

**THE UNITED REPUBLIC OF TANZANIA**



**THE FUNCTIONS AND  
ORGANISATION STRUCTURE  
OF THE PRIME MINISTER'S OFFICE,  
REGIONAL ADMINISTRATION AND  
LOCAL GOVERNMENT  
(PMO-RALG)**

*(Approved by the President on 3<sup>d</sup> June, 2011)*

**PRESIDENT'S OFFICE  
PUBLIC SERVICE MANAGEMENT**

**JUNE, 2011**

# CONTENTS

	PAGE
<b>1.1 INTRODUCTION .....</b>	<b>1</b>
<b>1.1 THE AGREED CHANGES .....</b>	<b>2</b>
<b>1.2 VISION AND MISSION .....</b>	<b>8</b>
<b>2.0 THE CURRENT FUNCTIONS AND ORGANISATIONAL STRUCTURE.....</b>	<b>8</b>
<b>2.0 THE APPROVED FUNCTIONS AND ORGANISATION STRUCTURE OF PMO- RALG .....</b>	<b>1</b>
<b>2.1 REGIONAL ADMINISTRATION DIVISION .....</b>	<b>3</b>
2.1.1 Capacity Building Section .....	3
2.1.2 Government Business Section.....	4
<b>2.2 LOCAL GOVERNMENT DIVISION.....</b>	<b>5</b>
2.2.1 Local Governance and Service Delivery Section .....	5
2.2.2 Local Government Human Resources Management Section .....	6
2.2.3 Local Government Finance Section.....	6
<b>2.3 BASIC EDUCATION COORDINATION DIVISION .....</b>	<b>7</b>
2.3.1 Pre-primary and Primary Education Section .....	8
2.3.2 Secondary Education Section.....	9
<b>2.4 INFORMATION AND COMMUNICATION TECHNOLOGY DIVISION .....</b>	<b>10</b>
2.4.1 ICT Systems Section .....	10
2.4.2 Technical Support Section.....	11
<b>2.5 POLICY AND PLANNING DIVISION .....</b>	<b>11</b>
2.5.1 Policy Section .....	12
2.5.2 Planning Section.....	13
2.5.3 Monitoring, Evaluation and Performance Reporting Section.....	13
<b>2.6 URBAN DEVELOPMENT DIVISION.....</b>	<b>14</b>
<b>2.7 LEGAL SERVICES DIVISION.....</b>	<b>17</b>
2.7.1 Legal Support Section.....	17
2.7.2 Litigation and Prosecutions Section.....	18
<b>2.8 ORGANIZATIONAL DEVELOPMENT DIVISION .....</b>	<b>18</b>
2.8.1 Organizational Structure Development Section .....	19
2.8.2 Systems and Procedures Development Section.....	20
<b>2.9 INFRASTRUCTURE DEVELOPMENT UNIT .....</b>	<b>20</b>
<b>2.10 SECTOR COORDINATION UNIT .....</b>	<b>22</b>

<b>2.11</b>	<b>ADMINISTRATION &amp; HUMAN RESOURCES MANAGEMENT DIVISION .....</b>	<b>22</b>
	2.11.1 Administration Section .....	23
	2.11.2 Human Resources Management Section .....	24
<b>2.12</b>	<b>GOVERNMENT COMMUNICATION UNIT .....</b>	<b>26</b>
<b>2.13</b>	<b>PROCUREMENT MANAGEMENT UNIT .....</b>	<b>27</b>
<b>2.14</b>	<b>FINANCE AND ACCOUNTS UNIT .....</b>	<b>27</b>
<b>2.14</b>	<b>INTERNAL AUDIT UNIT .....</b>	<b>29</b>

## 1.1 INTRODUCTION

The President of the United Republic of Tanzania issued a Notice on assignment of Ministerial responsibilities (Instrument) vide Government Notice No. 494 of 17 December, 2010. In that Instrument, the President has created the Prime Ministers Office-Regional Administration and Local Government Authority which is mandated for formulation, monitoring and evaluation of Decentralisation by Devolution (D-by-D), Rural and Urban development policies and their implementation. In addition, the Ministry is mandated for Regional Administration, Administration of Primary and Secondary education. Furthermore, the mandates of this Office are also derived from the following:

(i) The Constitution of the United Republic of Tanzania Articles 8(1), 145 and 146 of 1977 and the amendments that followed from time to time. These articles enshrine the Local Government system, emphasising the supremacy of the people and underlining that the Government is accountable to the people. It also highlights that the people have a right to participate, and establish levels at the region, district as well as at the village.

(ii) The Local Government (District Authorities) Act No.7 of 1982 (Cap.287), the Local Government (Urban Authorities) Act No.8 of 1982 (Cap.288); in these Acts, the Minister responsible for Local Government is mandated to establish District and Urban Councils. In these Acts, the Minister responsible for Local Government is mandated to establish District and Urban Councils.

(iii) The Local Government Finances Act No.9 of 1982 (Cap 290) mandates the Minister responsible for Local Government to

agree with the Minister of Finance on levels of financial subsidy to Local Government Authorities.

(iv) The Regional Administration Act No.19 of 1997 (Cap 97). This Act establishes the Office of the Regional Commissioner, District Commissioner, Divisional Secretary, The Regional Secretariat and The Regional and District Consultative Committees.

Despite the fact that there are no changes in mandates of PMO-RALG, the Office is proposing review some of its functions and its organization structure so as to strengthen the internal operations for provision of quality services.

## **1.1 THE AGREED CHANGES**

The changes are as follows:-

### **1.1.1 Mainstreaming of the functions of the Local Government Reform Programme (LGRP) and Local Government Support Project (LGSP) into the normal Ministerial functions**

In the current functions and Organisation structure of PMO-RALG there are two projects, namely Local Government Reform Programme (LGRP) and Local Government Support Project (LGSP). These projects had temporary structures to facilitate the implementation of the Local Government Reform Program Phase I which came to an end in 2007. During the course of LGRP implementation, it was decided that the functions of the two projects be mainstreamed into the normal functions of PMO-RALG in order to ensure sustainability of the program's interventions. The mainstreaming exercise was completed in 2007.

There is therefore a need of removing the functions of the projects in the functions and organisation structure of PMO-RALG.

### **1.1.2 Abolishment of Inspectorate Section under Local Government Division**

Activities of the Inspectorate Section have been mainstreamed into all core Divisions because its activities are cross-cutting and they are proposed to be done by respective Divisions depending on the nature of the inspection and expertise required. Further more, this activity is not a full time responsibility and therefore it is expected to be carried out when there is an issue to be inspected and solutions provided to address the respective issue.

### **1.1.3 The Establishment of the Infrastructure Development Unit**

In the current PMO-RALG functions and organisation structure, the Sector Coordination Division has the responsibility of overseeing the development of infrastructure in LGAs. Following the desk review and comprehensive critiques of the current performance of this Division, it was realised that, the current structure of the Sector Coordination Division seem to be overwhelmed to the extent that some of its functions like infrastructure development and maintenance are not given adequate focus. This situation has caused development and maintenance of basic infrastructure in LGAs to suffer. Therefore, this Unit is proposed to be established so that it can provide adequate focus on development and maintenance of basic infrastructure in LGAs.

Furthermore, the PIC meeting of 15<sup>th</sup> October, 2009 among other things, directed the establishment of Infrastructure Development Unit that will be led by a Director and will be reporting directly to the Permanent Secretary.

#### **1.1.4 Merging Service Delivery and Good Governance Sections in the Division of Local Government to be one Section**

Provision of quality services to the public directly contribute to Good Governance and hence are closely related, depends on each other and the two can not be separated. Their activities are therefore proposed to be merged and some of them are proposed to be moved to other divisions because of their nature of not being permanent. Some of the activities which are currently done in Good Governance Section such as preparation of administrative boundary descriptions are proposed to be moved to the new proposed Section of Urban Development; while the activity of monitoring grassroots' elections is proposed to be removed because it is done once in every five years and is also not permanent and usually is implemented by using special task forces which are dissolved after completion of the special assignment. These proposed changes leave the Section with very few activities which do not qualify to be done under a section.

#### **1.1.5 Merging activities of the Regional Administration Planning Section with Government Business Section under the Regional Administration Division**

The activities of the Regional Administration Planning Section have been merged with Government Business Section under the Regional Administration Division because planning is an input in carrying out daily Government business in the Regions. Therefore, the activities of these two sections compliment with each other. Furthermore, PMO RALG focus is to analyse plans and performance reports from Regions.

### **1.1.6 Abolishment of Central and Sector Ministries Coordination Division and establishment of a Sector Coordination Unit**

Functions and activities under the Central and Sector Ministries Coordination Division (DSC) have been transformed to be a Unit because its functions have been revised to make them more focused to show the real linkage in searching and analysing issues from ministries and development partners that need to be addressed and or customized by PMO-RALG for implementation to RSs and LGAs. Furthermore; in order to be more D-by-D compliant, Programmes and Projects that are currently performed and or coordinated under DSC are proposed to be performed and or coordinated by the respective core Divisions and LGAs.

### **1.1.7 Change of the name of Data Collection, Storage and Statistical Analysis Section to be ICT Systems Section; and merging of the activities under the Business Application Section with other sections in the ICT Division**

The Section of Data Collection, Storage and Statistical Analysis is proposed to be renamed to become ICT Systems in order to make it more focused to perform its core functions of developing ICT systems for use in LGAs. In addition, the functions of data collection, storage and statistical analysis are the responsibilities of the core Divisions due to the fact that they are the experts in the field and they technically know what sort of data need to be collected, analysed and reports produced and not the ICT Division which can not be technical experts in every area. The ICT Division has the role of ensuring that there are ICT systems in place to facilitate service delivery in data storage, statistical analysis, tracking and easy retrieval of information. The activities of Business Application Section are also proposed to be

merged with Technical support and ICT Systems Sections in order to avoid overlaps and duplication of activities in the Division.

#### **1.1.8 Merging of activities in Cabinet and Parliamentary Affairs Section to Planning Section under Policy and Planning Division**

Currently, the main activities of the Cabinet and Parliamentary Section are to coordinate divisions and units to provide answers raised by the Parliament, which is a sharable responsibility within PMO-RALG. This being the case, it is not rational to have a full fledged section to just coordinate responses to the Parliament. Activities under this section are proposed to be merged with the Planning Section because they are related to Planning.

Furthermore, monitoring and evaluation activities which are currently carried out in this division are mostly done for the LGAs of which it is a responsibility of core divisions e.g. monitoring of LGAs is a core responsibility of Local Government Division. Monitoring and evaluation activities have now been revised to make them more focused for coordination of monitoring and evaluation activities for the implementation of the internal (PMO–RALG) plans. This will be done by using an M&E system which is supposed to be fed by all divisions and units according to their respective indicators. On top of that, the section has been given a responsibility of analysing data and preparing comprehensive performance reports for the Ministry.

#### **1.1.9 Establishment of Basic Education Coordination Division**

In February, 2008 the President of the United Republic of Tanzania made changes to the Ministerial responsibilities (*Instrument*) *Vide Government Notice No.5 (1) of 13 February 2008*. Among the changes made were to transfer the administration of Secondary Education from

the Ministry of Education and Vocational Training to PMO-RALG. There is therefore a need to review the functions and organisation structure of PMO-RALG to enable the Office to implement this function by establishing Basic Education Coordination Division.

#### **1.1.10 Establishment of Urban Development Division**

Currently Tanzania is undergoing a rapid urban development which brings in a challenge in proper control of urban development. There is, therefore, a need to establish a Division with a major thrust of putting in place mechanisms that will bring solutions to the challenges facing urban authorities in control of urban planning and development. In addition, control of urban planning and development is purely a traditional work of any urban authority. Therefore, this Division will focus on controlling and guiding urbanisation in LGAs.

#### **1.1.11 Abolishment of Human Capital Development Section under the Organizational Development Division**

The activities which are currently carried out under the Human Capital Development Section are proposed to be mainstreamed into functions carried out under DLG, DRA and DAHRM in order to avoid overlapping of activities. DOD is proposed to remain with its core functions of restructuring and systems designing.

#### **1.1.12 Renaming of Drafting Section to be Legal Support Section under Legal Services Division**

The Drafting Section is proposed to be renamed to become Legal Support Section to cover the relevant activities of the Division as it plays a dual role by providing services within PMO-RALG and in LGAs.

## **1.2 VISION AND MISSION**

### **1.2.1 Vision**

An influential institution in facilitating provision of quality services in RSs and LGAs

### **1.2.2 Mission**

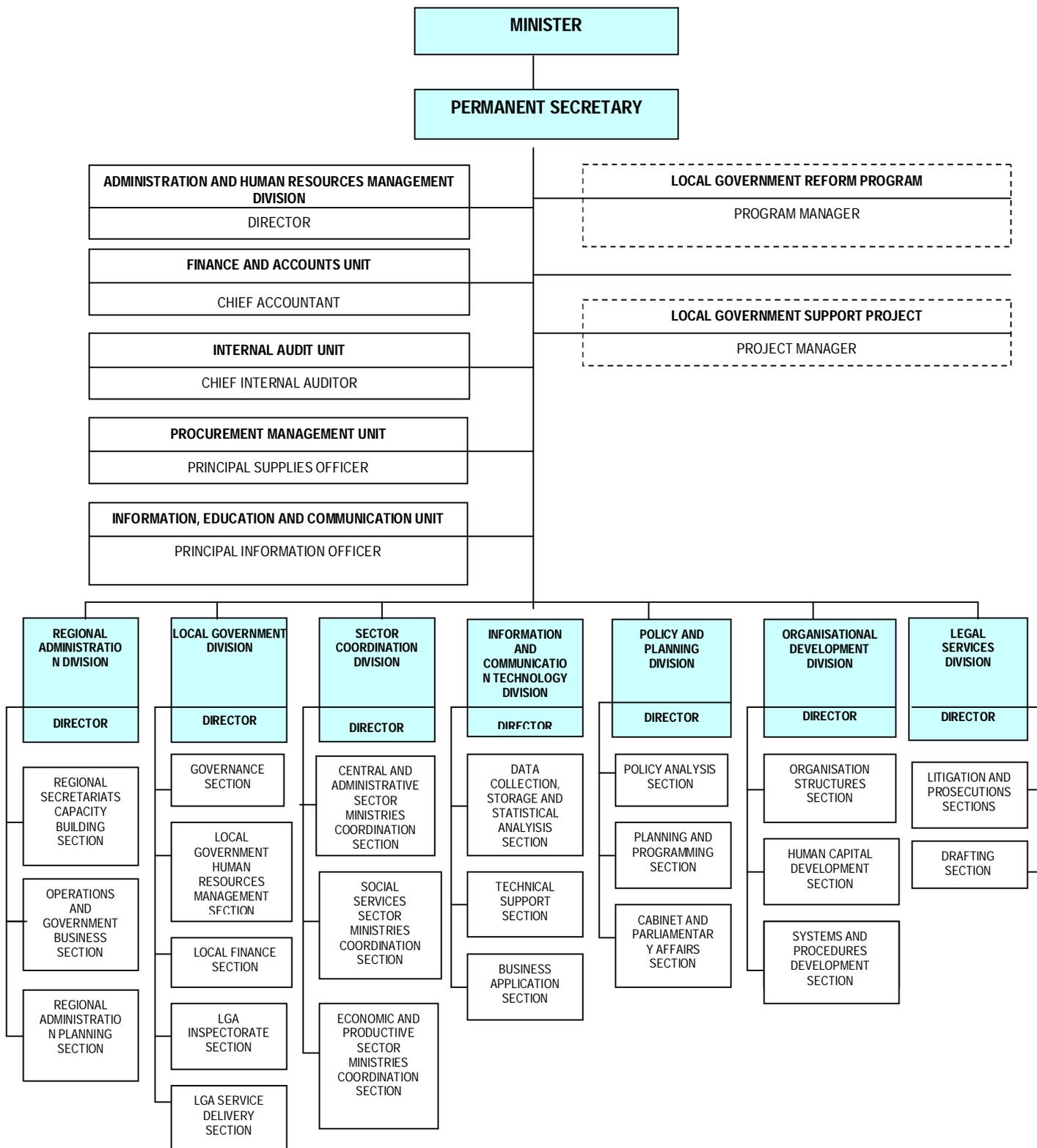
To create an enabling environment by formulating and overseeing the implementation of decentralisation by devolution (D-by-D), rural and urban development policies, legislations, guidelines and standards in order to facilitate RSs and LGAs to provide quality services to the community.

## **2.0 THE CURRENT FUNCTIONS AND ORGANISATIONAL STRUCTURE**

The current functions and organizational structure of Prime Minister's Office Regional Administration and Local Government comprises of Core and Support Divisions and Units as follows **(See Chart I):-**

- (i) Regional Administration Division;
- (ii) Local Government Division;
- (iii) Sector Coordination Division;
- (iv) Information and Communication Technology Division;
- (v) Organisational Development Division;
- (vi) Legal Services Division;
- (vii) Administration and Human Resources Management Division;
- (viii) Policy and Planning Division;
- (ix) Finance and Accounts Unit;
- (x) Internal Audit Unit;
- (xi) Procurement Management Unit; and
- (xii) Information, Education and Communication Unit.

**THE CURRENT ORGANISATION STRUCTURE OF THE PRIME MINISTER'S OFFICE –  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**  
(Approved by the President on 26<sup>th</sup> February, 2010)



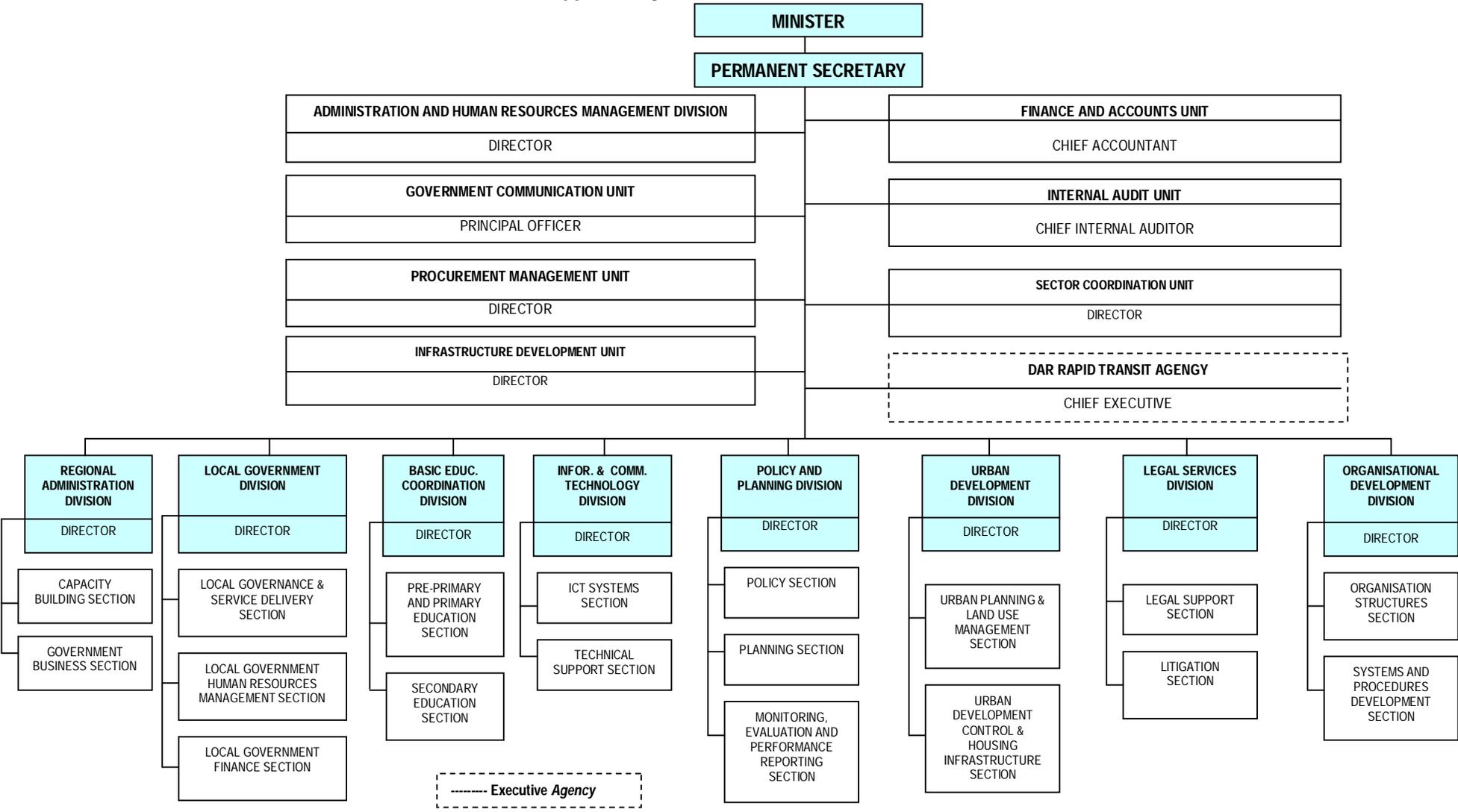
## **2.0 THE APPROVED FUNCTIONS AND ORGANISATION STRUCTURE OF PMO- RALG**

In order for PMO-RALG to carry out its functions efficiently and effectively, it has been approved to have the following Divisions and Units (*see Chart II*):-

- (i) Regional Administration Division;
- (ii) Local Government Division;
- (iii) Urban Development Division;
- (iv) Basic Education Coordination Division;
- (v) Information and Communication Technology Division;
- (vi) Policy and Planning Division;
- (vii) Legal Services Division;
- (viii) Organisational Development Division;
- (ix) Infrastructure Development Unit;
- (x) Sector Coordination Unit;
- (xi) Administration and Human Resource Management Division;
- (xii) Government Communication Unit;
- (xiii) Procurement Management Unit;
- (xiv) Finance and Accounts Unit; and
- (xv) Internal Audit Unit.

**Chart II**

**THE ORGANISATION STRUCTURE OF PRIME MINISTER'S OFFICE – REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**  
*(Approved by the President on 3<sup>rd</sup> June, 2011)*



## **2.1 REGIONAL ADMINISTRATION DIVISION**

### **Objective**

To build the capacity of Regional Administration, coordinate and monitor Regional affairs and support provided to LGAs by Regional Secretariats.

### **Functions**

- (i) To build the capacity in the Regional Administration; and
- (ii) To coordinate and monitor Government business in the Regions.

This Division will be led by a Director and will have two Sections as follows:-

- (i) Capacity Building Section; and
- (ii) Government Business Section.

### **2.1.1 Capacity Building Section**

This Section will perform the following activities:-

- (i) Develop and implement capacity Building plans in respect of RCs, RAS, DCs, DASs, Local Government Officers and Divisional Secretaries as per identified training needs;
- (ii) Co-ordinate the implementation of donor supported programmes for Regional Administration capacity building;
- (iii) Facilitate appointments, confirmations, transfers, terminal benefits and other administrative issues of Regional Commissioners, Regional Administrative Secretaries and District Commissioners;
- (iv) Facilitate leadership and management development in RAs; and
- (v) Develop skills and monitor preparation, implementation and review of Capacity Building Plans in RSs.

This Section will be led by an Assistant Director.

## **2.1.2 Government Business Section**

This Section will perform the following activities:-

- (i) Provide guidance and advice to RAs in relation to:
  - (a) Law and order;
  - (b) Creation of the enabling environment in respect of socio-economic activities in LGAs;
  - (c) Issues and matters of regional and national significance and priorities including poverty reduction, HIV/AIDS, Gender and such other cross cutting issues;
- (ii) Analyse and consolidate regional weekly reports in respect of various occurrences and advise accordingly;
- (iii) Analyse and consolidate Regional Consultative Committee Meetings minutes and advise accordingly;
- (iv) Conduct annual Consultative Meetings between the President and RAs;
- (v) Analyse national planning and budget guidelines, prepare and disseminate planning and budget inputs to RSs and monitor their compliance;
- (vi) Facilitate consolidation and integration of RSs plans into national plans;
- (vii) Analyse implementation reports as per RSs' plans and advise accordingly;
- (viii) Scrutinise regional economic development initiatives and advise accordingly; and
- (ix) Facilitate creation of new areas of administration and handle complaints on regional borders.

This Section will be led by an Assistant Director.

## **2.2 LOCAL GOVERNMENT DIVISION**

### **Objective**

To build the Capacity of Local Government Authorities to provide quality service.

### **Functions**

- (i) To coordinate and monitor local governance;
- (ii) To strengthen LGAs capacity to fulfil their mandate;
- (iii) To monitor and inspect the performance of LGAs in service delivery; and
- (iv) To provide service delivery technical support to LGA's.

This Division will be led by a Director and will have four Sections as follows:

- (i) Local Governance and Service Delivery Section;
- (ii) Local Government Human Resources Management Section; and
- (iii) Local Government Finance Section.

### **2.2.1 Local Governance and Service Delivery Section**

This Section will perform the following activities:

- (i) Collate, rationalise, disseminate and monitor implementation of practices on good governance in LGAs;
- (ii) Facilitate grassroots elections;
- (iii) Provide technical support on O & OD planning approach to LGA's;
- (iv) Analyse and deal with complaints against LGAs;
- (v) Analyse and compile reports on LGA implementation of plans;
- (vi) Analyse LGAs' performance agreements implementation reports from RSs and provide feedback;

- (vii) Monitor the implementation of governance related interventions in LGAs; and
- (viii) Spearhead rural development.

This Section will be led by an Assistant Director.

### **2.2.2 Local Government Human Resources Management Section**

This Section will perform the following activities:

- (i) Facilitate orientation programmes to new entrants in LGAs;
- (ii) Facilitate enhancement of skills and monitor preparation, implementation and review of Training Programmes in LGAs;
- (iii) Facilitate development of Human Resource Plans for LGAs;
- (iv) Facilitate appointments, confirmations, transfers and disciplinary actions of Directors and Heads of Departments and other human resource issues in LGAs; and
- (v) Develop mechanisms for implementing cross-cutting issues and monitor their adherence in LGAs.

This Section will be led by an Assistant Director.

### **2.2.3 Local Government Finance Section**

This Section will perform the following activities:-

- (i) Provide inputs in budget guidelines and advise LGAs in their implementation;
- (ii) Track disbursement of funds to LGAs in liaison with the Ministry of Finance;
- (iii) Assess viability of LGA capital investments:
  - (a) Value for money achieved by LGAs;
  - (b) Fit for purpose of Capital projects achieved by LGAs;
- (iv) Provide Secretariat services to the Local Government Development Grant System Technical and Steering Committees;

- (v) Scrutinize reports of the Controller and Auditor General and recommend accordingly;
- (vi) Facilitate development of revenue enhancement plans for LGAs monitor their implementation; and
- (vii) Negotiate with Ministry responsible for Finance on revenue sources for LGAs.

This Section will be led by an Assistant Director.

## **2.3 BASIC EDUCATION COORDINATION DIVISION**

### **Objective**

To coordinate the management and administration of Pre-primary, Primary and Secondary education.

### **Functions**

- (i) To coordinate and supervise the delivery of Pre-Primary, Primary, and Secondary Education services;
- (ii) To monitor and evaluate administration and management of Pre-Primary, Primary and Secondary Education services;
- (iii) To oversee and take remedial measures on management and administration of Pre-Primary, Primary and Secondary Education services;
- (iv) To prepare and disseminate operational guidelines and circulars on management and administration of Pre-Primary, Primary and Secondary Education services; and
- (v) To create, update and maintain database on Pre-Primary, Primary and Secondary Education services.

This Division will be led by a Director and will have two Sections as follows:

- (i) Pre-primary and Primary Education Section; and
- (ii) Secondary Education Section.

### **2.3.1 Pre-primary and Primary Education Section**

This Section will perform the following activities:-

- (i) Create and maintain databases on Pre-Primary and Primary Education;
- (ii) Facilitate availability and transfers of teaching staff between Regions;
- (iii) Analyse and compile teaching staff requirements from RSs in liaison with MoEVT;
- (iv) Prepare and disseminate operational guidelines and circulars on management and administration of Pre-Primary and Primary Education;
- (v) Analyse reports on school buildings and infrastructure; assets; and general performance in Pre-Primary and Primary Education from RSs and conduct spot inspection where necessary ;
- (vi) Revise roles, functions, responsibilities and membership of school boards;
- (vii) Roll out best practice for teachers retention in LGAs;
- (viii) Consult with Ministry responsible for Finance regarding funding of administration and management of Pre-Primary and Primary Education including students' welfare;
- (ix) Coordinate and conduct Form One selections;
- (x) Review guidelines and circulars on administration of Pre-Primary and Primary Education for RSs and LGAs; and
- (xi) Oversee administration of examinations of Pre-Primary and Primary Education.

This Section will be led by an Assistant Director.

### **2.3.2 Secondary Education Section**

This Section will perform the following activities:-

- (i) Create and maintain databases on Secondary Education;
- (ii) Facilitate availability and transfers of teaching staff between Regions;
- (iii) Analyse and compile teaching staff requirements from RSs in liaison with MoEVT;
- (iv) Prepare and disseminate operational guidelines and circulars on management and administration of Secondary Education;
- (v) Coordinate and conduct Form Five selections;
- (vi) Analyse reports on school buildings and infrastructure; assets; and general performance in Secondary Education from RSs and conduct spot inspection where necessary;
- (vii) Revise roles, functions, responsibilities and membership of school boards;
- (viii) Roll out best practices for teachers retention in LGAs;
- (ix) Consult with Ministry responsible for Finance regarding funding of administration and management of Secondary Education including students' welfare;
- (x) Prepare, disseminate and review guidelines and circulars on administration of secondary education for RSs and LGAs; and
- (xi) Oversee administration of examinations of Secondary Education.

This Section will be led by an Assistant Director.

## **2.4 INFORMATION AND COMMUNICATION TECHNOLOGY DIVISION**

### **Objective**

To facilitate PMO-RALG, RAs, LGAs to provide quality and timely information and services through e-Government.

### **Functions**

- (i) To design ICT systems for data collection, processing, analysis, storage and retrieval;
- (ii) To design and maintain ICT backup systems;
- (iii) To provide technical advise to RAs and LGAs on ICT; and
- (iv) To facilitate the use of e-Government in RSs and LGAs.

This Division will be led by a Director and will have two Sections as follows:-

- (i) ICT Systems Section; and
- (ii) Technical Support Section.

### **2.4.1 ICT Systems Section**

This Section will perform the following activities:-

- (i) Maintain relevant software/programs;
- (ii) Design, install, operationalize and update ICT systems and backups;
- (iii) Provide technical support in data cleaning;
- (iv) Design ICT training programs at all levels of PMO-RALG;
- (v) Prepare ICT User Manuals and monitor their implementation;
- (vi) Train staff on the use of the designed ICT systems;
- (vii) Implement ICT policies and e-Government operation in PMO-RALG, RSs and LGAs;

- (viii) Analyse services that can be provided electronically (e-Services) and prepare the implementation plans; and
- (ix) Determine and design infrastructure and identify requirements for establishing and operationalizing LAN and WAN.

This Section will be led by an Assistant Director.

#### **2.4.2 Technical Support Section**

This Section will perform the following activities:-

- (i) Develop recovery strategies for breakdown/loss of network facilities or data including firewalls and virus protection, filtering and backup servers;
- (ii) Carry out troubleshooting for ICT equipment and provide solutions;
- (iii) Provide specifications for procurement and installation for hardware and software;
- (iv) Review tailor made computer software and advise on further development;
- (v) Develop an action plan to implement the ICT strategy; and
- (vi) Review standard software applications and advise on appropriate options.

This Section will be led by an Assistant Director.

### **2.5 POLICY AND PLANNING DIVISION**

#### **Objective**

To provide expertise and services in policy formulation, implementation, monitoring and evaluation.

#### **Functions**

- (i) To coordinate preparation of ministerial policies and monitor their implementation and carry out their impact assessments;

- (ii) To analyse policies from other sectors and advise accordingly;
- (iii) To coordinate preparations and implementations of ministerial plans and budgets;
- (iv) To carry out monitoring and evaluation of the PMO-RALG's plans and budgets and prepare performance reports;
- (v) To conduct studies, assessments and evaluation of ministerial plans and provide a basis for making informed decisions on the future direction of the PMO-RALG;
- (vi) To coordinate preparations of Ministerial contributions to the Budget Speech and Annual Economic Report;
- (vii) To institutionalise strategic planning; budget; and monitoring and evaluation skills in the PMO-RALG;
- (viii) To monitor integration of ministerial plans and budgets into the government budgeting process; and
- (ix) To coordinate preparation of responses for Parliamentary questions and issues.

This Division will be led by a Director and will comprise three Sections as follows:-

- (i) Policy Section;
- (ii) Planning Section; and
- (iii) Monitoring, Evaluation and Performance Reporting Section.

### **2.5.1 Policy Section**

This Section will perform the following activities:

- (i) Coordinate formulation, review, implementation and monitoring of PMO-RALG's policies; and monitor their consistency with national policies, frameworks and strategies;
- (ii) Review and advise on policy papers prepared by other ministries;

- (iii) Conduct impact studies of Ministerial policies and provide a basis for making informed decisions on the future direction of the PMO-RALG; and
- (iv) Coordinate compilation of Parliamentary Committee reports and questions.

This Section will be led by an Assistant Director.

### **2.5.2 Planning Section**

This Section will perform the following activities:

- (i) Coordinate formulation and preparation of the PMO-RALG's medium term strategic plan, annual action plans and budgets;
- (ii) Compile reports on Ministerial projects, programmes and Action Plans and Develop strategies for resource mobilization;
- (iii) Prepare memorandum of understanding for projects and programs for international financing;
- (iv) Coordinate the preparation of Ministerial budget speech;
- (v) Provide technical guidance and support for institutionalization of Strategic Planning and Budgeting process within the PMO-RALG; and
- (vi) Coordinate preparation of reports on the implementation of Ruling Party Manifesto.

This Section will be led by an Assistant Director.

### **2.5.3 Monitoring, Evaluation and Performance Reporting Section**

This Section will perform the following activities:

- (i) Monitor and evaluate implementation of the PMO-RALG's Annual Plans and Medium Term Strategic Plan;
- (ii) Prepare periodic performance reports;
- (iii) Collect, study and analyze statistics needed in the formulation and implementation of policies, plans and budgetary proposals;

- (iv) Provide inputs in preparation of plans, programs and budgetary activities in the PMO-RALG including establishment of performance targets and indicators;
- (v) Provide technical advice including institutionalization of M&E process;
- (vi) Undertake impact studies of plans, projects and programs undertaken by the PMO-RALG;
- (vii) Undertake service delivery surveys to collect stakeholders/clients views on services rendered and advise management accordingly;
- (viii) Coordinate mid-year and annual performance reviews; and
- (ix) Monitor performance of Executive Agencies under the PMO-RALG.

This Section will be led by an Assistant Director.

## **2.6 URBAN DEVELOPMENT DIVISION**

### **Objective**

To provide services and technical advice on fundamental principles of land use and guide Urban Planning and Land Development.

The Division will perform the following functions:-

- (i) To coordinate, advise, supervise and monitor the implementation of Urban Development Policy;
- (ii) To provide technical backstopping and advise on land use planning to Urban Councils and monitor their implementation;
- (iii) To put in place and operationalise a mechanism for protecting developed public infrastructure;
- (iv) To oversee the establishment and implementation of Disaster Management and Preparedness plans in all Urban Councils;
- (v) To coordinate and facilitate capacity building on relevant skills and expertise in urban development; and

- (vi) To provide input for reviewing urban development policies.

The Division will be led by a Director and will have two Sections as follows:-

- (i) Urban Planning and Land Use Management Section; and
- (ii) Urban Development Control and Housing Infrastructure Section.

### **2.6.1 Urban Planning and Land Use Management Section**

The Section will perform the following activities:-

- (i) Coordinate land use planning and development in Urban Councils;
- (ii) Prepare and coordinate the implementation of Master plans, Interim Land Use Plans, Redevelopment and Regularization schemes;
- (iii) Coordinate upgrading of informal settlements in Urban Councils;
- (iv) Coordinate and facilitate land management and administration in Urban Councils and Administrative areas (Land acquisition, demarcation/survey, land use and conflict resolutions, valuation of properties and titling);
- (v) Coordinate policy adherence by Urban Councils in relation to different land uses such as industries, open space/ public recreations grounds, advertisements etc;
- (vi) Coordinate, rationalise and disseminate policies to Urban Councils in collaboration with the Ministry of Lands, Housing and Human Settlements Development; NEMC, National Land use Planning Commission, sector Ministries and other stakeholders;
- (vii) Identify, coordinate and facilitate Capacity building on technical skills and expertise in urban development;
- (viii) Coordinate implementation of sector and non sector program in urban development and land use management; and

- (ix) Coordinate policy adherence in Urban Councils in relation to registration of villages, approval plan and related matters.

The Section will be led by an Assistant Director.

### **2.6.2 Urban Development Control and Housing Infrastructure Section**

The Section will perform the following activities:-

- (i) Control urban development in Urban Councils;
- (ii) Oversee and coordinate policy adherence on management of antiquities;
- (iii) Guide and administer emerging towns/settlements and urbanisation process;
- (iv) Create public awareness on maintaining public infrastructure;
- (v) Support and facilitate establishment of auxiliary police in Urban Councils;
- (vi) Sensitize the public on taking role in Community Policing and Justice delivery at Ward level;
- (vii) Coordinate and support Urban Councils to enhance Environmental Management Issues through Environment Impact Assessment research on effects of environment degradation, Global warming and climate change in urban and rural areas;
- (viii) Advise and coordinate, oversee and evaluate the planning and implementation of housing infrastructure, maintenance and development in Urban Councils;
- (ix) Prepare and disseminate Operational Guidelines and Methodologies on management and implementation of housing and sustainable land use;
- (x) Coordinate and ensure Urban Councils comply to policies and legislations related to service trade areas, markets, public grounds etc;

- (xi) Coordinate and ensure Urban Councils adherence to policies related to different land use such as cemeteries, location of waste disposal, public beach etc;
- (xii) Advise and coordinate use of affordable building materials and technology.

The Section will be led by an Assistant Director.

## **2.7 LEGAL SERVICES DIVISION**

### **Objective**

To provide a legal framework and services to PMO-RALG, RAs and LGAs for promotion and development of local government.

### **Functions**

- (i) To undertake Litigation and Prosecution; and
- (ii) To carryout Legal Drafting.

This Division will be led by a Director and will have two Sections as follows:-

- (i) Legal Support Section; and
- (ii) Litigation and Prosecutions Section.

### **2.7.1 Legal Support Section**

This Section will perform the following activities:

- (i) Contribute in the preparation of proposed bills/Acts, subsidiary legislations (regulation, rules, orders etc) and liaise with the Attorney Generals Chambers;

- (ii) Provide advise to LGAs on by-laws drafting in collaboration with Division of Local Government;
- (iii) Scrutinise and advise on new by-laws before presentation for Ministerial consideration;
- (iv) Prepare, monitor enforcement and review laws and regulations regarding RAs and LGAs in collaboration with AGC;
- (v) Initiate amendment of the Constitutional to enshrine Decentralisation by Devolution (D-by-D) in collaboration with AGC;
- (vi) Support Ministerial Task Forces (MTFs) to prepare and submit reports on D-by-D compliance; and
- (vii) Provide legal advice and assistance to Divisions and Units on interpretation of laws, terms of contract, terms of agreements, procurement contracts, memorandum of understanding, consultancy agreements and other types of agreements, and other legal documents in PMO-RALG.

This Section will be led by an Assistant Director.

### **2.7.2 Litigation and Prosecutions Section**

This Section will perform the following activities:

- (i) Provide information and liaise with the Attorney General Chambers regarding court cases/proceedings and legal opinion;
- (ii) Assist LGAs' solicitors to prosecute cases against LGAs in courts;
- (iii) Advise Regional Secretariats and LGAs on cases, proceedings and other legal issues; and
- (iv) Facilitate disciplinary proceedings and outcomes and advise where appropriate.

This Section will be led by an Assistant Director.

## **2.8 ORGANIZATIONAL DEVELOPMENT DIVISION**

## **Objective**

To provide expertise and services on improving systems and organisational structures for efficiency and effectiveness in service delivery in RAs and LGAs.

## **Functions**

- (i) Facilitate development and review functions and organisational structures, management systems and service delivery procedures in RAs and LGAs;
- (ii) Identify best practices and customize the same for application in RAs and LGAs; and
- (iii) Evaluate the efficacy of Organisation Structures, Systems and Procedures for quality service delivery in RAs and LGAs.

This Division will be led by a Director and will have two Sections as follows:

- (i) Organizational Structure Development Section; and
- (ii) Systems and Procedures Development Section.

### **2.8.1 Organizational Structure Development Section**

This Section will perform the following activities:

- (i) Facilitate and advice on restructuring of RSs and LGAs' organization structures and monitor and evaluate their implementation;
- (ii) Facilitate approval of sub-votes for LGAs and liaise with Ministry of Finance and Economic Affairs on the same;
- (iii) Facilitate preparation and review of Job Lists and Job Descriptions of approved structures for RSs and LGAs;
- (iv) Carry out job analysis and evaluation of RSs and LGAs;

- (v) Identify best practices and customize the same for application in RAs and LGAs; and
- (vi) Conduct studies on organizational and efficiency review in RS and LGAs.

This Section will be led by an Assistant Director.

### **2.8.2 Systems and Procedures Development Section**

This Section will perform the following activities:

- (i) Identify, analyse and recommend appropriate administrative systems to PO-PSM in relation to RAs and LGAs;
- (ii) Oversee the implementation of the Performance Improvement Model (PIM) in RAs and LGAs in areas of service delivery surveys, self assessments, strategic planning, OPRAS, client service charters/social pacts and monitoring and evaluation;
- (iii) Design, install, review and monitor implementation of service delivery systems and procedures in RAs and LGAs;
- (iv) Evaluate the efficacy of Systems and Procedures for quality service delivery by RAs and LGAs;
- (v) Develop and disseminate a framework for collaboration between RSs and LGAs with CSOs;
- (vi) Prepare, review and disseminate manuals and guidelines related to systems and procedures; and
- (vii) Design and support management audits in RS and LGAs.

This Section will be led by an Assistant Director.

## **2.9 INFRASTRUCTURE DEVELOPMENT UNIT**

### **Objective:**

To facilitate infrastructure development and maintenance in LGAs.

This Unit will perform the following:

- (i) Prepare road inventories;
- (ii) Carry out inventories on LGAs' capacities in respect of technical expertise and construction equipment and liaise with technical ministries in filling the gaps;
- (iii) Review and update District Roads Management System (DROMAS) and Local Government Road Inventory and Condition Survey (LG-RICS);
- (iv) Advise and provide inputs in the preparation and advertisement of a General Procurement Notices by LGAs;
- (v) Facilitate LGAs to prepare and implement action plans on transport, urban water supply, waste water and infrastructure development;
- (vi) Undertake study on appropriate technologies on rural roads, water and housing and provide technical guidance to LGAs;
- (vii) Identify and solicit resource requirements for development, rehabilitation and maintenance of infrastructure in LGAs;
- (viii) Monitor, evaluate and take corrective measures on the implementation of infrastructure programs in LGAs;
- (ix) Prepare and disseminate operational guidelines and methodologies on management and construction of District Roads;
- (x) Build technical capacity to LGAs on infrastructure development; and
- (xi) Facilitate and coordinate feasibility studies and impact assessments of infrastructure development projects in LGAs.
- (xii) Coordinate Urban and Rural Infrastructure issues (solid waste, sewerage, drainage systems, storm water drainage, roads, electricity, and water supply);
- (xiii) Advise and coordinate and facilitate availability and use of low cost building materials;

This Unit will be led by a Director.

## **2.10 SECTOR COORDINATION UNIT**

### **Objective**

To coordinate the PMO-RALG critical interfaces with Ministries, development partners, RS and LGAs.

This Unit will perform the following activities:

- (i) Review, analyse, identify issues/challenges facing LGAs in implementing policies and advise relevant ministries;
- (ii) Contribute to policy formulation and review by presenting LGAs experience;
- (iii) Develop strategies and mechanisms to promote Decentralization by Devolution in ministries;
- (iv) Communicate systems, frameworks, mechanisms, procedures applicable at RSs and LGAs levels to ministries;
- (v) Harmonise and/or customize systems, frameworks, mechanisms, procedures from ministries applicable or relevant to PMO-RALG; and
- (vi) Analyse, interpret and advise on proper implementation of policies, decisions and directives from ministries and development partners.

This Unit will be led by a Director.

## **2.11 ADMINISTRATION & HUMAN RESOURCES MANAGEMENT DIVISION**

### **Objective**

To provide expertise and services on human resources management and administrative matters to the PMO-RALG.

### **Functions**

- (i) To advice on administrative and human resources matters;
- (ii) To provide strategic inputs on Administration and Human Resources Management issues such as recruitment, human resources development and training, promotion, discipline, retention, motivation, performance management and welfare;
- (iii) To manage utilization of human resources in the Office;
- (iv) To collect, analyse, store and disseminate data and information related to human resource development plans;
- (v) To provide a link between the Office and the President's Office Public Service Management on operationalisation of the Public Service Management and Employment Policy and relevant Public Service Acts;
- (vi) To provide data support and up-date records on various human resources information;
- (vii) To provide all organization development services in areas such as restructuring, job listing and job evaluation; and
- (viii) To process terminal benefits and leave.

This Division will be led by a Director and will comprise two sections as follows:-

- (i) Administration Section; and
- (ii) Human Resources Management Section.

#### **2.11.1 Administration Section**

This Section will perform the following activities:-

- (i) Interpret and ensure adherence to Public Service Regulations, Standing Orders and other Labour laws;
- (ii) Facilitate employee relations and welfare including health, safety, sports and culture;
- (iii) Provide registry, messengerial and courier services; and manage office records;
- (iv) Handle all protocol matters;
- (v) Facilitate provision of security services, transport and general utilities;
- (vi) Facilitate general custodian services to include maintenance of office equipment, buildings and grounds;
- (vii) Coordinate implementation of ethics and value promotion activities including prevention of corrupt practices;
- (viii) Implement diversity issues including gender, disability and HIV/AIDS etc and be the Office's Gender Focal Point;
- (ix) Coordinate implementation of Private Sector Participation in the Office;
- (x) Coordinate the preparation and implementation of the Wage Bill of the Office and Recurrent Budget for the Administration Division;
- (xi) Coordinate implementation of Business Process Improvement in the Office;
- (xii) Advise on organizational efficiency of the Office; and
- (xiii) Coordinate implementation of Client Service Charter.

This Section will be led by an Assistant Director.

### **2.11.2 Human Resources Management Section**

This Section will perform the following activities:

- (i) Coordinate staff recruitments, selections, placements, confirmations, promotions and transfers for the Office;

- (ii) Carry out human resources planning to determine supply and demand for professionals under the Office;
- (iii) Administer salaries and process payrolls;
- (iv) Coordinate implementation of Open Performance Review and Appraisal System (OPRAS), assess the appraisal results; prepare implementation reports; and make follow-ups on the implementation of the recommendations on individual OPRAS forms;
- (v) Process and update records of various leaves of absence;
- (vi) Oversee employee's benefits (pension, allowances etc) and entitlements;
- (vii) Prepare Annual Personnel Emolument Estimates;
- (viii) Oversee services related to separation from the service (retirement, resignation, etc);
- (ix) Prepare and facilitate implementation of succession plans; and
- (x) Facilitate orientation/induction programs for new entrants in the service;
- (xi) Carry out training needs assessment for the Office and prepare training programs;
- (xii) Facilitate Human Resource training and career development (professional development, performance improvement, pre-retirement, part-time, and overseas) for the Office;
- (xiii) Facilitate human resource development (training, coaching, mentoring, and job rotation);
- (xiv) Monitor and evaluate implementation of institutional training programs; and prepare training reports;
- (xv) Carry out impact assessment of the training programs and prepare assessment reports;
- (xvi) Carry out assessment of professional requirements for the institution; develop and implement staff development plans;

- (xvii) Initiate and co-ordinate in-house courses and on the job training;
- (xviii) Maintain training records;
- (xix) Provide information, clarifications and briefings on human resources and training matters; and
- (xx) Serve as a Secretariat support to the Appointment Committee; and Training and Professional Development Committee to be formed in the Office.

This Section will be led by an Assistant Director.

## **2.12 GOVERNMENT COMMUNICATION UNIT**

### **Objective:**

To provide expertise and service in information, communication and dialogue with the public and media.

This Unit will perform the following:-

- (i) Promote PMO-RALG activities, programs and policies;
- (ii) Up-date PMO-RALG information on the website;
- (iii) Prepare and implement communication strategy for PMO-RALG;
- (iv) Coordinate preparation and production of articles and news papers for PMO-RALG;
- (v) Engage in dialogue with the Public as well as media on issues concerning PMO-RALG;
- (vi) Produce and disseminate documents such as brochures, articles, news letters etc. to inform the Public on Policies, Programs, activities and Reforms undertaken by PMO-RALG;
- (vii) Apply ICT to enhance public access to information on resource base and performance at all levels of PMO-RALG;
- (viii) Coordinate press briefings for PMO-RALG; and
- (ix) Advise internal and external stakeholder of PMO-RALG on the production of various documents.

This Unit will be led by a Principal Officer with wide knowledge and experience in the Ministry.

### **2.13 PROCUREMENT MANAGEMENT UNIT**

#### **Objective**

To provide expertise and services in procurement, storage and supply of goods and services for PMO-RALG.

This Unit will perform the following activities:-

- (i) Advise the Management on matters pertaining to the procurement of goods and services and logistics management;
- (ii) Monitor adherence to procurement process and procedures as per Public Procurement Act;
- (iii) Develop an annual procurement Plan for PMO-RALG;
- (iv) Procure, maintain and manage supplies, materials and services to support the logistical requirements of PMO-RALG;
- (v) Maintain and monitor distribution of office supplies and materials;
- (vi) Maintain and update inventory of goods, supplies and materials;
- (vii) Provide Secretariat services to the Ministerial Tender Board as per Public Procurement Act;
- (viii) Set specifications/standards for goods and services procured and monitor adherence to them to ensure value for money; and
- (ix) Prepare action plan, progress reports and budgets for the Unit.

This Unit will be led by a Principal Supplies Officer.

### **2.14 FINANCE AND ACCOUNTS UNIT**

#### **Objective**

To provide financial Management control systems and bookkeeping services for PMO-RALG.

This Unit will perform the following activities:

### **Budget and appropriation Accounts**

- (i) Prepare appropriation Accounts and Financial reports; and
- (ii) Monitor expenditure.

### **Salaries**

- (i) Prepare payment of salaries; and
- (ii) Manage pay roll in collaboration with the division of Administration and Human Resources Management.

### **Cash Office**

- (i) Submit voucher lists to sub- Treasury;
- (ii) Collect all cheques from Sub-Treasury;
- (iii) Bank cash and cheques;
- (iv) Prepare monthly cash reports;
- (v) Prepare and facilitate payment of cash/cheques to employees/ customers (Service providers);
- (vi) Batch paid vouchers; and
- (vii) Maintain cash books.

### **Revenue**

- (i) Collect revenues;
- (ii) Manage revenue according to regulations and guidelines; and
- (iii) Supervise collection of revenue.

### **Pension**

- (i) Prepare and maintain pension papers in collaboration with the division of Administration and Human Resources Management.

### **Pre-Audit/Examination**

- (i) Verify documentations to support vouchers, including authorization according to regulations, relevant Acts and circulars;
- (ii) Reply all Audit queries raised during the previous financial year; and
- (iii) Monitor expenditure.

This Unit will be led by a Chief Accountant.

## **2.14 INTERNAL AUDIT UNIT**

### **Objective**

To provide advisory services to the Accounting Officer in the proper management and control of resources.

This Unit will perform the following activities:-

- (i) Review and report on proper control over the receipt, custody and utilization of all financial resources of PMO-RALG;
- (ii) Review and report on conformity with financial and operational procedures laid down in any legislation or any regulations or instructions for control over the expenditure of PMO-RALG;
- (iii) Review and report on the correct classification and allocation of revenue and expenditure accounts;
- (iv) Develop audit procedures to facilitate compliance with international standards;
- (v) Review and report on the reliability and integrity of financial and operation data and prepare financial statements and other reports;
- (vi) Review and report on the systems in place used to safeguard assets, and verify existence of such assets;
- (vii) Review and report on operations or programs to ascertain whether results are consistent with established objectives and goals;
- (viii) Review and report on the reactions by the management to internal

audit reports, and assist management in the implementation of recommendations made by reports and follow-up on the implementation of recommendations made by the Controller and Auditor General;

- (ix) Review and report on the adequacy of controls built into computerized systems in place in PMO-RALG;
- (x) Prepare and implement Strategic Audit Plans; and
- (xi) Conduct performance audits on appraisal of development projects.

This Unit will be led by a Chief Internal Auditor.