environment improved by June, 2026		<b>DAHRM</b>
		(vii) Zonal Offices established and facilitated by June, 2026		<b>DAHRM</b>
	(iii) Improve staff appraisal and performance	(viii) Performance management system and guidelines strengthened by June, 2026		<b>DAHRM</b>

## STRATEGIC PLAN 2021/22 – 2025/26

Objective	Strategy	Targets	KPIs	Responsible person
	(iv) Mobilizing adequate financial resources	(ix) Strategic Plan in PSC institutionalized by June, 2026		DPME
		(x) Annual plans and budgeting processes coordinated by June, 2026		DPME
	(v) Enhance financial management and internal control systems	(xi) Financial resources properly managed by June, 2026		CA
		(xii) Internal control systems in PSC improved by June, 2026		CIA
	(vi) Branding of PSC to stakeholders	(xiii) National festival events facilitated by June, 2026		HGCU
		(xiv) Creation of awareness on the roles and functions of the Commission facilitated by June, 2026		HGCU
	(vii) Improving Information and Communication Technology (ICT)	(xv) ICT strategy developed and implemented by June, 2026		HICT
		(xvi) ICT infrastructure and Management Information System improved by June, 2026		HICT
		(xvii) PSC's Information Systems developed and sustained by June, 2026		HICT
	(viii) Strengthening monitoring and evaluation within PSC	(xviii) Monitoring and Evaluation facilitated by June, 2026		DPME
	(ix) Strengthen provision of legal support and advice	(xix) Legal Service and Technical advice to PSC facilitated by June, 2026		DLS
	(x) Institutionalize Risk Management Framework in PSC	(xx) Risk management framework in PSC established and implemented by June, 2026		DPME
		(xxi) Risk management framework in PSC is evaluated by June, 2026		CIA

## STRATEGIC PLAN 2021/22 – 2025/26

Objective	Strategy	Targets	KPIs	Responsible person
	(xi) Enhance compliance with Public Procurement Act, 2011	(xxii) Procurement management facilitated by June, 2026		<b>HPMU</b>
<b>X:</b> Management of environmental and ecosystems enhanced and sustained	(i) To enhance staff capacity for sustainable access of ecosystem services and sustainable utilization of biodiversity	(i) Capacity of the PSC staff on Management of environmental and ecosystems enhanced by June, 2026	(i) Percentage of PSC Staff attending environmental awareness sessions	<b>DAHRM</b>
<b>Y:</b> Multi-Sectoral Nutritional Services Improved	(i) To strengthen awareness of PSC staff on nutrition and mental health issues.	(i) Capacity of the PSC staff on nutrition and mental health improved by June, 2026	(i) Percentage of staff attending NCDs voluntary testing (ii) Percentage of staff attended NCDs awareness seminars/workshops	<b>DAHRM</b>