

**THE UNITED REPUBLIC OF TANZANIA**



**PRIME MINISTER'S OFFICE,**

**REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**

**STRATEGIC PLAN – 2011/12 – 2015/16**

P.O. Box 1923

**DODOMA**

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## **Abbreviations and Acronyms**

ALAT	Association of Local Authorities in Tanzania
ASDP	Agricultural Sector Development Programme
BEST	Business Environment Strengthening for Tanzania
CA	Chief Accountant
CAG	Controller and Auditor's General
CCM	Chama Cha Mapinduzi
CIA	Chief Internal Auditor
D by D	Decentralization by Devolution
DART	Dar es Salaam Rapid Transport
DAS	District Administrative Secretary
DC	District Commissioner
DICT	Division of Information, Communication and Technology
DLG	Division of Local Government
DLS	Division of Legal Services
DOD	Division of Organisation Development
DPP	Division of Policy and Planning
DRA	Division of Regional Administration
DSC	Division of Sector Coordination
HIV/AIDS	Human Immuno Virus Acquired Immune Deficiency Syndrome
HLGTI	Hombolo Local Government Training Institute
HR	Human Resource
ICT	Information, Communication and Technology
IEC	Information, Education Communication
ISP	Institutional Strengthening Programme
IULA	International Union of Local Authorities
KEC	Kibaha Education Centre
LAAC	Local Authorities Accounts Committee
LAPF	Local Authorities Provident Fund
LGAs	Local Government Authorities
LGDG	Local Government Development Grant

LGLB	Local Government Loans Board
LGMD	Local Government Management Database
LGRP	Local Government Reform Programme
LGTP	Local Government Transport Programme
LSRP	Legal Sector Reform Programme
M&E	Monitoring and Evaluation
MAFS	Ministry of Agriculture and Food Security
MDAs	Ministries, Departments and Agencies
MDGs	Millennium Development Goals
MIS	Management Information System
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umaskini
MoEVT	Ministry of Education and Vocational Training
MoF	Ministry of Finance
MoH&SW	Ministry of Health and Social Welfare
MoL&F	Ministry of Livestock and Fisheries
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NACSAP	National Anti Corruption Strategy Action Plan
NSGRP	National Strategy for Growth and Reduction of Poverty
NTNM	National Treasury Normative Measures
OD	Organization Development
OD&D	Opportunities and Obstacles to Development
OPRAS	Open Performance and Review Appraisal System
PEDP	Primary Education Development Programme
PER	Public Expenditure Review
PFMRP	Public Financial Management Reform Programme
PIM	Performance Improvement Model
PMG	Planning and Management Guide
PMG-JD	Planning and Management Guide - Job Description
PMO-RALG	Prime Minister's Office, Regional Administration and Local Government

PMU	Procurement Management Unit
PO-PSM	President's Office, Public Service Management
PPP	Public Private Partnership
RA	Regional Administration
RS	Regional Secretariat
SBAS	Strategic Budget Allocation System
SEDP	Secondary Education Development Programme
SHIMIWI	Shirikisho la Michezo ya Wizara
TASAF	Tanzania Social Action Fund
TMIS	Transport Management Information System
UMISETA	Umoja wa Michezo ya Shule za Sekondari Tanzania
UMITASHUMTA	Umoja wa Michezo na Taaluma Shule za Msingi Tanzania
VTTP	Village Travel and Transport Programme

## **STATEMENT OF THE HONOURABLE MINISTER OF STATE**

PMO-RALG like other Ministries, Independent Departments and Agencies (MDAs) in Tanzania has been operating under the guidance of Medium Term Strategic Plans. This reviewed Version is a continuation of earlier Documents which aim at improving PMO-RALG's performance and Service delivery. The plan also is complying with the new Organizational Structure of PMO- RALG as approved by the President in June, 2011, as well as Five Years Development Plan 2011/2012- 2015/2016.

The Reviewed Strategic Plan will be implemented in Five Years from 2011/2012 to 2015/2016. It is strongly influenced by the current Social and Economical development challenges in Tanzania based on the launch of the Second Phase National Strategy for Growth and Reduction of Poverty (MKUKUTA II) implemented from 2010/11 to 2014/15, and the Millennium Development Goals 2020. The plan also has taken cognizance of International agreements, National Policies, Objectives, and Targets, CCM Election Manifesto 2010-2015, Tanzania Min -Tiger Plan 2020, and Situation analysis within RS/LGAs themselves and at the Ministerial level.

The plan has also coincided with President Dr. Jakaya Mrisho Kikwete's Commitments in the Second Term in Office and also, CCM Election Manifesto which outlines clearly the way forward for Tanzania in the Period 2010-2015 after the General Elections of October 2010. The Election Manifesto makes cognizance of International Agreements, Goals and Targets, but perhaps more importantly represents the Views and Aspirations of Tanzanians themselves, particularly those living in underserved areas.

PMO-RALG has two major core values that influence Development Agenda and The Tanzania Long Term Perspective Plan. Firstly, is the implementation of the Phase Two of Local Government Reform Program (Decentralization by Devolution) 2009/10 - 2013/2014, which aims at empowering People through their Local Government Authorities by enabling them to make and implement decisions in line with locally determined Priorities using Financial, Human and other Resources which should be under their control. Local Government Authorities will also be the Primary and Accountable

drivers of Socio-Economic Development, Accountable and Transparent service delivery and poverty reduction interventions in their Areas of jurisdiction.

Secondly PMO-RALG's Client Service Charter 2010, specifies Services and Standards for service delivery, which PMO-RALG believes its Users have a right to expect. It also sets out feedback and complaint handling mechanisms.

In another hand, PMO-RALG's performance depends on achievements derived at RAs and LGAs levels. The Regional Secretariats (RS's) and Local Government Authorities (LGAs) have a critical role in translating and implementing National Policies, Strategies and Directives on development issues at the grass root level. LGAs are the key Institutions in delivering social services especially Education, Health and Water in both Urban and Rural areas. PMO-RALG as a Central Coordinating Ministry is an Engine of the Government's Efforts to improve Services.

Therefore through the implementation of this Strategic Plan, it is my firm conviction that, we will improve Services and reduce Poverty significantly in the Short to Medium and Long Term. It is our great hope that good governance practises will be embedded during implementation of this plan. To that end, my Personal commitment and all PMORALG's staff is to ensure that Tanzanians are empowered to eradicate Poverty through Autonomous Local Government Authorities.

Honorable Hawa Abdul Rahman Ghasia (MP)  
**Minister of State,**  
**Prime Minister's Office**  
**Regional Administration and Local Government**

## **STATEMENT OF THE PERMANENT SECRETARY**

The reviewed PMO-RALG's Strategic Plan 2011/12- 2015/16, has been prepared in compliance with the set national policy guidelines on the improvement of service delivery in the public service in Tanzania. Like the earlier ones, the current plan is aimed at providing PMO-RALG's management and employees, as well as other key stakeholders, their main source of information on the objectives, targets and activities that will be pursued in the First Five Years Plan.

The revised Strategic Plan being presented here represents the culmination of consultations, reviews and discussions over a period of two months. While it does not represent an enormous departure from what was already in place, it has been updated to reflect the extended mandate and new Organizational Structure of PMO-RALG as approved by the President in June 2011, the changed policy environment in Tanzania, as well as the clearly laid out strategies of President Dr. Jakaya Mrisho Kikwete's government between now and 2015.

During the plan period the implementation of the Local Government Reform Programme II ( D by D) (LGRP II) which started in July 2009 and is scheduled to end in June, 2014, will be up-scaled . The main outputs contained in the Programme and Vision Document will be incorporated in each annual plan and budget of PMORALG. This will represent a challenge which no-one should underestimate. However, it is my beliefs that once the Technical Assistance Team which had been mainstreamed into PMORALG and the inter-regional TA teams has lessen the burden of implementing the decentralization by devolution (D by D) reforms at all levels of the Government.

The devolution of the management of secondary education, which started to be implemented in early 2008 and is coordinated by PMO-RALG, calls for the rearrangement of the current structures at both PMO-RALG headquarters and the regional tier of the government as well as the Local Government level. The current plan will steer the operations of the new structures that will permit PMO-RALG and the Regional Administration to conduct their affairs more effectively and efficiently. The

main function of PMO-RALG is to enable Local Government Authorities (LGAs) to provide quality services to the people within their jurisdiction. In order to achieve this, eleven core objectives have been identified. These are:-

- a) Intervention for combating HIV/AIDS among staff of PMORALG, RA and LGAs improved;
- b) Enhance, sustain and effective implementation of the National Anti Corruption Strategy;
- c) PMO-RALG's performance in managing and carrying out mandated functions improved;
- d) Management of the critical interfaces between PMO-RALG, RA, LGAs and MDAs, DPs and other stakeholders in compliance with D by D improved;
- e) PMO-RALG's support to RA in managing and carrying out their mandated functions improved;
- f) PMO-RALG's, affiliate institutions and RA technical support to LGAs improved;
- g) Information flows between LGAs, RA, MDAs and other stakeholders through PMO-RALG improved;
- h) Policies, laws, methodologies and systems applied by PMO-RALG, RA and LGAs harmonised;
- i) Information, Education and Communication on PMO-RALG business improved;
- j) Good governance practices and advocacy at all levels of PMO-RALG enhanced; and
- k) Financing mechanisms of PMO-RALG, its affiliate institutions, the RA and LGAs enhanced.

The objectives and related targets have been developed and refined in the Strategic Plan.

In order to implement this Plan, close teamwork will be required. Many objectives and some targets cross divisional boundaries and unless there is significant divisional co-operation, we will fail in our endeavours. Given that PMO-RALG is central to the Government's effort to fight against poverty and millions of Tanzanians are relying on us, failure is not an option. Therefore I urge all stakeholders to join hands with renewed vigour for the good of our Nation.

Jumanne A. Sagini.  
**Acting Permanent Secretary**  
**Prime Minister's Office**  
**Regional Administration and Local Government**

## **EXECUTIVE SUMMARY**

In 1982 the Union Parliament passed the District Authorities Act No. 7 (Cap. 287) and the Urban Authorities Act No. 8 (Cap. 288). These two Acts gave mandate to the Minister responsible for Local Government to establish Local Government Authorities in Districts, Villages, Urban Areas, Townships and Mitaa. In the same year the Parliament also passed the Local Government Finance Act No. 9 (Cap. 290). In this Act the Ministers of Finance and that of Regional Administration and Local Government had to agree on the levels of assistance to the established Local Authorities. Therefore the role of Prime Minister's Office, Regional Administration and Local Government is to coordinate the operations of Regional Administration and Local Authorities.

Having experienced the gains and shortfalls of running the Local Authorities for 16 years, the Government, in 1998, came up with a White Paper which was intended to reform the running of the Local Government system. This reform was based on political devolution and decentralization of functions and finances within the framework of a unitary state. Originally the Local Government Reform was centred in four main areas of political, finance, administrative decentralization and a change in Central-Local Government relations. The reform process came up with procedures that could enable a council to be reformed. The emphasis was put on Strategic Approach in running the affairs of councils and being more result oriented in attaining the desired goals. The Strategic Approach involved implementing many steps, the major ones being preparing Strategic Documents, preparing Organization reviews of Council Structures and designing new human resource systems which further involved Staff Auditing and rewriting Job descriptions. Hence the Strategic Planning became the prerequisite of receiving the required financial support. In that process Local Government Authorities had to come up with Vision and Mission statements, objectives, targets, activities justifying the needed financial support and the strategies to be used during implementation.

Therefore in this Strategic Plan, PMO-RALG has come up with Vision and Mission Statements, Objectives, Targets and Strategies to be used during the implementation. It

has also highlighted the performances indicators in each objective. The purpose of this Strategic Plan is to be a guiding tool in carrying out PMO-RALG businesses. In essence it is intended to serve as a reference to other stakeholders, show the times that different activities will be implemented, show the expected outcome in each target, show how progress will be assessed and also be a management tool to PMO-RALG functions.

This Plan is a Five Year Plan focusing on achieving eleven priorities as follows:

- a) Champion Decentralization by Devolution;
- b) Strengthen Financial Management Mechanisms at all levels of PMO-RALG;
- c) Supervise and facilitate RAs and LGAs provide quality services to the Community;
- d) Enhance Good Governance at all levels of PMO-RALG;
- e) Supervise and manage Secondary and Primary Education at Regional Administration and Local Government Authorities in a sustainable manner;
- f) Enhance Administration at lower levels by strengthening offices of Divisional and Ward Executive Officers;
- g) Facilitate PMO-RALG'S Institutions and Programmes to perform their functions;
- h) Strengthen Coordination between MDAs, RAs and LGAs;
- i) Strengthen e-government across all levels;
- j) Supervise Implementation of Rural Development Policy and Urban Development Management Policy; and
- k) Strengthen Monitoring and Evaluation Interventions;

To meet the above priorities, The Plan has come up with eleven broad objectives where the performance indicators in each Objective are indicated. An easy reading is presented in the Annex of Logical Framework where Objectives, Targets, indicators and activities are indicated.

## **CHAPTER I**

### **INTRODUCTION**

Prime Minister's Office- Regional Administration and Local Government was re-established in 2005. Initially the Office was under President's Office. The decision of placing responsibilities of Regional Administration and Local Government under Prime Minister's Office was to ensure that there is close monitoring of day to day activities executed by Local Government Authorities. Since its inception, PMO-RALG has been operating under eight Divisions, five Units and five Affiliate Institutions.

In 2008, the Government decided to transfer responsibilities of supervising and coordination of Secondary Schools to Local Governments. This move and the idea of mainstreaming activities of Local Government Reform Programme as well as Local Government Support Project into the normal Ministerial functions necessitated the office to review its structure and that of the regional Secretariat.

In June 2011, his excellence, President of the United Republic of Tanzania approved new structures of PMO-RALG and Regional Secretariats respectively. Under this new Structure, PMO-RALG has nine Divisions, six Units and five Affiliate Institutions. The Divisions are:-

- i. Division of Administration and Human Resources Management
- ii. Division of Policy and Planning
- iii. Division of Local Government
- iv. Division of Regional Administration
- v. Division of Basic Education
- vi. Division of Organization Development
- vii. Division of Legal Service
- viii. Division of Information, Communication and Technology
- ix. Division of Urban Development.

The five Units are as follows:-

- (i) Unit of Internal Audit
- (ii) Unit of Finance and Accounts
- (iii) Unit of Procurement and Management
- (iv) Unit of Sector Coordination
- (v) Unit of Infrastructure Development and
- (vi) Unit of Government Communication.

Affiliate Institutions remain the same and are outlined as follows:-

- (i) Kibaha Education Centre
- (ii) Local Government Loans Board
- (iii) Local Authorities Pension Fund
- (iv) Dar-es-Salaam Rapid Transit and
- (v) Hombolo Local Government Training Institute.

## **DEVELOPMENT PROGRAMMES AND PROJECTS**

In the same new structure, PMO-RALG is implementing and coordinating development programmes and projects. However, PMO-RALG as a pioneer of Decentralization by Devolution (D by D), encourages funds for implementation of development activities in LGAs to be budgeted and channelled directly to that level. Apart from two development projects implemented at PMO-RALG headquarters', the Ministry also coordinates 18 development projects of which 15 are implemented by LGAs and 3 are for Affiliate Institutions. As part of coordination mechanism, the main roles of PMO-RALG in these projects are capacity building, backstopping, Monitoring and Evaluation. The project's targets are described under different objectives of this Strategic Plan depending on nature of the project. The list of all projects can be found in Annex III.

Given this new Structure as a way of executing core functions stipulated in the Presidential Instrument issued vide Government Notice No. 494 of 17<sup>th</sup> December, 2010; PMO-RALG has reviewed its Strategic Plan. The Reviewed Strategic Plan is in conformity of the National changes which among others include the formulation of a Five Year Development Plan (2011/12- 2015/16)

The Revised Strategic Plan has 11, objectives 61 targets and Key Performance Indicators which will assist in tracking performance. The Strategic Plan contains five chapters. Chapter one covers methodology, purpose of the plan, functions of PMO-RALG and values. Chapter two covers situation analysis, summary of critical issues, summary of the main challenges and initiatives for improving performance. On chapter three, Objectives of the plan, key results and targets of plan are stipulated. Chapter four covers the strategies to be used in achieving objectives of the plan while Performance indicators are outlined in chapter five. Additionally, two annexes are included in this document. Annex one carry the new organizational structure of PMO-RALG and Annex two is the Five Years Plan Matrix indicating Targets and Activities to be performed.

## **METHODOLOGY**

A participatory approach to the review of the Strategic Plan was employed. Representatives from all Departments, Units and Institutions under PMO-RALG were involved during this exercise. The review was done in order to align in it with the development such as the Millennium Development Goals, Vision 2021, the CCM Election Manifesto 2010-2015, Sector Policies and the Planning and Budgeting Guidelines issued by the Government.

## **PURPOSE OF THE PLAN**

This Strategic Plan is intended to provide information on the businesses performed by PMO-RALG. Its objectives are derived from the functions prescribed to PMO-RALG mandate. On the other hand the established targets are drawn against achieving broad objectives and during implementation it is envisaged that a continued collaborative effort sustained among staff at all levels of PMO-RALG and stakeholders in order to support each other in achieving national framework strategies. The overall purpose of this Strategic Plan therefore can be summarized as follows:-

- Be a frame of reference for all stakeholders;
- Indicate the timing of implementation;

- Indicate how progress will be measured against baseline;
- Enable the preparation of performance budgets within PMO-RALG; and
- Used as a management tool when conducting PMO-RALG business.

### **Mandate of PMO-RALG**

The mandate of the Prime Minister's Office, Regional Administration and Local Government is derived from:-

The Ministerial Responsibilities Orders and the Presidential Instrument Notes No. 494 of 17<sup>th</sup> December, 2010. PMO-RALG is mandated for:-

- ✓ Decentralization by Devolution (D by D), Rural Development, Urban Development Policies and their implementation;
- ✓ Regional Administration;
- ✓ Primary and Secondary education;
- ✓ Dar Rapid Transit- DART;
- ✓ Performance Improvement and Development of Human Resources under the Office;
- ✓ Extra Ministerial Departments, Parastatal Organisations, Agencies, Programmes and Projects under the office;

### **1.1 Functions of PMO-RALG**

#### **1.1.1 Broad Functions**

The broad functions of PMO-RALG include:-

- Facilitate Local Government Authorities to provide quality services;
- Managing the critical interfaces with Ministries and Development Partners and Local Government Authorities and formulating policies;
- Monitoring support provided to Local Government Authorities by Regional Secretariats as well as regional affairs;
- Providing quality and timely information;
- Providing sound advice to Local Government Authorities on policies, approaches,

- systems and planning methodologies;
- Capacity building; and
- Providing legal support and advice to PMORALG, RAs and LGAs.

**1.1.2 Core Values**

During the implementation of this Strategic Plan, PMO-RALG is committed to adhere to the following core values:-

- Decentralisation by Devolution (D by D);
- Poverty reduction;
- Good governance (democracy, equity, rule of law, transparency, accountability); and
- Effective and efficient delivery of quality services.

**1.1.3 Generic Values**

The following generic values will be observed by the staff of PMO-RALG in the course of implementing strategic plan.

- Integrity;
- Loyalty/allegiance to the Government;
- Respect for the law;
- Professionalism;
- Customer focus;
- Equity; and
- Participatory management and methodologies.

## **CHAPTER II**

### **SITUATION ANALYSIS**

#### **2.1 SWOT Analysis**

The SWOT analysis is an examination of the organization's strengths and weaknesses (i.e. an evaluation of its resources) in relation to possible opportunities and threats (i.e. an assessment of the environment). In summary the SWOT analysis is the evaluation of how well the resources of the organization match the needs of the environment in which the organization operates. Different approaches<sup>1</sup> were used to understand the situation of the current implementation of previous strategic plan under review. During the third review of PMO-RALG's Strategic Plan, internal situation analysis of the organization was carried out as an initial step to the documentation of the strengths, weakness, current opportunities and prevailing threats as discussed below.

##### **2.1.1 Strengths**

Some of the strengths of PMO-RALG are as follows:-

- It has an assurance for support from the Development Partners;
- It enjoys political support from its leaders;
- It has qualified competent staff in most of its structures; highly committed with leaders who are innovative, creative in problem solving and are accountable to the community;
- Transparency and governance business has been recorded with outstanding credit;
- Further to that and in terms of system operation, PMO-RALG has access to Government funds through MTEF and Basket Funds for programmes and projects:-
- It has offices equipped with modern technology. IT Modules have been developed and rolled out to improve PMO-RALG's MIS (Plan Rep, EPICOR, LGMD, DROMAS);
- For ensuring credibility, PMO-RALG has developed guidelines and standards for quality service assurance and delivery,
- It has a Workers' Council which meets twice a year; and

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<sup>1</sup> SWOT analysis, stakeholders analysis and literature review

- A system of rewarding and recognizing best performance is in place, and a system for assessing individual performance (OPRAS) is in place.

### **2.1.2 Weaknesses**

Although significant strengths have been recorded, still some management and operational issues were faced in achieving needed performance at all levels of PMO-RALG as follows:-

- Still some staff have a fear of implementing D by D;
- Inadequate Internal and External Communication System;
- Inadequate teamwork spirit;
- Inadequate clarity in some divisional and sectional activities;
- Inadequate capacities to coordinate Regional Administration and LGAs; and
- Inadequate staff incentives for attraction and retention.

### **2.1.3 Opportunities**

In accounting for function and mandate, the PMO-RALG had several opportunities in doing businesses; among “others” the crucial ones were a commitment of Development Partners’ support in terms of resources and Technical Assistance for the implementation of service delivery. A notable opportunity to be recalled is the international community acceptance and supporting implementation of the D by D policy agenda.

### **2.1.4 Threats**

The threats faced by PMO-RALG were mainly due to the current globalization as such fearing of coping with international and regional<sup>2</sup> requirements for the quality service delivery standards and technical capacity and resources. The internal-external threats is the on-going devaluation of our currency which affect supplies for continued expanded demands from customers and hence persisting reduction of high morbidity and mortalities among population; such as high infant mortality rates; maternal rates; high STI and HIV/AIDS infection rates. Further to this an escalating is noted to continued poverty stricken population and increase in the number of illiterates.

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<sup>2</sup> SADC East African Community, etc

## 2.2 Stakeholders Analysis

There are two types of stakeholders. The first category is that of external stakeholders mainly composed of all types of Development Partners and the second category is composed of the internal stakeholders who include the Private Sector, Sector Ministries, RAs, LGAs and affiliated institutions, NGOs, Political Parties, the Media and Religious Institutions. Each of the Stakeholders has its expectations. However the common expectations among them are:-

- That PMO-RALG will live to its standard of being a credible institution;
- Champion the rule of law and good governance in its operations;
- Champion the maintenance of peace and good order and the protection of the communities property legally acquired;
- Provide for and proper utilization of resources for sustainable development; and
- Furtherance and enhancement of economic and socio-economic activities.

Besides the above common expectations, PMO-RALG made a detailed analysis of its relations with some of the key stakeholders. Key areas of interest remarked are in terms of **what** PMO-RALG does for them, **what** are the stakeholders' expectations and possible predicted implications if the expectations reported are not met.

It is therefore envisaged that all stakeholders expect PMO-RALG to operate within the mandated framework and functions. However, further consultation with majority of stakeholders have revealed other significant expectations warrant necessary to be executed by PMO-RALG in order to overcome implications that may lead to poor performance. Namely:-

- More on good governance practices;
- Adherence to contractual agreements;
- Timely and reliable information;
- Adherence to the principal of resource follow functions, system procedures and subsidiarity;
- Be an effective window for sectors to reach RAs and LGAs;
- Clarity and honest responses to Parliamentary queries;

- Compliance to Government regulations; and
- Support career development.

### **2.3 Summary of Critical Issues**

Having distilled the main areas of concern as highlighted above, the following critical issues require immediate attention during the implementation of the planned Strategic Plan:-

- Combating HIV/AIDS;
- Enhancing the performance of PMO-RALG and the Regional Administration;
- Embedding D by D across Government;
- Improving support to LGAs;
- Information Management between LGAs, RAs and MDAs;
- Harmonisation of policies, laws and parallel performance reporting systems;
- Promotion of Good Governance;
- Strengthening Financial Management;
- Management of the critical interfaces between MDAs, RAs and LGAs;
- Coordination and management of the Education Programme;
- Coordination of maintenance of rural roads; and
- Institutionalization of ICT infrastructure in order for PMO-RALG, RA and LGAs to comply with current Government initiatives to promote the use of e-government and e-business.

### **2.4 Achievements and Recent Initiatives for Improving Performance**

Prior to reviewing the Second Strategic Plan (2010), PMO-RALG carried out a study to determine the situation of its operation and what should do to address the challenges and stakeholders expectations. The following table provides the details:-

Initiatives	Achievements	Further Actions
Management of change programme and its subset of customer care.	Employees have identified factors impacting on PMO-RALG's performance needing immediate and medium term solutions.	<ul style="list-style-type: none"> <li>• Need to develop an action plan to remove the identified obstacles.</li> <li>• Need to address a problem of mind set changes.</li> </ul>
Revised PMO-RALG organization structure.	Ministry operating under a structure in compliance with mandated function.	<ul style="list-style-type: none"> <li>• Address the current noted ambiguity in cross sectional and divisional responsibilities which need immediate solution.</li> <li>• Anxious need to address horizontal communications across sections and divisions.</li> </ul>
IT promotion in PMO-RALG, RA and LGAs	<ul style="list-style-type: none"> <li>• Roll out of PlanRep, LGMD and TMIS in 133 LGAs including Epicor</li> <li>• PMO-RALG's website operational</li> <li>• By-law data base designed and installed</li> <li>• Installation of Data Centre at PMO-RALG,</li> <li>• Installation of EPICOR Version 9.05 to all LGAs,</li> <li>• Installation of Video Conferencing Facilities to 21 Regions.</li> </ul>	<ul style="list-style-type: none"> <li>• Reporting using the software not yet operational in all LGAs</li> <li>• Need for more training at LGA and RS levels.</li> <li>• Reporting, evaluation and Training system in the LGAs</li> <li>• Need to harmonise reporting system;</li> <li>• Need for initial training for newly formulated LGAs.</li> </ul>
Assessment of D by D compliance in five sector	Assessment conducted in MoEVT, MoHSW, ML&F and MoW and recommendations	Need to conduct assessment in more Ministries

<b>Initiatives</b>	<b>Achievements</b>	<b>Further Actions</b>
Ministries	submitted to the Budget Guidelines Task Force	
Legal Harmonisation in Sector Ministries for D by D compliance	The Legal Harmonization Task Force has submitted recommendations to review some of sectoral legislation	Action Plan to effect the suggested recommendations
Establishment of M&E, Procurement and GCU Units	All have been established and are operational	Need to equip staff with appropriate resources and equipment.

## **2.5 Summary of the main challenges**

Despite the achievements realised in implementing PMO-RALG programmes and the recent initiatives, there are some challenges raised. These are:-

- Inadequate comprehension on common vision, commitment and the concept of decentralization by devolution for some of the staff, as such impediment has resulted to reluctance from Central Government institutions to devolve powers, functions and resources;
- Inadequate D by D compliant legislative framework;
- Levels of literacy, morbidity and poverty contribute to slowness in overall development;
- The effect of HIV/AIDS in the socio-economic context; and
- Location of most offices in Dar es Salaam is a constraint to PMO-RALG which is located in Dodoma.

## CHAPTER III

### 3.0 VISION, MISSION AND OBJECTIVES

Reflecting the current situation of both programme management and service delivery and simultaneous abiding to compliance of PMO-RALG mandate and functions; the Vision and Mission statements are as follows:-

#### VISION

PMO-RALG is committed to be a leading institution in empowering Regional Administration and Local Government Authorities to improve the provision of quality life and services to the community.

#### MISSION

In order to move towards the realisation of the vision within the short, medium and long term; PMO-RALG, in collaboration with stakeholders will:-

- Champion decentralization by devolution and create a capable Regional Administration and autonomous Local Government Authorities;
- Effectively and efficiently manage the critical interfaces between MDAs in compliance with the D by D policy;
- Promote Urban and Rural Development policies;
- Provide continuous performance improvement and empower employees to full fill their maximum potentials; and
- Improve systems and deliver equitable quality services effectively and efficiently, and equitably in order to eradicate poverty; so as to eventually improve the overall quality of life to the majority of Tanzanians.

#### 3.1 Objectives and targets

Rationalization of institutional vision and mission resulted to derivation of eleven broad objectives and smart targets to be implemented by all Divisions and Units of PMO-RALG. The eleven broad objectives with their descriptions are as follows:-

### **Objective A: Services improved and HIV/AIDS infections reduced**

It is a common shared vision of PMO-RALG on reducing HIV transmission among its employees and the Community. PMO-RALG will continue with fighting against HIV and AIDS pandemic through awareness creation and providing care and treatment to employees already infected.

#### **Key Results Expected**

- A mechanism for more proactive, user friendly approach will be developed for combating HIV and AIDS.
- Staff will be encouraged to effectively participate in the campaign against HIV and AIDS as well as voluntary testing.

#### **Targets:**

1. HIV/AIDS infection combated and infected employees supported with medical and nutrition by June, 2016.

### **Objective B: Enhance, sustain and effective implementation of the National Anti-Corruption Strategy**

PMO-RALG being part of the government, has to employ all efforts to make sure that corruption practices are minimized if not completely eliminated in the Country.

#### **Key Results Expected**

- Corruption will be reduced through strengthened and enforced laws, rules and regulation on corruption.
- PMO-RALG anti-corruption strategy will be reviewed and applicable.

#### **Targets:**

1. PMO-RALG's anti-corruption strategy reviewed and implemented by June, 2016.

### **Objective C: PMO-RALG's performance in managing and carrying out mandated functions improved**

One of the roles of PMO-RALG is to facilitate Local Government Authorities to provide quality services to the public. This role can be well performed through skilled, well equipped and motivated staff. Under this objective the following results will be derived:-

#### **Key Results Expected**

- Professional upgrading will be carried out for the purpose of staff skills improvement to enhance their contribution to PMO-RALG performance.
- Improved working environment and well equipped staff.
- A mechanism for staff motivation will be in- place and PIM strategy enhanced.

#### **Targets:**

1. 60 vacant posts filled by qualified staff by June, 2016;
2. Workers participation in PMO- RALG's business promoted and enhanced annually;
3. Facilities to enable 76 DAHR Staff to operate effectively and efficiently in place annually;
4. PMO-RALG's training program reviewed and implemented annually;
5. Facilities to enable Finance and Accounts Unit operate effectively and efficiently in place by June, 2016
6. Facilities to enable 22 Policy and Planning Division's staff to operate effectively and efficiently in place by June, 2016;
7. PMO-RALG's Annual Plans and Budget prepared and implemented annually;
8. Facilities to enable 21 DICT staff to operate effectively and efficiently in place by June, 2016;
9. Facilities to enable 14 staff of Legal Services Division to operate effectively and efficiently in place by June,2016;
10. Facilities to enable 12 staff of Internal Audit Unit to operate effectively and efficiently in place annually;

11. Facilities to enable 12 staff of Government Communication Unit to operate effectively and efficiently in place by June, 2016;
12. PMO-RALG Procurement Plan prepared and in use annually;
13. Facilities to enable 13 PMU staff to operate effectively and efficiently in place by June, 2016;
14. Facilities to enable 12 Infrastructure Development Unit to operate effectively and efficiently in place by June, 2016;
15. Facilities to enable 63 DLG staff to operate efficiently and effectively in use annually;
16. Facilities to enable 40 DSC staff to operate efficiently and effectively in place by June, 2016;
17. Facilities to enable 36 Education Coordination Staff to operate effectively and efficiently in place by June, 2016;
18. Facilities to enable 25 DUD staff to operate efficiently and effectively in place by June, 2016; and
19. Facilities to enable 16 DOD staff to operate effectively and efficiently in place by June, 2016.

**Objective D: Management of the critical interfaces between PMO-RALG, MDAs, DPs, RA, LGAs and other stakeholders in compliance with D by D improved**

Through the implementation of D by D policy, PMO-RALG has a role of coordinating implementation of all Sector policies at the RAs and LGAs levels. Further, PMO-RALG has to link all communications made between Sector Ministries and Regional Administration as well as LGAs. Through effective coordination of the interfaces, the following results will be achieved:

**Key Results Expected**

- A coordination strategy in favour of D by D will be formulated and implemented among MDAs.
- Service delivery standards between Sector Ministries and PMO-RALG will be agreed and guideline provided to LGAs.

**Targets:**

1. MDAs, DPs, RSs and LGAs Interface and functions related to PMO-RALG coordinated by June, 2016.
2. Restructuring to 25 RSs and 168 LGAs carried out by June, 2016

**Objective E: PMO-RALG's support to RA in managing and carrying out their mandated functions improved**

PMO-RALG has a mandate of coordinating LGAs through Regional Administration. As part of institutional capacity building, PMO-RALG facilitates RA with elaborated policies, guidelines and instruments to fulfil their mandated functions.

**Key Results Expected**

- Regional Administration Act No. 19, 1997 will be reviewed to take on board changes appropriate to RAs performance.
- RAs will be supported to fill vacancies with qualified and skilled personnel.
- Improved dissemination and feedback system of Government policies, strategies and guidelines to RAs.

**Targets:**

1. Regional Administration Human resources developed and capacitated in 25 Regions by June, 2016;
2. New Regional Administration structure operationalised in 25 Regions by June, 2016; and
3. Regional Administration Annual Plans and Budgets prepared and implemented annually;

**Objective F: PMO-RALG's, affiliate institutions and Regional Administration technical support to LGAs improved**

Following the new Central - Local Government relations under Decentralization Strategy, LGAs need more consultations and support from Regional Administration and PMO-

RALG as well as its Affiliate Institutions. At this juncture MDAs will provide technical support and derive the following:-

### **Key Results Expected**

- Affiliate Institutions namely DART, LGTI, KEC, LGLB and LAPF will be provided with resources to perform their mandated functions.
- LGAs will be supported to manage education affairs and increase enrolment and improving quality of education at Primary and Secondary Schools.
- Roads rehabilitation and construction in LGAs will be coordinated.
- Technical backstopping from PMO-RALG, affiliate Institutions and RAs will be provided to LGAs in implementation of various programmes and projects.

### **Targets:**

1. LGAs roads maintained to fair and good condition by June, 2016;
2. LGTI academic and administrative mandatory functions implemented annually;
3. Management of Local Government Loans Board Services delivered in 168 LGAs improved by June, 2016;
4. PMO-RALG contribution to LAPF provided annually;
5. LGAs Plans and Budgets, Financial Management systems and operations improved by June, 2016;
6. Human resources at LGAs monitored and coordinated by June 2016;
7. Secondary Education in 25 regions coordinated and administered annually;
8. Primary Education in 25 regions coordinated and administered annually;
9. Adult and Non-formal Education in 25 Regions coordinated and administered annually and;
10. KEC facilitated to operate its mandated functions annually;
11. PMO-RALG's M&E strategy developed and in use by June, 2016;
12. Research and Development Strategy on PMO-RALG business developed and conducted by June, 2016;
13. DART facilitated to implement its mandated functions annually;
14. Agriculture and Livestock projects coordinated annually;

15. Urban Development Projects implemented by June, 2016;
16. Health Development Projects implemented in the LGAs coordinated annually;
17. Environmental Conservation Programmes coordinated annually;
18. Local Government Support Programmes Implemented by June, 2016;
19. Rural Water and Sanitation Programme coordinated annually; and
20. Projects for combating HIV and AIDS in LGAs coordinated annually.

**Objective G: Information flows between MDAs, RA, LGAs and other stakeholders through PMO-RALG improved**

PMO-RALG is a central hub in coordination of Government business especially among Central Government, RAs and LGAs. Performing a coordination role needs an effective and efficient technology for the purpose of encouraging accountability and reducing time and costs of communication. PMO-RALG is utilizing a comprehensive Management Information System (MIS) linking to Regional Secretariats, LGAs and MDAs.

**Key Results Expected**

- Financial management system will be improved through effective utilization of EPICOR 9.05 at all levels of PMO-RALG.
- IT Systems will be installed and operational in newly formed Regions and LGAs.
- E-Government will be applicable at all levels of PMO-RALG.

**Targets:**

1. Public access to PMO-RALG, RAs, LGAs and Affiliate institutions' information through ICT enhanced by June, 2016;
2. PMO-RALG's statistical data base developed and implemented by June, 2016;
3. PMO-RALG's Statistical strategic plan Implemented by June 2014; and
4. Gender Equitable in Local Development Program implemented by June, 2014.

## **Objective H: Policies, laws, methodologies and systems applied by PMORALG, RA and LGAs harmonised**

PMO-RALG as the coordination Ministry has to make sure that there is a harmonized mechanism of dealing with different policies, approaches and methodologies so as to improve government efficiency. The system will also improve commitment and ownership of policies by the RAs, LGAs and Affiliate institutions.

### **Key Results Expected**

- PMO-RALG's user friendly M &E system will be set up and applied at all levels.
- The measurement of LGAs performance will be integrated into the MIS.
- Standardized and customised reporting formats will be designed and agreed as part of the Government's harmonization agenda.

### **Targets:**

1. Legislature support to RAs and LGAs and Affiliate Institutions provided by June, 2016;
2. Policies and laws in Central and Sectoral Ministries reviewed to comply with D by D by June, 2016;
3. By-law making system developed and in use by June 2016
4. Service delivery and national participatory planning and budget methodology improved in 168 LGAs by 2016;
5. Urban planning and land use management enhanced in all urban LGAs annually;
6. Projects/ Programmes related to Urban Development in 168 LGAs coordinated by June, 2016;
7. Urban development control and housing infrastructure coordinated by June, 2016; and
8. PMO- RALGs Management Systems at all levels improved by June, 2016.

### **Objective I: Information, Education and Communication on PMO-RALG business improved**

The Constitution of the United Republic of Tanzania (1977) Article 18(d) insists on the rights of citizens to be informed on Government business. PMO-RALG will continue to ensure that its stakeholders are informed through media such as newspapers, radio, Televisions and electronically like website. To attain this objective the following Results are expected to be achieved

#### **Key Results Expected**

- A mechanism for more awareness creation and transparency in PMO-RALG's business will be developed and operational.
- A Public Relations Strategy will be developed so that PMO-RALG receives fair press and develops effective relations with its stakeholders.
- Accessibility and effectiveness of PMO-RALG website will be improved.
- PMO-RALG library will be strengthened to provide information for both public and PMO-RALG staff.

#### **Target:**

1. PMO-RALG Public Relation's Strategy prepared and in use by June, 2016.
2. Library services at PMO-RALG improved by June, 2016.

### **Objective J: Good governance practices and advocacy at all levels of PMORALG enhanced**

Good governance practice is given a priority at all levels of PMO-RALG. This is due to the facts that good governance contribute towards batter Socio-economic development and poverty reduction. PMO-RALG will continue with improvement of Government business relations through Local Government Reform Programmes and other Government reforms. The focus for the Ministry will be on people participation in decision making, rule of laws, accountability, transparency and integrity in management of public affairs and socio-economic service delivery.

### **Key Results Expected**

- Enhance access to socio-economic services for the poor and disadvantaged.
- Improved Service Delivery at all levels of PMO-RALG
- Democracy practices will be enhanced through fair civic and grassroots elections.

### **Targets:**

1. Cabinet and Parliamentary issues coordinated annually;
2. Central and Sectoral Ministries policies analysed and coordinated annually;
3. PMO-RALG's policies and strategies formulated and implemented by June, 2016;
4. Legal Support to 25 RSs, 168 LGAs and 4 Affiliate Institutions provided by June, 2016;
5. Regional Administrations facilitated to practice good governance by June, 2016; and
6. Good Governance promoted and enhanced in 168 LGAs annually.

### **Objective K: Financing mechanisms of PMO-RALG, its affiliate institutions, the RA and LGAs enhanced**

Government has been increasingly put emphasis on strengthening financial management through planning, budgeting and auditing process. All measures aim at ensuring aggregate fiscal discipline, accountability, allocating resources according to Government priorities so as to promote efficient service delivery. PMO-RALG like other MDAs is implementing Government financial Management Reform Programme and Strategies.

### **Key Results Expected**

- Integrated Financial Management System (IFMS) will be applied at all levels of PMO-RALG as a tool of resource management.
- An effective strategy for mobilization of resources for LGAs will be enhanced through MDAs and DPs interface.
- A mechanism for allocation of resources to LGAs will be reviewed and strengthened.
- LGAs own sources collection will be strengthened.

**Targets:**

1. PMO-RALG's financial management systems improved and maintained annually;  
and
2. Financial procedures, standards, regulations and guidelines fully complied annually.

## **CHAPTER IV**

### **STRATEGIES**

To comply and respond to the national development framework strategies, PMO-RALG will adapt and use the following strategies to implement the revised Strategic Plan

#### **Improved services and poverty reduction**

PMO-RALG is committed to facilitating a process where quality services are delivered to Tanzanians. It is the belief of the Government that healthy, educated people will be better placed to take advantage of productive opportunities. Basic infrastructure is also a prerequisite to economic development. These responsibilities have been devolved to Local Government Authorities. For this reason it is very important to remember the crucial role PMO-RALG has in relation to poverty reduction. In order to play its role the capacity of PMO-RALG and Regional Secretariats needs to be improved.

#### **Reduction in HIV/AIDS infections**

The HIV and AIDS pandemic have very serious adverse implications for government unless changes in attitudes bring about changes in behaviour. PMO-RALG will collaborate with experts within Tanzania and beyond in order to develop strategies to address the problem. Strategies will complement existing interventions and will focus on the institutional component of the transmission and infection. This is a sensitive issue but one which cannot be avoided.

#### **Decentralisation by devolution (D by D)**

Resistance to change processes does not always stem from fear that one's own position may be undermined or power eroded. It may also result from misunderstandings. In order to educate and advocate on the subjects of PMO-RALG and broader decentralisation issues, a comprehensive approach will be developed. This strategy will eliminate the policy, institutional, legal, organizational and operational bottlenecks toward realisation of D by D policy at all levels of government. To build LGAs capacity to be efficient and effective organizations and accountable actors in the planning, implementation and

delivery of basic social services, socioeconomic development and poverty reduction interventions and enhance effective use of public resources..

### **Institutional Capacity Building**

Regional Secretariats as the extended arm of PMO-RALG have an important supporting role to play towards LGAs. PMO-RALG will continue with strengthening Regions through training, retooling and facilitating processes of putting in place skilled human resources. Strengthening RSs, will be done simultaneously with LGAs capacity building. The Government's commitment to decentralisation by devolution is unwavering; LGAs cannot assume greater powers without behaving responsibly. The capacity of some LGAs is very weak. Without compromising the autonomy of LGAs, PMO-RALG will provide a clear policy framework, capacity building opportunities, as well as reserving the right to closely monitor legal obligations and policy adherence. This will require better support to be provided by PMO-RALG and Regional Secretariats.

### **Improved Coordination**

There is confusion as well as resistance to the role of PMO-RALG as the co-ordinator of interfaces between other Ministries and Local Government Authorities. As a result, there are mixed messages and PMO-RALG is often sidelined as for example, sector policy is communicated directly to LGAs. In order to improve the situation a new Unit of Sector Co-ordination has been established charged with the task of formulating policies in close collaboration with other Ministries as well as representing LGA level experiences.

### **Information management**

Broader improvements in the performance of PMO-RALG are dependent on significant progress being made in the area of information management. Rational decision-making cannot take place in an information void or under circumstances where information is unreliable. The new management information system being developed places PMO-RALG at the very heart of the Government's information network. Systems have been developed where physical implementation and financial expenditures by LGAs can be closely tracked. PMO-RALG is responsible for collating routine data as part of the

national poverty monitoring system. Further investments need to be made in people, equipment and systems.

### **Policy dialogue**

A plethora of different policies, approaches, methodologies and systems have been introduced in recent years. This has negative consequences for Government efficiency and has implications for ownership and commitment. One example is the number of planning, budgeting and reporting formats annually despatched to LGAs. Their number currently exceeds ten. In order to address the situation a systematic process of harmonisation will be embarked upon. The seriousness PMO-RALG attaches to harmonisation is demonstrated by the recent move to establish a section of M & E under the Division of Policy and Planning, which will be charged with the task of taking this agenda forward.

### **Accountability**

One of the most effective ways to strengthen the capacities of the state is through the construction of an honest, efficient and effective, in other words accountable, bureaucratic apparatus. Two strategies will be employed by PMO-RALG. The first is broadly top-down and includes inspectorate functions covered elsewhere in this strategic plan. The second is broadly 'bottom up'. This will include elements of training as well as activities aimed at constructing healthy relationships between local government and civil society. Citizens will be empowered to oblige local government to uphold the rule of law and fulfil its promises, particularly in relation to service delivery and the use of public funds.

## **CHAPTER V**

### **PERFORMANCE INDICATORS**

PMO-RALG anticipates that during the planned period, all the financial, human and material resources will be available as requested and hence the following levels of achievement in each objective are expected. The Monitoring and Evaluation Unit intends to use the PMO-RALG strategy in monitoring the implementation process. Details what will be attained in each Objective and target have been expounded in Annex I.

A1. Proportion of PMO-RALG's employees infected with HIV/AIDS

B1. Number of corruption cases reported.

C1. Proportion of employees' meeting OPRAS targets annually.

C2. Level of staff efficiency and accountability.

C3. Percentage of ministry's mandated functions met.

D1. % of MDAs, RAs and LGAs compliant to D by D practises.

D2. % of key stake holders surveyed who acknowledge improved co-ordination with PMO-RALG.

D3. Number of reports prepared by LGAs for submission to MDAs and RAs.

D4. % of financial resources disbursed directly to LGAs without going through Ministerial votes

D5. Number of performance agreements signed between PMO-RALG and MDAs on improvement of respective sector.

E1. % of key stakeholders surveyed who acknowledge improvement in PMO-RALG's support to the Regions.

E2. % of commitments made in the clients service charter to the Regions met annually.

F1. % of LGAs staff surveyed who indicate improvement in support from PMO-RALG's, affiliates and RAs.

F2. % of LGAs receiving 80% benchmark scores

F3. Percentage of LGAs complying with the inspection manual.

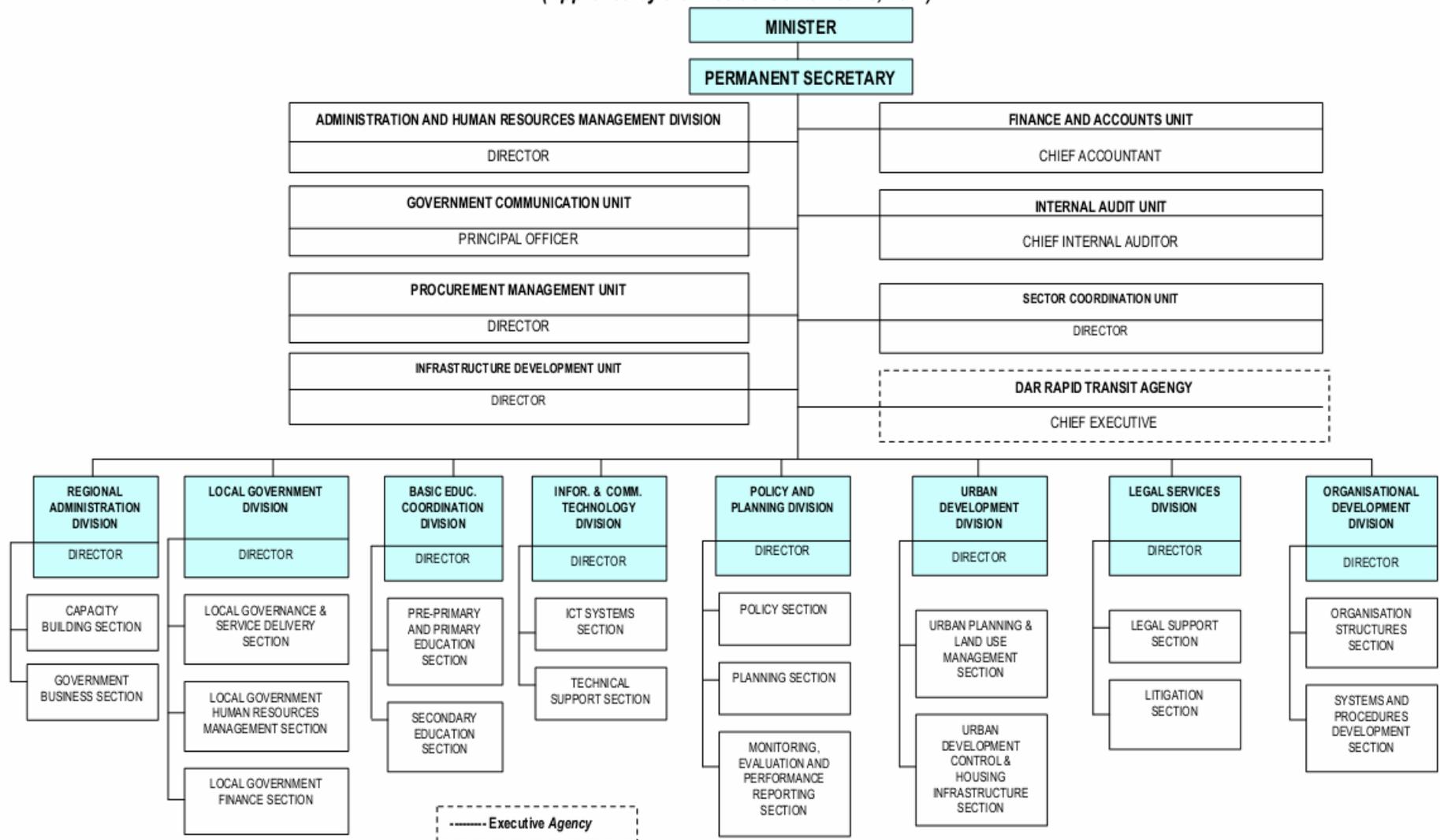
G1. % of RSs and LGAs with operational MIS

G2. Number of visitors to PMO-RALG web-site.

G3. % sampled MDAs indicating improved information flows between PMO-RALG and key stakeholders.

- H1. Number of planning and budgeting and reporting formats used by PMO-RALG, RSs and LGAs.
- H2. % of LGAs reporting through PlanRep2 and LGMD.
- H3. Number of policies, laws and regulations harmonised
- H4. % of stakeholders who are aware of PMO-RALG's functions through IEC.
- I1. Number of sample respondents understanding the meaning of D by D.
- I2. Number of articles placed on PMO-RALG web-site monthly.
- I3. Number of visitors to PMO-RALG web-site.
- J1. Number of complaints raised by stakeholders annually.
- J2. Proportion of gender in LGAs Directors and HODs.
- J3. % of village/Mitaa statutory meeting held annually.
- J4. % of village/Mitaa Key information posted on notes board.
- J5. % of LGAs using O&OD in their annual plan and budgets.
- J6. Client satisfaction level of service delivery at all levels of PMO-RALG
- J7. Time taken to fill vacant elected posts at the LLGA level.
- K1. Resources allocated to PMO-RALG and Affiliate institutions
- K2. Type of CAG's audit opinion obtained by PMO-RALG
- K3. RA, LGAs and Affiliate institutions level of satisfaction with PMO-RALG's financial services.

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



**Annex II: Summary of PMO-RALG Medium Term Strategic Plan (2011/12 – 2015/16)**

<b>Objective: A</b>	<b>Service improved and HIV/AIDS infections reduced</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Proportion of PMO-RALG's employees infected with HIV/AIDS</i>						
<b>Target</b>	<b>HIV/AIDS infection combated and infected employees supported with medical and nutrition by June, 2016.</b>						
<b>Indicators</b>	<i>Number of infected employees supported.</i>						
	<i>Number of employees trained on HIV/AIDS</i>						
	<i>Quantity of protective gears supplied</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>DAHRM</b>	To facilitate HIV AIDS infected employees with necessary requirements annually.					
		To train 200 PMO-RALG staff on HIV/AIDS prevention by June, 2016					
		To facilitate PMO-RALG staff with protective gears annually.					

<b>Objective B</b>	<b>Enhance and sustain an effective implementation of the National Anti-corruption Strategy</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of corruption cases reported.</i>						
<b>Target</b>	<b>PMO-RALG's anti-corruption strategy reviewed and implemented by June, 2016.</b>						
<b>Indicators</b>	<i>Number of working sessions conducted on anticorruption.</i>						
	<i>Proportion of received corruption cases dealt with.</i>						
	<b>Responsible</b>	<b>Activities</b>					

	<b>DAHRM</b>	To review anti-corruption strategy for PMO-RALG.	_____				
		To conduct six sessions to address anti-corruption strategy at work place		_____			

<b>Objective C</b>	<b>PMO-RALG's performance in managing and carrying out mandated functions improved.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Level of staff efficiency and accountability.</i>						
	<i>Percentage of ministry's mandated functions met</i>						
<b>Target</b>	<b>60 vacant posts filled by qualified staff by June, 2016.</b>						
<b>Indicators</b>	<i>% of vacant posts filled</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>DAHRM</b>	To undertake recruitment process annually	_____				
		To develop staff orientation package for newly recruited staff.		_____			
<b>Target</b>	<b>Workers participation in PMO- RALG's business promoted and enhanced annually.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of worker's council meetings.</i>						
	<i>Number of management meetings</i>						
	<i>Number of National festivals attended.</i>						
	<b>Responsible</b>	<b>Activities</b>					
	DHRM	To facilitate 70 employees to participate in SHIMIWI games annually.		_____			

		To conduct two workers' council meetings annually.					
		To participate in 3 National Festival namely May day, women day and UTUMISHI day annually.					
		To conduct 52 management meetings annually.					
		To conduct 3 meeting to review clients service charter annually.					
<b>Target</b>	<b>Facilities to enable 76 DAHR Staff to operate effectively and efficiently in place annually.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of departmental annual planned tasks performed.</i>						
	<i>% of equipment in good working condition</i>						
	<i>Level of department staff satisfaction.</i>						
<b>Activities</b>	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>DAHRM</b>	To conduct OPRAS training to 90 PMO-RALG staff annually.					
		To provide support and service to departmental staff.					
		To equip 76 departmental staff with essential working tools and maintain 18 motor vehicles and other equipment annually.					
		To meet the costs of outsourced services.					
		To conduct 4 KAMUSI meetings annually.					
		To formulate and implement PMO-RALG record management strategy.					
<b>Target</b>	PMO-RALG's training program reviewed and implemented						

	annually.						
<b>Indicators</b>	<i>Rate of staff attending training Vs annual planned targets</i>						
	<i>Rate of staff performance after training.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	<b>DAH RM</b>	To conduct PMO-RALG's training needs assessments annually.	_____	_____	_____	_____	_____
		To review PMO-RALG's training program by September, annually.	_____	_____	_____	_____	_____
		To facilitate 15 staff to attend short and long term courses (both local and international) annually.	_____	_____	_____	_____	_____
		To conduct post training performance of staff who attended training.	_____	_____	_____	_____	_____
		To conduct a Human Capital Audit at PMO-RALG annually.	_____	_____	_____	_____	_____

<b>Target</b>	<b>Facilities to enable Finance and Accounts Unit operate effectively and efficiently in place by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of departmental annual planned tasks performed.</i>						
	<i>% of equipment in good working condition</i>						
	<i>Proportion of payments completed on time.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	<b>CA</b>	To implement training programme by facilitating 6 unit staff annually.	_____	_____	_____	_____	_____
		To provide administrative support to the unit staff.	_____	_____	_____	_____	_____
		To facilitate the unit with working tools and maintain	_____	_____	_____	_____	_____

		2 motor vehicles and other office equipment.					
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<b>Target</b>	<b>Facilities to enable 22 Policy and Planning Division's staff to operate effectively and efficiently in place by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of departmental annual planned tasks performed.</i>						
	<i>% of equipment in good working condition.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	<b>DPP</b>	To provide administrative support to departmental staff annually.	_____	_____	_____	_____	_____
		To facilitate the division with working tools and maintain 4 motor vehicles and other office equipment.	_____	_____	_____	_____	_____
		To implement training programme by facilitating 4 departmental staff annually.	_____	_____	_____	_____	_____
<b>Target</b>	<b>PMO-RALG's Annual Plans and Budget prepared and implemented annually.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of planned budget meetings conducted</i>						
	<i>Plans and budget submissions adhered to time table.</i>						
	<i>Quarterly progress reports submissions adhered to time table</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	<b>DPP</b>	To conduct one meeting to review inputs of PMO-RALG SBAS annually.	_____	_____	_____	_____	_____
		To conduct two meetings to review PMO-RALG Strategic plan.	_____	_____	_____	_____	_____
		To train 45 budget officers and project/programme	_____	_____	_____	_____	_____

		coordinators on Budget guidelines and Medium Term Expenditure Framework (MTEF) preparation annually.					
		To prepare Medium Term Expenditure Framework (MTEF) and submit to Ministry of Finance (MoF) annually.	_____				
		To conduct 20 Budget committee meetings annually.	_____				
		To conduct 5 Parliamentary Budget committee meeting for scrutinizing PMO-RALG, RAs and LGAs Budget annually.	_____				
		To prepare and print 12,000 books of Budget speech and Budget statistic documents annually.	_____				
		To conduct 4 committee meetings on Monitoring, and control of government income and expenditure annually.	_____				

<b>Target</b>	<b>Facilities to enable 21 DICT staff to operate effectively and efficiently in place by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of working equipment in good working condition.</i>						
	<i>Level of departmental staff satisfaction.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
		To provide administrative support to 21 departmental staff annually.	_____				

		To implement training programme by facilitating 5 departmental staff annually.					
		To equip 21 departmental staff with essential working tools and maintain 3 motor vehicles and other office equipment.					

<b>Target</b>	<b>Facilities to enable 14 staff of Legal Services Division to operate effectively and efficiently in place by June,2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>No of Departmental staff attended training</i>						
	<i>% of working equipments in good working condition.</i>						
	<i>Level of department staff satisfaction.</i>						
<b>Activities</b>	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>DLS</b>	To provide administrative support to 14 departmental staff annually.					
		To implement Training programme by facilitating 2 departmental staff annually.					
		To equip 14 departmental staff with essential working tools and maintain 2 motor vehicles and other equipment annually.					

<b>Target</b>	<b>Facilities to enable 12 staff of Internal Audit Unit to operate effectively and efficiently in place annually.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of departmental annual planned tasks performed.</i>						
	<i>% of working equipments in good condition.</i>						

	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	<b>CIA</b>	To provide administrative support to 12 Unit staff annually.					
		To implement training programme by facilitating 2 Unit staff annually.					
		To equip 12 Unit staff with essential working tools and maintain 2 motor vehicles and other equipment annually.					
<b>Target</b>	<b>Facilities to enable 12 staff of Government Communication Unit to operate effectively and efficiently in place by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of departmental annual planned tasks performed.</i>						
	<i>% of working equipments in good condition.</i>						
	<i>Level of department staff satisfaction.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	<b>GCU</b>	To provide administrative support to 12 unit staff annually.					
		To implement training programme by facilitating 2 Unit staff annually.					
		To equip 12 Unit staff with essential working tools and maintain 2 vehicles.					
<b>Target</b>	<b>PMO-RALG Procurement Plan prepared and in use annually.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of planned goods and services delivered.</i>						

	<i>Number of Ministerial Tender Board meetings held.</i>						
	<i>Procurement time used against lead time..</i>						
	<i>% of procured goods and services adhered to procurement regulations.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	<b>PMU</b>	To prepare Procurement Plan annually.	_____	_____	_____	_____	_____
		To organise Ministerial Tender Board Meetings monthly.	_____	_____	_____	_____	_____
		To facilitate procurement of goods and services at PMO-RALG annually.	_____	_____	_____	_____	_____
		To update master inventory register and dispose written off inventory annually.	_____	_____	_____	_____	_____
		To train 45 officers on procurement management by June,2013			_____		
<b>Target</b>	<b>Facilities to enable 13 PMU staff to operate effectively and efficiently in place by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of departmental annual planned tasks performed.</i>						
		<i>% of equipment in good working condition.</i>					
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	<b>PMU</b>	To provide administrative support to 13 Departmental staff.	_____	_____	_____	_____	_____
		To implement training programme by facilitating 3 Departmental staff annually.	_____	_____	_____	_____	_____
		To equip 13 Departmental staff with essential					

		working tools and maintain 2 motor vehicles annually.					
<b>Target</b>	<b>Facilities to enable 12 Infrastructure Development Unit to operate effectively and efficiently in place by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of departmental annual planned tasks performed.</i>						
	<i>% of equipment in good working condition.</i>						
	<i>Level of department staff satisfaction.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>DID</b>	To provide Administrative support to 12 infrastructure unit staff annually.					
		To equip 12 Departmental staff with essential working tools and maintain 4 motor vehicles annually.					
		To implement training programme by facilitating 5 infrastructure unit staff annually.					
<b>Target</b>	<b>Facilities to enable 23 Regional Administration Division (DRA) to operate effectively and efficiently in place by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of departmental annual planned tasks performed.</i>						
	<i>% of equipment in good working condition</i>						
	<i>Level of department staff satisfaction.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	<b>DRA</b>	To provide administrative support to 23 Departmental staff annually.					
		To implement training programme by facilitating 5					

		Departmental staff annually.					
		To equip 23 Departmental staff with essential working tools and maintain 4 motor vehicles annually.					
<b>Target</b>	<b>Facilities to enable 63 DLG staff to operate efficiently and effectively in use.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of departmental annual planned tasks performed.</i>						
	<i>% of equipment in good working condition.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	<b>DLG</b>	To provide administrative support to 63 Departmental staff by June, 2016.					
		To implement training programme by facilitating 10 Departmental staff annually.					
		To equip 63 Departmental staff with essential working tools and maintain 8 vehicles annually.					
<b>Target</b>	<b>Facilities to enable 40 DSC staff to operate efficiently and effectively in place by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of departmental annual planned tasks performed.</i>						
	<i>% of equipment in good working condition.</i>						
	<i>Level of department staff satisfaction.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	<b>DSC</b>	To provide administrative support to 40 Departmental staff annually.					
		To equip 40 Departmental staff with essential					

		working tools and maintain 7 motor vehicles annually.						
		To implement training programme by facilitating 10 Departmental staff annually						
<b>Target</b>	<b>Facilities to enable 36 Education Coordination Staff to operate effectively and efficiently in place by 2016.</b>		<b>FIVE YEAR PROGRAMME</b>					
<b>Activities</b>	<i>% of education annual planned tasks performed.</i>							
	<i>% of equipment in good working conditions.</i>							
	<i>% of equipment in good working condition.</i>							
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	
<b>Activities</b>	<b>DEC</b>	To provide administrative support to 36 education staff annually.						
		To implement training programme by facilitating 7 staff annually.						
		To equip DEC 36 staff with essential working tools and maintain 4 motor vehicles annually.						
		To coordinate and effect inter-regional transfer of Primary and Secondary school teachers twice per year.						
<b>Target</b>	<b>Facilities to enable 25 DUD staff to operate efficiently and effectively in place by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>					
<b>Indicators</b>	<i>% of departmental annual planned tasks performed.</i>							
	<i>% of equipment in good working condition.</i>							
	<i>Level of department staff satisfaction.</i>							

	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	<b>DUD</b>	To provide administrative support to 25 Departmental staff annually.	_____	_____	_____	_____	_____
		To equip 25 Departmental staff with essential working tools and maintain 7 motor vehicles annually.	_____	_____	_____	_____	_____
		To implement training programme by facilitating 5 Departmental staff annually.	_____	_____	_____	_____	_____
<b>Target</b>	<b>Facilities to enable 16 DOD staff to operate effectively and efficiently in place by June, 2016</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Level of staff effectiveness and efficiency in meeting committed activities</i>						
	<i>% of equipment in good working condition</i>						
	<i>Number of staff facilitated to attend trainings</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DOD</b>	To provide administrative support to 16 Division staff annually.	_____	_____	_____	_____	_____
		To implement training programme by facilitating 16 Division staff by June, 2016.	_____	_____	_____	_____	_____
		To facilitate the division with working tools and maintain 3 motor vehicles and other office equipment annually.	_____	_____	_____	_____	_____
		<i>To conduct workshops on Restructuring Skills to 25 RSs and 168 LGAs by June, 2014.</i>	_____	_____	_____	_____	_____

		<i>To monitor and evaluate the operationalization of the 168 LGAs Structures by June, 2016.</i>					
		<i>To review Job Lists and Job Descriptions of approved 25 RSs and 168 LGAs structures by June, 2016.</i>					

<b>Objective: D</b>	<b>Management of the critical interface between PMO-RALG, RAs, LGAs and MDAs, DPs and other stakeholders in compliance with D by D improved.</b>	<b>FIVE YEAR PROGRAMME</b>
<b>Indicator</b>	<i>% of MDAs, RAs and LGAs compliant to D by D practises.</i>	
	<i>% of key stake holders surveyed who acknowledge improved co-ordination with PMO-RALG.</i>	
	<i>Number of reports prepared by LGAs for submission to MDAs and RAs.</i>	
	<i>% of financial resources disbursed directly to LGAs without going through Ministerial votes</i>	
	<i>Number of performance agreements signed between PMO-RALG and MDAs on improvement of respective sector.</i>	
<b>Target</b>	<b>MDAs, DPs, RSs and LGAs Interface and functions related to PMO-RALG coordinated by June, 2016.</b>	
<b>Indicators</b>	<i>Number of meetings participated in resource mobilization.</i>	
	<i>% of progress reports of coordinated programmes consolidated</i>	
	<i>% of disbursed fund against planned budget</i>	
	<i>Number of programmes' supervision visits</i>	

	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DSC</b>	To institutionalize (mainstream) D by D in social services Ministries annually.	_____	_____	_____	_____	_____
		To coordinate social services functions in collaboration with related Ministries (Ministry of Water, Ministry of Health & Social welfare, Ministry of Labour & Employment, Community Development and Gender etc) annually.	_____	_____	_____	_____	_____
		To coordinate central and administrative ministries functions related to PMO-RALG by June, 2016.	_____	_____	_____	_____	_____
		To coordinate Economic and Productive Ministries functions (MoAFC, Ministry of Livestock & Fisheries, Ministry of Energy & Minerals, Ministry of Industry, Trade & Marketing etc) in relation to the RS and LGAs by June 2016.	_____	_____	_____	_____	_____
		To Monitor and Evaluate implementation of sector ministries programmes in the LGAs annually	_____	_____	_____	_____	_____
		To consolidate plans, budgets and progress reports of programmes implemented in the LGAs through PMO-RALG annually.	_____	_____	_____	_____	_____
		To conduct capacity building session to LGAs in preparation of Plans, Budgets and progress reports annually.	_____	_____	_____	_____	_____

<b>Target</b>	<b>Restructuring to 25 RSs and 168 LGAs carried out by June, 2016</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of RSs staff imparted with restructuring skills</i>						
	<i>Number of LGAs restructured</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
<b>Activities</b>	DOD	<i>To backstop Restructuring Process to 168 LGAs by June, 2016.</i>	_____	_____	_____	_____	_____
		<i>To conduct workshops on Restructuring Skills to 25 RSs and 168 LGAs by June, 2014.</i>	_____	_____	_____	_____	_____
		<i>To monitor and evaluate the operationalization of the 168 LGAs Structures by June, 2016.</i>	_____	_____	_____	_____	_____
		<i>To review Job Lists and Job Descriptions of approved 25 RSs and 168 LGAs structures by June, 2016.</i>	_____	_____	_____	_____	_____

<b>Objective: E</b>	<b>PMO-RALG's support to Regional Administration in managing and carrying out their Mandated Functions improved.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicator</b>	<i>% of key stakeholders surveyed who acknowledge improvement in PMO-RALG's support to the Regions.</i>						
	<i>% of commitments made in the clients service charter to the Regions met annually.</i>						
<b>Target</b>	<b>Regional Administration Human resources developed and capacitated in 25 Regions by June, 2016.</b>						

<b>Indicators</b>	<i>% of RAs training sessions conducted against planned targets.</i>							
	<i>% of vacant positions filled through PMO-RALG facilitation against requests.</i>							
	<i>% of RAs section heads filled against establishment.</i>							
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	
<b>Activities</b>	<b>DRA</b>	To conduct orientation course to new appointed RAs leaders (RSs, DC, DAS) annually.	_____	_____	_____	_____	_____	
		To evaluate implementation of the RAs Performance Assessment System annually.	_____	_____	_____	_____	_____	
		To make follow ups on the implementation of RAs Client Service Charter and preparation of Socio-economic Profile annually.	_____	_____	_____	_____	_____	
		To conduct training on roles and function of Division Officers in 5 RAs annually.	_____	_____	_____	_____	_____	
		To conduct training on preparation of 25 regions Integrated Development Plan by June, 2016.	_____	_____	_____	_____	_____	
		To conduct TOT to 25 RAs officials on updated (PMG) by June, 2014.	_____	_____	_____	_____	_____	
		To conduct one working session to RSs planning officers annually.	_____	_____	_____	_____	_____	
<b>Target</b>	<b>New Regional Administration structure operationalised in 25 Regions by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>					
<b>Indicators</b>	<i>Number of regions operating under the new structure.</i>							
	<i>Proportion of vacant posts filled against establishment</i>							

<b>Activities</b>	<b>DRA</b>	To facilitate review of Regions' and District' Establishment Act No.9 of 2002. and develop its regulations by June, 2015.	_____	_____	_____	_____	_____
		To develop Regulations for operationalization of the Regional Administration Act No 19 of 1997 by June, 2013.	_____	_____	_____	_____	_____
<b>Target</b>	<b>Regional Administration Annual Plans and Budgets prepared and implemented annually.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of RAs visited annually.</i>						
	<i>Number of quarterly and annual RAs reports submitted.</i>						
	<i>% of Planned budget meetings conducted.</i>						
	<i>% of Regions' plans and budget submitted timely.</i>						
<b>Activities</b>	<b>DRA</b>	To scrutinize 25 RAs and 168 LGAs Plans and Budget jointly with MoF and PO-PSM annually.	_____	_____	_____	_____	_____
		To conduct follow ups supervision and Monitoring in 25 Regions annually.	_____	_____	_____	_____	_____
		To coordinate the preparation of plans and implementation reports of CCM election manifesto annually.	_____	_____	_____	_____	_____
		To coordinate and monitor implementation of crosscutting issues (environment, HIV/AIDS, gender) at RAs level annually.	_____	_____	_____	_____	_____

<b>Objective F</b>	<b>PMO-RALG's Affiliate institutions and RAs technical support to LGAs improved</b>		<b>FIVE YEAR PROGRAMME</b>					
<b>Indicators</b>	<i>% of affiliate institutions supported</i>							
	<i>% of disbursed fund against approved budget</i>							
	<i>% of technical support provided to LGAs</i>							
	<i>% of key stakeholders surveyed on issues of improved technical support to LGAs.</i>							
<b>Target</b>	<b>PMO-RALG's M&amp;E strategy developed and in use by June, 2016.</b>							
<b>Indicators</b>	<i>Number of M&amp;E visits conducted in Regions, LGAs and Affiliate Institutions annually.</i>							
	<i>Number of M&amp;E reports compiled.</i>							
	<i>% of M&amp;E strategy completion</i>							
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	
<b>Activities</b>	<b>DPP</b>	To prepare PMO-RALG's M& E strategy by June, 2013		_____				
		To finalise PMO-RALG'S M& E framework by June, 2013		_____				
		To facilitate DPP staff to participate in M&E meetings convened by Sectoral, central ministries and DPPs annually.	_____					
		To undertake supportive supervisions (M & E) to 2 regions quarterly	_____					
		To review PMO-RALG Strategic Plan			_____			
		To evaluate implementation of Rural Development					_____	

		Policy.						
<b>Target</b>	<b>Research and Development Strategy on PMO-RALG business developed and conducted by June 2016</b>		<b>FIVE YEAR PROGRAMME</b>					
<b>Indicators</b>	<i>Number of researches conducted</i>							
	<i>Number of PMO-RALG policies reviewed</i>							
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	
<b>Activities</b>	<b>DPP</b>	To conduct a research on effectiveness of RAs support to LGAs service delivery by June 2016.	_____	_____	_____	_____	_____	
		To assess efficiency of Rural Development policy	_____	_____	_____	_____	_____	
		To conduct research on resource allocation system to LGAs	_____	_____	_____	_____	_____	
<b>Target</b>	<b>Plans, budgets and progress reports of Economic &amp; Productive Ministries' Programmes in the LGAs coordinated and implemented by June, 2016</b>		<b>FIVE YEAR PROGRAMME</b>					
<b>Indicators</b>	<i>% of coordinated progress reports of programmes consolidated</i>							
	<i>Number of Programmes' supervision visits</i>							
	<i>% of disbursed fund against planned budget</i>							
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	
<b>Activities</b>	<b>DSC</b>	To coordinate and make follow-up of disbursed fund of Economic and Productive Ministries programmes in the LGAs annually.	_____	_____	_____	_____	_____	
		To coordinate and implement agriculture programmes in the LGAs annually.	_____	_____	_____	_____	_____	
		To coordinate Hides Skins and Leather Development	_____	_____	_____	_____	_____	

		Strategy by June, 2016					
<b>Target</b>	<b>LGAs roads maintained to fair and good condition by June, 2016</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of disbursed fund against approved budget.</i>						
	<i>Number of kilometres of LGAs roads Maintained from fair to good</i>						
	<i>Number of LGAs roads kilometres Maintained from bad to fair</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DUD</b>	To coordinate, monitor and backstop LGAs road maintenance by June, 2016.			_____		
		To consolidate LGAs road plans, budget and progress reports annually.	_____				
		To participate in negotiation meetings in resource mobilization in collaboration with Ministry of Works (MoW) and Ministry of Transport (MoT) annually.	_____				
		To conduct training to PMO-RALG, Regional and LGAs engineers annually.	_____				
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Target</b>	<b>Urban Development Projects implemented by June, 2016</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of consolidated project's progress reports consolidated</i>						
	<i>Number of project's supervision/visits conducted</i>						
	<i>% of disbursed funds against planned budget.</i>						
<b>Activities</b>	<b>DUD</b>	To track and monitor land management mechanism performance in 26 Urban LGAs annually.	_____				
		To formulate and implement Urban Development Management Policy by June, 2016.	_____				

		To coordinate and backstopping the implementation of General Planning Schemes (GPS) in 35 Urban LGAs by June, 2016.						
		To Coordinate and facilitate land management and administration in 35 urban LGAs by 2016.						
		To identify and harmonize policies related to Urban Development Management by June, 2016.						
		To establish Geographical Information System (GIS) in 35 Urban LGAs by June 2016.						
<b>Target</b>	<b>LGTI academic and administrative mandatory functions implemented annually.</b>		<b>FIVE YEAR PROGRAMME</b>					
<b>Indicators</b>	<i>% of funds disbursed against approved budget annually.</i>							
	<i>% of planned activities achieved annually.</i>							
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	
	<b>DLG</b>	To facilitate Local Government Training Institute (LGTI) operate its activities annually.						
<b>Target</b>	<b>Management of Local Government Loans Board Services delivered in 168 LGAs improved by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>					
<b>Indicators</b>	<i>% of funds disbursed against approved budget annually.</i>							
	<i>% of loans recovered.</i>							
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	
	<b>DLG</b>	To facilitate Local Government Loans Board operate its activities annually.						
<b>Target</b>	<b>PMO-RALG contribution to LAPF provided annually.</b>							

Indicators	<i>% of funds disbursed against approved budget annually.</i>						
Activities	<b>DLG</b>	To facilitate Government contribution to LAPF annually.					
<b>Target</b>	<b>LGAs Plans and Budgets, Financial Management systems and operations improved by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of LGAs operationalising IFMS- EPICOR fully.</i>						
	<i>% and type of audit reports awarded by CAG.</i>						
	<i>% of LGAs submitting final accounts in time.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DLG</b>	To scrutinise LGAs annual plans and Budget in collaboration with MoF and PO- PSM annually.					
		To conduct supportive supervisions to 40 LGAs in preparation of final account reports in compliance with IPSAS annually.					
		To make follow ups to 168 LGAs on operationalisation of IFMS -EPICOR annually.					
		To conduct ad-hoc inspection and follow ups on the implementation of CAG and Internal Audit recommendations to 20 LGAs annually.					
		To conduct supportive supervision and post training assessment to 27 LGAs supported by WAJIBIKA Project annually.					
		To conduct training on procurement technical support to 168 LGAs and investment issues by June, 2016.					

		To provide technical support to 168 LGAs on issues relating to own source revenue by June, 2016						
<b>Target</b>	<b>Human resources at LGAs monitored and coordinated by June 2016.</b>		<b>FIVE YEAR PROGRAMME</b>					
<b>Indicators</b>	<i>Proportion of LGAs performance adhered to LGAs Laws and Regulations.</i>							
	<i>Number of LGAs Directors and HoDs reported on unsatisfactory performance</i>							
	<i>Number of disciplinary action taken</i>							
	<i>Number of LGAs Directors and HODs posts filled</i>							
<i>Numbers of LGAs staffs inter regions transferred.</i>								
<b>Activities</b>	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	
	<b>DLG</b>	To undertake follow ups on Human Resources investigations and Disciplinary actions in 168 LGAs as demanded annually.						
		To facilitate one Joint Negotiation Council for Local Government Services annually.						
		To coordinate human resource management and provision of inter-regions transfer permits for LGA's staff.						
		To conduct Monitoring and evaluation of Local Government Human Resource Information System adherence to 168 LGAs annually.						
<b>Target</b>	<b>Local Government Support Programmes Implemented by June, 2016</b>							

<b>Indicators</b>	<i>% of consolidated project's progress reports consolidated.</i>						
	<i>Number of projects' supervision/ visits conducted.</i>						
	<i>% of disbursed funds against planned budget.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DLG</b>	To monitor and evaluate the implementation of Local Government Support programmes conducted in the LGAs annually.	_____	_____	_____	_____	_____
		To compile and consolidate implementation reports of Local Government Support Programmes implemented by LGAs annually.	_____	_____	_____	_____	_____
<b>Target</b>	<b>Agriculture and Livestock Projects coordinated annually.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of consolidated project's progress reports consolidated</i>						
	<i>Number of project's supervision/visits conducted.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DSC</b>	To monitor and evaluate Agricultural Projects implemented by LGAs annually.	_____	_____	_____	_____	_____
		To monitor and evaluate Livestock projects implemented by LGAs annually.	_____	_____	_____	_____	_____
		To compile LGAs' Agriculture implementations reports.	_____	_____	_____	_____	_____
<b>Target</b>	<b>Health Development Projects implemented in the LGAs coordinated annually.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of consolidated project's progress reports consolidated</i>						

	<i>Number of project's supervision/visits conducted.</i>						
	<i>% of disbursed funds against planned budget.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DSC</b>	To monitor and evaluate health development projects implemented by the LGAs annually.	_____	_____	_____	_____	_____
		To compile and consolidate implementation reports of health projects implemented by LGAs annually.	_____	_____	_____	_____	_____
<b>Target</b>	<b>Environmental Conservation Programmes coordinated annually.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of consolidated project's progress reports consolidated</i>						
	<i>Number of project's supervision/visits conducted.</i>						
	<i>% of disbursed funds against planned budget.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DSC</b>	To compile and consolidate implementation reports of environmental Conservation projects implemented by the LGAs annually.	_____	_____	_____	_____	_____
		To monitor and evaluate environmental conservation programmes implemented by LGAs annually.	_____	_____	_____	_____	_____
<b>Target</b>	<b>Rural Water and Sanitation Programme coordinated annually</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of consolidated project's progress reports consolidated</i>						
	<i>Number of project's supervision/visits conducted.</i>						
	<i>% of disbursed funds against planned budget.</i>						
<b>Activities</b>	<b>DSC</b>	To compile and consolidate implementation reports of Rural Water and Sanitation Programmes implemented in LGAs annually.	_____	_____	_____	_____	_____

		To monitor and evaluate Rural Water and Sanitation Programmes implemented in LGAs annually.						
<b>Target</b>	<b>Projects for combating HIV and AIDs in LGAs coordinated annually.</b>		<b>FIVE YEAR PROGRAMME</b>					
<b>Indicators</b>	<i>% of consolidated project's progress reports consolidated</i>							
	<i>Number of project's supervision/visits conducted.</i>							
<b>Activities</b>	<b>DSC</b>	To compile and consolidate implementation reports of HIV and AIDs reduction projects implemented in the LGAs annually.						
		To monitor and evaluate projects for combating HIV and AIDs conducted in LGAs annually.						
<b>Target</b>	<b>Secondary Education in 25 regions coordinated and administered annually.</b>		<b>FIVE YEAR PROGRAMME</b>					
<b>Indicators</b>	<i>% of follow-up reports prepared against planned.</i>							
	<i>% of Regions and LGAs visited against planned.</i>							
	<i>% of secondary education staff recruited against request/planned</i>							
	<i>Number of secondary schools visited</i>							
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	
<b>Activities</b>	<b>DEC</b>	To coordinate secondary education activities in 25 Regions and 168 LGAs annually.						
		To coordinate implementation of SEDP projects annually.						
		To coordinate needs and distribution of Secondary						

		Education staff in 168 LGAs annually.					
		To conduct one working session with REOs and DEOs annually.					
		To coordinate UMISSETA games annually.					
		To coordinate dissemination and implementation of Secondary Educational Curriculum, guidelines and circulars in 25 RSs and 168 LGAs annually.					
		To coordinate Management and Administration of Secondary Schools' National Examinations in 25 RSs annually.					
		To coordinate auditing of SEDP funds annually					
<b>Target</b>	<b>Primary Education in 25 regions coordinated and administered annually.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of follow-up reports prepared against planned.</i>						
	<i>% of Regions and LGAs visited against planned.</i>						
	<i>% of primary education staff recruited against request/planned</i>						
	<i>Number of primary schools visited.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DEC</b>	To coordinate Primary Education activities in 25 Regions and 168 LGAs annually.					
		To coordinate implementation of PEDP projects by June, 2016.					
		To coordinate needs and distribution of Primary Education staff in 168 LGAs annually.					

		To conduct one working session with REOs and DEOs annually.					
		To coordinate UMITASHUMTA games annually.					
		To coordinate dissemination and implementation of Primary Educational Curriculum, guidelines and circulars in 25 RSs and 168 LGAs annually.					
		To coordinate Management and Administration of Primary Schools' National Examinations in 25 RSs annually.					
Target	<b>Adult and Non-formal Education in 25 Regions coordinated and administered annually.</b>		<b>FIVE YEAR PROGRAMME</b>				
Indicators	<i>% of follow-up reports prepared against planned.</i>						
	<i>% of Regions and LGAs visited against planned.</i>						
	<i>% of Adult education staff recruited against request/planned</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Activities	DEC	To coordinate the delivery of adult and non-formal education in 168 LGAs annually.					
		To coordinate educational initiatives organized by other educational stakeholders (NGOs, CBOs and FBOs) annually.					
		To coordinate dissemination and implementation of Adult and Non - formal Educational Curriculum, guidelines and circulars in 25 RSs and 168 LGAs annually.					

		To conduct one working session in 25 Regional and 168 LGAs Adult Education Officers annually.					
<b>Target</b>	<b>DART facilitated to implement its mandated functions annually</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of technical support received by DART from PMO-RALG</i>						
	<i>% of funds disbursed to DART against approved budget annually.</i>						
	<i>% of planned activities achieved annually</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activity</b>	<b>DUD</b>	To facilitate DART to operate its activities annually.					
<b>Target</b>	<b>KEC facilitated to operate its mandated functions annually</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of technical support received by KEC from PMO-RALG</i>						
	<i>% of funds disbursed to KEC against approved budget annually.</i>						
	<i>% of planned activities achieved annually</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activity</b>	<b>DOD</b>	To facilitate KEC to operate its activities annually.					

<b>Objective G</b>	<b>Information flows' between LGAs, RAs, MDAs and other stakeholders through PMO-RALG improved</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of RSs and LGAs with operational MIS</i>						
	<i>Number of visitors to PMO-RALG web-site.</i>						
	<i>% sample MDAs indicating improved information flows between PMO-RALG and key stakeholders.</i>						
	<i>% of stakeholders aware of PMO-RALG's functions through GCU.</i>						

<b>Target</b>	<b>Public access to PMO-RALG, RAs, LGAs and Affiliate institutions' information through ICT enhanced by June, 2016.</b>						
<b>Indicators</b>	Frequency of updating information in the website.						
	Number of hours the online system is operational.						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DICT</b>	To finalise fiber optic installation at PMO-RALG by June, 2016.	_____	_____	_____	_____	_____
		To operationalise video conferencing Facility and Information/Data centre by June, 2016.	_____	_____	_____	_____	_____
		To coordinate and provide support of IFMS at PMO-RALG HQ annually.	_____	_____	_____	_____	_____
		To provide IFMS training to selected staff from LGAs annually.	_____	_____	_____	_____	_____
		To provide equipment and computer software and accessories to LGAs by June, 2016.	_____	_____	_____	_____	_____
		To provide IT connectivity to 168 LGAs by June, 2016.	_____	_____	_____	_____	_____
<b>Target</b>	<b>PMO-RALG's statistical data base developed and implemented by June, 2016</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of data base developed</i>						
	<i>Number of PMO-RALG, RS and LGAs staff trained.</i>						
<b>Activities</b>	<b>DICT</b>	To develop training plan for statisticians of RAs and LGAs by June, 2013.	_____	_____	_____	_____	_____
		To facilitate collection, storage and process of LGAs	_____	_____	_____	_____	_____

		service delivery data through available MIS annually.					
		To create awareness on data use and management to HoDs at PMO-RALG, RAs and LGAs for decision making.					
<b>Target</b>	<b>PMO-RALG's Statistical strategic plan Implemented by June 2014</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of RAs and LGAs with socio-economic profile reports</i> <i>Number of LGAs with Core Welfare Indicator Questionnaire survey report</i>						
<b>Activities</b>	<b>DICT</b>	To conduct Core Welfare Indicator Survey (CWIQ) in 44 selected LGAs by June, 2013.					
		To conduct 4 working sessions to disseminate CWIQ to 44 selected LGAs by June, 2014					
<b>Target</b>	<b>Gender Equitable Local Development Program implemented by June, 2012</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of data collection tools with gender aspects</i> <i>Number of stakeholders trained on gender mainstreaming</i>						
<b>Activities</b>	<b>DICT</b>	To mainstream gender aspects in data collection tools annually.					
		To train MDAs and PMO-RALG statisticians, Gender Focal Persons and Budget Officer on gender mainstreaming annually.					
		To train LGA officers on planning, budgeting and reporting with gender perspective annually.					

<b>Objective: H</b>	<b>Policies, Laws, Methodologies And Systems applied by PMO-RALG, RAs and LGAs harmonized</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of planning and budgeting and reporting formats used by PMO-RALG, RSs and LGAs.</i>						
	<i>% of LGAs reporting through PlanRep2 and LGMD</i>						
	<i>Number of policies, laws and regulations harmonised.</i>						
	<i>Number of systems developed and rolled out.</i>						
<b>Target</b>	<b>Legislature support to RAs and LGAs and Affiliate Institutions provided by June, 2016.</b>						
<b>Indicators</b>	<i>No of LGAs, RAs, and Affiliate institutions supported annually</i>						
	<i>No of By-laws from LGAs approved annually</i>						
	<i>No of New administrative areas supported.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DLS</b>	To review and amend local government building regulations annually.	_____	_____	_____	_____	_____
		To facilitate the review and prepare comprehensive amendments to Local Government Acts by June, 2016.	_____	_____	_____	_____	_____
		To prepare and disseminate legal Instruments to all RAs, LGAs and Affiliate Institutions by June, 2016.	_____	_____	_____	_____	_____
		To facilitate establishment of new administrative areas by June, 2016.	_____	_____	_____	_____	_____
	<b>Policies and laws in Central and Sectoral Ministries reviewed to</b>						

<b>Target</b>	<b>comply with D by D by June, 2016.</b>						
<b>Indicators</b>	<i>No of legal harmonization meetings held.</i>						
	<i>No of policies and laws reviewed and harmonised.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	<b>DLS</b>	To conduct 4 Legal Harmonization Task Force meetings for Central and Sectoral Policies, Laws and Regulations annually.	_____	_____	_____	_____	_____
		To support 4 Ministerial Task Force completes the work of harmonization of Sectoral and Central policies and laws to be D by D compliant annually.	_____	_____	_____	_____	_____
<b>Target</b>	<b>By-law making system developed and in use by June 2016</b>						
<b>Indicators</b>	<i>No of Model By-Laws prepared.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DLS</b>	To make follow ups on the implementation of by-laws data base annually.			_____	_____	_____
		To prepare and disseminate 5 model by-laws for 168 LGAs by June,2016	_____	_____	_____	_____	_____
<b>Target</b>	<b>Service delivery and national participatory planning and budget methodology improved in 168 LGAs by 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of LGAs received service delivery standards</i>						
	<i>% of LGAs using O&amp;OD in their annual plan and budgets.</i>						
	<i>Client satisfaction level of service delivery at LGAs.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DLG</b>	To disseminate service delivery standards from					

		MDAs to 168 LGAs annually.					
		To conduct awareness on selected quality service delivery standards in 30 LGAs annually					
		To coordinate and implement O&OD programme to 10 villages in 5 LGAs by June 2014.					
		To coordinate and supervise implementation of system for social protections and rights of vulnerable and the need group in 15 LGAs annually.					
		To coordinate and monitor implementation of Global Fund Programme in 168 LGAs by June, 2016.					

<b>Target</b>	<b>Urban planning and land use management enhanced in all urban LGAs annually.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>% of Urban LGAs implementing Urban Development Strategy</i>						
	<i>% of urban LGAs implementing Land Management Development Plan</i>						
	<i>Number of Urban LGAs implementing Investment plans/ bankable projects.</i>						
	<i>Number of policies related to Urban Development harmonized</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DUD</b>	To track and monitor land management mechanism performance in 26 Urban LGAs annually.					
		To formulate and implement Urban Development Management Policy by June, 2016.					
		To coordinate and backstopping the implementation of General Planning Schemes (GPS) in 35 Urban					

		LGAs by June, 2016.					
		To Coordinate and facilitate land management and administration in 35 urban LGAs by 2016.					
		To identify and harmonize policies related to Urban Development Management by June, 2016.					
		To establish Geographical Information System (GIS) in 35 Urban LGAs by June 2016.					
<b>Target</b>	<b>Urban development control and housing infrastructure coordinated by June, 2016.</b>						
<b>Indicators</b>	<i>% of urban LGAs implementing Urban housing development strategy.</i>		<b>FIVE YEAR PROGRAMME</b>				
	<i>% of Urban LGAs implementing Environment Management principles.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DUD</b>	To monitor and coordinate urban development plans in 35 Urban LGAs including housing infrastructure development by June, 2016.					
		To conduct awareness training on low cost housing and land use Management in 35 Urban LGAs by June, 2016.					
		To oversee and coordinate policy adherence on management of antiquities in collaboration with Ministry of Natural resources and tourism in 35 urban LGAs by June, 2016.					
		To coordinate the establishment of preparation of					

property tax data base (register) at ward level in 35

		Urban Councils by June, 2016.					
		To coordinate and support Urban Councils to enhance Environmental Management Issues in 35 urban councils by June, 2016.					
		To provide guidance on integration of utilities Infrastructure in 35 Urban Councils by June, 2016.					
		To provide guidance on planning and implementation of housing infrastructure, maintenance and development in Urban Councils by June, 2016.					

<b>Target</b>	<b>PMO- RALGs Management Systems at all levels improved by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of PMO-RALG, RAs and LGAs systems and procedures reviewed.</i>						
	<i>Number of systems and procedures recommended for rolling out.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DOD</b>	To identify, design and recommend appropriate management systems and procedures to RAs and LGAs annually.					
		To evaluate the implementation of the recommended management systems and procedures by June, 2016.					
		To identify local and international Best Practices and customize the application in PMO-RALG, RAs and LGAs annually.					
		To monitor and evaluate implementation of adopted					

		Best Practices at PMO-RALG, 25 RAs and 168 LGAs by June, 2016					
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<b>Objective: I</b>	<b>Information, Education and Communication on PMO- RALG business improved</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of sampled respondents understanding PMO-RALG's business.</i>						
	<i>Number of articles placed on PMO-RALG's web-site monthly.</i>						
	<i>Number of visitors to PMO-RALG's web-site</i>						
<b>Target</b>	<b>PMO-RALG Public Relation's Strategy prepared and in use by June, 2016</b>						
<b>Indicators</b>	<i>Number of voters appears for civic Election.</i>						
	<i>Number of articles inserted in news papers and broadcasted in Radio and TVs</i>						
	<i>Number of sampled respondents understanding the meaning of D by D.</i>						
	<i>Timeliness of the information in the website.</i>						
	<b>Responsible</b>	<b>Activities</b>					
<b>Activities</b>	<b>GCU</b>	To produce and air 12 TV episodes and 12 Radio programme to promote PMO RALG activities annually.	—————	—————	—————	—————	—————
		To conduct 2 meetings with influential leaders to create awareness in educating the community annually.				—————	—————
		To conduct Strategic communications training session				—————	—————

		to 25 Regional Information Officers (RIOs) annually.						
		To Produce 12 Newspaper articles and features annually.						
		To produce 3000 Calendar and 3000 Diaries for PMO RALG and distribute to stakeholders annually.						
		To participate in 2 Government Information Officers meetings monthly, capacity building for GCU staff, RIOs and LGAs.						
		To prepare and publicize 2 journals, Brochures and Leaflets annually.						
		To conduct 2 GCU technical committee meetings annually.						
		To conduct training to the Councils Media Operators annually.						
		To review PMO-RALG's Communication Strategy by June, 2014						
<b>Target</b>	<b>Library services at PMO-RALG improved by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>					
<b>Indicators</b>	<i>Number of people visiting library.</i>							
	<i>Reading materials procured against planed.</i>							
	<i>Rate of reading materials borrowed.</i>							
	<b>Responsible</b>	<b>Activities</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	
<b>Activities</b>	<b>GCU</b>	To provide PMORALG's Library with reading materials annually.						
		To provide PMO – RALG's library with modern						

		equipment by June, 2014.					
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<b>Objective J</b>	<b>Good governance practises and advocacy at all levels of PMO-RALG enhanced.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Client satisfaction level of service delivery at all levels of PMO-RALG</i>						
	<i>Number of complaints raised by stakeholders annually.</i>						
	<i>Proportion of gender in LGAs Directors and HODs</i>						
	<i>% of village/Mitaa statutory meeting held annually.</i>						
	<i>% of village/Mitaa Key information posted on notes board.</i>						
	<i>% of LGAs using O&amp;OD in their annual plan and budgets.</i>						
	<i>Time taken to fill vacant elected posts at the LLGA level.</i>						
<b>Target</b>	<b>Cabinet and Parliamentary issues coordinated annually</b>						
<b>Indicators</b>	<i>% of received Parliamentary queries responded</i>						
	<i>Number of PMO-RALG cabinet papers prepared and presented to IMTC</i>						
	Number of MDAs Cabinet papers analysed.						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DPP</b>	To attend Parliamentary sessions and prepare minutes of proceedings annually.	_____	_____	_____	_____	_____
		To prepare implementation reports on decisions of parliamentary and government commitments and directives annually.	_____	_____	_____	_____	_____
		To prepare PMO-RALG Cabinet papers and scrutinize MDAs Cabinet papers annually.	_____	_____	_____	_____	_____
		To prepare inputs for Prime Minister's (PM) Budget	_____	_____	_____	_____	_____

		speech annually.					
		To coordinate provision of responses to parliamentary queries annually.	<hr/>				
<b>Target</b>	<b>Central and Sectoral Ministries policies analysed and coordinated annually</b>						
<b>Indicators</b>	<i>Number of Policies and strategies formulated</i>		<b>FIVE YEAR PROGRAMME</b>				
	<i>% of dissemination information packages of the Rural Development Policy and Strategy delivered against targets.</i>						
	<i>Completion level of Urban Management Development Policy and Strategy against targets.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DPP</b>	To conduct 4 policy meetings annually.	<hr/>				
		To facilitate officers to participate in East African Committee meetings annually.	<hr/>				
<b>Target</b>	<b>PMO-RALG's policies and strategies formulated and implemented by June, 2016.</b>						
<b>Indicators</b>	<i>Number of Policy and strategies formulated</i>		<b>FIVE YEAR PROGRAMME</b>				
	<i>% of dissemination information packages of the Rural Development Policy and Strategy delivered against targets.</i>						
	<i>Completion level of Urban Management Development Policy and Strategy against targets.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DPP</b>	To review Policies and strategies under PMO-RALG by June, 2016.	<hr/>				

		To conduct 2 policy meetings annually.	_____	_____	_____	_____	_____
		To coordinate formulation of Urban Management Development Policy by June, 2016.	_____	_____	_____	_____	_____
		To conduct training to PMO-RALG's Gender Committee on gender awareness annually.	_____	_____	_____	_____	_____
<b>Target</b>	<b>Legal Support to 25 RSs, 168 LGAs and 4 Affiliate Institutions provided by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>No of cases handled.</i>						
	<i>No of LGAs, RSs, and affiliate institutions supported.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DLS</b>	To coordinate and evaluate 30 LGAs on the operationalization of Ward and Village Land Tribunals annually.	_____	_____	_____	_____	_____
		To provide legal technical support to RAs, LGAs and Affiliate Institutions annually.	_____	_____	_____	_____	_____
<b>Target</b>	<b>Regional Administrations facilitated to practice good governance by June, 2016.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicator</b>	<i>Number of working sessions conducted.</i>						
	<i>Number of new administrative areas established and gazetted</i>						
	<i>Level of completion of reviewed PMG</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
		To conduct two working sessions with President and RCs, DCs & RASs annually.	_____	_____	_____	_____	_____
		To conduct two working sessions with Minister of State and RCs, DCs & RASs annually.	_____	_____	_____	_____	_____

		To conduct two working sessions with Prime Minister and RCs, DCs & RASs annually.	_____	_____	_____	_____	_____
		To coordinate the Establishment of New Administrative Areas by June, 2016	_____	_____	_____	_____	_____
		To coordinate complaints handling procedures from RAs annually.	_____	_____	_____	_____	_____
		To conduct working meeting between Tanzania Mainland and Revolutionary Government of Zanzibar annually			_____	_____	_____
<b>Target</b>	<b>Good Governance promoted and enhanced in 168 LGAs annually</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicators</b>	<i>Number of meetings held and participated</i>						
	<i>Number of village certificates issued against planned target.</i>						
	<i>% of LGAs graded against planned target</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>DLG</b>	To conduct one National leaders meeting with Council Directors annually.	_____	_____	_____	_____	_____
		To organize and coordinate the Local Government day annually.	_____	_____	_____	_____	_____
		To facilitate participation in LAAC, IULA and ALAT meetings annually.	_____	_____	_____	_____	_____
		To grade Councils as required by Local Government laws and confer new status to LGAs by June, 2016.	_____	_____	_____	_____	_____
		To facilitate registration of newly approved villages annually.	_____	_____	_____	_____	_____

<b>Objective: K</b>	<b>Financing mechanisms of PMO-RALG, its affiliate institutions, the RAs and LGAs enhanced.</b>		<b>FIVE YEAR PROGRAMME</b>				
<b>Indicator</b>	<i>Number of Internal and External queries rose.</i>						
	<i>Proportion of quarterly audit reports submitted in time</i>						
	Resources allocated to PMO-RALG and Affiliate institutions						
	Type of CAG's audit opinion obtained by PMO-RALG						
	RAs, LGAs and Affiliate institutions level of satisfaction with PMO-RALG's financial services.						
<b>Target</b>	<b>PMO-RALG's financial management systems improved and maintained annually</b>						
<b>Indicators</b>	<i>Number of Internal and External queries rose.</i>						
	<i>Proportion of quarterly audit reports submitted in time</i>						
	<i>Type of Controller and Auditor General (CAG's) audit opinion obtained by PMO-RALG</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>CA</b>	To prepare PMO-RALG final accounts and submit report CAG annually.	_____	_____	_____	_____	_____
		To conduct 3 orientation sessions on finance and accounts rules and regulations to 20 heads of departments and 45 budget officers annually.	_____	_____	_____	_____	_____
		To facilitate unit staff to make follow ups on audit queries annually.	_____	_____	_____	_____	_____
<b>Target</b>	<b>Financial procedures, standards, regulations and guidelines fully</b>		<b>FIVE YEAR PROGRAMME</b>				

	<b>complied annually.</b>						
<b>Indicators</b>	<i>Number of Internal and External queries raised.</i>						
	<i>Proportion of quarterly audit reports submitted in time</i>						
	<i>Proportion of repeated internal and external queries.</i>						
	<b>Responsible</b>	<b>Activities</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
<b>Activities</b>	<b>CIA</b>	To conduct regular internal audit to improve internal control system annually.	_____	_____	_____	_____	_____
		To conduct value for money audit to determine efficiency and effective use of project and programs funds under PMO-RALG in 32 LGAs annually.	_____	_____	_____	_____	_____
		To facilitate PMO-RALG's 4 audit committee meetings annually.	_____	_____	_____	_____	_____
		To conduct 2 training sessions on risk management to PMO-RALG's Heads of Department and Units annually.			_____	_____	_____