

**THE UNITED REPUBLIC OF TANZANIA  
PRIME MINISTER'S OFFICE  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**



**MEDIUM TERM STRATEGIC PLAN  
SINGIDA REGIONAL SECRETARIAT  
2015/2016 – 2017/2018**

**Prepared by:**  
Regional Commissioner's Office,  
P.O. Box 5,  
**SINGIDA.**

Tel: 026 2502089/2502249  
Fax: 026 2502078  
E-mail: [ras@singida.go.tz](mailto:ras@singida.go.tz)

December, 2014

## **LIST OF ABBREVIATIONS**

AAS	- Assistant Administrative Secretary
AIDS	- Acquired Immune Deficiency Syndrome
APB	- Action Plan and Budget
CAG	- Controller Audit General
CSC	- Client Service Charter
CBO	- Community Based Organization
CSRP	- Civil Service Reform Program
DAS	- District Administrative Secretary
DC	- District Commissioner
DDD	- District Development Director
DED	- District Executive Director
GDP	- Gross Domestic Product
GOT	- Government of Tanzania
HIV	- Human Immune Virus
ICT	- Information Communication Technology
IEC	- Information, Education and Communication
LAN	- Local Area Network
LGA	- Local Government Authority
LGRP	- Local Government Reform Program
MDGs	- Millennium Development Goals
MoF	- Ministry of Finance
MTEF	- Medium Term Expenditure Framework
MTSP	- Medium Term Strategic Plan
NGO	- Non Governmental Organisation
NSGRP	- National Strategy for Growth and Reduction of Poverty
OPRAS	- Open Performance Review and Appraisal System
PER	- Public Expenditure Review
PMO-RALG	- Prime Minister's Office – Regional Administration and Local Government
PO-PSM	- President's Office – Public Service Management
PSRP	- Public Service Reform Programme
RAS	- Regional Administrative Secretary
RC	- Regional Commissioner
RCC	- Regional Consultative Committee
RDD	- Regional Development Director
RS	- Regional Secretariat
TACAIDS	- Tanzania Commission for AIDS
WAN	- Wide Area Network

## **PREFACE**

### **STATEMENT OF THE REGIONAL COMMISSIONER**

The Singida Regional Secretariat has the vital role of providing advisory services as well as co-ordination and supervision of activities of Local Government Authorities so that they deliver quality services to the communities under the fundamental principle of good governance.

In order to achieve the above objective, the Singida Regional Secretariat will strengthen its cooperation with both Sector Ministries and Development Partners through the existing Government machinery. It will also make sure that, the sector policies are properly translated and implemented by the Local Government Authorities (LGAs) without any contradictions.

The Medium Term Strategic Plan (MTSP) 2015/2016 – 2017/2018 is a revised version of the MTSP 2005/2006 – 2007/2008 for Singida Regional Secretariat which aimed at building its capacity and hence that of the LGAs towards promoting economic growth with consequent poverty reduction among the local communities. With due emphasis, the Regional Secretariat will ensure that the set objectives and targets are achieved to acceptable levels.

Tools for operationalization of the MTSP 2015/2016 – 2017/2018 are client service charter OPRAS and the MTEF Budget 2015/2016 – 2017/2018 based on clearly defined performance indicators within the MTSP, linking policy Planning and budgeting.

We now have a Clients Service Charter to improve awareness of availability and quality of the services offered by RS Singida to its clients.

On the other hand, the Government, the Development Partners and the beneficiaries are urged to give their maximum contribution according to their commitments in order to facilitate execution of the MTSP. Success in implementing the Regional MTSP will contribute greatly to the overall success of Local Governments and the National goals of improving the economy and reduce poverty among the population.

**Dr. Parseko Vicent Kone**  
THE REGIONAL COMMISSIONER  
**SINGIDA**

## **EXECUTIVE SUMMARY**

### **Background & Context**

The office of the Singida Regional Secretariat (Singida RS) was established under Section 10 of the Regional Administration Act No. 19 of 1997. This Office is part of the Central Government. The Chief Executive of the Secretariat is also the Accounting Officer whose post is established under Section 12 (1) as appointed under Section 12 (2) of the Regional Administration Act. No.19 of 1997 and Section 8 (1) of the Public Finance Act. No. 6 of 2001 (Revised 2004) respectively.

MTSP is a very crucial document for Regional Secretariat's staff, stakeholders and clients. For Regional Secretariat staff, the plan provides strategic objectives and strategies towards addressing key Result Areas allowing individuals to be aware of their roles in the Regional Secretariat. The RS now needs to review its performance in implementing the current strategic plan as well as plan for the next 5 years, with the aim of realizing its long-term vision. It is through this review process that The RS has identified various areas that need improving, the strengths The RS possesses, as well as the weaknesses and challenges The RS needs to address. This has given rise to multiple strategic objectives coupled with action plans that will assist us in attaining its strategic results and delivering a positive impact to the people of Singida

The new strategic plan contains comprehensive strategic guidelines aimed at enabling the RS achieve its updated mission, vision and core values. The Singida Regional Secretariat continues to strive for outstanding service delivery while focusing on customers' and stakeholders' needs. It also takes into account the need to apply Information Technology and other technological advancements in improving its work processes and promoting external and internal customer satisfaction. The SP will further consolidate its efforts in establishing itself as a highly competent, multi-skilled and sustainable

institution. This plan also contains Key Performance Indicators (KPIs) and responsibilities that are assigned to respective sections and areas of responsibility.

### **Geographical setting**

Singida Region is located in the central part of Tanzania covering an area of 49,341 square kilometres, which is equivalent to 6% of the total country area. It's per capital income is TZS 679,667 compared to the national per capital income of 1,186,200 per annum, according to the National Accounts statistics of 2013. The Region's average annual economic contribution to the national economy averaged to 1.8% in the year 2013.

### **Administrative Units:**

Singida Region is divided into five administrative Districts which are Singida, Manyoni, Iramba, Mkalama and Ikungi. The Districts are divided into 21 Divisions, which in turn are subdivided into 130 wards comprising a total of 442 villages.

### **Size, Distribution and Growth:**

The population of Singida Region as recorded in the 2012 Population and Housing Censuses was 1,370,637 with a projection of 1,526,250 at the end of 2015, with growth rate of 3.6%.

## **BACKGROUND OF THE REGIONAL SECRETARIAT**

The Government abolished the Local Authorities in 1972 and established the Decentralization system whereby the Regional Development Directors (RDDs) and the District Development Directors (DDD) offices were formed at the Regional and the District levels. The RDD assisted the Regional Commissioner (RC) at the Regional level and DDD assisted the District Commissioner (DC) at the District level. Regional Departmental Heads by then were direct implementers of Sectoral development activities.

The Regional Administration Act. No.19 of 1997 was enacted to make provision for restructuring Regional Administration for purpose of strengthening and promoting the Local Government System. The post of RDD was abolished and replaced by the post of Regional Administrative Secretary (RAS). At the Region the number of Staff was reduced to 83 while excess employees were either retrenched or transferred to the Local Government Authorities. Also, the act assigned new roles to Regional Secretariat from those of Service Delivery Authorities to Advisory Role.

The Regional Administrative Secretary became the Head of the Regional Secretariat, assisted by a few Technical Advisors in five Clusters (*Staff Services, Management Support Services, Economic Development Support Services, Physical Planning & Engineering Support Services and Social Sector Support Services*).

In August 2007 the RS functions and organization structure were reviewed. The rationale for change focused on:

- Replacement of the Clusters with Sections and formation of Units that facilitate the internal operation of RAS office.
- Stripping Management Support Services into Planning & Coordination and LGA Management Services, later Social into Education and Health; infrastructure to water
- Establishment of District Consultative Committee to fill the gap between RCC and District Councils.

## **THE ROLE AND MANDATE OF THE REGIONAL SECRETARIAT**

The Roles and Functions of Regional Secretariat are divided into four categories:

- Assist the Regional Commissioner to execute: governance, maintenance of law and order, implementing the general policies of the Government, and duties as conferred or imposed upon him by the law.
- Through the RAS as Secretary to the Regional Consultative Committee (RCC): consider and provide advice to LGAs; advice to any interested party on economic and development affairs; reports and advise the Government on National Development Projects, Programmes and Activities; Monitor and co-ordinate the overall economic development in the Region.
- Through the Powers Conferred under Section 10.3 of the Act: Facilitate the work of the Government generally; facilitate the Local Government Authorities to realize their goals and targets.
- As Adviser to the Regional Commissioner in Relation to Local Government under the Act: Facilitate and assist LGAs to undertake and discharge their responsibilities by providing and securing the enabling environment for successful performance by them of their duties and functions

## **MAJOR DEVELOPMENTS AT THE NATIONAL LEVEL**

### **National development vision 2025**

Tanzania has defined the direction of the nation's long-term development in the National Development Vision for the year 2025 (Vision 2025) adopted in 1999. It envisages a society characterized by:

- High quality life;
- A strong and competitive economy;
- Good governance;
- A well educated and learning population;
- Peace, stability and unity.

### **The Poverty Reduction Strategy II (PRS II) including the Millennium Development Goals (MDGS):**

The strategy is an instrument for mobilizing efforts and channeling resources towards agreed outcomes. It reflects the concerns of stakeholders as well as ongoing macroeconomic and structural reforms and sector and District programmes. It also aims at fostering greater linkage and collaboration among different actors for more effective achievement of the agreed outcomes.

Political reforms will continue to be implemented in order to create an enabling political environment necessary to unleash political support for growth, poverty reduction and attainment of the MDGs and NEPAD targets.

The Government will continue to deepen the social sector reforms in the areas of education, health and water sectors for realization of human development and human rights. Efforts to address gender imbalances and other crosscutting issues will be scaled up.

### **The Public Service Reform Programme (PSRP):**

The current Public Service Reform Programmes (PSRP) has its origin in the Civil Service Reform Programme (CSRP) that was official launched in July 1991. In 1993, Government embarked on designing comprehensive programme for the implementation of the proposed reforms. Major structural and institutional changes that have been effectively implanted by the end of the CSRP phase of Government reform included:

- Contracting and streamlining of government structures.
- Reduction in employment numbers and wage bill control
- Installation of and integrated human resources and payroll management system.
- Improved day structure and enhanced salary levels
- Restructuring and decentralization for improved service delivery and capacity building.
- Improved policy and legislative environment for sustaining reforms

### **The Local Government Reform Programme (LGRP):**

The GOT and some of its partners developed a Local Government Reform Agenda 1996 – 2000, which was enclosed by the Steering Committee for the CSRP. To operationally implement the policy and strategy decisions, the LGRP was designed and the Action Plan and Budget were prepared for July 1999 – June 2004. Implementation of Phase I of the programme began on 1<sup>st</sup> January 2000 in 38 Councils. Government and Development Partners financed the programme jointly.

## **Singida RS Strategy**

To be able to achieve a vision that will best describe where the RS wants to be in five years, the RS revisited and re-evaluated its vision, mission, core values as well as strategic objectives going forward

### **Vision**

The RS re-evaluated its vision and came up with the following:

**“To be the standard of excellence in terms of the supervision and coordination of councils in delivering effective sustainable socio-economic initiatives”**

### **Mission**

Some of the reasons for the existence of Singida RS are:

- Support LGAs and private sector with technical advice, supervision, monitoring and evaluation
- Maintain peace and stability in the region
- Translate National policies, guidelines, government circulars and disseminate for implementation
- Be a link between Central Government and LGAs

Hence, its mission can be summarized as:

**“To facilitate and build the capacity of Local Government Authorities for sustainable socio economic development of the community while interlinking with Sector Ministries, Local Government Authorities, other Stakeholders and adhering to good governance.”**

## **Strategic Objectives**

The RS discussed and developed 8 key strategic objectives that are to be the basis of the new strategic plan (2015/16 – 2019/20) based on four (4) key perspectives. I.e. Financial, Stakeholders, Internal Processes and Organizational Capacity Objectives. The following is a snapshot of these objectives:

- Improved working environment among RS staff through motivation and provision of their rights and entitlement by 2019
- Improved coordination systems through efficient and effective planning, monitoring and evaluation of development programs at LGA and other stakeholders
- Ensured common understanding and adherence to the government policies ,circulars, guidelines among RS staff by 2019
- Empowered and capacitated RS staffs in management and services provision by 2019
- Increased performance and implementation of cross cutting interventions (HIV and AIDS, Gender, Disaster) RS Workplace Program by 2019
- Enhanced and sustained effective implementation of National Anticorruption strategy
- Financial Acts, Rules, Regulations, Guidelines adhered and Financial Management Systems effectively used by June, 2019
- Collaboration and coordination of all stakeholders enhanced by June 2019.

## **Risk & Enabling Environment**

The enabling environment in which The RS finds itself in has its fair share obstacles that hinder the execution of its strategy. The key components of its enabling environment include: Government regulations, legal & regulatory framework, skills and capacity, tax and public goods (infrastructure & education), civic institutions, and natural environment; Financial Constraints; Inadequate human capital; Political influence; and Inadequate commitment. The Risk Matrix for Singida RS is found in **Annex I**.

# CHAPTER I: INTRODUCTION

## 1.1 GEOGRAPHICAL SETTING:

Singida Region is located in the central part of Tanzania covering an area of 49,341 square kilometres, which is equivalent to 6% of the total country area. It's per capital income is TZS 679,667 compared to the national per capital income of 1,186,200 per annum, according to the National Accounts statistics of 2013. The Region's average annual economic contribution to the national economy averaged to 1.8% in the year 2013.

## 1.2 ADMINISTRATIVE UNITS:

Singida Region is divided into five administrative Districts which are Singida, Manyoni, Iramba, Mkalama and Ikungi. The Districts are divided into 21 Divisions, which in turn are subdivided into 130 wards comprising a total of 442 villages.

**Table 1.1: Area and Administrative Structure of Singida Region**

District	Number of		
	Divisions	Wards	Villages
Singida	5	37	104
Manyoni	5	32	97
Iramba	4	19	70
Mkalama	3	14	70
Ikungi	4	28	101
<b>Total Region</b>	<b>21</b>	<b>130</b>	<b>442</b>

*Source: Regional Commissioners' Office*

## 1.3 POPULATION SIZE, DISTRIBUTION AND GROWTH:

The population of Singida Region as recorded in the 2012 Population and Housing Censuses was 1,370,637 with a projection of 1,526,250 at the end of 2015, with growth rate of 3.6%.

## **1.4 BACKGROUND OF THE REGIONAL SECRETARIAT**

The office of the Singida Regional Secretariat was established under Section 10 of the Regional Administration Act No. 19 of 1997. This Office is part of the Central Government. The Chief Executive of the Secretariat is also the Accounting Officer whose post is established under Section 12 (1) as appointed under Section 12 (2) of the Regional Administration Act. No.19 of 1997 and Section 8 (1) of the Public Finance Act. No. 6 of 2001 (Revised 2004) respectively.

The Singida Regional Secretariat has developed a strategic plan for 2015/16 to 2019/20. which has taken into account MDGS, Tanzania Development Vision 2025 national policies, MKUKUTA, Government programs, Medium Term Development plans budget guidelines and RS pertinent issues as expressed by stakeholders during consultative meetings. The realization of Regional Secretariat vision and mission also entails a high collaboration with all key stakeholders.

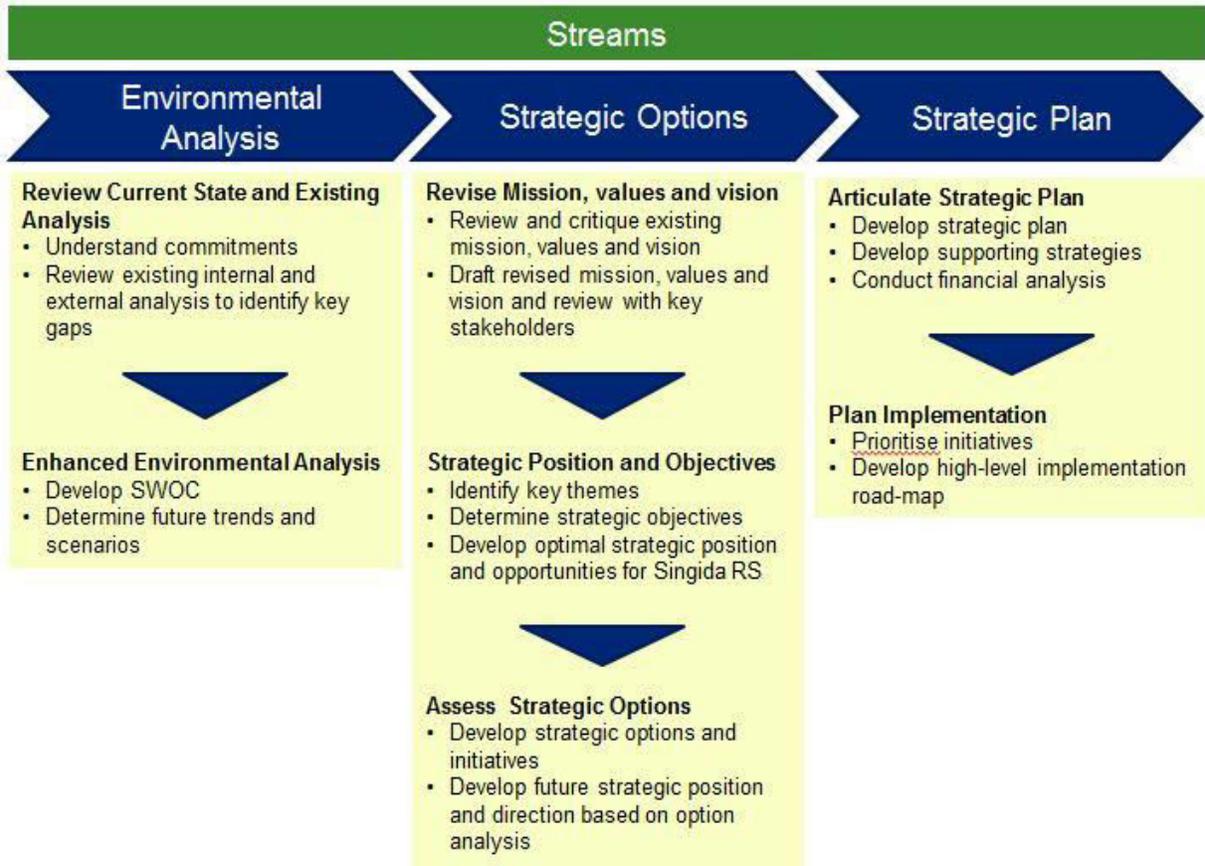
The Strategic Plan of Singida Regional Secretariat covers a period of five years beginning from 2015/16 to 2019/20. The Plan describes The RS' Mission, Vision, Core Values, Mandate, Objectives, Targets, Key Performance Indicators and the process used to derive them. This is the Third Strategic plan which after the review of the first Strategic Plan that was Implemented from 2005/2006 up to 2007/2008 and the second that spanned 2011/12 to 2013/14

Based on its mandate, Singida RS provides supervisory and advisory services to the LGAs under the region, with the specific aim of assisting the Regional Commissioner to exercise his/her functions. The Regional Administration Act and the Planning and Management Guide also define the RS' role and function as:

- According to the Regional Administration Act 19 of 1997, the role of RS is to assist the RC in the exercise of his function; and
- According to the Planning and Management Guide, the role of the RS is split into administrative and development roles;

**1.5 THE PLANNING PROCESS (Approach)**

The approach used for the revision of the strategy was as follows:



*Figure 2: Approach applied to revise Singida RS Strategy*

**1.6 The MTSP Outputs**

From the results of our situational analysis the MTSP for 2015/16 to 2019/20 was developed. The Strategic Plan contains the following outputs:

- Core Values**

Core Values are the guiding principles that all members and employees of RS will commit themselves to adhere to for the attainment of the shared and agreed Vision.

- **Vision**

A vision represents an idealized view of a desirable but potentially achievable future state of the RS. The Vision would set in motion the process for becoming a service oriented and high performing service institution.

- **Mission**

A Mission statement states what services and benefits the RS will offer to the customers based on the reasons for its existence. It also identifies the scope of its operations/services; and when its customers need them.

- **Objectives**

The RS Objectives describe what is to be achieved and the improvements to be made. An objective describes an intended outcome or impact and summarizes why a series of actions have been undertaken.

- **Target**

Targets are the goods or services produced over a given period of time, by an institution, in order to achieve its objectives.

- **Indicators**

Indicators are quantitative or qualitative factors or variables that provide simple and reliable means to measure achievements that reflect the changes connected to an intervention. Indicators are usually indirect measures of an underlying phenomena or quality (the way “smoke indicates fire”) and are stated in SMART format.

## **1.7 Contents of the Plan**

The remainder of this document is divided into the following chapters:

### **Chapter II**

Provides details of the important findings of our analysis including the results from our stakeholders' analysis, the strengths and weaknesses identified during our organizational scan, the opportunities and threats considered during the RS trend analysis and the critical issues.

### **Chapter III**

The RS vision, Mission, and Core Values are presented.

### **Chapter IV**

Presents the heart of RS MTSP which describes Objectives, Targets and Indicators and assigns Section and Unit responsibilities.

### **Chapter V**

Presents the result framework and performance indicators.

## CHAPTER II:

### 2.0 SITUATION ANALYSIS

The RS analyzed the environment it operates in both internally and externally. This enabled members to develop an understanding of its key achievements to date, capabilities, areas of improvement, its various stakeholders and beneficiaries and the environment it operates in.

#### Key Achievements

The RS has made significant progress in various areas during the implementation of the current strategic plan 2011-2014. These accomplishments have taken the region forward in areas such as health, agriculture, infrastructure, education and public sector. Some of these achievements are:

1.

- Enhanced food security in the region due to added focus on growing of appropriate crops

2

- Construction of new Regional Referral Hospital

3

- Completion of tarmac trunk road network

4

- Improved Sunflower production

5

- Greater use of participatory methodology in community empowerment

6

- Excelled in health services (e.g. Ranked 1<sup>st</sup> nationally in the Kaizen 5s' for healthcare)

7

- 100% enrollment for all passing standard 7 students into secondary school

8

- Attained a clean certificate in financial management

9

- The RS has a client service charter in place

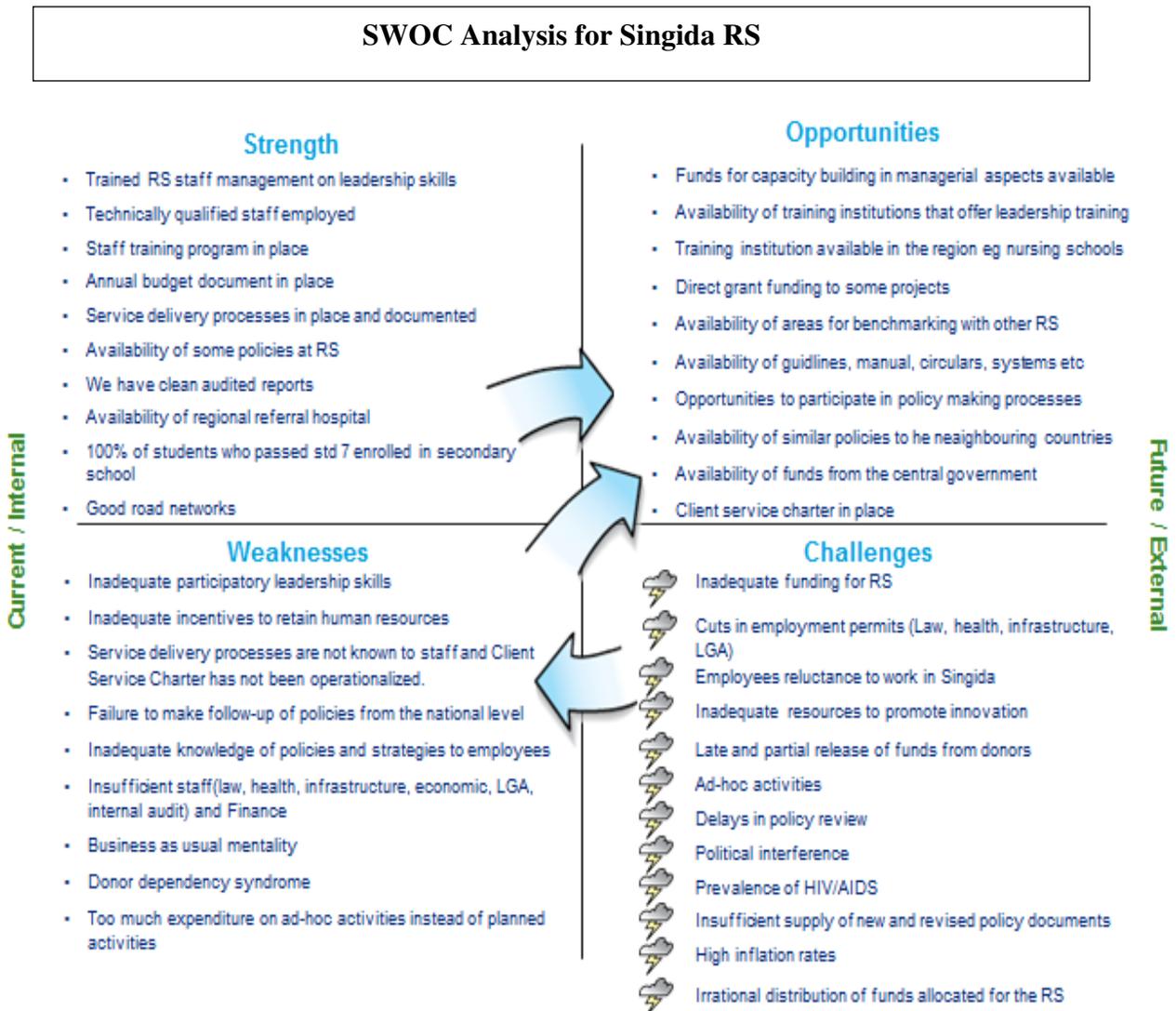
10

- The RS has able to convene statutory meetings bi-annually e.g.: Regional Consultative Committee and Regional Road Board.

## Strength Weakness Opportunities and Challenges (SWOC) Analysis

The RS took the findings from the situational analysis and separated them into internal (strengths and weaknesses) and external issues (opportunities and challenges). SWOC analysis determined what may assist us in accomplishing its objectives, and the obstacles The RS must overcome or minimize for effective program delivery.

This in-depth discussion raised various issues that were previously not documented as strengths, weaknesses, opportunities or challenges. Some previous issues were tweaked to better represent the reality on the ground, while others were amended to their previous SWOC document. Below is the complete SWOC analysis chart:



## **CHAPTER III: VISION, MISSION STATEMENT, OBJECTIVES AND CORE VALUES**

### **3.0 INTRODUCTION:**

Our vision statement is the broadest statement of what we want to be in the future. It reflects the "**goal**" we hope to achieve.

The mission statement on the other hand describes why the Singida Regional Secretariat exists and what we do. While the mission statement provides underpinnings for what we do and why we do it, we recognize that it should not be set in stone. It is a "living" expression that will be reviewed periodically and modified when necessary.

We as Regional Secretariat Staff have also agreed on Core Values that describe **how** we intend to operate. They are guidelines that frame our day-to-day decisions, attitudes and conduct as well as our strategies and policies. They will permeate everything we do from the organizational to the individual level. As we move down the Transformation path the core values will particularly be important, since in a changing world, they will remain constant.

### **3.1 ENVISIONING:**

To be able to create a vision that will best describe where The RS wants to be in five years, the RS first looked to the future and imagined the objectives the RS wanted Singida RS to have accomplished by the year 2030. The following are some of the ideas and characteristics the RS would like to be known for:



**Figure 3: Brainstorming ideas on strategic focus areas**

### **Vision Statement Options**

The Singida RS' vision statement is **“To be a highly competent and dedicated multi skilled technical institution for supporting local government initiatives and providing a strong link between the central government and autonomous Local Government Authorities.”**

However, from the aforementioned long-term goals identified in the envisioning session, the RS proceeded to brainstorm vision statements that better encapsulated the objectives it would like to accomplish. Some of the suggested vision statements included:

1. To be the standard of excellence in terms of efficiency and effectiveness in the coordination and supervision of the councils
2. To reduce poverty through sustainable socio-economic initiatives and practices in Singida
3. To spearhead the implementation of initiatives which will lead to the attainment of Vision 2025 for the country in Singida Region
4. To be the standard of excellence in the supervision & coordination of councils for superior delivery of social services

After exploring the aforementioned options, the RS eventually agreed on the following vision statement, which sufficiently captures some of the themes that appear above: **“To be the standard of excellence in terms of the supervision and coordination of councils in delivering effective sustainable socio-economic initiatives”**

### 3.2 Mission

The RS’ current mission is to facilitate and build the capacity of Local Government Authorities for sustainable socio economic development of the community while interlinking with Sector Ministries, Local Government Authorities, other Stakeholders and adhering to good governance. As a means of revisiting its mission, the RS had a discussion about the reasons for its existence, the people it serves, its key stakeholders and the issues it would like to be known for.

#### Stakeholders

The RS discussed about its stakeholders and the importance of mapping them as well as managing relationships with them. It is necessary for the RS to identify and specify a list of key stakeholders, whose importance will be determined by the relationship they has with the RS as well as the presence of shared goals. The RS also needs to come up with specific engagement strategies for every broad group of stakeholders so as to facilitate effective collaboration that brings positive results.

#### Mission statement

In addition to addressing who its stakeholders are, the RS also explored the why, what and for who questions on its existence. The following are the ideas that came up for each question:

1. Why do we exist?	2. For whom is Singida RS here?	3. Who are our key stakeholders?	4. What should we be known for?
<ul style="list-style-type: none"> <li>To support Local Government authority and private sector with technical advice and supervision, monitoring and evaluation</li> <li>To provide a link between central and local government authority by translating and disseminating national policies, guidelines &amp; government circulars</li> <li>To maintain peace and tranquility</li> </ul>	<ul style="list-style-type: none"> <li>The People of Singida</li> </ul>	<ul style="list-style-type: none"> <li>Public Institutions</li> <li>Private Institutions</li> <li>Community</li> <li>NGOs (International &amp; local)</li> <li>CBOs</li> <li>FBOs</li> </ul>	<ul style="list-style-type: none"> <li>Efficient deliveries of services to all stakeholders</li> <li>Prominence in sunflower production</li> <li>Self-sufficient in food supply</li> <li>Good financial management</li> <li>A leading region in bee-keeping</li> <li>A leading region in socio-economic development</li> </ul>

Hence, this discussion, shed light on multiple issues. The RS concluded that the current mission statement of **“To facilitate and build the capacity of Local Government Authorities for sustainable socio economic development of the community while interlinking with Sector Ministries, Local Government Authorities, other Stakeholders and adhering to good governance.”**still adequately addresses the responses to the four questions mentioned above.

**Core Values**

Singida Regional Secretariat believes that its Mission and Vision should be achieved through practical, adaptable and situational sensitive strategies in support to LGAs, MDAs, creating conducive environment that clearly balance the need of its stakeholders and staff. The RS management team recognizes the challenging task ahead of creating a RS that is characterized by excellence in service delivery, facilitation and support. Discussions were held about some of the core values that the RS will observe during the implementation of the new strategic plan, in addition to those of the current strategic plan one. They are the following:

<b>Current</b>	<b>New</b>
1. Loyalty to the Government	1. Effectiveness
2. Impartiality	2. Efficiency
3. Integrity	3. Transparency
4. Courtesy	4. Equity
5. Respect for the rule of law	5. Gender Balance
6. Professionalism	6. Commitment
7. Accountability	7. Competence
	8. Creativity
	9. Collaboration
	10. Punctuality
	11. Trustworthiness

**Figure 1: Singida RS core values**

From the above, the RS identified the similar values in the two lists and merged to form one final list of values, which are the following

<b>Singida RS Core Values</b>	<b>Definition</b>
Loyalty to the Government	Always facilitate the execution of the government's agenda and remain faithful to its cause.
Impartiality	All decisions should be based on objective criteria, and not on any subjective basis
Integrity (Transparency)	Sound judgment with an ethical and moral compass, involving delivery of services with the highest ethical standards in all situations and circumstances.
Courtesy	Treat everyone with politeness and good manners
Respect for the rule of law	To recognize and uphold the influence and authority of law within society
Professionalism (commitment, punctuality)	The RS should always conduct itself with the skill, good judgment, and polite behaviour that are expected from a person who is trained to do a job well.
Accountability	Always recognize and uphold the obligation or willingness to accept responsibility or to account for one's conduct, decisions and/or actions
Efficiency (Effectiveness)	Excellent service to ensure high levels of satisfaction to the beneficiaries
Collaboration	Understanding the critical value of its differences and of our individual and collective strengths and proudly applying these strengths in offering services to its beneficiaries
Equity (Gender Balance)	A fear free workplace environment where all members of either gender are able to work with dignity and honor.

## CHAPTER IV - STRATEGIES AND TARGETS

### 4.0 INTRODUCTION

This chapter forms the heart of our Medium Term Strategic Plan.

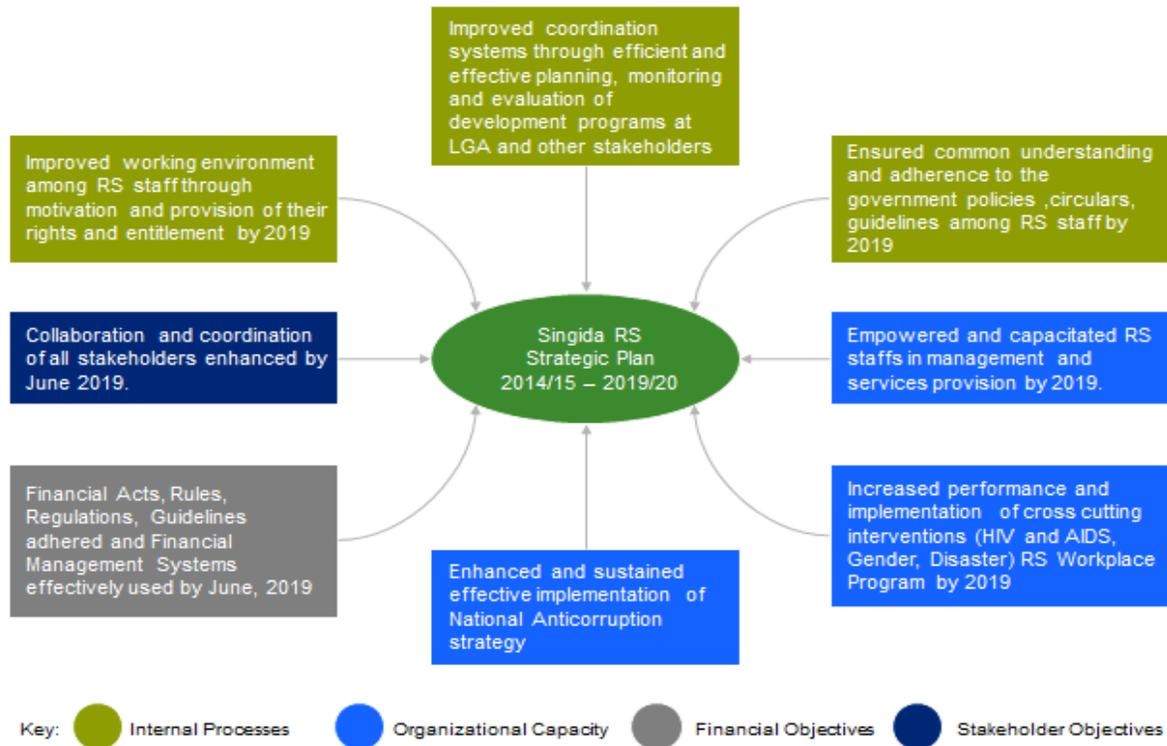
#### Strategic Objectives

In order to shape its strategic objectives going forward, the RS first compiled and categorized the ideas, comments & feedback that had come up during earlier sessions into themes and focus areas.

Themes	Some initial considerations
Enhanced delivery of social services in Singida	<ol style="list-style-type: none"><li>1. Strengthen the coordination and supervision role of councils to enhance delivery of services in education, health, transportation, agriculture, etc)</li><li>2. Enhance collaboration with the private sector to support councils</li></ol>
Poverty is history in Singida	<ol style="list-style-type: none"><li>3. Reduce poverty by 50%</li><li>4. Improve agricultural productivity in sunflower</li><li>5. Strengthen processing and distribution of sunflower products, and focus on branding Singida sunflower products</li></ol>
Physical and human resources improved	<ol style="list-style-type: none"><li>6. Up-skilling existing staff and acquisition of new skills through experienced hires</li><li>7. Invest in continuous development of RS leaders and staff members</li></ol>
Improve collaboration with stakeholders	<ol style="list-style-type: none"><li>8. Mapping of all stakeholders in the region</li><li>9. Develop targeted engagement strategies to leverage resources from these stakeholders</li></ol>
Improve processes, systems	<ol style="list-style-type: none"><li>10. Performance management system, financial management systems</li><li>11. Monitoring and evaluation framework enhanced and supervision of councils focuses on advisory role than policing</li></ol>

Using the aforementioned themes as a platform, the RS then prioritized a number of themes and generated eight (8) key strategic objectives, which it believes will be instrumental in attaining its goals. These strategic targets were developed by using

the 4 perspectives of strategic planning. I.e. Financial, Stakeholder, Internal Processes and Organizational Capacity. In Figure below, is a summary of the objectives generated in each perspective.



**Figure 2: RS Singida Strategy**

### High-level implementation plan

With the eight main targets identified, the RS then embarked on developing an implementation plan that explained each objective in greater detail. Key strategic actions that will lead to the realization of each objective were then developed and documented. The RS then generated timelines for the completion of each strategic action, which in turn determined the timeline for the meeting of each strategic objective. The RS also identified the person/role accountable for the execution and delivery of each item.

Internal Processes										
NO	Strategic Objectives	Key Performance Indicator (KPI)	Strategic Actions	Target for the next 5 years						Accountability
					Y1	Y2	Y3	Y4	Y5	
SO1.	Improved working environment among RS staff through motivation and provision of their rights and entitlement by 2019( <i>level of staff retention</i> )	60 staff promoted	1. Recruiting and Promoting qualified staff	0	15	20	40	50	60	Assistant Administrative secretary – Planning and Coordination
		90% of staff retained	2. Promote motivation and rewarding based on performance (OPRAS)	0	90%	90%	90%	90%	90%	
		16 houses constructed	3. Construction and rehabilitation of residential houses for leaders and staff	4	4	2	2	2	2	
		5 houses rehabilitated		1	1	1	1	1	1	
SO2	Improved coordination systems through efficient and effective planning, monitoring and evaluation of development programs at LGA and other stakeholders <i>(value for money realized on project implemented, number of monitoring visits, review meetings, progress reports, number of staff trained, level of staff participation per unit/section in planning sessions)</i>	50% staff involved per unit/section	1. Involve of staff during planning, implementation, monitoring and evaluation sessions	50%	50%	50%	50%	50%	50%	Assistant Administrative secretary – Planning and Coordination
		Quarterly visits per annum	2. Monitoring and evaluation of LGA development programs	2	4	4	4	4	4	
		2 bi-annual review meetings conducted		2	2	2	2	2	2	
		Percentage of RS and LGA staff capacitated	3. Build capacity of RS and LGA in planning and M&E	50%	50%	50%	50%	50%	50%	
SO3	Ensured common understanding and adherence to the government policies ,circulars, guidelines among RS staff by 2019 ( <i>% of staff with abilities in interpretation of policies, circulars and guidelines</i> )	70% of circulars, guidelines and policies interpreted by 2020	1. Ensure interpretation and dissemination of circulars, guidelines, polices etc.	30%	35%	40%	50%	60%	70%	Assistant Administrative secretary – Admin & Human Resource

Organisational Capacity										
NO	Strategic Objectives	Key Performance Indicator (KPI)	Strategic Actions	Target for the next						Accountability
				Y0	Y1	Y2	Y3	Y4	Y5	
SO4	Empowered and capacitated RS staffs in management and services provision by 2019. <i>(Timely reporting; % of staff with adequate working tools and equipment per unit and section in place)</i>	260 staff trained	1. Staff training (long, short courses, seminars etc.)	-	20	50	50	60	80	Assistant Administrative secretary – Admin & Human Resource
		% of staff with adequate working tools and equipment per unit and section in place	2. Provision of working tools	-	50%	60%	0%	80%	90%	
SO5	Increased performance and implementation of cross cutting interventions (HIV and AIDS, Gender, Disaster) RS Workplace Program by 2019 (implementation of government circular No 2 of 2006 about HIV and AIDS workplace program, implementation of objective A of MTEF, implementation of RS workplace plan document)	500 staff received training per annum	1. Conduct HIV and AIDS education sessions	-	486	488	500	500	500	Assistant Administrative secretary – Planning and Coordination
		At least 3,764 Gender Based Violence (GBV) cases reported	2. Coordination of gender mainstreaming in LGA	1,064	800	700	600	400	200	
		2 disasters assessed per annum	3. Conduct semi-annual review of the disaster management team to assess effectiveness of the team	1	2	2	2	2	2	
SO6	Enhanced and sustained effective implementation of National Anticorruption strategy <i>(absence of cases related to corruption; number of people reached with awareness sessions)</i>	135 total staff supported	1. Support affected RS staff	-	20	20	20	25	30	Assistant Administrative secretary – Admin & Human Resource
		30% of staff declared HIV and AIDS status by 2020	2. Promoted confidentiality and discourage stigma and discrimination (through seminars)	5%	10%	15%	20%	25%	30%	
		Number of corruption complaint cases reduced to 20 cases	1. Creating awareness session on anti-corruption regarding to the adherence to ethics and code of conducts for civil servant	150	120	80	60	40	20	

Financial Objectives										
NO	Strategic Objective	Key Performance Indicator (KPI)	Strategic Action	Target for the next 5 years						Accountability
				Y0	Y1	Y2	Y3	Y4	Y5	
SO7	Financial Acts, Rules, Regulations, Guidelines adhered and Financial Management Systems effectively used by June, 2019	1. 9 total staff trained	1. Training of staff on Financial Management Systems under Finance Department and Internal Audit units	-	3	2	2	1	1	Chief Accountant
		2. 12 trainings conducted	2. Promote capacity building of audit committee (Responsible internal auditor) (and tender board, responsible PMU)	2	2	2	2	2	2	
		3. 20 awareness sessions	3. Ensure awareness to Heads of department on Financial Acts, Rules and Guidelines to RS staff on quarterly basis	-	4	4	4	4	4	
		4. 20 audit committee meetings conducted	4. Conducting 4 audit committee meetings each year	-	4	4	4	4	4	
		5. 20 expenditure coordination and control meetings conducted	5. Conducting 4 expenditure coordination and control, meetings	-	4	4	4	4	4	
		6. 100 revenue collected from non-tax revenue	6. Ensure full collection of non-tax revenue	100%	100%	100%	100%	100%	100%	
		7. 5 responses reported per annum	7. Preparation of 1 External and 4 Internal Audit responses each Financial year	-	5	5	5	5	5	
		8. 4 financial report developed per annum	8. Preparation and submission periodic and annual Financial reports timely	-	4	4	4	4	4	

Stakeholder Objectives										
NO	RS Strategic Objectives	Key Performance Indicators (KPI)	RS Strategic Actions	Target for the next 5 years						Accountability
				Y0	Y1	Y2	Y3	Y4	Y5	
SO8	Collaboration and coordination of all stakeholders enhanced by June 2019. (1. Sector specific reports prepared and submitted to stakeholders timely 2. Number of Policies, guidelines translated and disseminated to stakeholders timely)	1. 8 stakeholders planning and review meetings conducted	1. Conduct 2 stakeholders planning and review meetings	-	2	2	2	2	2	Assistant Administrative secretary – Planning and Coordination
		2. 4 reports submitted quarterly	2. Receive, compile and disseminate of sector specific (Health, Education, Infrastructure, Agriculture, Livestock, Natural resources, Cooperative, Finance) reports from LGAs and timely submission to stakeholders	-	4	4	4	4	4	
		3. Policies, guidelines, regulations disseminated at least once per annum	3. Translation and dissemination of policies, regulations and guidelines to stakeholders	-	1	1	1	2	2	
		4. 4 M&E visits conducted per annum	4. Ensure effective monitoring and evaluation of the implementation of LGAs Plans and Budget	-	4	4	4	4	4	

These Strategic issues will influence our Objectives and Targets. Each Objective is assigned to “Sections and Units”/Regional Hospital.

## **CHAPTER V - RESULTS FRAME WORK**

### **5.0 INTRODUCTION**

This chapter describes the Institutional reporting framework in the form of a set of reporting requirements. These requirements aim to improve internal decision making and enhance accountability and transparency. The content of these performance reports will be generated through a series of M&E initiatives, to be practiced by the RS. These M&E initiatives will include assessments of efficiency and effectiveness. Reporting requirements consist of three main reports: quarterly progress reports, annual performance reports, and three-year outcome reports.

#### **5.1 Monitoring Arrangements**

RS will use systematic collection of data on the specified indicators to provide management and the main stakeholders of ongoing interventions with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Monitoring will concentrate inside the institution (on what it has produced and what it has done: i.e. on outputs and activities) see ANNEX 4: Outcome Indicator Monitoring Form.

#### **5.2 Evaluation Arrangements**

RS will conduct periodic assessment of the efficiency, effectiveness, impact, sustainability and relevance of context of its stated objectives. Evaluation will concentrate on outcomes that focus outside the institution i.e. on the effects it has on our clients or service users. See ANNEX 5: Evaluative Questions & Methodology

## Annexes

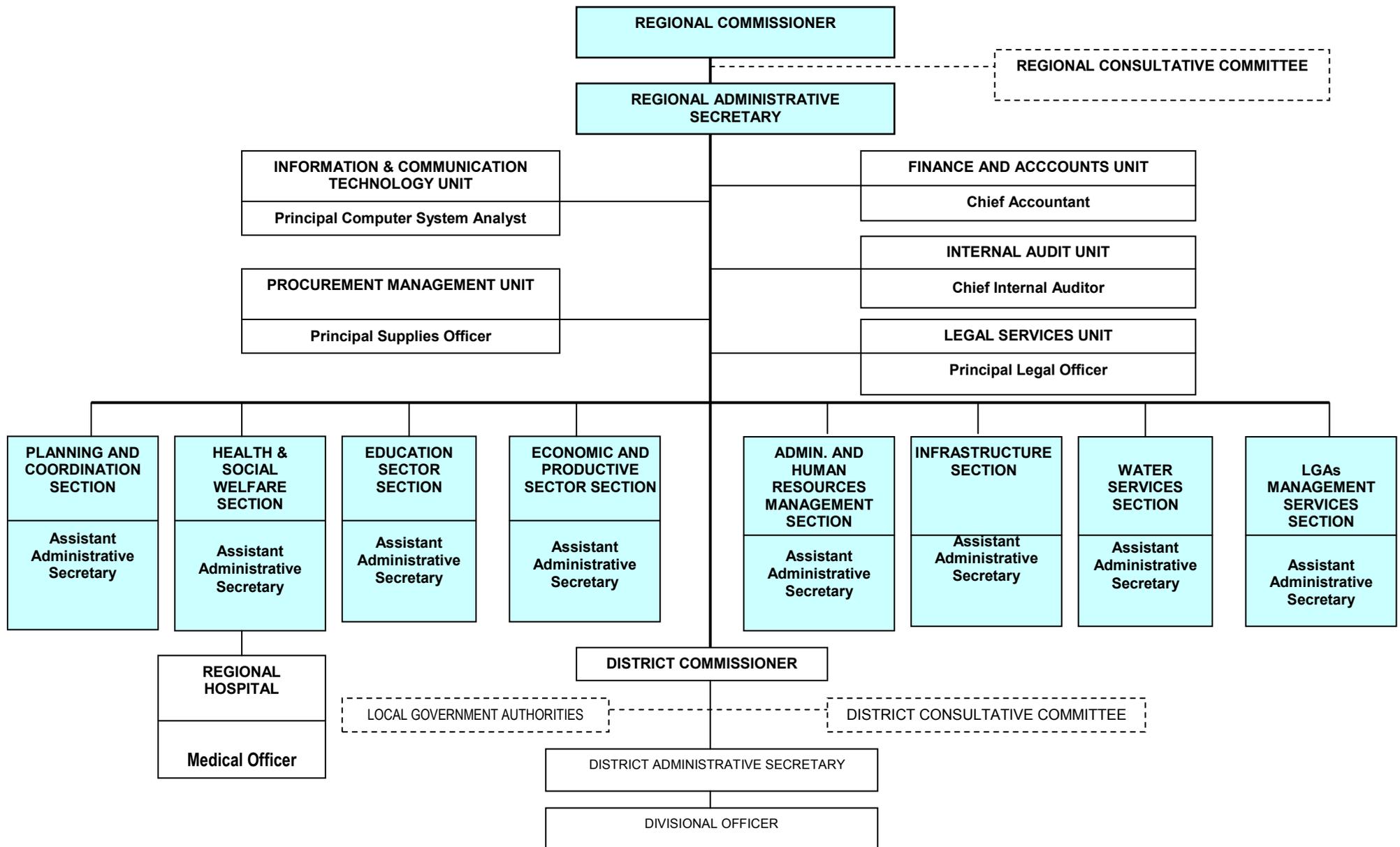
### **Annex I:** Detailed Risk and Risk Mitigation Matrices

<b>Risks</b>	<b>Impact</b>	<b>Probability</b>	<b>Mitigation</b>	<b>Accountability</b>
<b>1.</b> Local and national political interference	<ul style="list-style-type: none"> <li>Budget disruptions</li> <li>Lack of implementation due to resource reallocations</li> </ul>	High	Accept risk	RAS
<b>2.</b> Economic instability	<ul style="list-style-type: none"> <li>Budget cut off</li> </ul>	High	Mobilize other sources of funding (Resource Mobilization)  Expenditure reduction	ASS-Planning & Coordination
<b>3.</b> Change of Government Policy	<ul style="list-style-type: none"> <li>Operational systems</li> </ul>	Low	Conduct periodic strategic review to align with policy changes	ASS – Planning & Coordination
<b>4.</b> Change of Leadership and Governance	<ul style="list-style-type: none"> <li>Change of strategic priorities</li> </ul>	High	Conduct periodic strategic review to align with policy changes	ASS- Planning & Coordination
<b>5.</b> Natural Disasters	<ul style="list-style-type: none"> <li>Budget disruptions</li> </ul>	Low	Contingency planning	ASS- Planning & Coordination

**Figure 3: Risk Matrix for Singida RS Strategy**

## Annex II: THE ORGANIZATIONAL STRUCTURE FOR REGIONAL SECRETARIATS

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



## **ANNEX III: SUMMARY OF THE STRATEGIC PLAN**

### **Vision**

To be the standard of excellence in terms of the supervision and coordination of councils in delivering effective sustainable socio-economic initiatives.

### **Mission**

To facilitate and build the capacity of Local Government Authorities for sustainable socio economic development of the community while interlinking with Sector Ministries, Local Government Authorities, other Stakeholders and adhering to good governance.

### **Core Values**

Providing services to customers and the general public while observing Transparency, Effectiveness, Efficiency, Equity, Gender Balance, Commitment, Competence, Creativity, Collaboration, Punctuality, Trustworthiness in services as core values.

**ANNEX IV: OUTCOME INDICATOR MONITORING FORM**

**Vote 84:**

**Singida RS**

**Period: Results as of the end of Financial Year .....**

Objective and Code	Indicator Name and description	BASELINE		INDICATOR TARGET VALUES (AS PER SP)			ACTUAL INDICATOR VALUES			CLASSIFICATIONS				Source of Data / Means of verification	Comment	
		Base-line Date	Indicator Value	2015 /16	2016 /17	2017 /18	2015 /16	2016 /17	2017 /18	Indicator or Type	5 YDP	M D G	P			R

## ANNEX V: EVALUATIVE QUESTIONS & METHODOLOGY

Category and Evaluative Questions	Methodology
RELEVANCE/DESIGN <ul style="list-style-type: none"> <li>• “How can we do things better?”</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Output to purpose assessments,</i></li> <li>• <i>Programme (mid-term, final, etc), and other Reviews</i></li> </ul>
EFFECTIVENESS AND SUSTAINABILITY <ul style="list-style-type: none"> <li>• <i>Did we make a difference?</i></li> <li>• <i>Was it worth it?</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Cost Benefit Analysis (what were the discounted financial values of attributed outcomes are compared with the cost an investment).</i></li> <li>• <i>Impact Evaluation (can outcomes be attributed to interventions)</i></li> </ul>
OUTCOME “ASSESSMENT” <ul style="list-style-type: none"> <li>• <i>What is the current state of my outcomes?</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Outcome Assessment</i></li> </ul>
EFFICIENCY, PROCESS and QUALITY <ul style="list-style-type: none"> <li>• How well were things done?</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Compliance inspections</i></li> <li>• <i>Quality Assessments</i></li> <li>• <i>Value for Money Audits</i></li> <li>• <i>Expenditure tracking surveys</i></li> <li>• <i>Timeliness and other Efficiency Assessments</i></li> </ul>
STAKEHOLDER ASSESSMENTS <ul style="list-style-type: none"> <li>• What are the views or perceptions of our clients and stakeholders?</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Service Delivery and other surveys</i></li> <li>• <i>Various forums and workshops</i></li> </ul>
IMPLEMENTATION <ul style="list-style-type: none"> <li>• What happened? What was done? What took place?</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Physical Monitoring</i></li> <li>• <i>Financial Monitoring</i></li> <li>• <i>Activity completion and assessments of scheduling issues</i></li> </ul>
CAPACITY <ul style="list-style-type: none"> <li>• Do we have the potential to perform?</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Self Assessments and Checklists</i></li> </ul>