UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE,

PUBLIC SERVICE MANAGEMENT AND GOOD GOVERNANCE

STRATEGIC PLAN 2026/27 - 2030/31

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ABBREVIATIONS

AU	African Union
CAG	Controller and Auditor General
CBOs	Community-Based Organizations
CCM	Chama Cha Mapinduzi
CSOs	Civil Society Organizations
DAHRM	Division of Administration and Human Resources Management
DE	Division of Establishment.
DHCM	Division of Human Capital Management
DICTS	Division of Information Communication Technology Services
DIRA 2050	Tanzania Development Vision 2050
DLS	Division of Legal Services
DOD	Division of Organization Development
DoEM	Division of Ethic Promotion.
DP	Division of Planning
DPD	Division of Policy Development Division
DPM	Division of Performance and Management
DSIB	Division of Salary, Incentives and Benefits
EAC	East African Community
FAU	Finance and Accounts Unit
FBOs	Faith-Based Organizations
FYDP IV	Fourth Five-Year Development Plan
GCU	Government Communication Unit
GSD	Government Services Directory
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HPP	Huduma Pamoja Portal
HR	Human Resources
HRP	Human Resource Planning
IAU	Internal Audit Unit
ICT	Information and Communication Technology
LGAs	Local Government Authorities
MDAs	Ministries, Departments and Agencies
MEU	Monitoring and Evaluation Unit
NACSAP IV	National Anti-Corruption Strategy and Action Plan Phase IV
NCDs	Non-Communicable Diseases
NGOs	Non-Governmental Organizations
PE	Personnel Emoluments
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PMU	Procurement Management Unit
PO-PSMGG	President's Office, Public Service Management and Good Governance
PSRS	Public Service Recruitment Secretariat

PWD	Pulic Works Department
RSs	Regional Secretariats
SDGs	Sustainable Development Goals
SDS	Service Delivery Survey
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TPSC	Tanzania Public Service College
WHI	Watumishi Housing Investment

STATEMENT BY THE MINISTER

The President's Office, Public Service Management and Good Governance (PO-PSMGG) has prepared this Strategic Plan for the period 2026/27–2030/31 as a policy framework to guide the transformation of the Public Service in response to the changing governance, socio-economic, and technological landscape. The Plan has domesticated national frameworks that collectively demands a Modernized Citizen Centric Public Service System that is efficient, accountable, inclusive, and capable of driving sustainable development and improving the welfare of all Tanzanians. The Strategic Plan therefore sets out the institutional policy direction and strategic priorities that enables the Office to effectively fulfill its mandate of formulating, coordinating, and overseeing public service policies, systems, and structures.

The Government recognizes the importance of sound policies as the foundation for modern, accountable, and results-oriented Public Service. During Strategic Plan implementation period, the Office will prioritize employers' adherence and disciplinary authorities' compliance through capacity and capability strengthening on policy and regulatory frameworks governing public service administration, human resource management, pay and incentives, archives and records management, and public service housing. The objective is to ensure that every policy, law, regulation, and guideline governing the public service is understood by all practitioners and public servants, consistently implemented, and adhered to across all public institutions. This will create a public service where policies are internalized and applied uniformly, thereby improving service delivery, accountability, and public trust in Government institutions.

The Plan is designed to brand administration of Public Service achieving its central role of executing policies and deliver services in contributing to the attainment of national development goals. The administration shall also be intertwined with robust governance structures for superlative framework of rules, accountability, and participation as backbone of national development by ensuring resources are managed effectively, policies are legitimate, and citizens benefit from inclusive growth.

The Plan will serve as a roadmap for PO-PSMGG, driving efforts to ensure that public institutions are appropriately staffed, strategically deployed, and mobile within the public service to support national priorities and facilitate effective service delivery. Additionally, the plan shall prioritize strengthening performance contracts for both institutions and individual public servants, thereby promoting a results-oriented culture and ensuring that public resources translate into measurable development outcomes. Performance management systems will also be enhanced to monitor institutional and individual performance, ensuring that public servants and institutions deliver results that meet productivity standards.

The centrality of human planning and development has been identified as cornerstone of citizen centric public service delivery in this plan. Therefore, in the plan emphasis shall be on workforce planning by optimal numbers, skills, and distribution for both short and long term. It will be coupled by continuous capacity building and leadership development to meet successions required in terms of skills and holding vacant post.

In the Plan payroll management will be given more emphasis due to fact that the government spends more than 35 percent of its revenue collection. Therefore, enhancement of the e-Watumishi which is the integrated dependable system for human capital management shall be promoted for transparency, efficiency, and accountability managing public resources across public service.

Public service ethics management as interface in service delivery shall be strengthened to build public trust and desirable image of the Government. Emphasis shall be on strengthening integrity in the public service through both systemic and administrative measures. Scaling up citizen engagement through e-Mrejesho which is the digital feedback mechanisms shall be the systemic way to take on board the community into the way government operates. Through e-Mrejesho citizens will provide feedback on government services and participate in reshaping and improve their delivery in responsive manner and in citizen centric.

Reviews of government systems, structures, functions, and institutional arrangements shall be given importance to ensure efficiency, effectiveness, and value for money. The Plan has interventions for regular scrutiny of the size and structure of the Public Service to ensure a manageable, efficient, and effective Government capable of delivering services at its utmost level.

The Citizen Centric Public Service Delivery Modernization Programme has been domesticated as Public Service Management Sector Strategy aimed at transforming Public Service through change in mindsets, strengthening citizen engagement, enhancing leadership competencies and capabilities, further improve human resource management, and accelerating digital transformation across the public service.

The Plan, the Office will advance its vision of a responsive, inclusive, accountable, and results-oriented Public Service that contributes significantly to the realization of DIRA 2050. I therefore call upon all stakeholders, public servants, development partners, and citizens to support the implementation of this strategic plan so that together we may achieve the just, prosperous, inclusive, and self-reliant nation.

It is my expectation that, through a dedication of management, our staff, collaboration with stakeholders, prudent management of resources and effective application of monitoring, evaluation and learning systems, am confident that the vision, mission, objectives and targets contained in this Plan will be achieved.

Hon. Ridhiwani J. Kikwete (MP)
MINISTER OF STATE,
PRESIDENT'S OFFICE, PUBLIC SERVICE MANAGEMENT
AND GOOD GOVERNANCE

STATEMENT BY THE PERMANENT SECRETARY

The President's Office, Public Service Management and Good Governance (PO-PSMGG) has developed this Strategic Plan for the period 2026/27–2030/31 to serve as the principal instrument for guiding the implementation of the Office's and in line with mandated functions and other planning frameworks over the next five years. The Plan serves as management tool for Office in positioning it as National Policy Overseeing institution in public administration and human resource management for the United Republic of Tanzania public service.

The preparation of this Strategic Plan domesticated international, regional, national frameworks and sector strategies with instructive areas related to public administration and human resource management for public service of Tanzania. The Plan recognized articulated Objectives and aspiration enshrined in DIRA 2050, Priority areas from the Fourth Five-Year Development Plan (FYDP IV), the Ruling Party Election Manifesto 2025, the Presidential Inaugural Speech.

Additionally, the Plan adopted a participatory, consultative and evidence-based approach by involving institutions under the Office, namely, Watumishi Housing Investment (WHI), the Tanzania Public Service College (TPSC), the Public Service Recruitment Secretariat (PSRS), the Public Service Commission (PSC) and the Records and Archives Management Department (RAMD), as well as public institutions and other key stakeholders. Also, the process involved extensive consultations and reviews of planning frameworks, relevant laws, regulations, policies and government directives governing public service management. Furthermore, experiences and expectations by stakeholders were included, thereby ensuring ownership of the Plan and alignment of interventions with national priorities and public service needs. The inclusive approach adopted during the preparation process has enhanced the quality, relevance and practicality of the Plan. Principally, an in-depth situational analysis informed by a comprehensive review of both endogenous and exogenous factors affecting the performance of the Office generated way forwards that formed critical issues to be addressed in the period of the plan.

This Strategic Plan is guided by the Office's Vision that reads as "A Responsive, Inclusive, Accountable and Result Oriented Public Service" and Mission that reads as "To efficiently manage a Unified, Competent and Innovative Public Service through improved Administrative and Human Resource Policies, Systems and Structures to foster Citizen Centered Service Delivery," which reflect our core values for PO PSMGG staff to believe in excellence, integrity, accountability, professionalism and customer focus in public service delivery. Principally, The Plan prioritizes outputs to achieve outcomes that directly contribute to positive changes in towards fulfilling the mandate of PO-PSMGG and the transformation of the Public Service at large.

To achieve the intended results, the Plan comprises eight (8) strategic objectives, 41 strategies supported by 142 interventions with specific targets across the planning period. Progress towards achievement of the objectives will be measured through 48 outcome indicators and 142 output indicators, which provide a comprehensive basis for monitoring performance and assessing results. The Office will employ a robust Monitoring, Evaluation and Learning (MEL) approach to ensure systematic tracking of progress, timely identification of implementation challenges, and utilization of lessons learned to improve decision-making and enhance performance throughout the implementation period.

Successful implementation of this Strategic Plan will be supported by a comprehensive Results Framework that clearly articulates the intended results chain, performance indicators and accountability arrangements. The Plan also provides a detailed assessment of the human, financial and technological resources required for implementation and establishes mechanisms for mobilizing and utilizing these resources efficiently and effectively.

Equally important, the Plan has established institutional arrangements for monitoring, evaluation, learning, reporting and review through various management and governance fora that will regularly deliberate on implementation progress, performance achievements, challenges and corrective actions. These mechanisms will systematically strengthen accountability, facilitate evidence-based decision-making and ensure that implementation remains focused on achieving intended outcomes and impacts, particularly through enhanced interoperability and utilization of e-Utumishi systems, strengthened workforce planning, succession management, leadership development and continuous capacity building across public institutions.

The President's Office, Public Service Management and Good Governance remains fully committed to the effective implementation of this Strategic Plan and to ensuring that all planned interventions are executed in a timely, efficient and accountable manner. The Office will continue to provide strategic leadership, technical guidance and effective oversight to ensure that the intended results are realized and that the Public Service contributes effectively to national development and the aspirations of Tanzania Development Vision 2050.

Together, we will build a Public Service that is efficient, accountable, citizen-centred and capable of driving Tanzania's sustainable development agenda.

Mr. Juma S. Mkomi
PERMANENT SECRETARY
PRESIDENT’S OFFICE, PUBLIC SERVICE MANAGEMENT AND GOOD GOVERNANCE

CHAPTER ONE
INTRODUCTION

1.1 Background Information

The Constitution of the United Republic of Tanzania of 1977 provides the foundation for public service administration. Article 8(1) establishes that all powers of the Government, including those of the President, originate from the people and are exercised for their welfare, with the Government being accountable and facilitating citizens' participation in public affairs. In line with this, Article 35(1) stipulates that all executive functions are implemented by public servants on behalf of the President. This framework positions the public service as the primary instrument through which presidential authority is exercised in delivering government policies, programs, and services, making the effectiveness and professionalism of public servants central to achieving national development and citizens' well-being.

Since independence, the management of the public service has undergone several institutional transformations to align with national priorities. From 1961 to 1964, public service functions were administered under the Prime Minister's Office and later the Vice President's Office. Between 1964 and 1973, the mandate was transferred to the President's Office under the Civil Service Department, focusing on manpower planning, recruitment, terms and conditions of service, and staff welfare. From 1973 to 1989, responsibilities were assigned to the Ministry of Public Service Development and later the Ministry of Labour and Public Service Development, covering human resource planning, training, employment, and workforce management. Between 1989 and 2003, the functions reverted to the President's Office, emphasizing policy formulation, institutional reforms, restructuring, and coordination of training programs.

From 2003 to 2015, the President's Office, Public Service Management expanded its mandate to include e-Government, public service ethics, national records and archives, and payroll administration. In 2016, the Office was re-designated as the President's Office, Public Service Management and Good Governance (PO-PSMGG). The Office is currently responsible for formulating, reviewing and supervising the implementation of policies related to Public Service Administration, Public Service Housing, Archives and Records Management, Public Service Pay and Incentives and Human Resource Management in the Public Service. It oversees

Public Service Administration, Performance Management Contracts, Human Resource Development and Planning, Payroll Management, Public Service Ethics, Management Services and Public Service Performance Improvement, Establishment of Executive Agencies, Public Service Remuneration and Welfare, Retired State Leaders Services, Public Service Reforms, Performance Improvement and Development of Human Resources, and the coordination and supervision of institutions, programmes and projects under its mandate. In alignment with Tanzania Development Vision 2050, which emphasizes a professional and technology driven public service with at least 80 percent adoption of modern technologies, these transformations provide a strategic direction for strengthening public service capacity over the next 25 years.

1.2 Mandate and Functions of the Office

The Mandate of the President's Office, Public Service Management and Good Governance (PO-PSMGG) is derived from Presidential Instruments issued through Government Notice No. 686 of 19th December, 2025. In accordance with this Instrument, the Office is mandated to strengthen good governance in the conduct of government activities through the formulation of policies, laws, regulations, and procedures governing public service management, as well as through capacity building of public servants to enhance the delivery of quality services to citizens. The implementation of this Mandate is aimed at enhancing the efficiency and effectiveness of public service delivery across all public institutions, including Ministries, Independent Departments, Executive Agencies (MDAs), Regional Secretariats (RSs), Local Government Authorities (LGAs), and Public Parastatals/Corporations, as provided for in the relevant legal instruments.

1.3 Core Functions of PO-PSMGG

In accordance with the Presidential Instruments, the core functions of PO-PSMGG include the following:

a) Formulation, coordination, and implementation of policies relating to Public Service Administration, Public Service Housing, Archives and Records Management, Public Service Pay and Incentives, and Human Resource Management;

b) Administration of Public Service;

c) Performance Contracts;

d) Human Resource Development and Planning;

e) Payroll Management;

f) Public Service Ethics;

g) Management Services and Public Service Performance Improvement;

h) Establishment of Executive Agencies;

i) Public Service Remuneration and Welfare;

j) Retired State Leaders Services;

k) Public Service Reforms;

l) Performance Improvement and Development of Human Resources; and

m) Extra-Ministerial Departments, Parastatal Organisations, Agencies, Programmes, and Projects under this Office.

1.4 Rationale of the Plan

The preparation of the Five-Year Strategic Plan 2026/27-2030/31 for PO-PSMGG has been necessitated by the expiration of the current Strategic Plan in 2025/26 and the need to align the Office's priorities with national and international development frameworks. These include the Tanzania Development Vision 2050 (DIRA 2050), Long-Term Perspective Plan (LTPP) 2026/27-2050/51, Five-Year Development Plan (FYDP IV) 2025/26-2030/31, Ruling Party Election Manifesto 2025, the Presidential Inaugural Speech for the 13th Parliament, the African Agenda 2063, and the Sustainable Development Goals (SDGs) 2030.

The Strategic Plan provides a coherent framework for guiding institutional performance, accountability, professional conduct, and citizen-centred service delivery through clearly defined objectives and measurable performance indicators. It will support informed decision-making, effective resource allocation, implementation of public service reforms, and systematic monitoring of progress, while reinforcing integrity, transparency, and results-based management. Overall, the Strategic Plan is essential for sustaining ongoing reforms, advancing public service transformation, and strengthening the capacity of PO-PSMGG to effectively contribute to national development over the next five years.

1.5 Approach and Methodology

The development of this Strategic Plan adopted a participatory and consultative approach, ensuring broad engagement and ownership of key stakeholders within the public service. The process involved active participation of institutions under PO-PSMGG, including the Public Service Recruitment Secretariat (PSRS), Watumishi Housing Investment (WHI), the Records and Archives Management Department, and the Tanzania Public Service College (TPSC). This inclusive approach ensured that the Plan reflects diverse institutional perspectives, sectoral priorities, and emerging issues and challenges affecting public service.

The methodology involved a comprehensive review of relevant national policies and frameworks to ensure coherence and alignment with overarching development agendas. Key documents reviewed included the DIRA 2050, LTTP 2026/27-2050/51, FYDP IV, the Ruling Party CCM Election Manifesto 2025, Presidential Inaugural Speech for the 13th Parliament, and the relevant Presidential Instrument.

Furthermore, an assessment of the performance of the previous Strategic Plan 2021/22-2025/26 was undertaken to identify the achievements, gaps, and lessons learned. Stakeholder, Strengths, Weaknesses, Opportunities, and Challenges (SWOC and PESTEL (Political, Economic, Social, Technology, Environmental and Legal aspects) analyses were also conducted to inform the formulation of strategic objectives, priorities, and performance indicators for the Plan period.

1.6 Layout of the Plan

This Strategic Plan is organized into five (5) Chapters and annexes, each addressing specific components essential for effective planning, implementation, and performance monitoring. Chapter One provides an overview of the Strategic Plan and sets the contextual foundation for the document. It covers the background information of the Office, its mandate and core functions, the rationale for the Plan, the approach and methodology adopted in its preparation, and the layout of the Plan. Chapter Two presents a Situational Analysis covering internal and external factors affecting performance, review of the previous Strategic Plan, analysis of the Vision, Mission and Core Values, SWOC and PESTEL analyses, stakeholder analysis, and identification of key challenges, opportunities and critical issues. Chapter Three outlines the strategic direction of the Office over the Plan period. It presents the Vision, Mission, and Core Values, as well as strategic objectives, strategies, targets and Key Performance Indicators. Chapter four focuses on the resources required for effective implementation of the Strategic Plan. It covers human resources (staffing levels, skills, and competencies), financial resources (sources of funding, expenditure patterns, and budget estimates), and technological resources, with emphasis on relevant information systems and digital platforms supporting service delivery and performance management. Chapter five presents the framework for implementing, monitoring, and evaluating the Strategic Plan. It includes the development objectives, beneficiaries of the Office's services, linkages with national development frameworks (including FYDP IV), the results chain, results framework matrix, monitoring plan, planned reviews, evaluation plan, and internal and external reporting arrangements. The chapter also explains the relationship between the results framework, results chain, monitoring and evaluation, and reporting mechanisms.

CHAPTER TWO
SITUATIONAL ANALYSIS

2.1 Introduction

The Strategic Plan is grounded in a comprehensive review of the current vision, mission, and core values, an assessment of performance under the previous Strategic Plan, and an analysis of internal (endogenous) and external (exogenous) factors influencing its performance. It also draws on relevant national and international experiences and reviews applicable policy and legal frameworks. Further, the Plan identifies and analyses critical issues that inform the strategic direction and priorities of the next five years.

2.2 Analysis of Current Vision, Mission and Core Values

The current Vision, Mission, and Core Values of PO-PSMGG are generally aligned with the aspirations of Tanzania Development Vision (TDV) 2025, which emphasize good governance, accountability, integrity, and quality service delivery. The Vision promotes an effective and accountable public service, while the Mission's focus on strengthening human resource policies, systems, and structures supports the goal of building a capable and high-performing public service. Core Values such as patriotism, integrity, excellence, and customer focus further reinforce ethical conduct and a results-oriented culture consistent with TDV 2025.

However, although the current Vision, Mission, and Core Values are appropriate for the TDV 2025 context, they require review and enhancement to align with the current DIRA 2050. Updating these statements will enable PO-PSMGG to effectively lead public service reforms and support Tanzania's transition toward a prosperous, just, inclusive, and self-reliance nation.

2.3 Performance Review of the Existing Strategic Plan

The review of Strategic Plan 2021/22–2025/26 was conducted to assess its performance across all the strategic objectives. The review highlights the key achievements, constraints, and lessons learned to inform the development of the current Strategic Plan (2026/27-2030/31). During the previous Strategic Plan, PO-PSMGG implemented six (6) objectives as follows: -

Objective A: HIV&AIDS Infections Reduced and Supportive Services Improved;
Objective B: National Anti-Corruption Policy and Strategies enhanced and sustained;

Objective C: Public Policies management improved;

Objective D: Systems and Structures to support service delivery improved;

Objective E: Accountability and Responsiveness in the Public Service strengthened; and

Objective F: Management of Public Servants Improved.

2.3.1 Objective A: HIV&AIDS Infections Reduced and Supportive Services Improved.

Achievements

Capacity building trainings, sensitization activities, and counselling programs were implemented to strengthen awareness, psychosocial support, and strategic oversight. As a result, staff confidence and health-seeking behavior improved markedly, reflected by a 75 percent increase in HIV status disclosure and positive lifestyle changes, including regular participation in physical exercises.

Constraints

There is a notable reluctance among staff members within the PO-PSMGG to undergo HIV and AIDS testing, as well as to disclose their health status concerning HIV, AIDS, and Non-Communicable Diseases (NCDs). This reluctance is primarily attributed to the prevailing fear of stigma and discrimination, which continues to hinder open dialogue and transparency regarding personal health matters in the workplace.

Way forward

i. Conduct awareness seminars on HIV, AIDS and NCDs for fostering further reduction of new infection and suppression of stigmatization;
ii. Harmonize the procedures for HIV and AIDS protective gears distribution; and
iii. Sustain more interventions enshrined in the Multisectoral HIV, AIDS and NCDs Policy.

2.3.2 Objective B: National Anti-Corruption Policy and Strategies enhanced and sustained.

Achievements

Ethical conduct and good governance at PO-PSMGG were strengthened, as evidenced by the Service Delivery Survey Report (2025), which showed that 95.7 percent of respondents reported low and no corruption following ethics and Anti-Corruption Strategy sensitization and training.

Constraints

There is a persistent reluctance among clients and employees to report incidents of corruption, coupled with inadequate knowledge and awareness of anti-corruption laws, rules, and regulations among PO-PSMGG staff, which collectively undermine efforts to promote integrity, accountability, and transparency within the public service.

Way forward

i. To continue providing corruption prevention and awareness training to all staff; and
ii. To facilitate Integrity Committee functions.

2.3.3 Objective C: Public Policies management improved.

Achievements

High adoption of the e-Utendaji system was achieved, with 570 public institutions capacitated and 94.7 percent of public servants successfully uploading annual performance plans by 2024/25. Institutional support and system operationalization were strengthened, as 91.9 percent of institutions received technical assistance, continuous monitoring was conducted in 126 institutions, and 10 stakeholder coordination meetings were held to address implementation challenges. ICT leadership capacity across public institutions was enhanced through the training of 400 Heads of ICT Departments and Units on the e-Government Act and its Regulations to ensure compliance with national ICT standards. Cybersecurity resilience and safe ICT practices were improved through the development of the Government Cybersecurity Strategy (2022) and the issuance of the National Guidelines on the Proper, Secure, and Safe Use of ICT Devices, Data, and Systems in Government (2022).

Adoption of ICT systems in public institution operations reached 62.6 percent through the development and dissemination of systems such as e-Watumishi, e-Msawazo, e-HRP, e-Mrejesho, and e-Utendaji, including integration of e-Watumishi with over 20 government systems, connection of e-Mkopo with more than 50 financial institutions, and interoperability through the Government Services Directory. Equity and consistency in remuneration were strengthened through harmonization of salary structures in 40 institutions and review of salary frameworks in 47 Government Agencies and Public Institutions guided by job evaluation outcomes. Human resource governance was improved through the review and updating of schemes of service in 279 Public Institutions, alongside approval of incentive schemes for 153 public institutions.

Institutional performance was further strengthened by reviewing 360 Public Service documents published from 1957 to 2022 to assess their relevance to the current public service context. Out of the reviewed documents, 107 were repealed, 223 were recommended for repeal, 24 were to continue in use, and 6 were to be updated. Organizational functionality was enhanced through technical support provided to 20 MDAs, RSs, and LGAs, as well as the approval of organizational structures for 22 Ministries and 23 Public Institutions by the Presidential Implementation Committee. Social inclusion was enhanced through dissemination of the Gender Mainstreaming Guidelines (2023), capacity building of human resource and gender officers, implementation of health promotion programs, and establishment of a database of 1,533 employees with disabilities, including accessible audio-format Standing Orders.

Service accessibility and transparency were improved through the development and pilot implementation of the Government Services Directory, consolidating services from 27 Ministries and 327 other public institutions. Evidence-based workforce planning was strengthened through deployment of the Human Resource Assessment System in 571 public institutions, covering over 256,000 teachers, and utilization of its data in preparing the 2025/26 Personnel Emolument Budget.

Constraints

There has been inadequate long-term review and continuous improvement of various policies, laws, regulations, and guidelines governing the Public Service, as well as insufficient monitoring and evaluation of their implementation within PO-PSMGG. In addition, inconsistency in convening Master Workers’ Council meetings has weakened structured dialogue between management and employees, thereby affecting effective policy oversight, staff engagement, and institutional performance.

Way forward

i. Analyze proposals for review of various Policies, Laws, Regulations, Procedures and Guidelines in the Public Service;
i. Build Capacity for Policy Analysis in the Public Service;
ii. Conduct monitoring and evaluation on implementation of policies in public institutions;
ii. Conduct research and monitor compliance with Policies, Laws, Regulations and Procedures governing human resource issues in the Public Service; and
iii. Review contradicting HR Policies, Acts, Regulations and Circulars.

2.3.4 Objective D: Systems and Structures to support service delivery improved.

Achievement

Significant improvement in human resource management was achieved through 836 appointment approvals, 241 confirmations, 738 acting approvals, and screening of 1,528 officers for leadership positions. Administrative efficiency was enhanced through the processing of 5,130 administrative permits, including 476 appointments, 418 acting positions, 455 contract recruitments, 2,509 transfers, 477 unpaid leave approvals, and 795 secondments, ensuring timely staffing and service continuity across public institutions. Accountability and governance were strengthened through the effective handling of 2,204 complaints related to violations of public service laws, regulations, and procedures.

Ethics and integrity capacity building was expanded, with over 40,000 public servants trained on ethical principles, professional conduct, and integrity standards. Citizen and employee engagement was enhanced through the introduction of digital platforms such as the e-Mrejesho system and Sema na Kiongozi, enabling electronic submission and tracking of complaints. High effectiveness in complaints resolution was demonstrated, with 888 out of 899 complaints, equivalent to 98.8 percent, successfully addressed through the e-Mrejesho system, alongside international recognition of innovation in public service delivery through the 2024 United Nations Public Service Innovation Award to the e-Mrejesho system.

Accountability mechanisms were further improved through the development and dissemination of the Code of Ethics and Conduct and implementation of monitoring missions in regions including Arusha, Tabora, and Ruvuma. Business processes were improved through the handling of 4,124 inquiries at the Customer Service Centre, of which 4,075, representing 98.8 percent, were successfully resolved. Public service integrity levels improved as indicated by the Public Service Integrity Survey, which recorded an increase from 66.1 percent in 2014 to 75.9 percent in 2022. Overall, ethical governance, accountability, and institutional responsiveness were strengthened through integrated human resource oversight, digital complaint management, and continuous ethics promotion initiatives aligned with national and international governance standards.

Constraints

There is inadequate capacity to effectively monitor all public service institutions, which is further compounded by power and network failures originating from service providers. Additionally, deliberate non-compliance by some institutions with established guidelines and standards continues to hinder consistent implementation and oversight across the public service.

Way forward

i. Strengthen monitoring capacity across all public service institutions;
ii. Enforce compliance with guidelines and standards for ICT systems; and
iii. Promote a strong culture of Monitoring & Evaluation in all institutions;

2.3.5 Objective E: Accountability and Responsiveness in the Public Service strengthened

Achievements

Increased adoption and institutional capacity were achieved through the development and deployment of the e-Watumishi system, which became operational in 541 public institutions, surpassing the initial target of 520 institutions by June 2026. Competencies in digital human resource management were strengthened through the training of 1,500 public servants, including HR Officers, Accountants, Internal Auditors, and Heads of Divisions and Units. Payroll data credibility and career progression improved through large-scale verification and data-cleaning exercises, with 272,097 human resource and payroll records reviewed and approved, including promotions for 190,781 public servants and re-categorization of 19,386 employees.

Financial management and accountability were enhanced through facilitation of the Personal Emoluments Budget for 433 employers, enabling timely payment of salaries and allowances. Employment permit management was strengthened with the issuance of 65,000 new and replacement permits, ensuring prompt recruitment and filling of critical vacancies in the public sector. Verification and payment of salary arrears amounting to TZS 91 billion were enhanced for more than 65,000 public servants. Human resource development was expanded through the provision of long- and short-term training programs, supporting 722 public servants by 2023/24 and 1,001 by 2024/25. Leadership development was strengthened through induction training for 1,776 leaders, enhancing strategic decision-making and management capacity across public institutions.

Technical cooperation was facilitated by enabling employment of 271 Tanzanian experts in regional and international organizations and issuing 2,879 work permits for foreign experts, promoting knowledge transfer and skills enhancement in critical sectors. Human resource planning and succession management improved, with 89 public institutions developing and implementing comprehensive HR and training plans and 101 institutions operationalizing succession plans to ensure continuity of competent personnel. Overall, human resource management was modernized, with enhanced integrity, efficiency, strategic alignment, and governance in public institutions achieved through automation of HR and payroll systems, capacity building, leadership development, and strengthened succession planning frameworks.

Constraints

i. Increased system adoption, varying levels of ICT infrastructure and digital readiness across the 241 institutions affected the efficiency and speed of onboarding new users into the e-Watumishi system;
ii. Some institutions lacked adequate numbers of trained ICT personnel, resulting in slow troubleshooting, delayed updates, and reduced utilization of available system functionalities; and
iii. Regulatory and administrative rigidities**,** existing public service regulations and multi-layered approval procedures slowed implementation of timely promotions, re-categorization, and issuance of work permits.

Way forward

i. Strengthen ICT infrastructure and system readiness across public institutions;
ii. Enhance technical capacity and continuous ICT skills development; and
iii. Review and streamline regulatory and administrative procedures.

2.3.6 Objective F: Management of Public Servants Improved.

Achievement

PO-PSMGG attained unqualified audit opinions for the five consecutive years in the CAG reports, which demonstrates strengthened internal controls, compliance with laws and regulations, and improved financial and administrative management. These improvements enhanced PO-PSMGG's institutional capacity to effectively plan, manage, and deliver public services. Based on SDS report (2025), PO-PSMGG attained a staff satisfaction score of 4.2 out of 5, which reflects improved working conditions, better human resource management practices, and increased employee confidence in institutional systems. Improved morale contributed directly to higher staff commitment and productivity in service delivery. Improved human resource management practices, supported by better staff welfare and accountability mechanisms enhanced the ability of PO-PSMGG to deliver timely, efficient, and reliable services to MDAs, LGAs, and other stakeholders.

Constraints

i. Provision of services to retired leaders required substantial resources, causing pressure on the available budget and staffing.
ii. The transfer of salary payment responsibilities to Human Resource Officers created temporary capacity gaps as officers adapted to new duties.
iii. Dependence on external consultants for design and development of major projects led to occasional delays in meeting planned timelines.

Way forward

i. Enhance resource planning and allocation for services to retired leaders by adopting more efficient budgeting approaches and optimizing staff deployment to reduce pressure on available resources;
ii. Provide targeted training and support to Human Resource Officers; and

iii. Minimize delays associated with external consultants by enhancing coordination mechanisms, establishing clear timelines, and improving contract management and monitoring practices.

2.4 Analysis of Strengths, Weaknesses, Opportunities and Challenges (SWOC)

2.4.1 Strengths

The Office benefits from the presence of a proven management team with strong capabilities in strategic decision-making, leadership, and talent development, as well as a strong legal and central mandate to oversee human resource functions across the entire public service, including MDAs, RSs, LGAs, and public institutions. It is supported by strong ICT-driven service delivery systems such as e-Watumishi, the Huduma Pamoja Portal (HPP)/Government Services Directory, the Watumishi Portal (e-Utendaji, e-Likizo, e-Uhamisho, and e-Mkopo), e-Msawazo, and e-Mrejesho.

The Office also demonstrates strong capacity to develop systems and structures for public service management, supported by the availability of qualified and professional staff. In addition, there exists comprehensive public service management legislative frameworks, including policies, guidelines, regulations, manuals, and other guiding documents, alongside established ICT infrastructure and systems.

Client engagement has been strengthened through the presence of a Client Service Charter, e-Mrejesho, and other feedback mechanisms, while governance has been reinforced through statutory meetings such as the Workers' Council, management meetings, and other institutional forums. Furthermore, the Office operates within a conducive working environment and is supported by a robust financial management system.

2.4.2 Weaknesses

The Office faces challenges including an inadequate and ineffective monitoring and evaluation system, insufficient provision of quality services to stakeholders and citizens, and the need for stronger performance culture and mindset change among staff. There are overlapping roles and functions among divisions and sections, as well as a tendency to divert from coordination mandates to implementation roles. Capacity building for staff is minimally prioritized, enforcement of public service management frameworks remains low, and the review of policies, guidelines, regulations, and manuals is often untimely. Additionally, some service delivery processes and procedures are prolonged, and compliance with standards set in the Client Service Charter is inadequate.

2.4.3 Opportunities

The operating environment is supported by the existence of national development frameworks such as DIRA 2050, LTTP, FYDP IV, sectoral development programmes, and the Ruling Party Election Manifesto 2025. There are collaborative public institutions, established government systems and structures, budget funding, and development partners that support public service reform initiatives. The availability of the National Fiber Optic Cable, ICT infrastructure, systems, and technical support further enhances digital transformation efforts. An enabling environment exists for the review of policies, laws, and regulations, complemented by strong political will for public service reforms. The labour market provides qualified human resources, and the Office continues to benefit from a strong legal and central mandate to oversee HR functions across MDAs, RSs, LGAs, and public institutions.

2.4.4 Challenges

The Office encounters emerging issues, unreliability in the flow of funds, rapid technological changes, and network instability. There is inadequate integration and interoperability of ICT systems, low adoption and use of performance management systems, and increasingly high and dynamic expectations from the public.

2.5 . PESTEL Analysis (Political, Economic, Social, Technological, Environmental and Legal)

PESTEL refers to Political, Economic, Social, Technology, Environmental and Legal aspects. PESTEL analysis was conducted to analyze the external environmental factors that may have impact on PO-PSMGG’s performance. It reviews the external environment in which PO-PSMGG operates.

2.5.1 Political Aspect

The aspect plays a critical role in shaping the operations and effectiveness of the government. Strong political commitment at the national level provides the Office with the authority and support needed to drive public service reforms, strengthen governance systems, and enhance service delivery across MDAs, RSs and LGAs. Government-led priorities such as improvements in public service management, payroll modernization, and governance frameworks are directly influenced by the prevailing political agenda. However, changes in government policy agenda, resistance to reforms that vested interest and politics affects merit based public service initiatives which affects PO-PSMGG operations. Thus, the Office will continue to strengthen cooperation with different stakeholders to support smooth and effective implementation of governance agenda.

Way forward

i. Strengthen collaboration and coordination with key stakeholders in implementing public service reforms;
ii. Enhance adherence to merit-based recruitment, promotion, and public service management practices;
iii. Strengthen governance, accountability, and transparency systems in public institutions;
iv. Promote continuous review and implementation of public service policies and reform programmes; and
v. Enhance institutional capacity for effective implementation of Government priorities and governance agenda.

2.5.2 Economic Aspect

Tanzania’s economy grew from 4.9% in 2021 to 5.5% in 2024, with GDP increasing from 135.4 billion shillings in 2021 to 156.6 billion shillings in 2024. The country’s economic growth has been affecting positively the government operations resulting to increased annual budget allocations. The budget stability has enabled PO-PSMGG to recruit and deploy public servants to different government sectors. Despite of the government efforts, inflation rate has been slowing down government initiatives of improving the wellbeing of the people and public servants in general. Thus, PO-PSMGG will continue reducing government expenditure by reviewing government organizations structures and digitalizing government services.

Way forward

i. Prioritize efficient utilization of public resources;
ii. Strengthen budget coordination and financial accountability;
iii. Modernize human resource management systems;
iv. Promote performance-based management; and
v. Strengthen wage bill and incentive frameworks.

2.5.3 Social Aspect

The implementation of various interventions under the outgoing Strategic Plan of the Office significantly improved the quality of public service delivery through enhanced accountability, integrity, transparency, and better services to public servants, which translated into improved services for the general public. Despite these achievements, persistent challenges remain including; youth unemployment, NCD's, rising cases of mental health conditions, high employment expectations among Generation Z, and social unrest linked to inequalities in public service delivery.

Way forward

i. Strengthen mechanisms for accountability, integrity, transparency, and responsiveness in the public service;
ii. Strengthen feedback mechanisms (sema na kiongozi/e- Mrejesho);
iii. Promote equity, and professionalism in the public service; and
iv. Enhance social development and citizen engagement initiatives.

2.5.4 Technological Aspect

Technology plays a crucial role in enhancing the efficiency, transparency, integrity and accountability of the PO-PSMGG. Digital systems such as e-Watumishi have significantly; improved public service management, payroll processing and data management, faster decision-making, better record keeping and streamlined service delivery across Public

Institutions. Additionally, the establishment of Watumishi portal (e- Utendaji, e-Uhamisho, e-Likizo and e-Mikopo) have significantly enhanced transparency and accountability, improved operational efficiency, minimized administrative delays, reduced opportunities for malpractice and positioned the Office in line with modern technological trends in public service delivery. Despite these government efforts, unintegrated information systems still affect government service delivery.

Way forward

i. Strengthen adoption and usage of technology in public service management;
ii. Improve integration of systems, data quality and user experience;
iii. Ensure seamless service delivery; and
iv. Strengthen cyber security systems and data protection.

2.5.5 Environmental Aspect

The implementation of various interventions under the outgoing strategic plan had a notable positive impact on environmental sustainability. These interventions have influenced the Office's operational practices, improved resource efficiency, and promoted a transition toward digital systems that significantly reduce paper consumption.

Way Forward

i. Strengthen the usage of paperless systems; and

2.5.6 Legal Aspect

The PO-PSMGG operates under a clear legal and regulatory framework, led by the Public Service Act (Cap. 298) and supported by related regulations, Standing Orders and Presidential Instruments. These instruments guide core functions such as appointments, promotions, discipline, transfers, and capacity development.

The Office consistently adheres to these legal instruments and procedures, which have enabled effective supervision of public servants, enforcement of discipline, delivery of key services, and overall strengthening of public service performance. Inspite of having guiding instruments, still there is inadequate supervision of public service policies, law and guidelines.

Thus, the Office will continue to create awareness on public service instruments, updating, enforcing, and streamlining service delivery processes.

Way forward

i. Strengthen legal and regulatory framework;
ii. Enhance legislative compliance across the public service; and
iii. Finalize approval procedures on drafts of legislative.

2.6 Stakeholders Analysis

Stakeholders' analysis is a critical component of an institutional strategic plan, as it enables PO-PSMGG to identify, understand, and prioritise the interests, expectations, and potential impacts of individuals and groups that can affect or be affected by the plan. By systematically engaging stakeholders, the Office fosters collaboration, minimises resistance, and ensures that strategic objectives are relevant and achievable. Table 1 provides a list of PO-PSMGG's stakeholders identified during this strategic planning process.

Table 1: Stakeholders Analysis

No.	Stakeholders	Service Offered to Stakeholders	Expectation to Stakeholders	Expectation from Stakeholders	Potential Impacts
01	**General Public/Citizens**	➢ Information on public service management ➢ Proper Public Service delivery	➢ Timely and accurate information ➢ Improved Public Service Delivery ➢ Accountable Public Service	➢ Feedback on Public Service provided	➢ Trust ➢ Complaints ➢ Mindset change
02	**Public Service Institutions**	➢ Advice on Establishment matters ➢ Provision and clarification on policies, rules, regulations and advice on Diversity Management ➢ Facilitation on Performance Management Systems ➢ Facilitation on public service reforms	➢ Timely, updated and clear policies, rules, guidelines and regulations ➢ Continuous support for capacity building ➢ Effective facilitation of public service reforms ➢ Timely response to	➢ Compliance on policies, laws, rules, guidelines and regulations ➢ Citizen Centric Services ➢ Feedback on execution of policies, laws, rules, guidelines and regulations	➢ Inefficiency of public service management standards ➢ Increased complaints ➢ Misbehavior and unethical conduct ➢ Poor service delivery ➢ Increased performance inefficiency ➢ Inefficiency compliance

No.	Stakeholders	Service Offered to Stakeholders	Expectation to Stakeholders	Expectation from Stakeholders	Potential Impacts
		➢ Facilitate and promote Digitalized Administrative and Human resource systems ➢ Facilitation on Human Resources Management on PE, Payroll and Recruitment permits ➢ Information on donor funded trainings and Work permits for non-citizens and Skilled personnel to joint tasks ➢ Enforce on Public Service Ethics and Complaints Handling Mechanism ➢ Instruct on Policy Development Monitoring and Evaluation, ➢ Facilitate and oversees Structure of Public Service Institutions, ➢ Advice, Facilitate, and Regulates salary levels, remuneration packages, preparation and review of schemes of service.	queries and clarifications, ➢ Participatory Development of Policies, Rules and Regulations. ➢ Timely provision of services		to Digitalized Administrative and Human resource systems
03	**Presidency**	➢ Advice on Establishment and other Public Service matters,	➢ Accountable and responsive public service,	➢ Feedback on Service provided ➢ Directives	➢ Delays in decision making,

No.	Stakeholders	Service Offered to Stakeholders	Expectation to Stakeholders	Expectation from Stakeholders	Potential Impacts
		➢ Facilitate appointments of public leadership positions, ➢ Prepare, Analyze and Advice on Cabinet papers, ➢ Advice on Public Service Reforms ➢ Advice on Structure of Public Service Institutions.	➢ Accuracy of information provided.		➢ Increase in operational cost, ➢ Trust
04	**Private Sector**	➢ Information on opportunities, ➢ Information on Public Service Reforms and Management ➢ Facilitation of Service on Public Servants (e-Mkopo)	➢ Assurance of accurate information, ➢ Fairness and transparency, ➢ Participation in different matters pertaining public service.	➢ Compliance on Guidelines, Contracts and Procedures ➢ Feedback Service Provided	➢ Increase in complaints, ➢ Low participation of private sector in public service management , ➢ Inefficiency compliance on service delivery procedures, guidelines and standards.
05	**Development Partners**	➢ Information on Public Service Reforms and Management, ➢ Consultation and advice, ➢ Periodic reports on implementation of Programmes.	➢ Transparency in the disbursement and use of funds, ➢ Value for money, ➢ Timely and accurate periodic reports. ➢ Compliance on Contract.	➢ Timely disbursement of funds. ➢ Compliance on Contract	➢ Withdraw in financing programmes and projects, ➢ Inadequate financing in programmes and projects. ➢ Delays of approval (No objection)
06	**Trade Unions**	➢ Information on public service pay, remuneration and working conditions,	➢ Inclusivity and equity among employees, ➢ Attractive terms and conditions of service,	➢ Feedback on Services Provided ➢ Enablers and Promoters of Public Service	➢ Increased public servants' complaints, ➢ Increased labour disputes,

No.	Stakeholders	Service Offered to Stakeholders	Expectation to Stakeholders	Expectation from Stakeholders	Potential Impacts
		➢ Involvement in institutional decision making especially budget and its implementation, ➢ Involvement in disciplinary actions.	➢ Conductive working environment, ➢ Fair negotiation machinery, ➢ Recognition of their role and existence, ➢ Appropriate employment policies, rules and regulations.	rules and guidelines	➢ Reduced Public Servants productivity and motivation. ➢ Stability in public Service
07	**Employees (PO-PSMGG)**	➢ Conducive working environment ➢ Information on public service pay, remuneration and working conditions ➢ Information on capacity development, opportunities and Development Partners' funded trainings ➢ Appointment, transfer, Confirmation, re-categorization, and promotion ➢ Clear Job descriptions and scheme of service ➢ Counseling, coaching and mentoring. ➢ Clear Standing Orders, Regulations, Circulars and Guidelines.	➢ Inclusivity and equity ➢ Conducive working environment ➢ Job satisfaction ➢ Training and career development, ➢ Clear Job descriptions and scheme of service, ➢ Counseling, couching and mentoring.	➢ Adherence of Standing Orders, Regulations, Circulars and Guidelines. ➢ Accountability ➢ Customer focus services ➢ Professionalism ➢ Integrity ➢ Creativity and Innovation ➢ Inclusivity and equity ➢ Nationalism	➢ Staff complaints ➢ Public Servant productivity ➢ Mistrust ➢ Staff creativity and innovation ➢ Misconduct and unethical behavior ➢ Improved Public Service delivery.
08	**Public Servants**	➢ Conducive working environment	➢ Inclusivity and Equity ➢ Attractive terms and	➢ Adherence of Standing Orders, Regulations,	➢ Public servants' complaints

No.	Stakeholders	Service Offered to Stakeholders	Expectation to Stakeholders	Expectation from Stakeholders	Potential Impacts
		➢ Information on public service pay, remuneration and working conditions ➢ Information on capacity development, opportunities and Development Partners' funded trainings ➢ Appointment, transfer, Confirmation, re-categorization, and promotion ➢ Clear Job descriptions and scheme of service ➢ Counseling, coaching and mentoring. ➢ Clear Standing Orders, Regulations, Circulars and Guidelines.	conditions of service ➢ Conducive working environment ➢ Appropriate employment policies, rules and regulations. ➢ Job satisfaction	Circulars and Guidelines. ➢ Accountability ➢ Citizen Centric Services ➢ Professionalism ➢ Integrity ➢ Creativity and Innovation ➢ Inclusivity and equity ➢ Nationalism	➢ Productivity across the public service ➢ Increase mistrust between employers and employee ➢ Labour turnover ➢ Low public servant's morale ➢ Low public servants' competencies ➢ Low public servants' creativity and innovation ➢ Non-compliance to service delivery procedures, guidelines and standards ➢ Misconduct and unethical behavior
09	**Politicians/ Parliament**	➢ Information on Public Service Reforms and Management ➢ Reports on the implementation of Reforms ➢ Information on public service pay, remuneration and working conditions ➢ Clarification on Policies, Guidelines and Regulations.	➢ Timely and accurate information and reports ➢ Value for money ➢ Inclusive and Equity of Public Servants ➢ Conducive working environment for public servants ➢ Fair negotiation machinery for public servants	➢ Facilitate the implementation of Public services Policies, Rules, Regulations and Guidelines ➢ Provide positive feedback to Citizens on Public Service ➢ Constructive Directives ➢ Facilitate Policy Approval and Acts	➢ Tarnish Institutional image ➢ Mistrust ➢ Disputes between executives and political bodies

No.	Stakeholders	Service Offered to Stakeholders	Expectation to Stakeholders	Expectation from Stakeholders	Potential Impacts
			➢ Appropriate employment policies, rules and regulations for public servants. ➢ Digitalized Public Services		
10	**Non State Actors (NSA)** (NGOs, CSOs, FBOs, CBOs, etc)	➢ Information on Public Service Reforms and Management ➢ Information on public service pay, remuneration and working conditions. ➢ Clarification on Policies, Guidelines and Regulations. ➢ Involvement in Public Service Matters	➢ Timely and accurate information	➢ Inclusivity and Equity of Public Servants ➢ Transparency in Service Delivery	➢ Increase in complaints ➢ Low participation of NSA in public service management ➢ Compliance to service delivery procedures, guidelines and standards
11	**Pensioners and Retirees**	➢ Guidelines on retirement preparedness programs for public servants. ➢ Service to retired Public Servants ➢ Clarification of rules and regulations on retirement benefits	➢ Advice on retirement services ➢ Timely and good quality services ➢ Clear clarification on retirement matters	➢ Compliance of Retirement Guidelines ➢ Feedback on Service Provided	➢ Retirees' complaints ➢ Increased mistrust ➢ Compliance to service delivery procedures, guidelines and standards ➢ Delay in retirement benefits
12	**MDAs, RSs and LGAs**	➢ Provision and clarification on policies, rules, regulations and advice on Diversity Management ➢ Facilitate and promote Digitalized Administrative and Human	➢ Timely, updated and clear policies, rules, guidelines and regulations ➢ Continuous support for capacity building ➢ Effective facilitation of	➢ Compliance on policies, laws, rules, guidelines and regulations ➢ Citizen Centric Services ➢ Feedback on execution of policies, laws, rules, guidelines and regulations	➢ Inefficiency of public service management standards ➢ Increased complaints ➢ Misbehavior and unethical conduct ➢ Poor service delivery

No.	Stakeholders	Service Offered to Stakeholders	Expectation to Stakeholders	Expectation from Stakeholders	Potential Impacts
		resource systems ➢ Facilitation on Human Resources Management on PE, Payroll and Recruitment permits, Public Service Ethics and Complaints Handling Mechanism	public service reforms ➢ Timely response to queries and clarifications, ➢ Timely provision of services	➢ Feedback on Service Provided	➢ Increased performance inefficiency ➢ Inefficiency compliance to Digitalized Administrative and Human resource systems ➢ Mistrust
13	**Research and Academia**	➢ Information on Public Service Reforms and Management ➢ Reports on the implementation of Reforms ➢ Information on opportunities ➢ Skilled personnel in joint tasks ➢ Training requirements ➢ Engagement in studies and assessments	➢ Timely and accurate information ➢ Credible implementation reports ➢ Fairness and transparency ➢ Participation in the Development of Policies and Service Delivery.	➢ Compliance on Policies and Guidelines ➢ Quality of Services Provide	➢ Increased complaints ➢ Low participation in public service management matters ➢ Non-compliance to service delivery procedures, guidelines and standards ➢ Formulation of policies that are not evidence based
14	**Media**	➢ Information on Public Service Reforms and Management ➢ Reports on the implementation of Reforms ➢ Information on opportunities ➢ Press conferences Invitations ➢ Information on achievements in Public Service	➢ Timely and accurate information	➢ Adherence to Code of Ethics for Media Professionalism	➢ Inadequacies in visibility of PO PSMGG's service delivery ➢ Mistrust ➢ Tarnish Institutional image ➢ Blacklisting

No.	Stakeholders	Service Offered to Stakeholders	Expectation to Stakeholders	Expectation from Stakeholders	Potential Impacts
15	**Service providers**	➢ Payment for services rendered ➢ General procurement notice ➢ Involvement in tendering processes	➢ Timely payment for the service rendered ➢ Transparency and fairness in tendering processes ➢ Credible and fair contracts ➢ Compliance of Contract	➢ Quality Service Provision ➢ Feedback on Service Provided ➢ Compliance of Contract	➢ Increase in complaints ➢ Non-compliance to service delivery procedures, guidelines and standards ➢ Mistrust between the government and service provider ➢ Poor service delivery ➢ Legal disputes between government and service providers
16.	**Interns and Volunteers**	➢ Orientation on Policies, Laws, Regulations and Guidelines ➢ Couching and Mentorship on Public Service	➢ Imparted with skills on Public Service Delivery	➢ Adherence on Policies, Laws, Regulations and Guidelines ➢ Professionalism ➢ Nationalism ➢ Integrity	➢ Leakages of sensitive information ➢ Employability
17	**International and Regional Organizations**	➢ Information on Public Service Reforms and Management ➢ Involvement in Public Service Matters ➢ Clarification on Policies, Guidelines and Regulations.	➢ Timely and accurate information	➢ Transparency in Public Service Delivery	➢ Participation on international Organization Meetings in public service matters ➢ Compliance to service delivery procedures, guidelines and standards

2.7 Recent Initiatives for improving performance

In recent years, the Office has undertaken a series of strategic initiatives aimed at strengthening the efficiency, integrity, and accountability of the public service. These initiatives have been guided by national priorities, ongoing public service reforms, technological advancements, and the need to enhance citizen-centered service delivery. The initiatives include the following:

i. Development of Citizen Centric Public Services Modernization Program;
ii. Development of human resource management and administrative systems including e-Watumishi, e-Msawazo, e-Utendaji, e-Likizo, e-Uhamisho, e-Mikopo, e-Mrejesho and Huduma Pamoja Portal/GSD; and
iii. Construction of 54 houses for public servant living in hard to reach areas.

2.8 Review of Relevant Information

This section provides a review of key national development frameworks, policies, and political directives that informed the formulation and implementation of the PO-PSMGG Strategic Plan (2026/27-2030/31).

2.8.1 DIRA 2050.

Dira 2050 places strong emphasis on good governance as the anchor of national transformation by highlighting constitutionalism, the rule of law, human rights protection, integrity, and accountability as essential for an inclusive and prosperous society. In Dira 2050, PO-PSMGG contributes to the following attributes:

Dira 2050 attribute 3.1.1 Good Governance and Justice

Aspirations:

A. Strong, resilient, and independent institutions that foster the principles of equity and fairness, instilling trust and confidence among all citizens; and
B. Visionary and accountable leadership that actively engages society, including women, youth, people with disabilities, and older persons, in the nation’s political, economic, and social spheres.

In implementing these aspirations, PO-PSMGG will:

i. Strengthen systems for accountability in Public Service;
ii. Strengthen feedback mechanisms;
iii. Improve policies and regulations for diversity management; and
iv. Impart relevant required skills and competencies in Leadership Development.

Dira 2050 attribute 3.1.3 Responsible and accountable Public Service

Aspirations:

A. An efficient, accountable, and transparent Public Service that upholds integrity, professionalism, and the rule of law, combats corruption, fosters public trust, and ensures fair and effective use of resources; and
B. A merit-based public service where recruitment, recognition, and promotion are grounded in the principles of performance, competence, and equity.

In implementing these aspirations PO-PSMGG will:

i. Strengthen the of use ICT systems in service delivery;
ii. Enhance participation for equitable access to opportunity for all groups including women and PWD (Recruitment, promotion and recognition) basing on performance and existing regulations;
iii. Ensure competent and skilled Public Servants are in place; and
iv. Monitor and review relevant Laws, Rules and Regulations on management of Public Service.

2.8.2 The Fourth Five-Year National Development Plan (FYDP IV) 2026/27-2030/31

The Plan's theme is "Reforms for Inclusive Economic Growth and Employment Creation," which aims to strengthen and expand the current value chains, enhance institutional capacity, improve service delivery, accelerate digitalization and the green transition, and promote a dynamic and competitive private sector to generate employment opportunities. The Plan is structured around three key pillars: Strong, Inclusive and Competitive Economy, Building Human Capabilities and Social Development and Environmental Integrity and Climate Change Resilience. This framework is designed to initiate the long-term transformation outlined in Dira 2050.

In implementing the above PO-PSMGG will:

i. Strengthen public service reforms; and

ii. Enhance human resource management systems and institutional capacity within the public service.

2.8.3 The Ruling Party Election Manifesto 2025

The Ruling Party Election Manifesto 2025 places strong emphasis on strengthening the Public Service by enhancing professionalism, accountability, integrity, and ethical conduct. Also, it directs the Government to conduct comprehensive human resource audits, improve salaries and welfare, reinforce performance management systems, and develop a committed and competent public workforce. The Manifesto also underscores the importance of good governance, the rule of law, anti-corruption initiatives, democratic participation, and robust oversight mechanisms to ensure transparency, justice, and fairness in all Government operations. Additionally, it prioritizes employment creation, expanded economic opportunities, digital transformation, and the establishment of efficient public systems that empower citizens to participate effectively in socio-economic development and access quality public services.

PO-PSMGG will effectively support the Manifesto's goals for a high-performing and citizen-focused public service by:

i. Strengthening professionalism, integrity, and accountability in the Public Service;

ii. Promoting good governance, respect for the rule of law, and stronger anti-corruption measures; and

iii. Modernizing HR processes and make government operations more efficient through digital transformation.

2.8.4 Presidential Inaugural Speech for the 13th Parliament.

The Presidential Inaugural Speech for the opening of the 13th Parliament outlined key national priorities centered on strengthening good governance, restoring accountability, enhancing public service discipline, and accelerating implementation of Government programs.

The Speech emphasized the need for a responsive, ethical, and high performing public service that delivers timely and quality services to citizens while upholding the rule of law and safeguarding national unity. These priorities reflect the President's commitment towards improving service delivery, combating corruption, modernizing systems, and ensuring that Government decisions translate into tangible development outcomes for the public.

In implementing the above PO-PSMGG will:

i. Strengthen ethical leadership, supervision, and accountability across the public service.

ii. Advance digital transformation by expanding interoperable systems, promoting data driven decision-making, and building digital capacities in line with national priorities.

Through these interventions, PO-PSMGG will ensure a disciplined, professional, and high performing public service capable of delivering the President's vision for improved governance and sustainable national development.

2.8.5 Pay and Incentive Policy (2010)

The PO-PSMGG Strategic Plan prioritises the development of a well-regulated, competitive, and accountable public service through strengthened human resource management, improved remuneration systems, enhanced performance management, and transparent payroll governance. These priorities directly align with the Public Service Pay and Incentive Policy (2010), which provides a unified framework for harmonising pay, ensuring equal pay for equal value of work, promoting total reward systems, reducing distortions caused by allowances, and enhancing productivity as the basis for remuneration.

In implementing this PO PSMGG will:

i. Harmonise pay systems;

ii. Execute Job Evaluation and Re-Grading exercises;

iii. Advance the Policy's call for performance-linked remuneration.

These interventions will foster a culture of accountability, productivity, and results-based management within the public service.

2.8.6 Public Services Management and Employment Policy (2008)

The Management and Employment Policy (2008) states that the Government shall ensure that recruitment at entry level will be competitive and consider academic and professional qualifications, appointment level qualified public servant will be considered first, promotion shall consider performance criteria identified in e-Utendaji System and set specific age and criteria for retirement in the public service.

In implementing this PO PSMGG will:

i. Maintain and improve operationalization e-recruitment systems;
ii. Reinforce the policy's requirement for performance-based promotion; and
iii. To improve policy management.

Through these interventions, PO-PSMGG will enhance digital HR systems, strengthen merit-based recruitment, support internal career growth, enforce performance-based promotions, and improve retirement planning. The overall focus is to build a more transparent, professional, and results oriented public service.

2.8.7 The Public Service Training Policy (2013)

The Public Service Training Policy 2013 assigns PO-PSMGG the central mandate for overall management, coordination, standard-setting, technical support, and monitoring of training in the Public Service.

In implementing this PO-PSMGG will:

i. Enhance public servants' capacity;
ii. Strengthen national coordination of public service training;
iii. Broaden access to development opportunities; and
iv. Strengthen monitoring and evaluation of implementation of training in public institutions.

2.8.8 Archives and Records Management Policy (2011)

The National Records and Archives Management Policy (2011) places strong emphasis on the management of records within the Public Service as a foundation for effective governance, accountability, transparency, and efficient service delivery.

In implementing this PO-PSMGG will:

i. Effectively manage the implementation of the policy for proper records and archives management.

This intervention will ensure a well-managed record that will enhance efficiency and effectiveness in public service delivery.

2.8.9 National Anti-Corruption Strategy and Action Plan Phase IV (NACSAP IV) 2023-2030

NACSAP IV (2023-2030) provides a comprehensive national framework aimed at promoting integrity, strengthening accountability and transparency, enhancing ICT enabled service delivery, improving the effectiveness of watchdog institutions, and ensuring broad participation of citizens and Non-State Actors in the fight against corruption. Its principal goal is to build a prosperous society anchored on robust systems of integrity and zero tolerance to corruption.

In implementing this PO-PSMGG will:

i. Strengthen Integrity Committees across all MDAs, RSs, LGAs and other public institutions;
ii. Mainstream anti-corruption actions in annual plans and budgets;
iii. Expand digital systems;
iv. Reinforce monitoring and reporting in line with the NACSAP IV MEL framework; and
v. Provide ongoing capacity building and governance guidance to MDAs, RSs, LGAs and other public institutions.

These interventions will directly support NACSAP IV's strategic objectives on accountability enhancement, ICT based service delivery, strengthen watchdog functions, and sustain national integrity promotion.

2.8.10 National HIV/AIDS Policy (2001) and National Multi-Sectoral Strategic Framework on HIV and AIDS 2021/22 - 2025/26

The National Policy on HIV/AIDS (2001) provides the national framework for leadership, coordination, and a multi-sectoral response to the epidemic, emphasizing prevention of new infections, protection and support for people living with HIV, and mitigation of the social and economic impacts of the disease. It also calls for strong institutional commitment, sustained public awareness, workplace protections, and community-centered approaches while acknowledging the growing burden of Non-Communicable Diseases (NCDs) that increasingly affect public servants and overall productivity.

In implementing this PO-PSMGG will:

i. Improve workplace HIV and AIDS management; and

ii. Institutionalize sustained HIV/AIDS awareness.

Through these interventions the PO-PSMGG will ensure a healthy, productive, and resilient public service workforce.

2.8.11 Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) provide a global framework for promoting inclusive development, social justice, and effective institutions. In line with this framework, PO-PSMGG aligns its strategies and interventions with key SDGs to promote health and well-being within the Public Service, advance gender equality, decent work and economic growth, as well as peace and strong institutions as follows:

SDG 3: Good Health and Well-Being

SGD 3 aims to ensure healthy lives and promote well-being for all at all ages. It focuses on reducing maternal and child mortality, combating diseases such as HIV/AIDS and malaria, ensuring access to essential healthcare services, and promoting mental health and well-being. Achieving this goal requires improving healthcare infrastructure, increasing access to medicines, and addressing health inequities across populations. By focusing on prevention, treatment, and equitable healthcare access. PO-PSMGG will continue to raise awareness by conducting training and support to employees on HIV/AIDS, mental health and NCDs.

SDG 5: Gender Equality

SDG 5 seeks to achieve gender equality and empower all women and girls. Gender inequality remains a significant barrier to social, economic, and political progress. This goal focuses on eliminating discrimination, violence, and harmful practices against women and girls, ensuring equal participation in leadership and decision-making, and ensuring equal access to education, healthcare, and economic opportunities. PO-PSMGG will consider gender representation in appointments for filling leadership positions.

SDG 8: Decent Work and Economic Growth

SDG 8 aims to promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. This goal focuses on fostering economic growth that benefits everyone, reducing inequality, and ensuring safe, fair, and inclusive work environments. It also emphasizes the importance of providing equal opportunities for all, particularly for vulnerable groups such as women, youth, and persons with disabilities.

By supporting entrepreneurship, innovation, and job creation, SDG 8 seeks to create economies that provide good-quality jobs and sustainable livelihoods, contributing to poverty reduction and improved well-being for all. PO-PSMGG will continue updating the guidelines pertaining to diversity issues in the Public Service, awareness raising on integrating diversity in implementing institutional functions and conduct thorough monitoring and evaluation of the implementation of those guidelines.

SDG 16: Peace, Justice and Strong Institutions in Action

SDG 16 aims to promote peaceful, just, and inclusive societies by reducing violence, ensuring equal access to justice, and building effective, accountable institutions. It focuses on strengthening the rule of law, combating corruption, protecting human rights, and increasing the participation of marginalized groups in decision-making processes. Achieving this goal means creating transparent, accountable systems that serve all people, ensuring safety, and upholding fundamental freedoms. SDG 16 envisions societies where peace and justice are accessible to everyone, contributing to the creation of strong institutions that foster trust and equity. PO-PSMGG will continue to strengthen enforcement of National Anti-Corruption Strategy and promote awareness and training on corruption issues.

2.8.12 Agenda 2063: The Africa We Want

Agenda 2063: The Africa We Want, under Aspiration 3 “Good governance, respect for human rights, justice and the rule of law”, emphasizes Goal No. 11 on entrenching democratic values, practices, universal principles of human rights, justice and the rule of law through good governance by strengthening ethical conduct across the Public Service, including; awareness raising and training, monitoring and evaluation of ethical compliance, and implementing programs for employees’ mindset change, while Goal No. 12 focuses on establishing capable institutions and transformative leadership through strengthening the institutional capacity of public service leadership training institutions and reinforcing systems for identifying, nurturing, and incubating competent and accountable leaders.

2.8.13 EAC Vision 2050

EAC Vision 2050 under the pillar of Good Governance, Peace and Security aims to entrench democratic values, human rights, access to justice and the rule of law across all East African Partner States by promoting empowered citizens, participatory planning and budgeting, accountability from local administrations, prudent resource utilization for pro-poor growth, and interventions linked to rule of law and law enforcement, ethics and anti-corruption, freedom of expression, participation and inclusiveness, and social cohesion and protection, while aspiring to a region where democratic values, universal human rights, gender equality, justice and the rule of law are entrenched, timely access to affordable and independent courts is ensured, corruption and impunity are eliminated, and transformative leadership and ideological change are promoted at regional and national levels through strengthening ethical governance across the Public Service, awareness raising and training, monitoring and evaluation of ethical compliance, employees' mindset change programs, strengthening leadership training institutions, and institutional systems for nurturing competent leaders.

In addition, under Human Capital Development, EAC Vision 2050 prioritizes well-educated and healthy human resources by addressing skills development within a systematic framework aligned with immediate and long-term economic sector needs, articulating Human Capital Development Strategies to achieve the Vision's aspirations, and strengthening human resource development in the Public Service.

2.8.14 Critical Issues

During the implementation of PO-PSMGG Strategic Plan 2021/22-2025/26, a number of critical issues emerged that must be addressed to strengthen PO-PSMGG's capacity to execute its mandate and functions, and improve overall performance across the public service sector. These issues reflect persistent constraints in governance systems, infrastructure, institutional capacity, and human resource management that directly impact accountability, compliance, and service delivery outcomes.

Critical Issues Identified

i. Enhance effectiveness of public service policies, legal, and regulatory framework;
ii. Strengthen public service Administration and Human Resource Management;
iii. Enhance technology usage and digital transformation;
iv. Enhance performance management, accountability and productivity;
v. Strengthen compliance with national values and ethics;
vi. Improve institutional effectiveness and business process in public service;
vii. Improve research, innovation, and data driven decision making in public service;
viii. Strengthen coordination and alignment of operational policies, systems and structures within Public Service;
ix. Improve Monitoring, Evaluation and Learning in the implementation of public service policies, systems and structure; and
x. Strengthen PO-PSMGG oversight role in the administration and management of public service.

CHAPTER THREE

THE PLAN

3.1 Introduction

The five-year Strategic Plan 2026/27-2030/31 details the Vision, Mission, Core Values, Strategic Objectives, Implementation Strategies, Targets, and Key Performance Indicators that will guide the Office's performance and contributions over the period.

3.2 Vision

"A Responsive, Inclusive, Accountable and Result Oriented Public Service."

3.3 Mission

"To efficiently manage a Unified, Competent and Innovative Public Service through improved Administrative and Human Resource Policies, Systems and Structures to foster Citizen Centered Service Delivery."

3.4 Core Values

Implementation of this Plan will be guided by the following core values; patriotism, integrity, excellence, and customer focus. These values guide the Office's conduct, behavior and decision-making necessary for achieving the mission and realizing the vision (Table 2).

Table 2: PO-PSMGG's Core Values

S/N	CORE VALUE	OUR ROLE
1.	Patriotism	▪ We perform duties while upholding high level of public interest
2.	Integrity	▪ We adhere to good governance, transparency, professionalism, accountability and team work in discharging duties
3.	Excellence	▪ We strive to achieve the highest standards in implementing mandated roles and functions.
4.	Customer focus	▪ We provide quality services to meet stakeholders and customers' expectations.

3.5 Objectives

This Plan consists of eight (8) objectives; five (5) objectives (C, D, E, F and G) have been developed and aligned with PO-PSMGG's mandate and core functions, while three (3) objectives (A, B, and Y) address cross cutting initiatives at the national level (Table 3).

Table 3: PO-PSMGG's Objectives

OBJECTIVE CODE	OBJECTIVE DESCRIPTION
A	HIV/AIDS infection and NCDs reduced and supportive services improved
B	Implementation of National Anti-Corruption Strategy enhanced and sustained
C	Public Service Policies Management Enhanced
D	Public Service Systems and Structures Improved
E	Public Service Administration and Human Resource Management Strengthened
F	Public Service Performance, Accountability and Responsiveness Strengthened
G	Institutional Capacity for Effective Administrative Services Delivery Strengthened
Y	Multi Sectorial Nutrition Services Improved

3.5.1 Objective A: HIV/AIDS infection and NCDs reduced and supportive services improved.

Rationale

HIV&AIDS have continued to pose a public health challenge globally and the nation at large. Their effects are also being experienced at the President's Office, Public Service Management and Good Governance (PO-PSMGG), as is the case in other public institutions. In response to this, the Government enacted the HIV&AIDS Prevention and Control Act, Cap. 379, to strengthen prevention, control, care and support interventions. Furthermore, PO-PSMGG developed and continues to implement the Guidelines for Prevention and Support of HIV&AIDS and Non-Communicable Diseases (NCDs) at the Workplace, 2014. The

Guidelines emphasize reduction of inequalities, elimination of stigma and discrimination, and strengthening access to HIV prevention, testing, treatment, care and support services for all.

In compliance with these national frameworks, PO-PSMGG has continued to implement workplace interventions aimed at enhancing awareness, prevention and access to health services among employees. During the past five years, the Office has undertaken various HIV&AIDS control programs, including staff training, awareness campaigns, voluntary counselling and testing services, and provision of protective gear. In addition, equipment for screening NCDs was procured and utilized, including two weighing scales, blood pressure monitors and glucose meters. These interventions support the broader global agenda of integrating HIV services with resilient and people centered health systems, while promoting healthy workplaces and reducing health related vulnerabilities among staff.

Despite the achievements, HIV, AIDS and NCDs continue to pose health and socio-economic challenges to staff and institutional productivity. Therefore, over the next five years, PO-PSMGG will continue to strengthen the mainstreaming of HIV, AIDS and NCDs programs at the workplace through sustainable, inclusive and rights-based interventions. Particular emphasis will be placed on reducing stigma and discrimination, strengthening awareness and behavioral change programs, promoting access to voluntary testing and counselling services, improving workplace wellness initiatives, and enhancing care and support services for employees living with HIV&AIDS and NCDs.

Strategies

i. Strengthen preventive programs on HIV, AIDS and NCDs; and

ii. Enhance care and support services to staff living with HIV, AIDS and NCDs.

Target

i. HIV& AIDS and NCDs Interventions to 17 Divisions/Units of PO-PSMGG implemented annually.

Key Performance Indicators

i. Number of staff attending voluntary HIV, AIDS and NCDs testing

ii. Level of awareness on HIV, AIDS and NCDs among staff

iii. Level of staff perception (%) on Physical excises

3.5.2 Objective B: Implementation of National Anti-Corruption Strategy enhanced and sustained

Rationale

Corruption negatively affects accountability, transparency, efficiency, and fairness in public service delivery, which may hinder the achievement of national development goals and reduce citizens' trust in public institutions. In addressing this, the government enacted the Prevention and Combating of Corruption Act, Cap. 329 and National Anti-Corruption Strategy and Action Plan (NACSAP IV) 2023-2030 which provide a comprehensive national framework to promote integrity, accountability and transparency. In this regard, PO-PSMGG recognizes the importance of strengthening anti-corruption initiatives and promoting integrity within the Office.

However, the absence of effective measures to prevent and combat corruption can weaken institutional performance and deny citizens their rights to access quality public services, thereby undermining good governance and public trust in the Office. To address this challenge, mechanisms for preventing and combating corruption have been established within PO-PSMGG to enhance accountability, ethical conduct, and compliance with public service regulations and standards.

Nevertheless, there is a need to sustain and strengthen institutional efforts for preventing corrupt practices, improving transparency, and promoting professionalism and ethical behavior among staff. This will include; strengthening internal control systems, awareness creation, monitoring mechanisms, and collaboration with oversight institutions in implementing anti-corruption strategies and policies.

Strategies

i. Strengthen integrity at work place; and
ii. Conduct awareness programs on ethical issues.

Target

i. Four (4) ethics and values promotion interventions conducted annually.

Key Performance Indicators

i. Level of employee perception (%) on corruption at PO-PSMGG.

3.5.3 Objective C: Public Service Policies Management Enhanced

Rationale

Effective public service delivery relies on the availability of coherent, up to date, and enforceable public service policies and regulatory frameworks under the mandate of PO-PSMGG. While significant progress has been made in formulating and implementing public service administrative, human resource management, ICT systems, remuneration and performance management policies. The current situation is characterized by inconsistencies in policy implementation, outdated or fragmented regulatory instruments, partial compliance, and variations in institutional capacity across MDAs, RSs, LGAs, and Public Institutions. These challenges have limited the uniform application of public service reforms and reduced the efficiency, accountability, and effectiveness of service delivery.

Over the next five years, PO-PSMGG will address these gaps by: Continuously reviewing and harmonizing public service policies, laws, regulations, and guidelines; strengthening legislative management and approval processes; enhancing enforcement and compliance mechanisms; building institutional capacity through targeted training, oversight, and coordination to ensure consistent implementation and improved public service delivery outcomes.

Strategies

i. Strengthen policy and regulatory frameworks;
ii. Strengthen stakeholder, citizen, and social development engagement; and
iii. Enhance legislative oversight, compliance, and enforcement.

Targets

i. Review of five (5) laws, rules, regulation and other HR administrative instrument governing public service facilitated by June, 2031;

ii. 120 Policy proposals from 571 public institutions analyzed annually;

iii. Eight (8) administrative and human resource management policy frameworks reviewed by June, 2031;

iv. 571 public institutions compliance to administration and human resource policy frameworks monitored by June, 2031;

v. Eight (8) administrative and human resource management policy frameworks evaluated by June, 2031;

vi. Diversity inclusion in 571 public institutions complied by June, 2031;

vii. Two (2) restructuring guidelines reviewed by June, 2031;

viii. Eight (8) performance management systems and standards guidelines reviewed by June, 2031;

ix. 10 administrative and HR policies reviewed by June, 2031;

x. Guideline for handling citizens' feedback on government service delivery reviewed by June, 2031;

xi. PE budgets for 510 employers managed annually;

xii. Two (2) performance management guidelines for public employees and institutions reviewed by June, 2031;

xiii. Four (4) human resource planning and development strategies reviewed by June, 2031;

xiv. Two (2) comprehensive guidelines for pay and incentive in public service prepared and disseminated June, 2031;

xv. Nine (9) ICT management frameworks implementation facilitated to 17 Divisions/Units by June, 2031; and

xvi. 868 houses for public servants in districts with hard-to-reach areas constructed by June, 2031.

Key performance Indicators

i. Accessibility to HR and administration policies in public institutions; and

ii. Level of awareness on public service administrative instruments in public institutions.

3.5.4 Objective D: Public Service Systems and Structures Improved

Rationale

Public service delivery depends on the availability of efficient, well aligned public service systems and institutional structures that translate government policies into measurable service delivery outcomes. PO-PSMGG is mandated to establish, coordinate, and oversee public service systems and structures across MDAs, RSs, LGAs, and public institutions. Notable progress has been achieved through the review and rationalization of institutional structures, clarification of mandates and functions and the introduction of performance management and ICT enabled systems. However, the prevailing situation is characterized by misalignment between approved organizational structures, variations in institutional and technical capacity, staffing levels, service delivery in public institutions, partial adoption and utilization of established systems. These have resulted into operational inefficiencies, weak coordination, duplication of functions, and inconsistent performance across the public institutions.

For the next five years, PO-PSMGG will strengthen and harmonize public service systems and structures by continuously reviewing and realigning organizational frameworks with mandates and service delivery requirements, enhancing the adoption and effective use of performance management and digital systems, reinforcing oversight and compliance mechanisms, and building institutional capacity to ensure efficiency, accountability and improved public service delivery outcomes.

Strategies

i. Advance digital transformation and ICT integration in public service;

ii. Enhance institutional structures and operational effectiveness; and

iii. Strengthen public service reforms and coordination mechanisms.

Targets

i. Five (5) KRAs of Tanzania Citizen Centric Public Service Modernization Program implemented annually;

ii. 571 public institutions functions and organizational structures reviewed by June, 2031;

iii. e-Msawazo system upgraded annually;

iv. Government Services Directory (GSD) operationalized by June, 2031;

v. 250 public institutions facilitated to implement management systems by June, 2031;

vi. 250 public institutions facilitated to implement management standards by June, 2031;

vii. Impact study on the Implementation of the 28 executive agencies functions conducted by June, 2031;

viii. Citizens' feedback handling mechanism in 150 public institutions strengthened by June, 2031;

ix. Five (5) performance management standards for ministries, independent departments, executive agencies, public corporations and other public institutions developed by June, 2031;

x. Performance management system for public employees and institutions reviewed by June, 2031;

xi. A study on performance management in Ministries, Independent Departments, Executive Agencies, RSs, LGAs, Public Corporations and other Public Institutions conducted by June, 2031;

xii. 343 Public Institutions facilitated to implement Human Resource Planning and Development System by June, 2031;

xiii. 150 schemes of service in the public institutions reviewed by June, 2031;

xiv. 245 salary structures in the public institutions reviewed by June, 2031; and

xv. Five (5) Interoperable and reliable e-Utumishi systems maintained by June, 2031.

Key performance Indicators

i. Percentage of Public Institutions with overlapping Functions;
ii. Percentage of public employees using digitalized Services;
iii. Level of employees’ awareness on Cyber security;
iv. Level of Users satisfaction with e-Utumishi services;
v. Mean time taken to resolve system failure incidences;
vi. Percentage of Public Institutions with Improved Incentives Schemes; and
vii. Percentage of Public Institutions with reviewed Salary Structures.

3.5.5 Objective E: Public Service Administration and Human Resource Management Strengthened

Rationale

Effective public service delivery depends on a well-administered, professional, and competent public service supported by comprehensive human resource management systems and practices. PO-PSMGG is mandated to oversee public service administration and human resource management across MDAs, RSs, LGAs, and Public Institutions, including recruitment, deployment, performance management, payroll administration, training, ethics, and staff welfare.

In recent years, notable progress has been achieved through the development and rollout of digital human resource and administrative systems such as e-Watumishi, e-Utendaji, and related platforms, expanded verification of payroll and human resource records, leadership induction programs, staff promotions, training initiatives, and improved management of remuneration and welfare, which have collectively enhanced transparency, efficiency, and accountability in public service administration.

Despite these achievements, the existing situation is still characterized by uneven adoption and utilization of HR systems, varying ICT readiness and technical capacity among institutions, regulatory and administrative rigidities that slow human resource processes, capacity gaps among human resource officers, and increasing demands for timely, responsive, and citizen-centred services. These challenges have constrained optimal workforce planning, performance management, skills development, and effective administration of public servants in public service.

Over the next five years, PO-PSMGG will address these challenges by modernizing and harmonizing public service administrative and human resource management systems, strengthening institutional and human resource capacity through targeted training and leadership development, streamlining administrative and regulatory procedures, enhancing the use of integrated digital HR platforms for workforce planning and decision-making, and reinforcing oversight and performance management mechanisms to improve productivity, accountability, and quality of public service delivery.

Strategies

i. Strengthen Human Capital Development and Competency Management;
ii. Enhance Job Structures, Career Progression, and Workforce Alignment;
iii. Strengthen Compensation, Incentives, and Employee Well-Being Frameworks; and
iv. Build Institutional and Human Capacity in Public Service Management.

Targets

i. 2,500 superlative substantiative vacant posts in Public Institutions filled by June, 2031;
ii. 571 Public Institutions compliance to Administrative and HR policies related to Executive Management facilitated by June, 2031;
iii. 571 Public Institutions compliance to Administrative and HR policies related to Public Service Administration facilitated by June, 2031;
iv. 571 Public Institutions compliance to Administrative and HR policies on employees' labour mobility facilitated by June, 2031;
v. 35,000 employees on substantive posts labour mobility facilitated by June, 2031;
vi. Permit for filling 150,000 vacancies issued by June, 2031;
vii. Accurate HR data from 510 employers maintained by June, 2031;
viii. Implementation of e-Watumishi to 510 public institutions sustained by June, 2031;

ix. 510 Public Institutions uses of e-Watumishi maintained by June, 2031;
x. 343 Public Institution facilitated to implement Human Resource development Plans by June, 2031;
xi. 343 Public Institution facilitated to implement Human Resource Plans by June, 2031;
xii. Four (4) international cooperation interventions coordinated annually;
xiii. Two (2) Campuses' infrastructure and learning facilities developed and maintained by June, 2031;
xiv. 230 incentive schemes in the public institutions reviewed by June 2031;
xv. Five (5) survey on remuneration matters in public service conducted by June 2031;
xvi. 350 Public institutions monitored on remuneration matters by June, 2031; and
xvii. 571 Public institutions provided with secure and reliable e-Utumishi services annually.

Key performance Indicators

i. Average time taken to complete issue on public service e-Systems processes;
ii. Number of employees facilitated for labour mobility;
iii. Percentage of available staff against establishment;
iv. Employee turnover rate; and
v. Average Annual Performance of Public Employees (75% to 100%).

3.5.6 Objective F: Public Service Performance, Accountability and Responsiveness Strengthened

Rationale

Good governance and effective administrative services are central to the functioning and performance of the PO-PSMGG, which upholds high standards of integrity, accountability, efficiency, and staff welfare. The Office has strengthened governance and administrative systems through enforcement of policies and procedures on ethics, performance management, human resources, records and archives, and service delivery, resulting in improved professionalism, transparency, and accountability.

Despite notable progress, internal administrative service delivery at PO-PSMGG continues to face challenges, including the need to further strengthen compliance with governance and ethical standards, improve efficiency in administrative processes, enhance coordination among Divisions/Units, and fully institutionalize digital administrative systems. In addition, increasing staff expectations for quality services, transparency, and supportive working conditions place continued demands on the Office's administrative and governance frameworks.

Over the next five years, the Office will strengthen and sustain good governance and administrative service delivery through integrated interventions. These will include; enhancing enforcement of ethical standards, strengthening the effectiveness of integrity committees, continued employee's capacity building on ethics and governance, improvements in administrative systems and service delivery processes.

Strategies

i. Enhance Government Performance and Service Responsiveness; and
ii. Strengthen Institutional Coordination and Operational Linkages.

Targets

i. Ethical Conduct in 150 Public Institutions promoted by June, 2031.
ii. Compliance to the Code of Ethics and Conduct to 150 public institutions facilitated by June, 2031.
iii. 361 MDAs (Ministries, Independent Departments, Executive Agencies, Public Corporations and other Public Institutions) Monitored on the Implementation of Performance Cycle by June, 2031.
iv. 210 Regional Secretariats and Local Government Authorities Monitored on the Implementation of Performance Cycle annually by June, 2031.

v. 361 MDA's (Ministries, Independent Departments, Executive Agencies, Public Corporations and other Public Institutions) provided with capacity building on performance management by June, 2031.

vi. 210 institutions (26 Regional Secretariats and 184 Local Government Authorities) provided with capacity building on Performance Management by June, 2031.

Key performance Indicators

i. Percentage of public institutions with functional feedback mechanisms.

ii. Ethical conduct index in Public Service.

iii. Percentage of public institutions attaining high performance (75% to 100%)

iv. Average Annual Performance of Public Servants (75% to 100%)

3.5.7 Objective G: Institutional Capacity for Effective Administrative Services Delivery Strengthened

Rationale

Effective administrative service delivery and strong institutional capacity are fundamental to the efficient functioning of the PO-PSMGG. As a central institution mandated to oversee public service management and governance reforms, the Office is required to maintain high standards of integrity, accountability and professionalism in the administration of its internal operations and services. Strengthening institutional systems, administrative procedures, and workforce capacity is therefore essential for improving organizational performance and supporting the effective implementation of the Office’s mandates.

PO-PSMGG has made notable progress in strengthening internal administrative functions through the implementation of policies, procedures, and guidelines governing human resource management, performance management, and records and archives management. The Office has also improved working environments, strengthened coordination mechanisms, facilitated staff capacity development programs, and adopted integrated digital HR platforms to enhance efficiency in administrative operations and decision-making. Despite these achievements, challenges remain, including the need to improve administrative efficiency, strengthen institutional coordination, enhance utilization of digital systems and strengthen staff competencies to meet the increasing demand for quality public service delivery.

Over the next five years, PO-PSMGG will focus on strengthening institutional capacity and administrative service delivery through; improving administrative systems and procedures, enhancing staff capacity and productivity, modernizing working tools, strengthening records and archives management systems, and promoting the use of integrated digital HR platforms in service delivery. These efforts are expected to improve operational efficiency, institutional effectiveness, accountability and administrative services within the Office.

Strategies

i. Strengthen Public Resource Management and Financial Accountability;
ii. Promote Evidence-Based, Planning and Decision-Making; and
iii. Promote Inclusive, Equitable, and Responsive Public Service Governance.

Targets

i. Human Resource Management to17 Divisions/Units of PO-PSMGG facilitated annually;
ii. Administration services to17 Divisions/Units of PO-PSMGG facilitated annually;
iii. Human Resource capacity building to 17 Divisions/Units of PO-PSMGG facilitated annually;
iv. Retired state leader residential building constructed by June, 2031;
v. Leaders Club constructed by June, 2031;
vi. Five (5) annual financial statement reports prepared by June, 2031;
vii. Five (5) unqualified audit opinions sustained annually;
viii. 1375 POPSMGG public service-related matters publicized by June, 2031;
ix. 11 GCU staff facilitated to undertake their duties annually;
x. 10 PMU staff facilitated to undertake their duties annually;
xi. Five (5) Procurement Plans implemented annually;

xii. Internal controls and resource management to 17 division and units complied by June, 2031;
xiii. Seven (7) Internal Audit Unit staff facilitated to undertake their duties by June, 2031;
xiv. PO-PSMGG Plan and Budget prepared by June, 2031;
xv. Research and innovation matters from 17 Divisions/Units coordinated by June, 2031;
xvi. 14 DP staff facilitated to undertake their duties annually;
xvii. Four (4) PO-PSMGG budget execution reports submitted by June, 2031;
xviii. Risk management in 17 Divisions/Units coordinated annually;
xix. Legal advice regarding laws, regulations, rules and other directives governing Public Service to 500 MDAs, LGAs and other Public Institutions facilitated annually;
xx. Technical support to 571 Institutions on Public Service Law, Regulations, Rules and Administrative directives conducted by June, 2031;
xxi. Legal services regarding court cases and pension issues to 50 MDAs, LGAs and other Public Institutions facilitated by June, 2031;
xxii. Legal advice and assistance regarding interpretation of HR Laws, Regulation and other administrative instrument governing Public Service to PO-PSMGG 17 Divisions/Units provided annually;
xxiii. 12 DLS staff facilitated to undertake their duties annually;
xxiv. Eight (8) monitoring and evaluation tools developed by June, 2031;
xxv. 34 Monitoring and Evaluation on implementation of Strategic Plan conducted by June, 2031;
xxvi. Nine (9) MEU staff facilitated to undertake their duties annually;
xxvii. 26 DPD staff facilitated to undertake their duties annually;
xxviii. 20 DOD staff facilitated to undertake their duties annually;
xxix. 40 DE staff facilitated to undertake their duties annually;
xxx. 14 DoEM staff facilitated to undertake their duties annually;

xxxi. 36 DHCM staff facilitated to undertake their duties annually;

xxxii. 10 DPM staff facilitated to undertake their duties annually;

xxxiii. 19 DHRD staff facilitated to undertake their duties annually;

xxxiv. 20 DSIB staff facilitated to undertake their duties annually;

xxxv. 28 DICTS staff facilitated to undertake their duties annually; and

Key performance Indicators

i. Level of PO-PSMGG employees' Job satisfaction (%);

ii. Unqualified audit opinion; and

iii. Percentage of PO-PSMGG employees satisfied with availability of working facilities and services.

3.5.8 Objective Y: Multi Sectorial Nutrition Services Improved

Rationale

Improving multi-sectoral nutrition services within PO-PSMGG is important for promoting staff health, well-being, and workplace productivity. Proper nutrition contributes to improved physical and mental health, increased work performance, reduced absenteeism, and enhanced efficiency among employees. Inadequate awareness and implementation of nutrition interventions in the workplace may negatively affect staff wellness and overall institutional performance. Therefore, there is a need to strengthen workplace nutrition initiatives as part of promoting a healthy and productive working environment.

The Office will continue implementing nutrition interventions within the Office through awareness creation, health promotion programs, and integration of nutrition considerations into workplace wellness initiatives. These efforts will include; promoting healthy eating habits, encouraging regular health check-ups, supporting physical wellness activities, and increasing awareness on the prevention of nutrition-related diseases and conditions.

Strategies

i. Improve nutritional awareness and health education; and

ii. Strengthen collaboration with health stakeholders for nutrition guidance and counseling services.

Target

i. Healthy nutrition practices among 17 PO-PSMGG Divisions/Units enhanced annually.

Key performance Indicators

i. Level of staff awareness (%) on nutrition.

ii. Rate of employee's absenteeism due to illness

CHAPTER FOUR

RESOURCES FOR THE PLAN

4.1 Introduction

Successful implementation of this Strategic Plan requires diversifying resources, supported by effective alignment of the Strategic Plan objectives with human, financial and technological resources to ensure feasibility, efficiency, accountability and sustainability. The resource requirements are structured to support the achievement of strategic objectives, delivery of outputs, and realization of intended outcomes in line with PO-PSMGG's mandate and functions.

4.2 Human Resource

Human resources are critical for the effective implementation of the PO-PSMGG's mandate, functions and strategic objectives. The implementation of the Strategic Plan will largely depend on sound human resource planning, which will be guided by existing public service laws, regulations, and circulars issued from time to time. Currently, the Office's staffing level stands at 402 against the official capacity of 442 as per approved organization functions, which is equivalent to 91 percent as at 18th May 2026. Throughout the Plan period, the Office will strengthen its human resource capacity by ensuring availability of adequate number of qualified staff with the requisite skills, competencies, experience, and high ethical standards to promote a motivated, competent, and accountable public service. Over the next five years, staff capacity is expected to increase by 10.5 percent to 444 staff (Table 4).

Table 4:Human Resource Plan

S/n	Directorate/ Unit	Human Resource Skills/ Expertise Required	Number of Human Resources Required by FY				
			2026/27	2027/28	2028/29	2029/30	2030/31
1	Finance And Accounts Unit	Accounting, Finance and Accounting, Business Administration, Driving course and Secretarial course	15	16	18	18	18

S/n	Directorate/ Unit	Human Resource Skills/ Expertise Required	Number of Human Resources Required by FY				
			2026/27	2027/28	2028/29	2029/30	2030/31
2	Policy Development	Human Resource Management, Human Resource planning, Public Administration, Political Science and Public Administration, Economics, Sociology, Development Planning, Project Planning, Regional Development Planning, Community Development, Driving Course and Secretarial Course	28	29	29	29	29
3	Human Resources Development	Human Resource Management, Human Resource Planning, Public Administration, Political Science and Public Administration, Economics, Statistics, Driving course and Secretarial Course	18	19	19	19	19
4	Salaries, Incentive and Benefits	Human Resource Management, Human Resource Planning, Public Administration, Political Science and Public Administration, Statistics, Economics, Economics and Finance, Driving Course and Secretarial Course	18	19	19	19	19
5	Government Information and Communication Technology Services	Information Technology, Computer Science, Computer Engineering, Information and Communication Technology, Information and Communication Systems Management, Driving Course, and Secretarial Course	28	31	31	31	31
6	Establishments	Human Resource Management, Human Resource Planning, Public Administration, Political Science and Public Administration, Business Administration Majoring In Human Resource Management and Industrial Relations,	37	42	42	42	42

S/n	Directorate/ Unit	Human Resource Skills/ Expertise Required	Number of Human Resources Required by FY				
			2026/27	2027/28	2028/29	2029/30	2030/31
		Driving Course and Secretarial Course					
7	Organizational Development	Human Resource Management, Human Resource Planning, Public Administration, Business Administration majoring in Human resource Management and Manpower Planning, Economics, Statistics, Driving Course and Secretarial Course	18	18	18	18	18
8	Administration and Human Resources Management	Human Resource Management, Human Resource Planning, Public Administration, Political Science and Public Administration, Business Administration majoring in Human resource management and Industrial Relations, Records Management, Driving Course, Hotel Management, Customer Care, Front Office, Militia Courses, and Secretarial Course	136	137	137	137	137
9	Human Capital Management	Human Resource Management, Public Administration, Political Science and Public Administration, Business Administration majoring in Human resource management and Industrial Relations, Driving Course and Secretarial Course	32	35	35	35	35
10	Government Communication Unit	Information and Communication, Mass Communication, Library and Information Studies, Library Archives and Documentation, Driving Course and Secretarial Course	12	12	12	12	12

S/n	Directorate/ Unit	Human Resource Skills/ Expertise Required	Number of Human Resources Required by FY				
			2026/27	2027/28	2028/29	2029/30	2030/31
11	Procurement Management Unit	Procurement and Supplies Management, Procurement and Logistic Management, Business Administration, Store Keeping, Driving Course and Secretarial Course	8	10	10	10	10
12	Internal Audit Unit	Accounting, Finance and Accounting, Driving Course and Secretarial Course	4	6	6	6	6
13	Ethics Management	Human Resource Management, Public Administration, Political Science and Public Administration, Sociology, Information Technology, Information and Communication Technology, Information and Communication Systems Management, Driving Course and Secretarial Course	8	10	10	10	10
14	Legal Services	Laws, Legal Practice and Human Resource Management, Driving Course and Secretarial Course	9	18	18	18	18
15	Monitoring And Evaluation Unit	Economics, Development planning, Agricultural Economics and Agribusiness, Project Planning, Regional Development Planning, Mathematics and Statistics, Monitoring and Evaluation, Driving course and Secretarial Course	8	10	10	10	10
16	Planning	Economics, Statistics, Agricultural Economics and Agribusiness, Development Planning, Project Planning, Regional Development Planning, Mathematics and Statistics, Driving course and Secretarial Course	12	15	15	15	15

S/n	Directorate/ Unit	Human Resource Skills/ Expertise Required	Number of Human Resources Required by FY				
			2026/27	2027/28	2028/29	2029/30	2030/31
17	Performance Management	Human Resource Management, Human Resource Planning, Public Administration, Economics, Business Administration majoring in Human resource Management and Manpower Planning, Driving course and Secretarial Course	11	15	15	15	15
	TOTAL		**402**	**442**	**444**	**444**	**444**

4.3 Financial Resources

Financial resources are essential for translating strategic priorities into implementable programs, projects and activities. Financial planning for the Strategic Plan period will be guided by the Budget Act, Cap. 439, the Public Finance Act, Cap. 348, relevant Finance Acts, and the Planning and Budgeting Guidelines. The total resource envelop required for the implementation of the Plan is estimated at TZS. 373.5 billion.

4.3.1 Sources of Financing

Implementation of the Strategic Plan will be financed through government budget allocations for both recurrent and development expenditures, as well as support from development partners and other legally approved financing mechanisms.

4.3.2 Expenditure Framework

Financial resources will be allocated to support the achievement of strategic objectives through implementation of capacity building, capital investment and service delivery targets. Expenditure will be guided by approved plans, budgets, and financial regulations to ensure efficient and accountable use of resources. Budget estimates for the next five years have been prepared based on strategic priorities, planned outputs, and targets (Table 5).

Table 5: Expenditure and Budget Estimates, 2026/27 – 2030/31

S/N	Targets	Financial Requirement (TZS)				
		2026/27	2027/28	2028/29	2029/30	2030/31
A:.HIV/AIDS infection and NCDs reduced and supportive services improved						
1	HIV& AIDS and NCDs interventions to 17 Divisions/Units of PO-PSM implemented annually.	50,764,070	53,302,274	55,967,387	58,765,757	61,704,044
Total of objective A		**50,764,070**	**53,302,274**	**55,967,387**	**58,765,757**	**61,704,044**
B: Implementation of National Anti-corruption Strategy enhanced and sustained						
1	4 ethics and values promotion interventions conducted annually.	38,795,000	39,000,000	45,000,000	47,450,000	56,457,000
Total Objective B		**38,795,000**	**39,000,000**	**45,000,000**	**47,450,000**	**56,457,000**
C:.Public Service Policies Management Enhanced						
1	Review of five (5) laws, rules, regulation and other HR administrative instrument governing public service facilitated by June, 2031.	41,180,000	42,580,000	43,580,000	45,180,000	51,190,000
2	120 policy proposals from 571 public institutions analyzed annually.	152,950,000	170,597,500	178,245,000	185,892,500	200,540,000
3	Eight (8) administrative and human resource management policy frameworks reviewed by June, 2031.	15,740,000	50,000,000	70,000,000	80,000,000	100,000,000
4	571 public institutions compliance to administration and human resource policy frameworks monitored by June, 2031.	226,840,000	245,000,000	260,000,000	275,000,000	300,000,000
5	Eight (8) administrative and human resource management policy frameworks evaluated by June, 2031.	40,770,000	55,000,000	70,000,000	84,000,000	100,500,000
6	Diversity inclusion in 571 public institutions complied by June, 2031.	102,847,500	145,000,000	170,000,000	195,000,000	230,000,000
7	Two (2) restructuring guidelines reviewed by June, 2031.	30,340,000	32,340,000	34,340,000	36,340,000	38,340,000
8	Eight (8) performance management systems and	79,930,000	81,930,000	83,930,000	85,930,000	87,300,000

S/N	Targets	Financial Requirement (TZS)				
		2026/27	2027/28	2028/29	2029/30	2030/31
	standards guidelines reviewed by June, 2031.					
9	10 administrative and HR policies reviewed by June, 2031.	107,700,000	157,150,000	227,610,000	277,610,000	327,610,000
10	Guideline for handling citizens' feedback on government service delivery reviewed by June, 2031.	0	0	90,000,000	0	0
11	PE budgets for 510 employers managed annually by June, 2031.	48,560,000	53,100,000	53,100,000	53,100,000	53,100,000
12	Two (2) performance management guidelines for public employees and institutions reviewed by June, 2031.	98,500,000	107,192,000	107,192,000	107,192,000	107,192,000
13	Four (4) human resource planning and development strategies reviewed by June, 2031.	38,850,000	41,569,500	44,479,365	47,592,921	48,000,000
14	Two (2) comprehensive guidelines for pay and incentive in public service prepared and disseminated June, 2031.	64,200,000	64,200,000	64,200,000	64,200,000	64,200,000
15	Nine (9) ICT management frameworks implementation facilitated to 17 Divisions/Units by June, 2031.	91,320,000	95,886,000	100,680,300	105,714,315	111,000,031
16	868 houses for public servants in districts with hard to reach areas constructed by June, 2031.	7,269,000,000	11,013,636,400	12,665,681,860	9,361,590,940	7,489,272,752
Total objective C		**8,408,727,500**	**12,355,181,400**	**14,263,038,525**	**11,004,342,676**	**9,308,244,783**
D:.Public Service Systems and Structures Improved						
1	Five (5) KRAs of Tanzania Citizen Centric Public Service Modernization Program implemented annually.	3,950,000,000	4,000,000,000	4,147,500,001	4,354,875,001	4,572,618,751
2	571 public institutions functions and organizational structures reviewed by June, 2031.	209,454,500	220, 454,500	240, 454,500	260, 454,500	280, 454,500
3	e-Msawazo System upgraded annually.	226,670,000	260,000,000	290,000,000	310,000,000	350,000,000

S/N	Targets	Financial Requirement (TZS)				
		2026/27	2027/28	2028/29	2029/30	2030/31
4	Government Services Directory (GSD) operationalized by June, 2031.	51,800,000	52,800,000	54,800,000	56,800,000	58,800,000
5	250 public institutions facilitated to implement management systems by June, 2031.	515,500,000	520,000,000	550,000,000	580,000,000	600,000,000
6	250 public institutions facilitated to implement management standards by June, 2031.	44,600,000	44,600,000	44,600,000	44,600,000	44,600,000
7	Impact study on the Implementation of the 28 executive agencies functions conducted by June, 2031.	170,000,000	190,000,000	210,000,000	240,000,000	260,000,000
8	Citizens' Feedback Handling Mechanism in 150 public institutions strengthened by June, 2031.	0	98,000,000	125,000,000	160,000,000	190,000,000
9	Five (5) performance management standards for Ministries, Independent Departments, Executive Agencies, Public Corporations and other Public Institutions developed by June, 2031.	219,036,000	229,987,800	241,487,190	253,561,550	266,239,627
10	Performance management system for public employees and institutions reviewed by June, 2031.	0	288,000,000	288,000,000	288,000,000	288,000,000
11	A study on performance management in Ministries, Independent Departments, Executive Agencies, RSs, LGAs, Public Corporations and other Public Institutions conducted by June, 2031.	0	198,000,000	198,000,000	198,000,000	198,000,000
12	343 public institutions facilitated to implement Human Resource Planning and Development System by June, 2031.	500,000,000	500,000,000	500,000,000	500,000,000	500,000,000
13	150 schemes of service in the public institutions reviewed by June, 2031.	45,900,000	57,750,000	69,360,000	81,360,000	93,710,000

S/N	Targets	Financial Requirement (TZS)				
		2026/27	2027/28	2028/29	2029/30	2030/31
14	245 salary structures in the public institutions reviewed by June, 2031.	79,660,000	97,870,000	116,000,000	134,210,000	152,340,000
15	Five (5) interoperable and reliable e-Utumishi systems maintained by June, 2031.	1,202,744,000	1,262,881,200	1,326,025,260	1,392,326,523	1,461,942,849
Total of Objective D		**7,215,364,500**	**7,799,889,000**	**8,160,772,451**	**8,593,733,074**	**9,036,251,227**
E: Public Service Administration and Human Resource Management Strengthened						
1	2,500 superlative substantive vacant posts in public institutions filled by June, 2031.	69,980,000	70,000,000	72,000,000	74,000,000	76,000,000
2	571 public institutions compliance to administrative and HR policies related to executive management facilitated by June, 2031.	64,860,000	45,980,000	67,000,000	70,000,000	72,000,000
3	571 public institutions compliance to administrative and HR policies related to public service administration facilitated by June, 2031.	84,500,000	92,950,000	101,400,000	109,850,000	118,300,000
4	571 public institutions compliance to administrative and HR policies on employee's labour mobility facilitated by June, 2031.	507,800,800	508,580,880	509,360,960	510,141,040	510,921,120
5	35,000 employees on substantive posts labour mobility facilitated by June, 2031.	55,400,200	60,940,220	66,480,240	72,020,260	77,560,280
6	Permit for filling 150,000 vacancies issued by June, 2031.	12,540,800	14,544,000	14,544,000	14,544,000	14,544,000
7	Accurate HR data from 510 employers maintained by June, 2031.	61,240,000	69,400,000	69,400,000	69,400,000	69,400,000
8	Implementation of e-Watumishi to 510 public institutions sustained by June, 2031.	684,000,000	711,300,000	711,300,000	711,300,000	711,300,000
9	510 public institutions uses of e-Watumishi maintained by June, 2031.	250,000,000	253,320,000	253,320,000	253,320,000	253,320,000
10	343 public institutions facilitated to implement human resource development plans by June, 2031.	162,790,000	383,171,700	429,152,304	484,942,104	533,436,314

S/N	Targets	Financial Requirement (TZS)				
		2026/27	2027/28	2028/29	2029/30	2030/31
11	343 public institutions facilitated to implement human resource plans by June, 2031.	28,240,000	333,468,800	373,485,056	422,038,113	464,241,925
12	Four (4) international cooperation interventions coordinated annually.	103,508,400	115,929,408	129,840,937	146,720,259	161,392,285
13	Two (2) campuses' infrastructure and learning facilities developed and maintained by June, 2031.	4,300,000,000	4,343,000,000	4,386,000,000	4,429,000,000	4,472,000,000
14	230 incentive schemes in the public institutions reviewed by June, 2031.	68,140,000	70,410,000	72,880,000	75,550,000	78,220,000
15	Five (5) survey on remuneration matters in public service conducted by June, 2031.	50,720,000	55,760,000	60,800,000	65,840,000	70,880,000
16	350 public institutions monitored on remuneration matters by June, 2031.	56,880,000	62,000,000	69,940,000	77,880,000	85,820,000
17	571 public institutions provided with secure and reliable e-Utumishi services annually.	40,606,000	42,636,300	44,768,115	47,006,521	49,356,847
Total of objective E		**6,601,206,200**	**7,233,391,308**	**7,431,671,612**	**7,633,552,296**	**7,818,692,770**
F: Public Service Performance, Accountability and Responsiveness Strengthened						
1	Ethical conduct in 150 public institutions promoted by June, 2031.	152,158,800	159,766,740	167,755,077	176,142,831	184,949,972
2	Compliance to the Code of Ethics and Conducts to 150 public institutions facilitated by June, 2031.	588,511,200	617,936,760	648,833,598	681,275,278	715,339,042
3	361 MDAs (Ministries, Independent Departments, Executive Agencies, Public Corporations and other Public Institutions) monitored on the implementation of performance cycle by June, 2031.	248,860,000	261,303,000	274,368,150	288,086,558	302,490,885
4	210 Regional Secretariats and Local Government Authorities monitored on the implementation of performance cycle annually.	251,036,000	263,587,800	276,767,190	290,605,550	305,135,827

S/N	Targets	Financial Requirement (TZS)				
		2026/27	2027/28	2028/29	2029/30	2030/31
5	361 MDA's (Ministries, Independent Departments, Executive Agencies, Public Corporations and other Public Institutions) provided with capacity building on performance management by June, 2031.	120,668,000	126,701,400	133,036,470	139,688,294	146,672,708
6	210 institutions (26 Regional Secretariets and 184 Local Government Authorities) provided with capacity building on performance management by June, 2031.	247,680,000	260,064,000	273,067,200	286,720,560	301,056,588
Total of objective F		**1,608,914,000**	**1,689,359,700**	**1,773,827,685**	**1,862,519,069**	**1,955,645,023**
G: Institutional Capacity for Effective Administrative Services Delivery Strengthened						
1	Human Resources Management to17 Divisions/Units of PO-PSM facilitated annually.	92,379,000	96,997,950	101,847,848	106,940,240	112,287,252
2	Administration services to17 Divisions/Units of PO-PSM facilitated annually.	25,067,269,422	26,320,632,893	27,636,664,538	29,018,497,765	30,469,422,653
3	Human resource capacity building to 17 Divisions/Units of PO-PSMGG facilitated annually.	870,590,000	939,109,500	986,064,975	1,035,368,224	1,087,136,635
4	Retired state leader residential building constructed by June, 2031.	6,000,000,000	6,300,000,000	6,615,000,000	6,945,750,000	7,293,037,500
5	Leaders club constructed by June, 2031.	1,000,000,000	1,050,000,000	1,102,500,000	1,157,625,000	1,215,506,250
6	Five (5) annual financial statement reports prepared by June, 2031.	458,918,476	481,864,400	505,957,620	531,255,501	557,818,276
7	Five (5) unqualified audit opinions sustained annually.	37,385,524	39,254,800	41,217,540	43,278,417	45,442,338
8	1,375 POPSMGG public service-related matters publicised by June, 2031.	239,988,000	252,411,200	265,097,200	280,654,000	299,087,000
9	11 GCU staff facilitated to undertake their duties annually.	166,580,000	177,680,000	188,480,000	197,547,000	200,436,000
10	10 PMU staff facilitated to undertake their duties annually.	141,735,500	142,992,028	143,520,028	144,000,000	145,000,000

S/N	Targets	Financial Requirement (TZS)				
		2026/27	2027/28	2028/29	2029/30	2030/31
11	Five (5) procurement plans implemented annually.	163,020,000	166,342,000	169,124,000	170,000,000	172,000,000
12	Internal controls and resource management to 17 division and units complied by June, 2031.	148,020,800	181,540,000	200,109,600	230,208,200	360,567,800
13	Seven (7) Internal Audit Unit staff facilitated to undertake their duties by June, 2031.	123,547,200	121,410,000	151,180,000	162,290,000	200,430,813
14	PO-PSMGG plan and budget prepared by June, 2031.	403,200,000	423,360,000	444,528,000	466,754,400	490,092,120
15	Research and innovation matters from 17 Divisions/Units coordinated by June, 2031.	786,030,000	825,331,500	866,598,075	909,927,979	955,424,378
16	14 DP staff facilitated to undertake their duties annually.	272,140,000	285,747,000	300,034,350	315,036,068	330,787,871
17	Four (4) PO-PSMGG budget execution reports submitted by June, 2031.	78,275,500	82,189,275	86,298,739	90,613,676	95,144,359
18	Risk management in 17 Divisions/Units coordinated annually.	375,600,000	394,380,000	414,099,000	434,803,950	456,544,148
19	Legal advice regarding laws, regulations, rules and other directives governing public service to 500 MDAs, LGAs and other Public Institutions facilitated annually.	91,340,000	93,662,400	94,402,400	95,502,400	97,821,200
20	Technical support to 571 institutions on public service law, regulations, rules and administrative directives conducted by June, 2031.	0	61,540,000	63,340,000	63,640,000	66,640,000
21	Legal services regarding court cases and pension issues to 50 MDAs, LGAs and other public institutions facilitated by June, 2031.	45,320,000	43,720,000	44,120,000	47,120,000	49,120,000
22	Legal advice and assistance regarding interpretation of HR laws, regulation and other administrative instrument governing public service	0	7,200,000	8,200,000	920,000	10,200,000

S/N	Targets	Financial Requirement (TZS)				
		2026/27	2027/28	2028/29	2029/30	2030/31
	to PO-PSMGG 17 Divisions/Units provided annually.					
23	12 DLS staff facilitated to undertake their duties annually.	267,517,500	270,657,500	271,857,500	275,857,500	282,857,500
24	Eight (8) monitoring and evaluation tools developed by June, 2031.	264,418,000	266,918,000	269,418,000	275,938,000	283,110,000
25	34 monitoring and evaluation on implementation of Strategic Plan conducted by June, 2031.	1,021,317,008	1,081,697,008	1,122,567,008	1,180,155,109	1,243,502,020
26	Nine (9) MEU staff facilitated to undertake their duties annually.	181,880,000	201,600,000	204,120,000	224,532,000	246,985,200
27	26 DPD staff facilitated to undertake their duties annually.	415,050,000	415,050,000	415,050,000	415,050,000	415,050,000
28	20 DOD staff facilitated to undertake their duties annually.	412,900,000	422,900,000	432,900,000	442,900,000	452,900,000
29	40 DE staff facilitated to undertake their duties annually.	845,920,000	930,512,000	1,015,104,000	1,099,696,000	1,184,288,000
30	14 DoEM staff facilitated to undertake their duties annually.	260,740,000	262,540,000	264,540,000	266,540,000	268,540,000
31	36 DHCM staff facilitated to undertake their duties annually.	95,659,200	105,320,000	105,720,000	105,720,000	105,720,000
32	10 DPM staff facilitated to undertake their duties annually.	247,040,000	248,640,000	248,640,000	268,640,000	278,640,000
33	19 DHRD staff facilitated to undertake their duties annually.	321,611,600	344,124,412	368,213,121	393,988,039	421,567,202
34	20 DSIB staff facilitated to undertake their duties annually.	346,078,000	351,448,000	357,718,000	363,988,000	371,158,000
35	28 DICTS staff facilitated to undertake their duties annually.	434,800,000	456,540,000	479,367,000	503,335,350	528,502,118
Total of objective G		**41,676,270,730**	**43,845,311,866**	**45,983,598,541**	**48,264,072,816**	**50,792,766,631**
Y: Multi Sectorial Nutrition services improved						
1	Healthy nutrition practices to 17 PO-PSMGG Divisions/Units enhanced annually.	123,800,000	129,990,000	136,489,500	143,313,975	150,479,674

S/N	Targets	Financial Requirement (TZS)				
		2026/27	2027/28	2028/29	2029/30	2030/31
Total of objective Y		123,800,000	129,990,000	136,489,500	143,313,975	150,479,674
GRAND TOTAL		**65,723,842,000**	**73,145,425,548**	**77,850,365,701**	**77,607,749,663**	**79,180,241,152**

4.4 Technological Resources

Technology is a critical enabler for increasing efficiency and fostering innovation in the implementation of the Plan to achieve the intended targets and outcomes. Technological resources in this context refer to machines, systems, advanced tools, digital and information infrastructure, and software. Over the next five years, the Office will promote technological innovation and its deployment guided by relevant ICT policies, frameworks, standards and circulars to ensure alignment, interoperability, and compliance across the public service.

4.4.1 Software and Systems

Implementation of the Strategic Plan will leverage both existing and emerging ICT systems to enhance efficiency, transparency, and evidence-based decision-making across the public service. Over the next five years, the Office will invest in strengthening the existing e-Utumishi systems including; e-Mrejesho, GSD, e-HRP, e-Watumishi, e-Utendaji, e-Msawazo, e-Likizo, e-Uhamisho, e-Mkopo and e-Wekeza. Further, the Office will continue to promote innovation, identification and prioritization of emerging software, systems and digital platforms to support its mandates and functions (Table 6).

Table 6: Technological Resources

S/N	Division/Units	Number of Systems Required	Number of Systems Available	System Category	Status/Action Required
1.	Administration and Human Resource Management	1	1	➢ e-Mahudhurio	Upgrade
2.	Establishment	3	3	➢ e-Likizo ➢ e-Uhamisho ➢ e-Mkopo	Upgrade
3.	Human Capital Management	1	1	➢ e-Watumishi	Upgrade
4.	Performance Management	1	1	➢ e-Utendaji	Upgrade
5.	Government Communication Unit	1	1	➢ e-Library	Development
6.	Ethics Management	2	2	➢ e-Mrejesho ➢ Call Center	Upgrade
7.	Organization Development	2	2	➢ GSD ➢ e-Msawazo	Upgrade
8.	Human Resource Development	2	2	➢ e-HRP ➢ Scholarship Portal	Development and roll-out

S/N	Division/Units	Number of Systems Required	Number of Systems Available	System Category	Status/Action Required
9.	M&E	1	0	➢ M&E Database	Development
10.	DICTS	1	1	➢ Watumishi Portal	Upgrade

CHAPTER FIVE
RESULTS FRAMEWORK

5.1 Introduction

The Results Framework shows how the results envisioned in the PO-PSMGG's Strategic Plan 2026/27-2030/31 will be measured, various interventions to be undertaken in the course of the strategic planning cycle and the overall development objective (goal) which is basically the general impact of PO-PSMGG interventions. The framework shows the beneficiaries of services provided by PO-PSMGG, linkage with the national frameworks and the results chain. The framework also shows results framework matrix as well as how the Plan will be monitored, reviewed, evaluated and reported.

5.2 The Development Objective

The prevailing development objective of PO-PSMGG is to improve governance, institutional efficiency, effectiveness and accountability within the public service.

5.3 Beneficiaries of the PO-PSMGG's Services

In relation to the services provided by PO-PSMGG, the direct beneficiaries comprise: Public servants; public institutions (MDAs, RSs, LGAs and Parastatals/Corporates); Presidency; Parliament; politicians; trade unions; service providers; interns and volunteers; pensioners and retirees; academia and researchers.

The indirect beneficiaries include; general public and citizens, private sector, development partners, non-state actors (NGOs, CSOs, FBOs, CBOs), media, international and regional organizations.

5.4 Linkage with National Frameworks

5.4.1 Linkage with Dira 2050

The Plan takes into consideration the Dira 2050 Attribute 3.1.1 on Good Governance and Justice by emphasizing on measures that assure and inculcate trust and confidence among all citizens. Additionally, the Plan considers Attribute 3.1.3 that requires Public Service to be Responsible and Accountable by insisting on efficient, accountable, and transparent Public Service that upholds integrity, professionalism, and the rule of law, combats corruption, fosters public trust, and ensures fair and effective use of resources. Furthermore, the PO-PSMGG will ensure that, there is a merit-based public service where recruitment, recognition, and promotion are grounded in the principles of performance, competence, and equity.

In order to address shortcomings in human resources service delivery, PO-PSMGG will strongly embark on digital transformation as an opportunity to improve efficiency. By embarking on this strategy, the government will deliver the aspiration of Dira 2050 driver 5.5 that aims at a fully digital government delivery exceptional. Driver 5.5 also aims at ensuring efficient and inclusive services to all citizens and businesses anytime, anywhere with a commitment to transparency and accessibility.

5.4.2 Linkage with FYDP IV

FYDP IV is anchored on the theme *"Reforms for Inclusive Economic Growth and Employment Creation"*, with the objective of strengthening and expanding value chains, enhancing institutional capacity, improving service delivery, accelerating digitalization and the green transition, and fostering a dynamic and competitive private sector for employment creation. The Plan is structured around three key pillars: A strong, Inclusive and Competitive Economy; Building Human Capabilities and Social Development; and Environmental Integrity and Climate Change Resilience. Together, these pillars provide a medium-term framework for initiating the long-term national transformation agenda articulated in Dira 2050.

Within this context, the Results Framework directly links to FYDP IV. PO-PSMGG plays a central role in strengthening public service reforms, enhancing human resource management systems, promoting ethics, accountability, and performance across the public service.

5.4.3 Linkage with the Ruling Party Election Manifesto 2025

The Ruling Party Election Manifesto 2025, Article 49 places strong emphasis on strengthening the Public Service by enhancing professionalism, accountability, integrity, and ethical conduct. In implementing this manifesto, PO-PSMGG will undertake human resource audits, improve remuneration, improve systems for efficiency and accountability, improve integrity of leaders and public servants. Furthermore, the office shall strive to build public service characterized by competency, integrity, patriotism, professionalism, motivated, accountable and effective public workforce.

5.5 Result Chain

The implementation of the PO-PSMGG Strategic Plan aims at producing tangible results that demonstrate the theory of change through the results chain, aligned with the vision and mission. The results chain comprises; inputs, activities, outputs, outcomes, and impact. This illustrates the causal relationship where efficient and effective utilization of resources enables implementation of planned activities, generating outputs that trigger outcomes, ultimately contributing to the long-term impact of efficient, equitable and sustainable public service delivery. The approach ensures responsible, transparent and accountable use of public resources while promoting high-quality citizen-focused services.

5.6 Results Framework

The results framework matrix describes the Plan’s strategic objectives, targets, intermediate outcome, initiatives, and responsible division/unit. It articulates how the strategic objectives will be achieved and their linkages with intermediate outcomes and planned initiatives (Table 7).

Table 7: Results Framework Matrix

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
1	**A:** HIV/AIDS infection and NCDs reduced and supportive services improved	HIV& AIDS and NCD's Interventions to 17 Divisions/Units of PO-PSM implemented Annually.	Increased PO-PSMGG staff declaring their status. Change in lifestyle of PO-PSMGG staff.	Strengthen preventive programs on HIV&AIDS and NCDs; and Enhance care and support services to staff living with HIV and NCDs.	DAHRM
2	**B:** Implementation of National Anti-corruption Strategy enhanced and sustained	Four (4) ethics and values promotion interventions conducted annually.	Increased awareness to PO-PSMGG staff. Increased level of integrity at PO-PSMGG. Increased stakeholders' trust to PO-PSMGG. Reduced complaints on corruption.	Strengthen integrity at work place; and Improve awareness on ethical issues.	DAHRM
3	**C**: Public Service Policies Management Enhanced	Review of Five (5) laws, rules, regulations and other HR administrative instrument governing Public Service facilitated by June, 2031.	Increased level of compliance on HR and Administration Policies. Reduced complaints. Reduced HR referrals and appeals. Increased level of accountability. Increased level of harmony in Public service.	Strengthen Policy and Regulatory Frameworks; Strengthen Stakeholder, Citizen, and Social Development Engagement; and Enhance Legislative Oversight, Compliance, and Enforcement.	DLS
		120 Policy proposals from 571 Public Institutions analyzed annually.			DPD

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
		Eight (8) Administrative and Human Resource Management Policy frameworks reviewed by June, 2031.			DPD
		571 Public Institutions compliance to Administration and Human Resource Policy frameworks monitored by June, 2031.			DPD
		Eight (8) Administrative and Human Resource management Policy frameworks evaluated by June, 2031.			DPD
		Diversity inclusion in 571 Public Institutions complied by June, 2031.			DPD
		Two (2) Restructuring Guidelines reviewed by June, 2031.			DOD
		Eight (8) Performance Management Systems and Standards Guidelines reviewed by June, 2031.			DOD
		10 Administrative and HR Policies reviewed by June, 2031.			Public Service Administration
		Guideline for handling citizens' feedback on Government service delivery reviewed by June, 2031.			DoEM

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
		PE Budgets for 510 employers managed annually.			DHCM
		Two (2) Performance Management guidelines for public employees and institutions reviewed by June, 2031.			DPM
		Four (4) Human Resource Planning and Development Strategies reviewed by June, 2031.			DHRD
		Two (2) comprehensive guidelines for pay and incentive in public service prepared and disseminated by June, 2031.			DSIB
		Nine (9) ICT Management Frameworks implementation facilitated to 17 Divisions/Units by June, 2031.			DICTS
		868 Houses for public servants in districts with hard-to-reach areas constructed by June, 2031.			WHI

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
4	**D**: Public Service Systems and Structures Improved	Five (5) KRAs of Tanzania Citizen Centric Public Service Modernization Program implemented annually.	Reduced overlapping of public institutions' Organizational structures and functions. Increased accessibility and reliability of e-Utumishi services across public institutions. Increased cyber security awareness practice. Improved security and reliability of e-Utumishi services. Improved Public Servants Welfare.	Advance digital transformation and ICT integration in public service; Enhance institutional structures and operational effectiveness; and Strengthen public service reforms and coordination mechanisms.	DP
		571 Public Institutions Functions and Organizational Structures reviewed by June, 2031.			DOD
		Impact Study on the Implementation of the 28 executive agencies functions conducted by June, 2031.			DOD
		e-Msawazo System up-graded annually.			DOD
		Government Services Directory (GSD) operationalized by June, 2031.			DOD
		250 public institutions facilitated to implement management systems by June, 2031.			DOD

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
		250 public institutions facilitated to implement Management standards by June, 2031			DOD
		Citizens' Feedback Handling Mechanism in 150 Public Institutions strengthened by June, 2031.			DOEM
		Five (5) Performance Management Standards for Ministries, Independent Departments, Executive Agencies, Public Corporations and other Public Institutions developed by June, 2031.			DPM
		Performance Management System for public employees and institutions reviewed by June, 2031.			DPM
		A study on performance management in Ministries, Independent Departments, Executive Agencies, RSs, LGAs, Public Corporations and other Public Institutions conducted by June, 2031.			DPM

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
		343 Public Institution facilitated to implement Electronic Human Resource Planning System by June, 2031.			DHRD
		150 schemes of service in the public institutions reviewed by June, 2031.			DSIB
		245 salary structures in the public institutions reviewed by June, 2031.			DSIB
		Five (5) Interoperable and reliable e-Utumishi systems maintained by June, 2031.			DICTS
5	**E**: Public Service Administration and Human Resource Management Strengthened	2,500 superlative substantiative vacant posts in Public Institutions filled by June, 2031.	Improved efficiency in public service administration and HR processes Staff rationalization in Public Institutions Improved Public Servants competence and Accountability	Strengthen Human Capital Development, and Competency Management; Enhance Job Structures, Career Progression, and Workforce Alignment; Strengthen Compensation, Incentives, and Employee Well-Being Frameworks; and Build Institutional and Human Capacity in Public Service Management.	DE

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
		571 Public Institutions compliance to Administrative and HR policies related to Executive Management facilitated by June, 2031.			DE
		571 Public Institutions compliance to Administrative and HR policies related to Public Service Administration facilitated by June, 2031.			DE
		571 Public Institutions compliance to Administrative and HR policies on employee's labour mobility facilitated by June, 2031.			DE
		35,000 employees on substantive posts labour mobility facilitated by June, 2031.			DE
		Permit for filling 150,000 vacancies issued by June, 2031.			DHCM
		Accurate HR data from 510 employers maintained by June, 2031.			DHCM
		Implementation of e-Watumishi to 510 public institutions sustained by June, 2031.			DHCM

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
		510 Public Institutions uses of e-Watumishi maintained by June, 2031.			DHCM
		343 Public Institution facilitated to implement Human Resource development Plans by June, 2031.			DHRD
		343 Public Institution facilitated to implement Human Resource Plans by June, 2031.			DHRD
		Four (4) international cooperation interventions coordinated annually.			DHRD
		Two (2) Campuses' infrastructure and learning facilities developed and maintained by June, 2031.			TPSC
		Five (5) survey on remuneration matters in public service conducted by June, 2031.			DSIB
		350 Public Institutions monitored on remuneration matters by June, 2031.			DSIB
		230 incentive schemes in the public institutions reviewed by June, 2031.			DSIB

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
		571 Public Institutions provided with secure and reliable e-Utumishi services annually.			DICTS
6	**F:** Public Service Performance, Accountability and Responsiveness Strengthened	Ethical Conduct in 150 Public Institutions promoted by June, 2031.	Improved Public trust. Increased level of performance. Increased performance in Public Institutions	Enhance Government Performance and Service Responsiveness; and Strengthen Institutional Coordination and Operational Linkages.	DOEM
		Compliance to the Code of Ethics and Conduct to 150 public institutions facilitated by June, 2031.			DOEM
		361 MDAs (Ministries, Independent Departments, Executive Agencies, Public Corporations and other Public Institutions) monitored on the implementation of performance cycle by June, 2031.			DPM
		210 Regional Secretariets and Local Government Authorities monitored on the implementation of performance cycle by June, 2031.			DPM

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
		361 MDA's (Ministries, Independent Departments, Executive Agencies, Public Corporations and other Public Institutions) provided with capacity building on performance management by June, 2031.			DPM
		210 institutions (26 Regional Secretariats and 184 Local Government Authorities) provided with capacity building on performance management by June, 2031.			DPM
7	**G:** Institutional capacity for effective administrative services delivery strengthened	Human Resource Management facilitated to 17 Divisions/Units of PO-PSMGG annually.	Increased accountability to PO-PSMGG staff. Improved PO-PSMGG capacity to deliver it's services. Improved working environment.	Strengthen Public Resource Management and Financial Accountability; Promote Evidence-Based, Planning and Decision-Making; and Promote Inclusive, Equitable, and Responsive Public Service Governance.	DAHRM
		Administration services to17 Divisions/Units of PO-PSMGG facilitated annually.			DAHRM

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
		Human resource capacity building to 17 Divisions/Units of PO-PSMGG facilitated annually.			DAHRM
		Retired state leader residential building constructed by June, 2031.			DAHRM
		Leaders club constructed by June, 2031.			DAHRM
		Five (5) annual financial statement reports prepared by June, 2031.			CA
		Five (5) unqualified audit opinions sustained annually.			CA
		1,375 POPSMGG public service-related matters publicized by June, 2031.			GCU
		11 GCU staff facilitated to undertake their duties annually.			GCU
		Five (5) procurement plans implemented annually.			PSMU
		10 PMU staff facilitated to undertake their duties annually.			PSMU
		Internal controls and resource management to 17 division and units complied by June, 2031.			CIA

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
		Seven (7) Internal Audit Unit staff facilitated to undertake their duties by June, 2031.			CIA
		PO-PSMGG plan and budget prepared by June, 2031.			DP
		Research and innovation matters from 17 Divisions/Units coordinated by June, 2031.			DP
		14 DP staff facilitated to undertake their duties Annually.			DP
		Four (4) PO-PSMGG budget execution reports submitted by June, 2031			DP
		Risk management in 17 Divisions/Units coordinated annually.			DP
		Legal advice regarding laws, regulations, rules and other directives governing public service to 500 MDAs, LGAs and other public institutions facilitated annually.			DLS
		Technical support to 571 institutions on public service law, regulations, rules and administrative directives conducted by June, 2031.			DLS

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
		Legal services regarding court cases and pension issues to 50 MDAs, LGAs and other public institutions facilitated by June, 2031.			DLS
		Legal advice and assistance regarding interpretation of HR laws, regulation and other administrative instrument governing public service to PO-PSMGG 17 Divisions/Units provided annually.			DLS
		12 DLS staff facilitated to undertake their duties annually.			DLS
		Eight (8) Monitoring and Evaluation tools developed by June, 2031.			MEU
		34 Monitoring and Evaluation on implementation of strategic plan conducted by June, 2031.			MEU
		Nine (9) MEU staff facilitated to undertake their duties annually.			MEU
		26 DPD staff facilitated to undertake their duties annually			DPD

S/N	Objective	Targets	Intermediate Outcomes	Initiatives	Responsible Division/Units
		20 DOD staff facilitated to undertake their duties annually			DOD
		40 DE staff facilitated to undertake their duties annually.			DE
		14 DoEM staff facilitated to undertake their duties annually.			DoEM
		36 DHCM staff facilitated to undertake their duties annually.			DHCM
		10 DPM staff facilitated to undertake their duties annually.			DPM
		19 DHRD staff facilitated to undertake their duties annually.			DHRD
		20 DSIB staff facilitated to undertake their duties annually.			DSIB
		29 DICTS staff facilitated to undertake their duties annually.			DICTS
8	**Y:** Multi Sectorial Nutrition services improved	Health nutrition practices to 17 PO-PSMGG Divisions/Units enhanced annually.	Improved health status of PO-PSMGG Staff. Increased PO-PSMGG staff retention. Increased productivity to PO-PSMGG staff.	Improve nutritional awareness and health education; and Strengthen collaboration with health stakeholders for nutrition guidance and counseling services.	DAHRM

Table 8: Outcome Indicator Tracking Matrix

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible Division/Unit
				Year	Baseline indicator value	Y1 2026/27	Y2 2027/28	Y3 2028/29	Y4 2029/30	Y5 2030/31				
1	**Objective A**: HIV/AIDS infection and NCDs reduced and supportive services improved	Increased staff declaring their status	Number of staff attending voluntary HIV, AIDS and NCD testing	2025/26	158	178	200	230	245	270	DAHRM	Annually	Annual Performance Report	DAHRM
		Change in lifestyle of staff	Level of awareness on HIV, AIDS and NCD among staff	2025/26	0	50	60	65	70	75	DAHRM	Annually	Annual Performance Report	DAHRM
			Level of staff perception (%) on Physical excises	2025/26	0	50	60	75	80	90	DAHRM	Annually	Annual Performance Report	DAHRM

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible Division/Unit
				Year	Baseline indicator value	Y1 2026/27	Y2 2027/28	Y3 2028/29	Y4 2029/30	Y5 2030/31				
2	**Objective B:** Implementation of National Anti-Corruption Strategy enhanced and sustained	Increased awareness to PO-PSMGG staff. Increased level of integrity at PO-PSMGG. Increased stakeholders' trust to PO-PSMGG. Reduced complaints on corruption.	Level of employee perception (%) on corruption at PO-PSMGG	2025/26	27	20	15	10	5	5	DAHRM	Annually	Annual Performance Report	DAHRM
3	**Objective C:** Public Service Policies Management Enhanced	Increased level of compliance on HR and Administration Policies. Reduced	Accessibility to HR and Administration Policies in Public Institutions	2025	88.3	89.2	90.4	92.4	93.4	95.4	MEU	Annually	Service Delivery Survey Report (SDS)	MEU

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible Division/Unit
				Year	Baseline indicator value	Y1 2026/27	Y2 2027/28	Y3 2028/29	Y4 2029/30	Y5 2030/31				
		complaints. Reduced HR referrals and appeals. Increased level of accountability. Increased level of harmony in Public service.	Level of awareness on Public Service Administrative Instruments in Public Institutions	2025	75	78	81	84	87	90	MEU	Annually	Service Delivery Survey (SDS) Report	MEU
4	**Objective D:** Public Service Systems and Structures Improved	Reduced overlapping of Public institutions' Organizational structures and functions	Percentage of Public Institutions with overlapping Functions	2025/26	5	4	3	2	1	0	DOD	Annually	Organizational Structure Evaluation Report	DOD

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible Division/Unit
				Year	Baseline indicator value	Y1 2026/27	Y2 2027/28	Y3 2028/29	Y4 2029/30	Y5 2030/31				
		Increased accessibility and reliability of e-Utumishi services across public institutions	Percentage of public employees using digitalized Services	2025	60	62	64	66	68	70	MEU	Anually	SDS Report	MEU
		Increased cyber security awareness practice	Level of employees awareness on Cyber security	2025	40	40	40	40	40	40	MEU	Anually	SDS Report	MEU
		Improved security and reliability of e-Utumishi services	Level of Users satisfaction with e-Utumishi services	2025	4	4	4	4	4	4	MEU	Anually	SDS Report	MEU
			Mean time taken to resolve system failure incidences	2025/26	3h	3h	3h	3h	3h	3h	DICTS	Anually	Annual Performance Report	DICTS

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible Division/Unit
				Year	Baseline indicator value	Y1 2026/27	Y2 2027/28	Y3 2028/29	Y4 2029/30	Y5 2030/31				
		Improved Public Servants Welfare	Percentage of Public Institutions with Improved Incentives Schemes.	2025/26	34	40	50	55	60	80	DSIB	Anually	Annual Performance Report	DSIB
			Percentage of Public Institutions with reviewed Salary Structures	2025/26	63	65	70	75	80	85	DSIB	Anually	Annual Performance Report	DSIB
5	**Objective E:** Public Service Administration and Human Resource Management Strengthened	Improved efficiency in public service administration and HR processes	Average time taken to complete issue on public service e-systems processes	2025/26	21days	21days	21days	21days	21days	21days	DICTS	Anually	Systems reports, Progress Report	DICTS
		Staff rationalization in Public Institutions	Number of employees facilitated for labour mobility	2024/25	6268	7000	7000	7000	7000	7000	DE	Annually	Annual Performance Report	DE

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible Division/Unit
				Year	Baseline indicator value	Y1 2026/27	Y2 2027/28	Y3 2028/29	Y4 2029/30	Y5 2030/31				
			Percentage of available staff against establishment	2024/25	70.5	74.5	78.5	82.6	86.6	90.6	DHCM	Annually	Annual Performance Report	DHCM
			Employee turnover rate	2024/25	1.8	1.8	1.8	1.7	1.7	1.6	DHCM	Annually	Annual Performance Report	DHCM
		Improved public servants' competence and accountability	Average Annual Performance of Public Employees (75% to 100%)	2024/25	60	75	75	80	85	94	DPM	Annually	Performance Management Report	DPM
6	**Objective F:** Public Service Performance, Accountability and Responsiveness Strengthened	Improved Public trust.	Percentage of public institutions with functional feedback mechanisms.	2025/2026	77	80	83	86	88	90	DoEM	Annually	Public institutions' citizens' feedback handling monitoring reports.	DoEM
			Ethical conduct index in Public Service.	2022	75.9	75.9	80	80	80	80	DoEM	2027/28	Integrity Survey Report in Public Service	DoEM

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible Division/Unit
				Year	Baseline indicator value	Y1 2026/27	Y2 2027/28	Y3 2028/29	Y4 2029/30	Y5 2030/31				
		Increased performance in Public Institutions	Percentage of public institutions attaining high performance (75% to 100%)	2024/25	62	75	80	82	86	94	DPM	Annually	Performance Management Report	DPM
		Increased level of performance.	Average Annual Performance of Public Servants (75% to 100%)	2024/25	60	75	75	80	85	94	DPM	Annually	Performance Management Report	DPM
7	**Objective G:** Institutional Capacity for Effective Administrative Service Delivery Strengthened.	Increased accountability to PO-PSMGG staff. Improved PO-PSMGG capacity	Level of PO-PSMGG employees' Job satisfaction (%).	2025/26	79.4	80.0	80.0	90.0	90.0	90.0	DAHRM	Annually	Survey Report	DAHRM
			Unqualified audit opinion	2024/25	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	FAU	Annually	CAG Audit Report	FAU

S/N	Objective	Outcome	Key Performance Indicators	Baseline		Indicator Target Value					Data Source	Frequency of Data Collection	Means of verification	Responsible Division/Unit
				Year	Baseline indicator value	Y1 2026/27	Y2 2027/28	Y3 2028/29	Y4 2029/30	Y5 2030/31				
		to deliver it's services. Improved working environment.	Percentage of PO-PSMGG employees satisfied with availability of working facilities and services.	2024/25	80	80	85	85	85	90	DAHRM	Annually	Survey Report	DAHRM
8	**Objective Y:** Multi sectorial nutrition services improved	Improved health status of PO-PSMGG Staff. Increased PO-PSMGG staff retention. Increased productivity to PO-PSMGG staff.	Level of staff awareness (%) on nutrition.	2025/26	0	70	80	85	90	95	DAHRM	Annually	Survey Report	DAHRM
			Rate of employees absenteeism due to illness	2025/26	5	5	4	4	2	1	DAHRM	Annually	Administrative reports	DAHRM

5.7 Monitoring Plan

PO-PSMGG's Strategic Plan shall be monitored through an internal process of periodic follow-ups to track output indicators. Monitoring of this Strategic Plan shall involve an internal mechanism of systematic data collection using specified indicators, baseline data, and indicator target values. The monitoring plan presents the indicator and indicator description, the baseline, indicator target value, data source, data collection methods, and instruments, frequency of data collection, means of verification, frequency of reporting and responsibility of data collection (Table 9).

Table 9: Monitoring Plan

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
A: HIV/AIDS infection and NCDs reduced and supportive services improved														
HIV& AIDS and NCD's interventions to 17 PO-PSMGG Divisions/Units implemented annually.	Number of interventions implemented **Indicator Description:** This indicator intends to measure the total count of planned HIV& AIDS and NCDs interventions that have been successfully carried out within a year	2025/26	6	6	6	6	6	6	DAHRM	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DAHRM
B: Implementation of National Anti-corruption Strategy enhanced and sustained														
Four (4) ethics and values promotion interventions conducted annually.	Number of ethics and values promotion interventions conducted **Indicator Description:** This indicator intends to measure the total count of planned ethics and values promotion interventions that have been successfully conducted in a year	2025/26	4	4	4	4	4	4	DAHRM	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DAHRM
C: Public Service Policies Management Enhanced														
Review of five (5) laws, rules, regulation and other HR administrative instrument governing public service facilitated by June, 2031.	Number of HR and administrative instruments reviewed **Indicator Description:** This indicator intends to measure the total number of planned human resource and administrative instruments governing	2025	5	1	1	1	1	1	DLS	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DLS

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	the public service that have been successfully reviewed within a year.													
Eight (8) administrative and human resource management policy frameworks reviewed by June, 2031.	Number of Administrative and Human Resource Management Policy frameworks reviewed. **Indicator Description:** This indicator intends to measure the total number of planned administrative and human resource management policy frameworks that have been successfully reviewed within a year.	2025/26	1	2	2	1	2	1	DPD	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DPD
120 policy proposals from 571 public institutions analyzed annually.	Number of Policy proposals from Public Institutions analyzed. **Indicator Description:** This indicator intends to measure the total number of planned policy proposals from public institutions that have been successfully analyzed within a year.	2025/26	110	120	120	120	120	120	DPD	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DPD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
571 public institutions compliance to administration and human resource policy frameworks monitored by June, 2031.	Number of Public Institutions monitored on Administration and Human Resource Policy frameworks compliance. **Indicator Description:** This indicator intends to measure the total number of public institutions that have been successfully monitored within a year to assess their compliance with administrative and human resource policy frameworks.	2025/26	110	114	114	114	114	115	DPD	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DPD
Eight (8) administrative and human resource management policy frameworks evaluated by June, 2031.	Number of Administrative and Human Resource Policy frameworks evaluated. **Indicator Description:** This indicator intends to measure the total number of planned administrative and human resource policy frameworks that have been successfully evaluated within a year.	2025/26	1	2	2	1	2	1	DPD	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DPD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Diversity inclusion in 571 public institutions complied by June, 2031.	Number of Public Institutions complied with diversity inclusion. **Indicator Description:** This indicator intends to measure the total number of public institutions that have been successfully monitored within a year to assess their compliance with diversity inclusion requirements.	2025/26	110	114	114	114	114	115	DPD	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DPD
Two (2) restructuring guidelines reviewed by June, 2031.	Number of reviewed Guidelines **Indicator Description:** This indicator intends to measure the total number of planned restructuring guidelines that have been successfully reviewed within a year.	2025/26	0	1	1	0	0	0	DOD	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DOD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Eight (8) performance management systems and standards guidelines reviewed by June, 2031.	Number of reviewed guidelines: **Indicator Description:** This indicator intends to measure the total number of performance management systems and standards guidelines reviewed within a year against the planned target.	2025/26	2	1	1	1	2	1	DOD	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DOD
10 administrative and HR policies reviewed by June, 2031.	Number of HR Policies reviewed **Indicator Description:** This indicator intends to measure the total number of planned administrative and human resource policies that have been successfully reviewed within a year.	2024/25	0	3	2	2	1	1	DE	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DPD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Guideline for handling citizens' feedback on government service delivery reviewed by June, 2031.	Reviewed Guideline for Handling Citizens' Feedback on Government Service Delivery. **Indicator Description:** This indicator intends to measure the extent to which the existing guideline for handling citizens' feedback on government service delivery has been reviewed, updated, and formally approved to enhance effective management and utilization of feedback in public service delivery.	2023	1				1		DoEM	Checklist	Annually	Annual Performance Report	Annually	DoEM
PE budgets for 510 employers managed annually.	Number of Public Institutions facilitated in preparation of PE budgets. **Indicator Description:** This indicator intends to measure the total number of public institutions successfully facilitated in the preparation of PE budgets within a year.	2024/25	510	510	510	510	510	510	DHCM	Checklist	Annually	Annual Performance Report	Annually	DHCM
Two (2) performance management guidelines for public employees and institutions reviewed by June, 2031.	Number of Guidelines reviewed **Indicator Description:** This indicator intends to measure the total number of guidelines	2024	2	N/A	1	1	N/A	N/A	DPM	Checklist	Annually	Annual Performance Report	Annually	DPM

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	reviewed within a year aimed at strengthening performance management for public employees and institutions.													
Four (4) human resource planning and development strategies reviewed by June, 2031.	Number of HR Planning and development strategies reviewed **Indicator Description:** This indicator intends to measure the total number of planned human resource planning and development strategies that have been successfully reviewed within a year.	2024/25	0	2	1	1			DHRD	Checklist	Annually	Annual Performance Report	Annually	DHRD
Two (2) comprehensive guidelines for pay and incentive in public service prepared and disseminated by June, 2031.	Number of guidelines prepared **Indicator Description:** This indicator intends to measure the total number of planned guidelines on pay and incentives in the public service that have been successfully developed within a year.	2025/26	0	2	0	0	0	0	DSIB	Checklist	Annually	Annual Performance Report	Annually	DSIB

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
868 houses for public servants in districts with hard-to-reach areas constructed by June, 2031.	Number of houses constructed **Indicator Description:** This indicator intends to measure the total number of planned houses constructed within a year for public servants in districts with hard-to-reach areas.	2025/26	132	132	200	230	170	136	WHI	Checklist	Quarterly	Quarterly progress reports	Quarterly	WHI
Nine (9) ICT management frameworks implementation facilitated to 17 Divisions/Units by June, 2031.	Number of Management Frameworks in place **Indicator Description:** Measures the total number of planned ICT management frameworks implemented and complied with by the 17 Divisions/Units within a year.	2025/26	4	9	9	9	9	9	DICTS	Checklist	Annually	Annual Performance Report	Annually	DICTS
D: Public Service Systems and Structures Improved														

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Five (5) KRAs of Tanzania Citizen Centric Public Service Modernization Program implemented annually.	Number of Key Result Areas (KRAs) implemented. **Indicator description:** This indicator intends to measure the number of approved Key Result Areas under the Tanzania Citizen-Centric Public Service Modernization Programme implemented to improve efficiency, accountability, digital transformation, and citizen-centered public service delivery.	2025/26	0	5	5	5	5	5	DP	Checklist	Annually	Annual Performance Report	Annually	DP
571 public institutions functions and organizational structures reviewed by June, 2031.	Number of reviewed Organization structures; **Indicator description:** This indicator intends to measure the number of Public Institutions whose organizational structures and functions have been reviewed, rationalized, and approved to improve operational efficiency, eliminate duplication, and strengthen institutional performance	2025/26	0	200	100	100	100	71	DOD	Checklist	Annually	Annual Performance Report	Annually	DOD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Impact study on the implementation of the 28 executive agencies functions conducted by June, 2031.	Number of Executive Agencies covered by the study: **Indicator description:** This indicator intends to measure number of Executive Agencies assessed through impact studies to determine effectiveness, efficiency, and contribution of agency functions to public service delivery and institutional performance.	2025/26	0	5	7	7	7	2	DOD	Checklist	Annually	Annual Performance Report	Annually	DOD
e-Msawazo system upgraded annually.	**Number of e-Msawazo system modules upgraded:** **Indicator description:** This indicator intends to measure the number of modules enhanced or upgraded within the e-Msawazo system to improve institutional coordination, communication, workflow management, and service delivery efficiency.	2025/26	1	1	1	1	1	1	DOD	Checklist	Annually	Annual Performance Report	Annually	DOD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Government Services Directory (GSD) operationalized by June, 2031.	Number of Public Institutions with approved Services in GSD: **Indicator description:** This indicator intends to measure the number of Public Institutions whose services have been integrated and operationalized in the Government Services Directory (GSD) to enhance accessibility, transparency, and digital public service delivery.	2025/26	354	50	50	50	50	17	DOD	Checklist	Annually	Annual Performance Report	Annually	DOD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
250 public institutions facilitated to implement management systems by June, 2031.	Number of public institutions facilitated to implement management systems **Indicator description:** This indicator intends to measure the number of Public Institutions provided with technical support and guidance on implementation of approved management systems, operational procedures, and administrative reforms	2025/26	49	50	50	50	50	50	DOD	Checklist	Annually	Annual Performance Report	Annually	DOD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
250 public institutions facilitated to implement management standards by June, 2031.	Number of public institutions facilitated to implement management standards **Indicator description:** This indicator intends to measure the number of Public Institutions supported to implement approved management standards aimed at improving accountability, operational efficiency, and quality service delivery	2025/26	0	50	50	50	50	50	DOD	Checklist	Annually	Annual Performance Report	Annually	DOD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Citizens' Feedback Handling Mechanism in 150 public institutions strengthened by June, 2031.	Number of Public Institutions with strengthened Citizens' Feedback Handling Mechanism. **Indicator description:** This indicator measures the number of institutions strengthened with functional citizens' feedback systems, including complaint handling and response mechanisms, to improve responsiveness and accountability.	2025	100	30	30	30	30	30	DoEM	Checklist	Annually	Annual Performance Report	Annually	DoEM

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Five (5) performance management standards for Ministries, Independent Departments, Executive Agencies, Public Corporations and other Public Institutions developed by June, 2031.	Number of PMS Standards developed **Indicator description:** This indicator intends to measure the number of standards, guidelines, or frameworks developed to strengthen performance management systems and accountability across Public Institutions	2025/26	0	1	1	2	1	0	DPM	Checklist	Annually	Annual Performance Report	Annually	DPM
Performance management system for public employees and institutions reviewed by June, 2031.	Performance Management System Reviewed **Indicator description:** This indicator intends to measure progress in reviewing and improving the national Performance Management System to enhance effectiveness, alignment, monitoring, and accountability in public service performance	2023	1	N/A	1	N/A	N/A	N/A	DPM	Checklist	Annually	Annual Performance Report	Annually	DPM
A study on performance management in Ministries, Independent Departments, Executive Agencies, RSs, LGAs, Public Corporations and other Public Institutions conducted by June, 2031.	Study on Performance Management Conducted. **Indicator description:** This indicator intends to measure completion of study assessing effectiveness and implementation of performance	2025/26	0	0	0	1	0	0	DPM	Checklist	Annually	Annual Performance Report	Annually	DPM

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	management systems in MDAs, Executive Agencies, RSs, LGAs, Public Corporations, and other Public Institutions													
343 public institutions facilitated to implement Human Resource Planning and Development System by June, 2031.	Number of Public Institutions facilitated. **Indicator description:** This indicator intends to measure the number of Public Institutions supported in strengthening Human Resource Planning and Development Systems for effective workforce planning and utilization								DHRD	Checklist	Annually	Annual Performance Report	Annually	DHRD
150 schemes of service in the public institutions reviewed by June, 2031.	Number of Schemes of Service reviewed **Indicator description:** This indicator intends to measure the number of Schemes of Service reviewed and updated to align public service career progression, qualifications, competencies, and responsibilities with emerging institutional needs	2025/26	40	30	30	30	30	30	DSIB	Checklist	Annually	Annual Performance Report	Annually	DSIB

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
245 salary structures in the public institutions reviewed by June, 2031.	Number of Salary Structures reviewed **Indicator description:** This indicator intends to measure the number of salary structures reviewed and harmonized to strengthen equity, consistency, and motivation within the Public Service remuneration framework	2025/26	32	49	49	49	49	49	DSIB	Checklist	Annually	Annual Performance Report	Annually	DSIB
Five (5) interoperable and reliable e-Utumishi systems maintained by June, 2031.	Number of e-Utumishi Systems maintained **Indicator description:** This indicator intends to measure the number of interoperable e-Utumishi systems effectively maintained and operational to support digital public service administration and human resource management	2025/26	5	5	5	5	5	5	DICTS	Checklists	Quarterly	Annual Performance Report	Annually	DICTS
E: Public Service Administration and Human Resource Management Strengthened														
2,500 superlative substantiative vacant posts in public institutions filled by June, 2031.	Number of superlative substantive vacant posts filled **Indicator description:** This indicator intends to measure the total number of planned superlative vacant positions filled in public	2024/2025	0	500	500	500	500	500	DE	checklist	Annually	Annual Performance Report	Annually	DE

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	institutions within a year.													
571 public institutions compliance to administrative and HR policies related to executive management facilitated by June, 2031.	Number of Public Institutions facilitated. **Indicator description:** This indicator intends to measure the total number of public institutions facilitated to comply with administrative and HR policies related to executive management, as planned.	2024/25	0	571	571	571	571	571	DE	Checklist	Quarterly	Quarterly Progress Report	Quarterly	DE
571 public institutions compliance to administrative and HR policies related to public service administration facilitated by June, 2031.	Number of Public Institutions facilitated. **Indicator description:** This indicator intends to measure total number of Public Institutions facilitated on compliance to Administrative and HR policies related to Public Service Administration	2024/25	0	571	571	571	571	571	DE	Checklist	Quarterly	Quarterly Progress Report	Quarterly	DE
571 public institutions compliance to administrative and HR policies on employee's labour mobility facilitated by June, 2031.	Number of Public Institutions facilitated **Indicator description:** This indicator intends to measure total number of Public Institutions facilitated on compliance to	2024/25	0	571	571	571	571	571	DE	Checklist	Quarterly	Quarterly Progress Report	Quarterly	DE

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	Administrative and HR policies on employees labour mobility as planned.													
35,000 employees on substantive posts labour mobility facilitated by June, 2031.	Number of substantive posts labour mobility facilitated **Indicator description:** This indicator intends to measure total number of substantive posts labour mobility facilitated as planned.	2024/2025	0	7,000	7,000	7,000	7,000	7,000	DE	Checklist	Quarterly	Quarterly Progress Report	Quarterly	DE
Permit for filling 150,000 vacancies issued by June, 2031.	Number of Permits Issued **Indicator description:** This indicator intends to measure total number of Permits Issued In a planned year.	2024/2025	147,000	20,000	20,000	30,000	40,000	40,000	DHCM	Checklist	Quarterly	Quarterly Progress Report	Quarterly	DHCM
Accurate HR data from 510 employers maintained by June, 2031.	Number of employers data Maintained **Indicator description:** This indicator intends to measure total number of employers data Maintained in a planned year.	2024/2025	510	510	510	510	510	510	DHCM	Checklist	Quarterly	Quarterly Progress Report	Quarterly	DHCM

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Implementation of e-Watumishi to 510 public institutions sustained by June, 2031.	Number of Public Institutions using e-Watumishi **Indicator description:** This indicator intends to measure total number of Public Institutions using e-Watumishi as planned.	2024/2025	510	510	510	510	510	510	DHCM	Checklist	Quarterly	Quarterly Progress Report	Quarterly	DHCM
510 public institutions uses of e-Watumishi maintained by June, 2031.	Number of Public institutions uses e-Watumishi **Indicator description:** This indicator intends to measure total number of Public Institutions using e-Watumishi as planned.	2024/2025	510	510	510	510	510	510	DHCM	Checklist	Quarterly	Quarterly Progress Report	Quarterly	DHCM
343 public institutions facilitated to implement human resource development plans by June, 2031.	Number of Public Institutions facilitated on the implementation of HR Development plans **Indicator description:** This indicator intends to measure total number of Public Institutions facilitated on the implementation of HR Development plans in a planned year.	2024/25	14	30	75	76	81	81	DHRD	Checklist	Quarterly	Quarterly Progress Report	Quarterly	DHRD
343 public institutions facilitated to implement human resource plans by June, 2031.	Number of Public Institutions facilitated **Indicator description:** This indicator intends to measure total number of Public Institutions facilitated on the	2024/25	14	30	75	76	81	81	DHRD	Checklist	Quarterly	Quarterly Progress Report	Quarterly	DHRD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	implementation of HR Plans.													
	Number of Public Institutions coordinated on Succession Planning **Indicator description:** This indicator intends to measure total number of Public Institutions coordinated on Succession Planning.	2024/25	18	68	68	69	69	69	DHRD	Checklist	Quarterly	Quarterly Progress Report	Quarterly	DHRD
Four (4) international cooperation interventions coordinated annually.	Number of approved work permit requests issued with exemption certificates **Indicator description:** This indicator intends to measure the total number of approved work permit requests issued with exemption certificates	2024/25	839	763	734	699	655	614	DHRD	Checklist	Annually	Annual Performance Report	Annually	DHRD
	Number of employment opportunities for Tanzanians in Regional/International Organizations advertised **Indicator description:** This indicator intends to measure total number of employment opportunities for	2024/25	60	60	64	69	76	76	DHRD	Checklist	Annually	Annual Performance Report	Annually	DHRD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	Tanzanians in Regional/International Organizations advertised													
	Number of project/programs employing foreign experts assessed for skills transfer **Indicator description:** This indicator intends to measure total number of project/programs employing foreign experts assessed for skills transfer.	2024/25	6	15	15	20	20	20	DHRD	Checklist	Annually	Annual Performance Report	Annually	DHRD
	Number of Foreign Expert Recruitment Advisory Committees capacitated **Indicator description:** This indicator intends to measure total number of Foreign Expert Recruitment Advisory Committees capacitated as planned.	2024/25	4	6	6	8	10	10	DHRD	Checklist	Annually	Annual Performance Report	Annually	DHRD
	Number of bilateral and multilateral meetings participated **Indicator description:** This indicator intends to measure total number	2024/25	6	10	10	10	10	10	DHRD	Checklist	Annually	Annual Performance Report	Annually	DHRD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	of Bilateral and multilateral meetings participated.													
Two (2) campuses' infrastructure and learning facilities developed and maintained by June, 2031.	Number of campuses constructed/rehabilitated **Indicator description:** This indicator intends to measure total number of campuses constructed/rehabilitated as planned.	2025/26	0		1			1	TPSC	Checklist	Quarterly	Quarterly Progress Report	Quarterly	TPSC
Five (5) survey on remuneration matters in public service conducted by June, 2031.	Number of surveys conducted **Indicator description:** This indicator intends to measure total number of number of Surveys conducted.	2025/26	1	1	1	1	1	1	DSIB	Checklist	Annually	Annual Performance Report	Annually	DSIB
350 public institutions monitored on remuneration matters by June, 2031.	Number of Public Institutions monitored **Indicator description:** This indicator intends to measure total number of Public Institutions monitored.	2024/25	150	70	70	70	70	70	DSIB	Checklist	Annually	Annual Performance Report	Annually	DSIB
230 incentive schemes in the public institutions reviewed by June, 2031.	Number of Incentive Schemes reviewed **Indicator description:** This indicator intends to measure total number	2025/26	23	46	46	46	46	46	DSIB	Checklist	Annually	Annual Performance Report	Annually	DSIB

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	of Incentive Schemes reviewed.													
571 public institutions provided with secure and reliable e-Utumishi services annually.	Number of Public Institutions facilitated with securely and reliably e-Utumishi services **Indicator description:** This indicator intends to measure total number of Public Institutions facilitated with securely and reliably e-Utumishi services.	2025/26	571	571	571	571	571	571	DICTS	Checklist	Annually	Annual Performance Report	Annually	DICTS
F: Public Service Performance, Accountability and Responsiveness Strengthened														
Ethical conduct in 150 public institutions promoted by June, 2031.	Number of Public Institutions promoted on Ethical Conduct. **Indicator description:** This indicator intends to measure the total number of public institutions promoted on Ethical Conduct.	2025/26	20	18	18	18	18	18	DoEM	Checklist	Quarterly	Quarterly Progress Report	Quarterly	DoEM

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Compliance to the Code of Ethics and Conducts to 150 public institutions facilitated by June, 2031.	Number of Public Institution facilitated on compliance of Code of Ethics and Conduct. **Indicator description:** This indicator intends to measure the total number of Public Institutions facilitated on Compliance of code of ethics and conduct.	2022	75.9	30	30	30	30	30	DoEM	Checklist	Quarterly	Quarterly Progres Report	Quarterly	DoEM

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
361 MDAs (Ministries, Independent Departments, Executive Agencies, Public Corporations and other Public Institutions) monitored on the implementation of performance cycle by June, 2031.	Number of MDA's Monitored on the Implementation of Performance Cycle. **Indicator description:** This indicator intends to measure total number of MDA's Monitored on the Implementation of Performance Cycle.	2024	278	80	80	80	80	41	DPM	Checklist	Annually	Annual Perfomance Report	Annually	DPM
210 Regional Secretariats and Local Government Authorities monitored on the implementation of performance cycle annually.	Number of RS's and LGA's Monitored on the Implementation of Performance Cycle. **Indicator description:** This indicator intends to measure the total number of RSs and LGAs Monitored on the Implementation of Performance Cycle.	2024	210	42	42	42	42	42	DPM	Checklist	Annually	Annual Perfomance Report	Annually	DPM
361 MDA's (Ministries, Independent Departments, Executive Agencies, Public Corporations and other Public Institutions) provided with capacity building on performance management by June, 2031.	Number of MDAs Capacitated on performance management **Indicator description:** This indicator intends to measure the total number of MDAs Capacitated on performance management.	2023	278	80	80	80	80	41	DPM	Checklist	Annually	Annual Perfomance Report	Annually	DPM

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
210 institutions (26 Regional Secretariats and 184 Local Government Authorities) provided with capacity building on performance management by June, 2031.	Number of RSs and LGAs Capacitated on performance management **Indicator description:** This indicator intends to measure the total number of RSs and LGAs Capacitated on performance management.	2023	278	80	80	80	80	41	DPM	Checklist	Annually	Annual Perfomance Report	Annually	DPM
G: Institutional Capacity for Effective Administrative Services Delivery Strengthened														
Human Resource Management facilitated to 17 Divisions/Units of PO-PSM annually.	Number of Divisions/Units facilitated on HRM **Indicator description:** **T**his indicator intends to measure the number of PO-PSMGG Divisions and Units provided with Human Resource Management support services including recruitment, staff welfare, performance management, leave administration, and personnel management during the reporting period	2025/2026	17	17	17	17	17	17	DAHRM	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DAHRM
Administration services to17 Divisions/Units of PO-PSM facilitated annually.	Number of Divisions/Units facilitated on Administration services **Indicator description:** This indicator intends to measure the number of	2025/2026	17	17	17	17	17	17	DAHRM	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DAHRM

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	Divisions and Units supported with administrative services such as office management, transport, records management, communication, and general operational support													
Human Resource capacity building to 17 Divisions/Units of PO-PSM facilitated annually.	Number of Divisions/Units facilitated on capacity building. **Indicator description:** This indicator intends to measure the number of Divisions and Units supported through training, skills development, professional courses, seminars, workshops, and other staff capacity building initiatives	2025/2026	17	17	17	17	17	17	DAHRM	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DAHRM
Retired state leader residential building constructed by June, 2031.	Retired state leader residential building constructed. **Indicator description:** This indicator intends to measure progress in the construction and completion of residential infrastructure for retired state leaders in accordance with approved plans and standards	2024/2025	1	0	0	0	0	1	DAHRM	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DAHRM

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Leaders club constructed by June, 2031.	Leaders Club constructed **Indicator description:** This indicator intends to measure progress in the construction and operational readiness of the Leaders Club facility as planned in the strategic implementation period	2025/2026	0	0	0	0	1	0	DAHRM	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DAHRM
Five (5) annual financial statement reports prepared by June, 2031.	Financial Statement Reports **Indicator description:** This indicator intends to measure progress in preparation and submission of annual financial statements in compliance with Public Finance Act requirements, accounting standards, and government reporting procedures	2024/25	1	1	1	1	1	1	CA	Checklist	Annually	Annual Financial Statement Reports	Annually	CA
Unqualified audit opinions sustained annually by June, 2031	Number of Audit queries raised. **Indicator description:** This indicator intends to measure the number of audit queries issued by external auditors during the financial year. A lower number of audit queries indicates improved financial management and internal control systems	2024/25	Unqualified Report	Unqualified Report	Unqualified Report	Unqualified Report	Unqualified Report	Unqualified Report	CA	Checklist	Annually	Annual Financial Statement Reports	Annually	CA

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	Percentage of previous Audit queries implemented. **Indicator description:** This indicator intends to measure the proportion of audit recommendations and queries from previous audit reports that have been fully implemented by the institution within the reporting period								CA	Checklist	Annually	Annual Financial Statement Reports	Annually	CA
1,375 POPSMGG public service-related matters publicized by June, 2031.	Number of public service-related matters publicized **Indicator description:** This indicator intends to measure the number of public service programmes, reforms, achievements, events, and policy matters disseminated to the public through media, publications, digital platforms, and outreach activities.	2025/26	223	275	275	275	275	275	GCU	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	GCU
11 GCU staff facilitated to undertake their duties annually.	Number of staff facilitated **Indicator description:** This indicator intends to measure the number of staff supported with financial, technical, operational, or logistical resources to effectively execute their assigned	2025/26	11	11	11	11	11	11	GCU	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	GCU

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	duties and responsibilities													
Five (5) procurement plans implemented by June, 2031.	Number of procurement plans implemented. **Indicator description:** This indicator intends to measure the number of approved procurement plans executed in accordance with the Public Procurement Act and institutional procurement requirements	2025	1	1	1	1	1	1	PMU	Checklist	Annually	Annual Performance Report	Annually	PMU
10 PMU staff facilitated to undertake their duties annually.	Number of PMU staff facilitated to undertake their duties. **Indicator description:** This indicator intends to measure the number of Procurement Management Unit staff supported to effectively perform procurement and contract management functions	2025	10	10	10	10	10	10	PMU	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	PMU

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Internal controls and resource management to 17 divisions and units complied by June, 2031	Number of divisions and units complied with Internal controls and resource management **Indicator description:** This indicator intends to measure the number of divisions and units adhering to approved internal control systems, financial regulations, and proper resource management procedures	2024/25	7	7	7	7	7	7	CIA	Checklist	Annually	Annual Performance Report	Annually	CIA
Seven (7) Internal Audit Unit staff facilitated to undertake their duties by June, 2031.	Number of Internal Audit staff facilitated to undertake their duties **Indicator description:** This indicator intends to measure the number of Internal Audit Unit staff provided with resources and support to effectively carry out audit, inspection, and compliance functions	2024/25	7	7	7	7	7	7	CIA	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	CIA

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
PO-PSMGG plan and budget prepared annually.	PO-PSMGG Plan and Budget prepared **Indicator description:** This indicator intends to measure the preparation and submission of annual plans and budgets in line with government planning and budgeting guidelines	2025/26	1	1	1	1	1	1	DP	checklist	Annually	Annual Performance Report	Annually	DP
Four (4) PO-PSMGG budget execution reports submitted annually.	PO-PSMGG budget execution reports submitted **Indicator description:** This indicator intends to measure the number of budget execution and expenditure performance reports prepared and submitted within the required reporting timelines	2025/26	4	4	4	4	4	4	DP	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DP

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
Research and innovation matters from 17 Divisions/Units coordinated by June, 2031.	Number of research and innovation matters coordinated. **Indicator description:** This indicator intends to measure the number of research, innovation, and knowledge management activities coordinated to support evidence-based decision making and institutional improvement.	2025/26	0	2	2	2	2	2	DP	Checklist	Annually	Annual Performance Report	Annually	DP
Risk management in 17 Divisions/Units coordinated annually.	Number of reports prepared **Indicator description:** This indicator intends to measure the number of risk management coordination reports prepared and submitted during the reporting period	2025/26	1	1	1	1	1	1	DP	Checklist	Annually	Annual Performance Report	Annually	DP
	Quarterly risk reports prepared **Indicator description:** This indicator intends to measure the number of quarterly risk assessment reports prepared to strengthen institutional risk management practices	2025/26	4	4	4	4	4	4	DP	Checklist	Annually	Annual Performance Report	Annually	DP
	Annual Risk registers prepared	2025/26	1	1	1	1	1	1	DP	Checklist	Annually	Annual Performance Report	Annually	DP

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	Indicator description: This indicator intends to measure the preparation and updating of annual institutional risk registers identifying key operational and strategic risks together with mitigation measures													
	Number of trainings on risk matters conducted **Indicator description:** This indicator intends to measure the number of trainings, sensitization sessions, or workshops conducted to enhance staff understanding and implementation of risk management practices	2025/26	3	3	3	3	3	3	DP	Checklist	Annually	Annual Performance Report	Annually	DP
	Risk Management Framework prepared/reviewed **Indicator description:** This indicator intends to measure the preparation or review of the institutional Risk Management Framework to ensure alignment with prevailing government guidelines and operational requirements	2025/26	1	1	1	1	1	1	DP	Checklist	Annually	Annual Performance Report	Annually	DP

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
14 DP staff facilitated to undertake their duties annually.	DP staff facilitated to undertake their duties. **Indicator description:** This indicator intends to measure the number of Division of Policy staff facilitated with resources and operational support to effectively execute their responsibilities	2025/26	14	14	14	14	14	14	DP	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DP
Legal advice regarding laws, regulations, rules and other directives governing public service to 500 MDAs, LGAs and other Public Institutions facilitated annually.	Number of public institutions facilitated **Indicator description:** This indicator intends to measure the number of MDAs, LGAs, and other public institutions provided with legal advice and support regarding laws, regulations, rules, and directives governing the public service	2024/25	500	100	100	100	100	100	DLS	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DLS
Technical support to 571 institutions on public service law, regulations, rules and administrative directives conducted by June, 2031.	Number of public institutions provided with legal technical training. **Indicator description:** This indicator intends to measure the number of institutions supported	2024/25	100	100	100	171	100	100	DLS	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DLS

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	through legal technical assistance, training, and guidance on public service laws, regulations, and administrative directives													
Legal services regarding court cases and pension issues to 50 MDAs, LGAs and other public institutions facilitated by June, 2031.	Number of cases attended **Indicator description:** This indicator intends to measure the number of court cases, pension matters, and legal proceedings handled or attended by the institution during the reporting period	2024/25	50	10	10	10	10	10	DLS	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DLS
Legal advice and assistance regarding interpretation of HR laws, regulation and other administrative instrument governing public service to PO-PSMGG 17 Divisions/Units provided annually.	Number of Divisions/Units assisted. **Indicator description:** This indicator intends to measure the number of PO-PSMGG Divisions and Units provided with legal advice, interpretation, and assistance on human resource laws, regulations, and administrative instruments	2024/25	17	17	17	17	17	17	DLS	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DLS
12 DLS staff facilitated to undertake their duties annually.	Number of Staff facilitated **Indicator description:** This indicator intends to measure the number of	2024/25	12	12	12	12	12	12	DLS	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DLS

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	legal services staff supported with operational resources and capacity enhancement to perform assigned duties effectively													
Eight (8) monitoring and evaluation tools developed by June, 2031.	Number of M&E tools developed **Indicator description:** This indicator intends to measure the number of monitoring and evaluation tools, templates, frameworks, guidelines, or systems developed to strengthen institutional performance monitoring	2024/25	3	2	1	3	1	1	MEU	Checklist	Annually	Annual Performance Report	Annually	MEU
34 monitoring and evaluation on implementation of Strategic Plan conducted by June, 2031.	Number of M&E reports disseminated/in place. **Indicator description:** This indicator intends to measure the number of monitoring and evaluation reports prepared, disseminated, or maintained to assess implementation progress of the Strategic Plan	2024/25	8	8	6	7	6	7	MEU	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	MEU
Nine (9) MEU staff facilitated to undertake their duties annually.	Number of MEU staff facilitated to undertake their duties. **Indicator description:** This indicator intends to measure the number of Monitoring and	2025/26	8	9	9	9	9	9	MEU	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	MEU

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
	Evaluation Unit staff facilitated with resources and support to perform monitoring, reporting, and evaluation functions effectively													
26 DPD staff facilitated to undertake their duties annually.	Number of staff facilitated to undertake their duties. **Indicator description:** This indicator intends to measure the number DPD staff facilitated through operational, logistical, or professional support to improve their service delivery and efficiency	2025/26	25	26	26	26	26	26	DPD	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DPD
20 DOD staff facilitated to undertake their duties annually.	Number of Staff facilitated to undertake their duties **Indicator description:** This indicator intends to measure the number of DOD staff supported with working tools, training, and operational resources necessary for effective execution of assigned responsibilities	2025/26	20	20	20	20	20	20	DOD	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DOD

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
40 DE staff facilitated to undertake their duties annually.	Number of staff facilitated to undertake their duties. **Indicator description:** This indicator intends to measure the number of DE staff supported to effectively implement their responsibilities	2025/26	0	40	40	40	40	40	DE	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DE
14 DoEM staff facilitated to undertake their duties annually.	Number of staff facilitated to undertake their duties. **Indicator description:** This indicator intends to measure the number of DoEM staff supported to effectively implement their responsibilities	2025/26	14	14	14	14	14	14	DoEM	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DoEM
36 DHCM staff facilitated to undertake their duties annually.	Number of DHCM staff facilitated to undertake their duties. **Indicator description:** This indicator intends to measure the number of human capital management staff supported to effectively implement human capital management functions and responsibilities	2025/26	29	36	36	36	36	36	DHCM	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DHCM

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
15 DPM staff facilitated to undertake their duties annually.	Number of DPM staff facilitated to undertake their duties. **Indicator description:** This indicator intends to measure the number of performance management division staff facilitated to carry out performance management and coordination functions effectively	2025/26	10	15	15	15	15	15	DPM	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DPM
19 DHRD staff facilitated to undertake their duties annually.	Number of DHRD staff facilitated to undertake their duties. **Indicator description:** This indicator intends to measure the number of human resource development staff facilitated to implement staff development and training programmes effectively	2025/26	17	19	19	19	19	19	DHRD	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DHRD
20 DSIB staff facilitated to undertake their duties annually.	Number of DSIB staff facilitated to undertake their duties. **Indicator description:** This indicator intends to measure the number of DSIB staff supported to effectively implement their responsibilities	2025/26	17	20	20	20	20	20	DSIB	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DSIB

Target	Indicator and description	Baseline		Indicator target values					Data Source	Data Collection Instrument (Means)	Frequency of Data Collection	Means of verification	Frequency of Reporting	Responsible
		Year	indicator value	2026/27	2027/28	2028/29	2029/30	2030/31						
28 DICTS staff facilitated to undertake their duties annually.	Number of DICTS staff facilitated to undertake their duties. **Indicator description:** This indicator intends to measure the number of Information and Communication Technology staff facilitated to provide ICT support, maintain systems, and improve digital service delivery	2025/26	17	28	28	28	28	28	DICTS	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DICTS
Y: Multi Sectorial Nutrition services improved														
Healthy nutrition practices to 17 PO-PSMGG Divisions/Units enhanced annually.	Number of PO-PSMGG Divisions/Units implementing enhanced healthy nutrition practices annually. **Indicator Description:** This indicator intends to measure the total number of PO-PSMGG Divisions/Units that have successfully implemented agreed healthy nutrition practices within a year.	2025/26	17	17	17	17	17	17	DAHRM	Checklist	Quarterly	Quarterly Progress Reports	Quarterly	DAHRM

5.8 Evaluation Plan

The evaluation of the PO-PSMGG's Strategic Plan consists of the assessment studies to be conducted during the strategic plan cycle, the description of each study, the methodology and instruments that shall be used, the timeframe, the responsible division/units, and the output of the evaluation studies. The evaluation studies intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan. During the evaluation, performance indicators (outcome indicators) or evidence that shows the extent of the strategic plan implementation progress shall be used. These will be the basis for determining the success or failure of the Plan (Table 10).

Table 10: Evaluation Plan

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
1	A	Number of staff attending voluntary HIV, AIDS and NCD testing	Desk Review, Annual Performance Review, Mid and End SP review	The study intends to collect and analyse information on HIV, AIDS and NCD to staff attending voluntary testing.	i.To what extent has staff participation in voluntary HIV, AIDS, and NCD testing increased over the reporting period? ii.How sustainable is the voluntary HIV, AIDS, and NCD testing initiative within the	**Methods:** i. Documentary review **Instruments:** Checklist.	Annually, 2029 and 2031	DAHRM&MEU

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
					organization ?			
2		Level of awareness on HIV, AIDS and NCD among staff	Institutional Self-Assessments, Service Delivery Survey	The studies intend to assess the level of staff knowledge on HIV, AIDS, and NCDs.	i. What is the level of awareness on HIV, AIDS and NCD among staff ii.To what extent have workplace health initiatives contributed to increasing staff knowledge on HIV, AIDS, and NCDs?	**Methods**: Documentary review, Survey **Instruments:** i.Checklist. Ii. Questionnare	Annually	DAHRM&MEU
3		Level of staff perception on Physical excises	Institutional Self-Assessments, Service Delivery Survey	The studies intend to collect and analyse information on the level of staff perception toward physical exercise	i.What is the level of staff perception on physical exercise?	**Methods:** Documentary review, survey and Observations **Instruments:** Checklist.	Annually	DAHRM&MEU

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
4	B	Employee perception on corruption at PO-PSMGG	Service Delivery Survey, Integrity Survey	This study aims to collect and analyse information on employee's perception on corruption	What is the level of employee's awareness on corruption issues at PO-PSMGG? What is the level of employee's attitudes on corruption issues at PO-PSMGG?	Method: Surveys, Documentary review and Key informant Interview. Instruments: Questionnaire and Checklist	Annually, 2027/28	DAHRM,MEUand DoEM
5	C	Accessibility to HR and Administration Policies in Public Institutions	Service Delivery Survey, Management and Employment Policy Review, Public Service Training Policy Review, Public Services Pay and Incentives Policy Review,	The studies intend to assess the level of Accessibility of Human Resource and Administrative Policies in the Public Service.	i. What is the availability of HR and Administration Policies in Public Institutions? ii. To what extent are HR and Administration policies communicated clearly in public services? iii. What is the level of satisfaction	**Methods**: Documentary review and Survey **Instruments:** Checklist.	Annually	DP, DPD, DHRD, DSIB, MEU, DPM

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
			Annual Evaluation of e-Utendaji Taasisi		with the accessibility of HR and Administration policies?			
6		Level of awareness on Public Service Administrative Instruments in Public Institutions	Service Delivery Survey	The study intends to assess the level of awareness on Public Service Administrative Instruments in Public Institutions.	i. What is the level of awareness on Public Service Administrative Instruments in Public Institutions? ii.To what extent are Public Service Administrative Instruments communicated clearly in public services? iii.What is	**Methods:** Documentary review and Survey **Instruments:** Checklist.	Annually	DPD, MEU

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
					the level of satisfaction with the accessibility of Public Service Administrative Instruments?			
7	D	Percentage of Public Institutions with overlapping Functions	Organization Structure evaluation/ Service Delivery Survey (SDS)	These studies aim to determine the extent of overlapping functions among public institutions and its effects on organizational efficiency, coordination, and service delivery	1.What percentage of Public Institutions experience overlapping functions?	**Methods** 1. Survey 2. Focus group discussions 3. Documentary review **Instruments** 1.Questionnaires 2.Checklist	Annually	DOD/DME
8		Percentage of public employees using digitalized Services	Service Delivery Survey (SDS)	This study intends to determine the percentage of public employees using digitalized services.	1.To what extent are public employees using digitalized services in their daily operations?	**Methods** 1.Survey 2.Key informant interview 3.Documentary review **Instruments** 1.Questionnaires 2.Checklist	Annually	DICTS/DME

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
9		Level of employee's awareness on Cyber security	Service Delivery Survey (SDS)	This study intends to determine the level of employees' awareness of cyber security issues and their ability to support secure use of digital systems and services.	1.What are the major cyber security issues in e-Utumishi systems? 2.What is the level of employees' awareness on cyber security issues?	**Methods** 1.Survey 2.Key informant interview 3.Documentary review **Instruments** 1.Questionnaires 2.Checklist	Annually	DICTS/DME
10		Level of Users satisfaction with e-Utumishi services.	Service Delivery Survey (SDS)	This study aims to determine the level of users' satisfaction with e-Utumishi services and their effectiveness in supporting public service delivery.	1.What is the level of users' satisfaction with e-Utumishi services? 2.What is the effectiveness of e-Utumishi services in meeting users' needs and expectations?	**Methods** 1. Survey 2.Focus group discussions 3.Documentary review **Instruments** 1.Questionnaires 2.Checklist	Annually	DICTS/DME

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
11		Mean time to resolve system failure incidences.	Service Delivery Survey (SDS)	This study intends to determine the average time taken to resolve system failure incidences.	1.What is the average time taken to resolve system failure incidences? 2.What are the major e-Utumishi systems encountering frequent failure?	**Methods** 1.Survey 2.Documentary review **Instruments** 1.Questionnaires 2.Checklist	Annually	DICTS/MEU
12		Percentage of Public Institutions with Improved Incentives Schemes.	Service Delivery Survey (SDS)/ Public Service Pay and Incentives Policy Review	These studies intend to determine the extent to which public institutions have improved incentive schemes to enhance employee motivation, welfare, and work performance.	1.What is the percentage of public institutions with improved incentive schemes?	**Methods** 1.Key informant interview 2.Documentary review 4.Survey **Instruments** 1.Questionnaires 2.Checklist	Annually	DSIB/MEU
13		Percentage of Public Institutions with reviewed Salary Structures	Service Delivery Survey (SDS)/ Public Service Pay and Incentives Policy Review	These studies aim to determine the extent to which salary structures in public institutions have been reviewed to support fair	1.What is the percentage of Public Institutions with reviewed Salary	**Methods** 1.Key informant interview 2.Documentary review 4.Survey **Instruments**	Annually	DSIB/DME

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
				compensation, employee motivation, and effective public service delivery.	Structures?	1.Questionnaires 2.Checklist		
14	E	Average time taken to complete issue on public service e-systems processes	Service Delivery Survey (SDS)	This study intends to assess the average time taken to complete issue on public service e-systems processes	What is the average time used to complete services on public service e-systems?	***Methods:*** Survey and Documentary review ***Instruments:*** Questionnaire, Checklist,	Annually	DE, DHCM, DICTS, DoEM, DOD, DPM, DHRD and MEU
15		Number of employees facilitated for labour mobility	Annual Performance Reviews, Mid-term and Final SP Evaluation	These studies intend to collect and analyse information on the number of employees facilitated for labour mobility	What is the number of employee's facilitated for labour mobility?	***Methods:*** Documentary review **Instruments*:*** Checklist,	Annually, 2028/29 and 2030/31	DE and DME
16		Percentage of available staff against establishment	Annual Performance Reviews, Mid-term and Final SP Evaluation	These studies intend to collect and analyse information on the availability of human resource in public institutions	What is the current number of public employees? What is the required number of public employees as per public institutions establishment?	**Methods:** Survey, Key Informants Interviews and Documentary review **Instruments:** Questionnaire and Checklist,	Annually, 2028/29 and 2030/31	DOD and DHCM

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
17		Employee turnover rate	Annual Performance Reviews, Mid-term and Final SP Evaluation	These studies intend to collect and analyse information on employee turnover rate on public institutions	What are the average employee turnover within the institution?	***Methods:*** Survey, Key Informants Interviews and Documentary review ***Instruments:*** Questionnaire and Checklist.	Annually, 2028/29 and 2030/31	DHCM
18		Average Annual Performance of Public Employees (75% to 100%)	Annual Evaluation of e-Utendaji Taasisi	This study intends to collect and analyse information on the performance of public employees	To what extent have public employees achieved the targeted annual performance level of 75% to 100% during the assessment period?	***Methods:*** Survey and Documentary review ***Instruments:*** Questionnaire, Checklist,	Annually	DPM
					What is the effectiveness of existing performance management systems contribute to public employees on achieve the targeted performance range of 75% to 100%?			

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
19	F	Percentage of Public Institutions with functional feedback Mechanism	Service Delivery Survey, Annual Performance review	These studies intend to collect and analyse information on functional feedback mechanism in Public Institutions	What percentage of Public Institutions have functional feedback mechanisms in place? Are the existing feedback mechanisms easily accessible and user-friendly? To what extent are feedback mechanisms used to address complaints, suggestions, and service delivery issues? What measures can be taken to strengthen feedback systems and	Method: Surveys, key informant interviews, Observation and desk review. Instruments: Questionnaire and Checklist e-Mrejesho	Annually	DoEM and MEU

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
					improve responsiveness in Public Institutions?			
20		Ethical conduct index in Public Services	Integrity Survey in Tanzania Public Services,	This survey intends to collect and analyse information on Ethical conduct index in Public Services	What is the level of ethical conduct and integrity among public servants?	Method: Surveys, key informant interviews, focus group discussions, and desk review. Instruments: Questionnaire and Checklist	2027/28	DoEM

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
21		Percentage of Public Institutions attain the high Performance (75% to 100%)	Annual Evaluation of e-Utendaji (Taasisi and Watumishi)	This report aims to assess performance of public institutions	What percentage of Public Institutions attained high performance levels (75%–100%)?	Method: Survey and Desk review. Instruments: Questionnaire Checklist e-Utendaji system	Annually	DPM
22		Average Annual Performance of Public employees (75% to 100%)	Annual Evaluation of e-Utendaji (Taasisi and Watumishi)	This report aims to assess performance of public employees	What percentage of public employees attained high performance levels (75%–100%)?	Method: Survey and Desk review. Instruments: Questionnaire Checklist e-Utendaji system	Annually	DPM
23	G	Level of PO-PSMGG employees' Job satisfaction	Service Delivery Survey (SDS)	This study intends to assess level of employees' Job satisfaction.	What is the level of PO-PSMGG employees' job satisfaction?	***Methods:*** Survey and Documentary review ***Instruments:*** Questionnaire, Checklist,	Annually	DAHRM and MEU
					To what extent do incentives influence employees' job satisfaction?			
24		Unqualified audit opinion	Annual Performance Review	This study intends to collect and analyse	What is the institution's audit opinion?	***Methods*** Documentary review	Annually	CA and CIA

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
				information on audit opinion.	What is the percentage of implemented previous institutional audit queries?	**Instruments*:*** Checklist,		
25		Percentage of PO-PSMGG employees satisfied with availability of working facilities and services	Service Delivery Survey (SDS) and Institutional Self-Assessment (ISA)	This study intend to collect and analyse information on percentage of employees satisfied with availability of working facilities and services.	To what extent are employees satisfied with the availability of working facilities? How adequate and accessible are the working facilities and services provided to employees?	***Methods:*** Survey and documentary review ***Instruments:*** Questionnaire, Checklist,	Annually	DSIB and DME
26	Y	Level of staff awareness on nutrition	Service Delivery Survey, Institutional self-assessment	This study intends to inform level of staff awareness on nutrition	What is the level of staff awareness and understandin g of nutrition and healthy lifestyle practices? To what extent have	Method: Survey and Documentary review. Instruments: Questionnaire and Checklist	Annually	DAHRM

S/N	Objective Code	Outcome Indicator	Evaluation studies	Description	Evaluation Questions	Approach and Methodology	Time frame	Responsible Person
					nutrition training and awareness programs improved staff knowledge and behavior?			
27		Rate of employee's absenteeism due to illness	Annual performance review	This study aims to analyze rate of employee's absenteeism due to illness	What is the rate of employee's absenteeism due to illness?	Method: Desk review. Instruments: e-Likizo Biometric attendance register	Annually	DAHRM

5.9 Review Plan

The Strategic Plan shall be reviewed and updated regularly to reflect changing circumstances within the five-year implementation cycle. There shall be minor plan reviews on an annual basis, a mid-term review conducted in the middle of plan implementation, and a terminal review at the end of plan implementation (Table 11).

Table 11: Review Plan

S/N	Year	Planned Review	Time frame	Responsible Directorate
1	2026/27	Annual Performance review	(July, 2027 - September 2027)	Directorate of Planning
2	2027/28	Annual Performance review	(July, 2028 - September 2028)	
3	2028/29	Mid-term review	(July, 2029 - September 2029)	
4	2029/30	Annual Performance review	(July, 2030 - September 2030)	
5	2030/31	Terminal (End Term) review	(July, 2031 - September 2031)	

5.10 Reporting Plan

The reporting plan outlines the requirements for both internal and external reporting in accordance with statutory obligations, the Medium-Term Strategic Plan, the Budget Plan Manual, and any other reporting requirements that may arise from time to time. The internal and external reporting mechanisms are presented in Tables 12 and 13.

Table 12: Internal Reporting Plan (Internal)

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Annual Performance report	Management	Annually	DP
2	Quarterly Progress report	Management	Quarterly	DP
3	Quarterly Risk management Report	Management	Quarterly	DP
4	Service Delivery Survey Report	Management	Annually	MEU
5	Internal Self-Assessment Report	Management	Annually	MEU
6	Plans, Programs and Systems Monitoring reports	Management	Quarterly	MEU
7	Plans, Programs and Systems Evaluation reports	Management	Annually/Ad hoc	MEU
8	Ruling Party Manifesto Report	Management	Quarterly	MEU
9	Quarterly Internal Audit Report	Management	Quarterly	CIA
10	Annual Internal Audit Report	Management	Annually	CIA
11	Quarterly Audit Committee Report	Management	Quarterly	CIA

S/N	Type of Report	Recipient	Frequency	Responsible Person
12	Annual Committee Audit Report	Management	Annually	CIA
13	Annual Financial Statement Report	Management	Annually	CIA
14	ICT audit and compliance reports			
15	Procurement Plan	Management	Annually	PMU
16	Performance Management Report	Management	Annually	DPM

Table 13: External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Annual Performance report	Ministry of Finance	Annually	DP
2	Quarterly Progress report	Ministry of Finance	Quarterly	DP
3	Quarterly Development project Progress report	National Planning Commission	Quarterly	DP
4	Quarterly Risk management Report	Internal Auditor General	Quarterly	DP
5	Ruling Party Manifesto Report	Prime Minister's Office	Quarterly	MEU
6	Quarterly Internal Audit Report	IAG	Quarterly	CIA
7	Annual Internal Audit Report	IAG	Annually	CIA
8	Quarterly Audit Committee Report	IAG	Quarterly	CIA
9	Annual Committee Audit Report	IAG	Annually	CIA
10	Annual Financial Statement Report	CAG&IAG	Annually	CIA
11	Wage Bill Analysis Report	STATE HOUSE	Annually	DSIB
15	Procurement Plan	PPRA	Annually	PMU