

THE UNITED REPUBLIC OF TANZANIA



**THE FUNCTIONS AND ORGANISATION
STRUCTURE OF REGIONAL SECRETARIATS**

(Approved by the President on 13th August, 2007)

**PRESIDENT'S OFFICE
PUBLIC SERVICE MANAGEMENT**

AUGUST, 2007

TABLE OF CONTENTS

		PAGE					
1.0	INTRODUCTION
1.1	Background
2.0	THE CURRENT FUNCTIONS AND ORGANISATION STRUCTURE OF REGIONAL SECRETARIAT
3.0	RATIONALE FOR CHANGE
4.0	THE APPROVED FUNCTIONS AND ORGANISATION STRUCTURE OF REGIONAL SECRETARIAT
4.1	Planning and Co-ordination Section
4.2	Social Sector Section
4.2A	Regional Hospital
4.3	Economic and Productive Sector Section
4.4	Infrastructure Section
4.5	LGA Management Services Section
4.6	Administration and Human Resources Management Section
4.7	finance and Accounts Unit
4.8	Internal Audit Unit
4.9	Procurement Management Unit

Annexes:-

The functions of the Regional Secretariat Annex A

Proposed Staffing Levels

Annex B

1.0 INTRODUCTION

BACKGROUND

The Regional Administration Act, Number 19 of 1997 makes, ‘provision for restructuring Regional Administration (RA) for purposes of ‘strengthening and promoting the local government system’. A new organizational structure for Regional Administration (Secretariats) was approved by the Government in 1997.

The Regional Administration Act No. 19 of 1997 was enacted before the Local Government Reform Policy of 1998 and as a result was outdated before becoming fully operational. It does not cater adequately for the autonomy of Local Government Authorities as it assumed a mode, decentralization by deconcentration, which was soon to be superseded by the preferred approach of decentralization by devolution. It is largely for this reason that a review of the functions and organization structure has taken place. The structure being recommended will permit Regional Secretariats to carry out their responsibilities more effectively and in line with the Government’s policy on Local Government Reform of 1998.

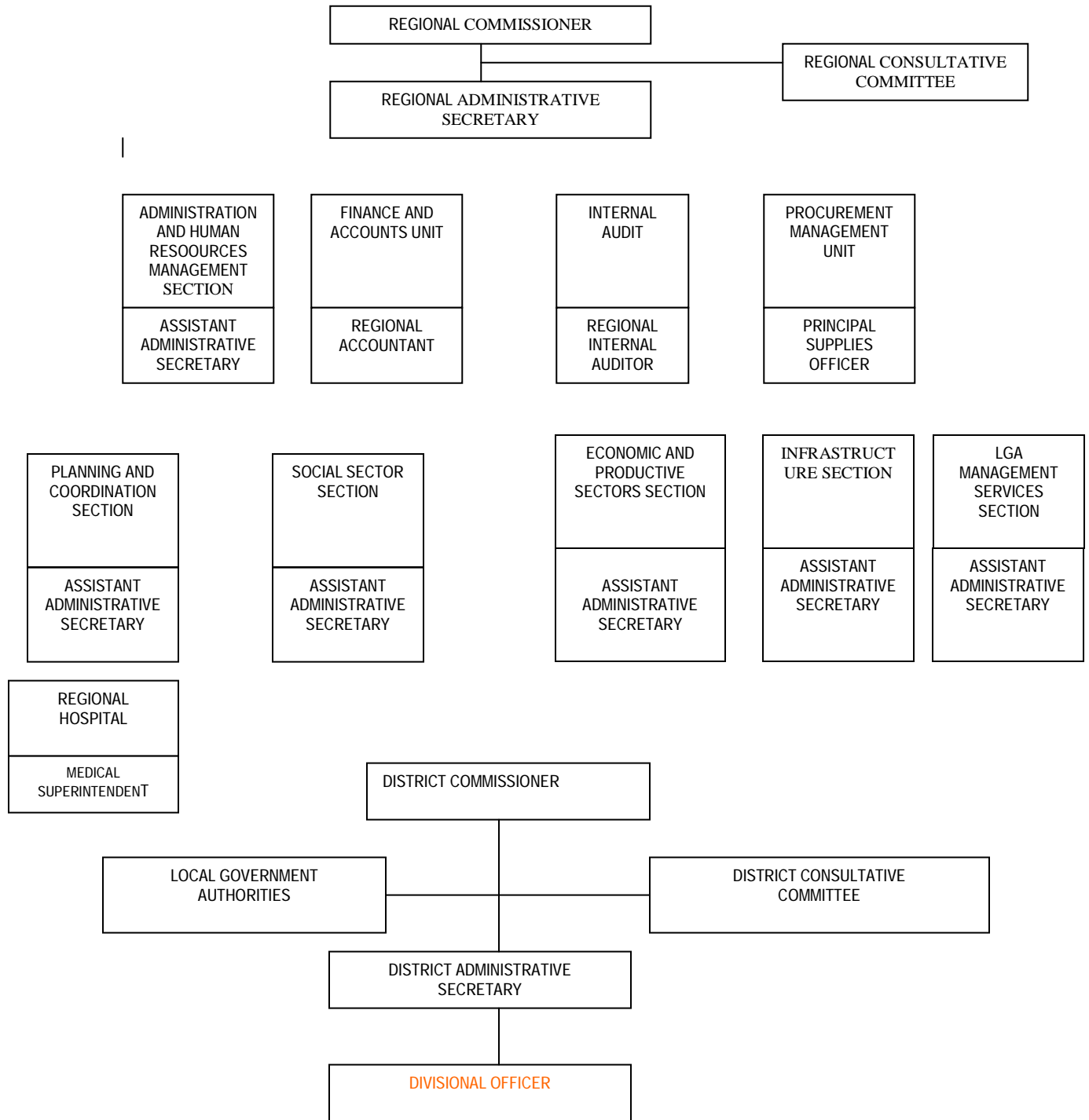
THE CURRENT FUCTIONS AND STRUCTURE OF REGIONAL SECRETARIAT

The current organization structure consists of 5 clusters at Regional Offices and District Secretariats as follows (see chart I):

- ◆ Management Support Services Cluster
- ◆ Economic Development Support Services Cluster
- ◆ Physical Planning and Engineering Support Services Cluster
- ◆ Social Sector Support Services Cluster
- ◆ Staff Services Cluster
- ◆ District Commissioner’s Office
- ◆ District Administrative Secretary
- ◆ **Divisional Officer**

Chart I

**THE CURRENT ORGANISATION STRUCTURE OF REGIONAL SECRETARIAT REGIONAL COMMISSIONER'S OFFICE AND STAFFING LEVELS
(Approved in 1997)**



3.0 RATIONALE FOR CHANGE

3.1 The replacement of the clusters with Sections

The use of the word cluster is uncommon in the organization structures in Tanzania Government Ministries, Independent Departments, LGAs, Executive Agencies and Service Parastatals. Thus the use of the word cluster in the organization structure has yet to be understood and accepted. To create a common understanding, it is proposed that the word clusters be replaced by the word Section in Regional Secretariats for areas which facilitate operations of Local Government Authorities and RAS offices at District level. Those areas which facilitate internal operations of RAS will be named Units.

It is therefore, recommended that the word Cluster be replaced by the word Section in the organization structure of the Regional Secretariats.

3.2 Strengthening Planning and LGA Management

Sector Ministries have raised concern that they are not adequately represented in the Regions in Management Support Services, Economic Development Support Services, and Physical and Engineering Support Services and Social Sector Support Services Clusters. It has also been realized that the grouping together of Planning and LGAs Management as Management Support Services has marginalized the effectiveness of these functions in the RAS offices.

The Current Management Support Services Cluster has two distinct functions namely; first, to facilitate LGAs in improving their management and second, facilitate RAS and LGAs offices in matters

relating to planning and coordination. The cluster has no focus because of these divergent rules and inadequate staffing.

In this context it is proposed that the Management Support Services cluster be divided into Planning and Coordination Section and LGA Management Services Section.

3.3 Establishment of District Consultative Committee (DCC)

District Consultative Committee is established to operationalise the Local Government Laws (Miscellaneous Amendments) Act No. 8 of 2006. The Committee is created to fill the gap between RCC and District Councils and strengthen the position of District Commissioner in the development of the District.

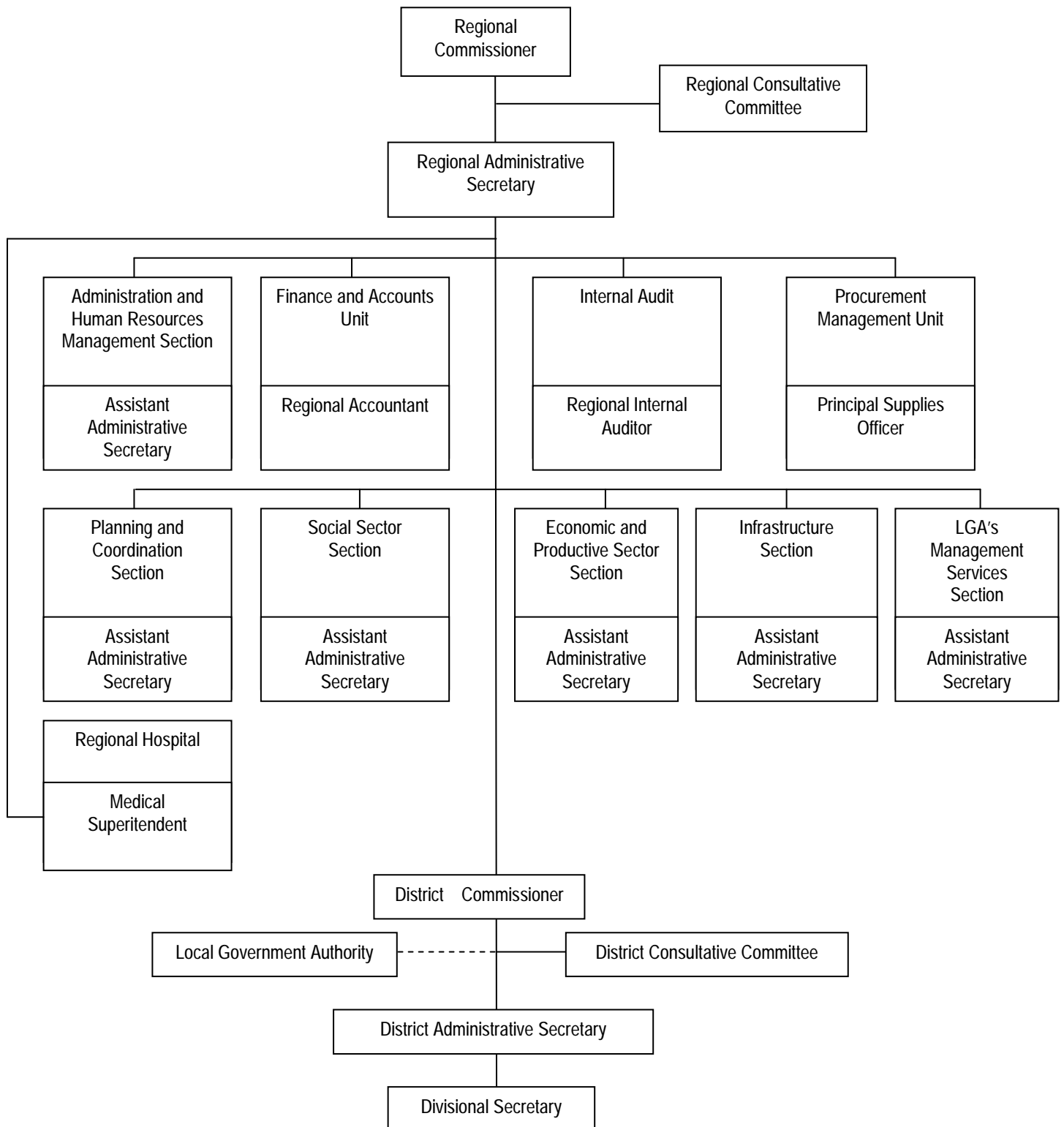
4.0 THE APPROVED FUNCTIONS AND ORGANISATION STRUCTURE OF THE REGIONAL SECRETARIAT

The approved organization structure consists of six Sections and three Units at Regional Offices and District Offices and would require 54 core staff, 64 support staff and 17 staff for the District Commissioner's Office (see chart II, Annex A and Annex B).

- ◆ Planning and Coordination Section
- ◆ Social Sector Section
- ◆ Economic and Productive Sectors Section
- ◆ Infrastructure Section
- ◆ Local Government Authorities Management Services Section
- ◆ Administration and Human Resources Management Section
- ◆ Finance and Accounts Unit
- ◆ Internal Audit Unit
- ◆ Procurement Management Unit
- ◆ District Commissioner's Office

- ◆ District administrative Secretary
- ◆ Divisional Officer

**THE ORGANIZATION STRUCTURE OF THE REGIONAL SECRETARIAT
REGIONAL COMMISSIONER'S OFFICE
(Approved by the President on 13th August, 2007)**



4.1 Planning and Co-ordination Section

Objective

To provide expertise and services in planning and coordination in the Regional Secretariat and providing backstopping expertise to LGAs.

The activities of the Section are:-

- ◆ Co-ordinate the overall economic development in the region (including the Private Sector, Parastatals, Co-operatives, NGOs, CBOs)
- ◆ Coordinate preparation, monitoring and evaluation of Plans (Strategic plan, action plan, and budget)
- ◆ Coordinate preparation, implementation, monitoring and evaluation of the client service charter
- ◆ Serve as a Secretariat to Regional Consultative Committee
- ◆ Consolidate and Monitor the implementation of LGAs Plans and Budgets
- ◆ Provide technical support on implementation of management Information System
- ◆ Co-ordinate donor funded Programmes in the Region
- ◆ Advise RAS on the activities of Parastatals, Civil Society Organisations and the private sector
- ◆ Coordinate Research activities in the Region
- ◆ Co-ordinate Census
- ◆ Coordinate Disaster Management in the Region

The Section will be led by an Assistant Administrative secretary

Social Sector Section

Objectives

To facilitate the provision of health preventive and educational development services including administering of primary and secondary schools examinations. Administration of government Secondary Schools and provide backstopping support during health epidemics in the region

The activities of the Section are:-

- ◆ Co-ordinate and advise on implementation of health policy in the Region
- ◆ Provide a link between the Ministry of Health and Social Welfare and LGAs on health matters
- ◆ Build capacity to LGAs in health service delivery
- ◆ Provide technical advice to LGAs on preparation of HIV/AIDS fighting plans
- ◆ Coordinate HIV/AIDS activities in the Region
- ◆ Manage Central Government Secondary Schools in the region
- ◆ Coordinate establishment of Secondary School Teachers in the Region
- ◆ Manage Secondary School Teachers records in the region
- ◆ Coordinate the implementation of Education and Vocational Training Policy within the Region and advise accordingly
- ◆ Coordinate supervision of various examinations in the Region
- ◆ Coordinate collection and compilation of Educational and Vocational Training data within the Region
- ◆ Make follow up on the implementation of inspection reports
- ◆ Advise RAS on implementation of Culture and Sports Policy and coordinate sports related activities in the region

- ◆ Perform advisory role on sports development to LGAs.

The Section will be let by an Assistant Administrative Secretary

4.2(A) Regional Hospital

Objective

To provide curative referral hospital services to LGAs hospitals in the region.

The activities of the Referral Hospital are:-

- ◆ Provide clinical services to inpatients and outpatients referred to by LGA hospitals
- ◆ Provide curative specialist services
- ◆ Provide expert/technical backstopping service to LGA hospitals and health centres during major communicable diseases epidemics
- ◆ Provide referral laboratory services for LGAs
- ◆ Ensure adequate availability of pharmaceuticals products for the hospital
- ◆ Ensure proper management of services at the hospital provided by private sector

The Regional hospital will be let by Medical Officer In charge/Medical Superintendent.

4.3 Economic and Productive Sectors Section

Objective

To provide expert facilitation on Economic and Productive Sectors to LGA

The activities of the Section are:

- ◆ Coordinate implementation of Agriculture, Livestock, Cooperative, Forest, Game, Fisheries, Industries, Trade Marketing, Energy and Policies in the Region
- ◆ Build capacity to LGAs in providing Agricultural, Livestock, Cooperative, Forest, Game, Fisheries, Industries, Trade, Marketing and Energy services
- ◆ Assist and advise LGAs on preparation of irrigation project proposals
- ◆ Assist and advise LGAs on appropriate and affordable technologies
- ◆ Register Cooperative Societies in the Region
- ◆ Advise LGAs on the establishment and inspection of Cooperative Societies and SACCOS
- ◆ Assist and advise LGAs on Small and Medium Enterprises (SME) promotion
- ◆ Assist and advise LGAs to identify the potential areas for investment
- ◆ Assist and advise LGAs on development, promotion and better production of fish industry
- ◆ Monitor, coordinate, and facilitate Forestry issues in the region
- ◆ Advise LGAs on enforcement of laws related to wildlife protection
- ◆ Assist and advise LGAs on the development of wildlife areas
- ◆ Advise LGAs on monitoring wildlife numbers and movement
- ◆ Facilitate LGAs on implementation of Environment laws Act No. 2 of 2004

The Section will be led by an Assistant Administrative Secretary

4.4 Infrastructure Section

Objective

To provide backstopping expert services to LGAs in the development of infrastructure.

The activities of the Section are:-

- ◆ Coordinate implementation of Roads, Building, Water Works, Survey, Land and Town Planning Policies, Laws, Regulations and Standards
- ◆ Build capacity of LGAs in Roads, water Works, Buildings, Survey and Town Planning
- ◆ Liaise with the relevant authorities in the Central and Local Government on civil engineering matters
- ◆ Advise on roads, water works, plots and redevelopment schemes
- ◆ Oversee and advise on structural engineering works undertaken in the region
- ◆ Assist LGAs in land acquisition by central government
- ◆ Prepare maps for town planning
- ◆ Advise the RAS on Environmental Impact Assessment (EIA)

The Section will be led by an Assistant Administrative Secretary

4.5 LGA Management Services

Objective

To provide expertise and service in developing good governance in LGAs

The activities of the Section are:-

- ◆ Facilitate proper use of public finances in LGAs
- ◆ Build capacity and promote good governance in LGAs
- ◆ Facilitate review of structures and processes in LGAs
- ◆ Take part in routine inspections of LGA performance, and conducting ad hoc Inspections
- ◆ Scrutinise LGAs budget and expenditure and advise LGAs and Regional Commissioner as appropriate
- ◆ Advise LGAs on Human Resources Management and Recruitment
- ◆ Advise LGAs on Legal and Administrative matters
- ◆ Oversee the implementation by LGAs of the Election Manifesto
- ◆ Act as a link with the Ministry responsible for Local Government in advocating Decentralisation by Devolution to LGAs
- ◆ Co-ordinate government business in the Region
- ◆ Advise RAS and LGAs on implementation of Labour laws

The Section will be led by an Assistant Administrative Secretary.

4.6 Administration and Human Resources Management Section

Objective

To provide expertise and services on human resources management and administrative matters to the Regional Secretariat

The activities of the Section are:-

- ◆ Coordinate implementation of Administration and Human Resources Management Policy and other Acts pertaining to administration of Regional Secretariats services
- ◆ Coordinate provision of Employee relations and welfare including health, safety, sports and cultural
- ◆ Provide registry, office records and messengerial services
- ◆ Provide Protocol Services
- ◆ Coordinate security, cleanness and ground maintenance, real estates and transport services
- ◆ General custodial services to include maintenance of office equipments and buildings
- ◆ Coordinate implementation of ethics and value promotion activities including corruption prevention education
- ◆ Coordinate implementation of diversity issues including gender, disability, HIV/AIDS etc and will be the Regional gender focal point
- ◆ Coordinate implementation of Private Sector Participation in the Region
- ◆ Coordinate implementation of Business Process Improvement in the Region
- ◆ Advise on organizational efficiency of the Region

- ◆ Coordinate recruitment, selection, placement and confirmations for the Regional staff
- ◆ Facilitates Human Resources training and development (career, professional, skills enhancement) for the Regional Secretariat
- ◆ Facilitate orientation/induction programs for new entrants
- ◆ Human Resources planning to determine supply and demand needs for professions in the Region
- ◆ Salary administration and pay roll processing
- ◆ Coordinate implementation of Open Performance Review and Appraisal System (OPRAS)
- ◆ Process and updating records of leave such as vacation, sick, maternity, study and terminal
- ◆ Coordinate provision of Employee benefits (pension, allowances, etc) and entitlements
- ◆ Facilitate provision of services related to separation from the service (retirement, resignation, etc)
- ◆ Serve as a Secretariat support to the appointment “Ad hoc Committee” of the Region
- ◆ Coordinate Disciplinary matters
- ◆ Coordinate Complaints and grievances handling

The Section will be led by an Assistant Administrative Secretary

4.7 Finance and Accounts Unit

Objective

To provide quality financial management and Bookkeeping services for the Regional Secretariat

The activities of the Unit are:-

- ◆ Manage the revenue according to regulations and guidelines
- ◆ Submit voucher list to the Regional Treasury
- ◆ Collection of all cheques from regional Treasury
- ◆ Banking cash and cheques
- ◆ Prepare monthly flash report
- ◆ Provide payment to employees and other customers (service providers)
- ◆ Coordinate reply to Audit queries raised during the previous financial year
- ◆ Prepare payment of salaries
- ◆ Bank reconciliation

The Unit will be let by the Regional Accountant

4.8 Internal Audit Unit

Objective

To provide advisory services to the Accounting Officer n the proper management of funds

The activities of the Unit are:-

- ◆ Prepare and implement strategic audit plans
- ◆ Provide advice to the Accounting Officer on the use of funds
- ◆ Conduct performance audit on appraisal of development projects
- ◆ Conduct operational/value for money audits
- ◆ Audit payrolls

The Unit will be led by the Regional Internal Auditor

4.9 Procurement Management Unit

Objective

To provide expertise and services in procurement, storage and supply of goods and services for the Regional Secretariat

The activities of the Unit are:-

- ◆ Advise the management on matters pertaining to the procurement of goods and services and logistics management in the Region;
- ◆ Ensure that the Region adhere to procurement processes and procedures as per Public Procurement Act;
- ◆ Develop an annual procurement plan for the Region
- ◆ Procure, maintain and manage supplies, materials, and services to support the logistical requirements of the Region
- ◆ Ensure proper handling and storage, adequate and timely distribution of office supplies and materials
- ◆ Maintain and update inventory of goods, supplies and materials
- ◆ Provide Secretariat services to the Regional Tender Board as per PPA, 2004
- ◆ Perform functions of a PMU as stipulated in Para 35 of Public Procurement Act No. 21 of 2004

The Unit will be led by a Principal Supplies Officer

THE CURRENT FUNCTIONS OF REGIONAL SECRETARIATS

1. Assist the Regional Commissioner to:
 - ◆ Execute the functions of Government within the area of the region
 - ◆ Secure the maintenance of law and order in the region
 - ◆ Determine the specific direction of efforts in implementing the general policies of the Government in the region
 - ◆ Discharge of such other functions and duties as conferred or imposed upon him by or under this Act or any other written law

2. Through the RAS as Secretary to the Regional Consultative Committee
 - ◆ Consider and provide advice to LGAs regarding their development plans
 - ◆ Provide advice to any interested party on economic and development affairs in the region
 - ◆ Consider reports and advise the Government on national development projects, programmes and activities affecting or relating to the region
 - ◆ Consider reports and advise on the activities of Parastatals and co-operative societies and other non-governmental organizations operating in the region
 - ◆ Monitor and ensure the co-ordination of the overall economic development in the region
 - ◆ Discharge any other functions which the Minister may direct in respect of all or any consultative committees.

3. Through the powers conferred under section 10.3 of the Act
 - ◆ Facilitate the work of the Government generally

- ◆ Facilitate the promotion, development fostering and upholding of local government and the realization of the goals and targets of LGAs in relation to national development
4. As Adviser to the Regional Commissioner in relation to Local Government under the Act
- ◆ Facilitate and assist LGAs in the region to undertake and discharge their responsibilities by providing and securing the enabling environment for successful performance by them of their duties and functions.

STAFFING LEVELS

1.0 PLANNING AND CO-ORDINATION SECTION

DESIGNATIONS	NUMBER
Assistant Administrative Secretary	1
Secretary	
Economist	2
Statistician	1
System Analyst (MIS)	1
Industrial Economist	1
Community Development Officer	1
Sub Total	7

2.0 SOCIAL SECTOR SECTION

DESIGNATIONS	NUMBER
Assistant Administrative Secretary	1
Regional Medical Officer	1
Dentist	1
Health Officer	1
Health Secretary	1
Nursing officer	1
Pharmacist	1
Technician (Laboratory)	1
Social Welfare Officer	1
Regional Education Officer	1
Education Officers	4
Games and Sports Officers	1
Youth Officers	1
Sub Total	16

3.0 ECONOMIC AND PRODUCTIVE SECTORS SECTION

DESIGNATIONS	NUMBER
Assistant Administrative Secretary	1
Agriculture Officer	3
Agro Engineer	1
Cooperative Officer	2
Trade Officer	1
Livestock Officer	2

Veterinary Officer	1
Energy Engineer	1
Fisheries Officer	1(In 18 Regions only)
Forestry Officer	1
Game Officer	1 (In 18 Regions only)
Sub Total	15

4.0 INFRASTRUCTURE SECTION

DESIGNATIONS	NUMBER
Assistant Administrative Secretary	1
Civil Engineer	1
Land Officer	1
Surveyor	1
Technician (Survey)	1
Technician (Cartography)	1
Town Planner	1
Structural Engineer	1
Hydro-geologist	1
Water Resources Engineer	2
Sub Total	11

5.0 LGA MANAGEMENT SERVICES SECTION

DESIGNATIONS	NUMBER
Assistant Administrative Secretary	1
LG Officer	1
Legal Officer	1
Auditor	1
Financial Specialist	1
Sub Total	5
Total No. of Core Staff	54

6.0 ADMINISTRATION AND HUMAN RESOURCES MANAGEMENT SECTION

DESIGNATIONS	NUMBER
Assistant Administrative Secretary	1
Personal Assistant to RC	1
Administrative Officer	1
Human Resources Officer	1
Personal Secretary	9
Typist	3
Office Supervisor	1
Registry Assistant	5

Receptionist	1
Telephonist	1
Driver	10
Office Attendant	7
Information Officer	1
Watchman	9
S u b T o t a l	51

7.0 FINANCE AND ACCOUNTS UNIT

DESIGNATIONS	NUMBER
Chief accountant	1
Accountant	1
Assistant Accountant	1
Machine Operator	1
S u b T o t a l	4

8.0 INTERNAL AUDIT UNIT

DESIGNATIONS	NUMBER
Internal Auditor	1
Assistant Internal Auditor	1
S u b T o t a l	2

9.0 PROCUREMENT MANAGEMENT UNIT

DESIGNATIONS	NUMBER
Suppliers Officer	1
Assistant Suppliers Officer	2
S u b T o t a l	3
Total No. of Support Staff	64

10.0 DISTRICT COMMISSIONER'S OFFICE

DESIGNATIONS	NUMBER
District Commissioner	1
District Administrative Secretary	1
Administrative Officer	1
Assistant Accountant	1
Accountant Assistant	1
Personal Secretary	2
Assistant Record Management	1
Office attendant	2
Driver	2
Watchman	2
T o t a l	14

11.0 DIVISIONAL SECRETARY'S OFFICE

DESIGNATIONS	NUMBER
Divisional Officer	1
Typist	1
Watchman	1
T o t a l	3