



UNITED REPUBLIC OF TANZANIA

PRIME MINISTER'S OFFICE

STRATEGIC PLAN 2021/22 - 2025/26

***Prime Minister's Office,
2 Railways Street,
P.O. Box 980,
40480 - Dodoma
Telephone: +255-26-2324966
E-mail: ps@pmo.go.tz
Website: www.pmo.go.tz***

June, 2023

LIST OF ABBREVISIONS AND ACRONYMS

AIDS	– Acquired Immune Deficiency Syndrome
CA	- Chief Account
CAG	– Controller and Auditor General
CCM	- Chama cha Mapinduzi
CSOs	- Civil Society Organisations
DAHRM	- Administration and Human Resource Management Division
DCC	- Drug Control Commission
DCPGB	- Coordination, Policy and Government Business Division
DEEPD	- Economic Empowerment and Private Sector Development Division
DDM	- Disaster Management Division
DPB	- Planning and Budgeting Division
DPPA	- Parliament and Political Affairs Division
DPs	- Development Partners
FDI	– Foreign Direct Investment
FYDP	– Five Years Development Plan
GDP	– Gross Domestic Product
GP	- Government Printer
ICT	- Information and Communication Technology and Statistics Unit
HIV	– Human Immune Deficiency Virus
HoDc	- Head of Departments
HoUs	- Head of Units
HRM	- Human Resource Management
HRP	– Human Resources Plan
IEC	- Information, Education & Communication
IFMS	- Integrated Financial Management System
LGA	– Local Government Authority
M&E	– Monitoring and Evaluation
MDA	– Ministries, Departments and Agencies
MIS	- Management Information System
MIVARF	- Marketing Infrastructure, Value Addition and Rural Finance
MoFP	- Ministry of Finance and Planning
NACCSAP	– National Anti–Corruption Strategy and Action Plan
NEEC	- Nation Economic Empowerment Council
NEC	- National Election Commission
PIC	– Presidential Implementing Committee
PLHIV	- People Living with HIV
PMO	- Prime Minister’s Office
PMS	– Performance Management Systems
POPSM	– President’s Office Public Service Management
PPP	– Public Private Partnership
RS	– Regional Secretariat
SACCOS	- Saving and Credit Cooperative Societies
SADC	– Southern Africa Development Cooperation

SHIMIWI	- Shirikisho la Michezo la Wizara na Idara za Serikali
SP	- Strategic Plan
SWOC	- Strengths, Weaknesses, Opportunities and Challenges
TACAIDS	- Tanzania Commission for AIDS
TNBC	- Tanzania National Business Council
TPSF	- Tanzania Private Sector Foundation
PRRA	- Public Procurement Regulatory Authority

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STATEMENT BY THE PRIME MINISTER

The Prime Minister's Office draws its mandate from articles 52 of the Constitution of the United Republic of Tanzania of 1977. However, the statutory functions of the Office are also stipulated in the Government Notice No..57A & 57B published on 24th January 2022. The Prime Minister's Office is mandated to coordinate Government business and policies; lead Government Business in the National Assembly; link Political Parties and the Government; coordinate National Festivals and Celebrations; manage and coordinate Disasters and Civic Contingencies; facilitate and implement Plans for the Development of Dodoma as the Capital of Tanzania; coordinate and supervise transfer of the Government to Dodoma; and provide Government Press Services.

This Strategic Plan has been prepared after a thorough analysis of the current and previous internal and external environment. The situational analysis prompted the Office to come up with critical issues that shall be monitored closely, as well as addressed during the implementation of the Plan. The Office will strive to safeguard, maintain and sustain the successes which have been achieved, and dedicate more effort to mitigate those challenges encountered during the implementation of the previous Strategic Plan.

The Plan outlines the vision, mission, Core Values, Objectives and Targets indicating the strategic directions and priorities to strengthen coordination role of all sectors. The Plan is aligned with the Tanzania Development Vision 2025, the 3rd Five Year Development Plan 2021/22 to 2025/26 and the Ruling Party Election Manifesto 2020 to 2025.

The success of this Plan lies on the commitment of all stakeholders within Government, Private Sector, CSOs and Communities. Therefore I call upon all stakeholders to cooperate with the Prime Minister's Office for efficient and effective coordination of Government Businesses.

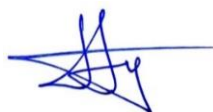
Kassim Majaliwa Majaliwa (MP)
PRIME MINISTER

STATEMENT BY THE PERMANENT SECRETARY

The Prime Minister's Office prepared the Strategic Plan 2016/17 - 2020/21 as a tool for implementation of the 2nd Five Year Development Plan 2016/17 to 2020/21 and the Ruling Party Election Manifesto of the year 2015 to 2020. The Plan intended to achieve five objectives which focused on reducing HIV and AIDS infections; enhancing accountability through anti-corruption strategies; effective management and accountability of human, physical and financial resources; coordination of Government Business, Policies and Parliamentary affairs; and inclusive growth through private sector development and economic empowerment. Implementation of Strategic Plan 2016/17 to 2020/21 came to an end on June 2021. The notable achievements include the preparation and review of National and sector policies and strategies; improved transparency and accountability, reviewed PMO's organization structure; effective coordination of Government Business and Parliamentary proceedings; National Festivals and State Celebrations; and private sector and economic empowerment initiatives.

The Strategic Plan for the year 2021/22 to 2025/26 is prepared as a framework that outlines the approaches and strategic interventions to be undertaken to improve its performance and service delivery. The Plan clearly defines PMO's vision and mission, objectives and targets for efficient allocation and utilization of scarce resources available. This document is aligned to the PMO's core functions, Tanzania Development Vision 2025, the 3rd Five Year Development Plan 2021/22 to 2025/26 and the Ruling Party Election Manifesto 2020 to 2025.

I acknowledge and appreciate the dedication and commitment of all stakeholders including the PMO's management team and other stakeholders for their inputs which helped to shape this plan. It is my sincere hope that the same spirit of cooperation will continue in the implementation period. I call upon all staff members to encourage teamwork spirit and work diligently for the realization of PMOs set milestones. PMO will continue to maintain the capacity and ability of staff and management to successfully implement this Strategic Plan.



Dr. Jim James Yonazi
PERMANENT SECRETARY

CHAPTER ONE

INTRODUCTION

1.1 Background Information

The Prime Minister's Office has a long history since 1961 when the Father of the Nation, Mwalimu Julius K. Nyerere was appointed the First Prime Minister of the then Tanganyika. The Office draws its mandate from Article 52(1)-(3) of the Constitution of the United Republic of Tanzania of 1977 which empowers the Office to perform the following core functions: -

- (a) Control, supervision and execution of the day to day functions and affairs of the Government of the United Republic of Tanzania;
- (b) Lead Government Business in the National Assembly; and
- (c) Perform or cause to be performed any matter or matters which the President directs to be done.

1.2 Mandates of PMO

According to the Government Notice No. 57A & 57B issued on 24th January 2022 on the assignment of Ministerial responsibilities (Instrument), the Prime Minister's Office is charged to coordinate Government business and Policies; lead Government Business in the National Assembly; link Political Parties and the Government; coordinate National Festivals and Celebrations; manage and coordinate Disasters and Civic Contingencies; as well as provide Government Press Services.

In addition, the Office is charged for coordination of five (5) institutions under the Office namely the National Election Commission which is responsible for coordination of election affairs, Office of the Registrar of Political Parties (ORPP) which is mandated for coordination and administration of political affairs, Tanzania Commission for Aids (TACAIDS); and Tanzania National Business Council (TNBC).

The Strategic Plan 2021/22 to 2025/26 will serve as the implementation tool of PMO's core functions covering organization objectives, strategies and

targets. The plan is prepared after completion of the preceding Strategic Plan 2016/17 to 2020/21.

1.3 Methodology

Review of the Strategic Plan employed participatory approach whereby a engagement begun at Departments and Units level followed by a taskforce which was formed from management members to ensure effective participation of all stakeholders. For alignment of the Strategic Plan, the taskforce reviewed various National Policies and Plans including the National Development Vision 2025, the 3rd Five Year Development Plan of the year 2021/22 to 2025/26, the Ruling Party Election Manifesto of 2020 and the Medium Term Strategic Planning and Budgeting Guideline of the year 2008. The approach used was reviewing the Strategic Plan of 2016/17 to 2020/21 to determine areas of success, weaknesses, constraints and the way forward by involving PMO's management and employees, soliciting information from PMO's website and conducting stakeholders' meetings.

1.4 Purpose of the Strategic Plan

The overall purpose of the Strategic Plan is to provide a strategic direction in the implementation of PMO's functions. Specifically, the plan intends to improve performance of PMO's Office; improve transparency and accountability; act as a communication tool within organization and other stakeholders; indicate the timing of implementation; indicate how progress should be measured; and establish priority areas for efficient and effective allocation of limited resources. The five-year Strategic Plan (2021/22-2025/26) will effectively contribute towards achieving development objective of the Office in implementing the FYDY III (2021/22-2025/26) to accelerate the realization of the Tanzania Development Vision 2025. The SP will be operationalized through the Medium Term Expenditure Framework of the Office and corresponding annual budgets.

1.5 Layout of the Plan

This Strategic Plan is structured in four chapters. **Chapter one** is composed of the introduction, **Chapter two** contains the Situation Analysis: thereby showing achievements, challenges, weaknesses, strengths and opportunities; and external and internal environment which affect the performance, **Chapter Three** outlines Vision, Mission, Core Values,

Objectives, Strategies, Targets, and Key Performance Indicators (KPIs) and **Chapter Four** highlights the results framework which presents how the planned will be monitored, evaluated and reported.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 Introduction

This chapter presents a situation analysis of internal and external environment in which the PMO is operating. It outlines performance review of planned objectives and related targets in terms of achievements and challenges. The analysis shows the Stakeholder's rights and responsibilities, their expectations, services that are offered to them and the potential impact if their expectations are not met. Nevertheless, critical issues were identified and outlined for further necessary actions.

2.2 Previous Set of Objectives

The previous sets of objectives were:-

- A. HIV and AIDS Infections Reduced and Supportive Services Improved;
- B. Implementation of the National Anti-Corruption Strategy Enhanced and Sustained;
- C. Management and Accountability of Human, Physical and Financial Resources Enhanced; and
- D. Coordination of Government Business, Policies and Parliamentary Affairs Enhanced.

2.3 Performance Review

The previous Strategic Plan has been implemented for five years from 2016/17 to 2020/21 centered on five objectives above to guide the PMO in achieving its Vision and mission which focused to ensure realization of Government goals through efficient and effective coordination of all sectors. In view of the above, the Prime Minister's Office noted various achievements and challenges which will be rolled over in the new Strategic Plan.

2.3.1 HIV and AIDS Infections Reduced and Supportive Services Improved

The expected outcomes under this objective were: - HIV and AIDS supportive services provided, HIV and AIDS awareness and the reported status of HIV and AIDS affection.

Achievements:

- a) Care and supportive services to staff living with HIV/AIDS were provided;
- b) Employees level of awareness on effects of HIV and AIDS were provided;
- c) There are no new cases reported.

Constraints:

- a) Ineffective Committee on Non-Communicable Diseases; and
- b) Lack of HIV and AIDS institutional strategy.

Way forward:

- a) Strengthen sensitization/ preventive interventions on HIV and NCDs;
- b) Strengthen supportive services to People Living with HIV; and
- c) Strengthen HIV/AIDS and NCDs Committee.

2.3.2 Implementation of the National Anti-Corruption Strategy Enhanced and Sustained

The expected outcomes under this objective were the number of corruption complaints reported and the staff sanctioned for involvement in corruption practices.

Achievements:

- a) There is no corruption case reported;
- b) Adherence to ethics and code of conduct in daily working practices;
- c) Integrity Committee meetings were conducted annually; and
- d) Institutionalization of ICT Application System in financial and human resources management.

Constraints:

PMO Anti-Corruption strategy has not been reviewed

Way forward:

- a) Review PMO Anti-Corruption strategy;
- b) Strengthen awareness on integrity and ethical values; and
- c) Strengthen complaints handling management system.

2.3.3 Management and Accountability of Human, Physical and Financial Resources Enhanced

The expected outcomes for this objective were: staff and other stakeholders satisfied with the PMO's services, compliance in the implementation of Clients Service Charter and tangible value for money in the implementation of PMOs activities.

Achievements:

- a) Remuneration, statutory requirements for entitled staff were provided;
- b) Maintenance of office equipment were provided;
- c) PMO's Organizational Structure was reviewed;
- d) Financial and Physical performance reports were prepared annually;
- e) Unqualified Audited reports were attained;
- f) Annual Plans and Budgets were coordinated annually;
- g) ICT application systems such as e-Office, GMS, Dashboard, e-Vibali, ERMS, HCMIS, GPP and GSPP were administered.

Constraints

- a) Shortage of staff and Office accommodation;
- b) Ineffective implementation of training plan; and
- c) Absence of monitoring and evaluation framework.

Way forward:

- a) Recruitment of new staff;
- b) Rehabilitation and construction of new Office building
- c) Establishment of PMO M&E framework;
- d) Enhance implementation of training program; and
- e) Enhance institutional Capacity building.

2.3.4 Coordination of Government Business, Policies and Parliamentary Affairs Enhanced

The expected outcomes of this objective were to have a well coordinated Government Business for satisfactory service delivery and economic growth and development.

Achievements:

- a) PMO's policies were prepared and implemented;
- b) Sector Ministries policies were coordinated and reviewed;
- c) Ruling Party Election Manifesto implementation reports were coordinated;
- d) Government Business in the National Assembly and Parliamentary Committee were coordinated;
- e) Government decisions and directives from National Leaders disseminated to MDAs for implementation, and the implementation reports were prepared annually;
- f) Government shift from Dar es Salaam to Dodoma were coordinated;
- g) State Ceremony and National events were coordinated;
- h) Public awareness on Disaster Management and Risk Reduction were conducted.
- i) National Programmes, projects and other multi-sectoral issues were coordinated.

Constraints

- a) Lack of comprehensive National Policy Formulation and Evaluation Guideline;
- b) Inadequate human resources;
- c) Inadequate information and statistics from sector on implementation of policies and programmes;
- d) Absence of Monitoring and Evaluation Framework;
- e) Inadequate capacity of Government Printer;

Way forward:

- a) Develop National Policy Formulation and Evaluation Guideline;
- b) Strengthen monitoring and reporting systems (dashboard);
- c) Develop and implement Monitoring and Evaluation Framework;

d) Transform Government Printer into an Independent Department.

2.4 Stakeholder's Analysis

Table 1: Stakeholders Analysis

No	Stakeholders	Needs/ Expectations	Potential Impact If Not Meeting Expectations	Priority H,M, OR L
1.	Parliamentarians	Accurate information on implementation of Government Policies, Plans and Budget Effective and efficient coordination of Government Business in the Parliament Timely preparation of bills Timely feedback and responsiveness of government to Parliament decisions	Complaints from members of Parliament Deterioration of the relationship between the Government and the Parliament Low accountability and loss of public trust Delays in the implementation of Government Activities	H
2.	Ministries, Independent Departments, Agencies (MDAs), Regional Secretariats (RSs) and Local Government Authorities (LGAs)	Effective coordination of Government business as well as implementation and monitoring of Government policies	Poor public service delivery Low accountability Misappropriation of public funds and property	H

No	Stakeholders	Needs/ Expectations	Potential Impact If Not Meeting Expectations	Priority H,M, OR L
3.	Non-State Actors	<p>Access to Socio-economic data and information on government business</p> <p>Government recognition and support</p> <p>Cooperation, collaboration, inclusiveness</p> <p>Guidelines</p>	Persistence of complaints from Non-State Actors	M
4.	Development Partners (DPs)	<p>Recognition</p> <p>Accountability</p> <p>Transparency</p> <p>Legitimacy</p> <p>Performance reports</p>	<p>Decline in financial assistance and material support</p> <p>Loss of reputations</p> <p>Stagnation in some of the development projects</p>	M
5.	Private Sector	<p>Macroeconomic policy stability</p> <p>Business environment improvement</p> <p>Infrastructural development (Soft and Hard)</p> <p>Business competitiveness</p>	<p>Corruption practices</p> <p>Unfair competition</p> <p>Delays in service provision</p> <p>reduced investment</p> <p>Low integrity</p> <p>Poor compliance to laws, rules and regulations</p>	H

No	Stakeholders	Needs/ Expectations	Potential Impact If Not Meeting Expectations	Priority H,M, OR L
		Local content requirements	Poor economic performance	
6.	Media Institutions	<p>Access to information on policies, plans and implementation reports</p> <p>Transparency in service delivery</p> <p>Timely feedback and responsiveness</p>	<p>Moral degradation and unethical conduct</p> <p>Frequent interference</p> <p>Complaints from the Media Community</p> <p>Biased and misleading information</p>	M
7.	PMO Employees	<p>Favourable working environment</p> <p>Supportive and effective management team</p> <p>Adequate incentive and motivation</p> <p>Regular feedback on performance</p> <p>Robust career development opportunities</p>	<p>Decline of work morale</p> <p>Low performance</p> <p>Unethical behaviour</p> <p>Leakage of classified information</p> <p>Loss of competent human resources (Employees Turnover)</p>	H
8.	General Public	Ethical staff	Low government integrity	H

No	Stakeholders	Needs/ Expectations	Potential Impact If Not Meeting Expectations	Priority H,M, OR L
		Effective service delivery Adherence to client service charter Timely feedback and responsiveness	Public complaints Mistrust to civil servants	

Way forward (Regarding the Stakeholder Analysis)

- a) Provide robust implementation reports timely;
- b) Effective and efficient coordination of Government Business;
- c) Timely feedback and responsiveness of Government;
- d) Enhance monitoring and evaluation (M&E) including timely evaluation of programs;
- e) Periodical maintenance of equipment's and infrastructure;
- f) Enhance incentive and motivation packages;
- g) Conduct survey Gap before building capacity in infrastructure and working tools;
- h) Continuous reviewing Office working policies;
- i) Apply ICT in service delivery and establish information sharing and networking;
- j) Enhance the performance management (dashboard);
- k) Harmonize and continuously build collaborations among the stakeholders;
and
- l) Continually update PMO Communication Strategies.

2.5 SWOC Analysis

Table 2. SWOC Analysis

Criterion	Strengths	Weaknesses	Opportunities	Challenges	Way Forward
Leadership	<p>Competent and qualified leaders</p> <p>Devolution spirit</p> <p>Highly committed</p> <p>Self-motivated</p> <p>Team player</p> <p>Strategic position to influence and spur development at grass root</p>	<p>Inadequate managerial skills</p> <p>Inadequate financial and human resources</p>	<p>Focal point of Government business.</p> <p>Acceptance of top leadership in international forum</p> <p>Availability of Local and international training institution</p> <p>High public trust</p> <p>Existence of policies and guidelines on gender balance</p> <p>Establishment of leadership training college</p>	<p>Stereo type/over expectation by public</p> <p>Difficulties in accessing information from MDAs, general public, Political parties, civil societies for effective coordination</p> <p>Adoption of succession planning and leadership training</p>	<p>Mobilization of resources for capacity building</p> <p>Gap analysis for learning and skills development</p> <p>Establishing MIS to coordinate MDAs</p>
Human Resource	<p>Skilled and qualified manpower.</p> <p>Strong working relation with stakeholders</p>	<p>Inadequate staff incentives for attraction and retention</p> <p>Inadequate working</p>	<p>Availability of trainable manpower pool</p> <p>International training opportunities</p>	<p>How to put internal systems to motivate staff</p>	<p>Implement human resource development plan</p> <p>Succession plan</p>

Criterion	Strengths	Weaknesses	Opportunities	Challenges	Way Forward
	Availability of training programme	space for employees Lack of team work spirit	Readiness of DPs to support PMO training program		implemented adequately Implement client charter
Processes/ Systems	Participatory decision making Monthly/quarter/yearly reporting system Efficient procurement system Presence of complains handling mechanism Presence of management mail.	Weak internal communication linkages within PMO Ineffective M&E system Inefficient record management system	Development of electronic civil registries for efficient service delivery Existence of TPSF as an umbrella apex of Private Sector	Lack of institutional capacities to implement policies	Development of M&E system Building institutional capacity to implement policies
Policies	Enabling policies are in place (PPP, TACAIDS, DCC, sector policies) Presence of Permanent	Inadequate capacity to coordinate implementation of policies within PMO and MDAS Inadequate skills in policy	Constitutional mandate to oversee implementation of government policies and coordination of government business.	Inadequate awareness of PMO policies Un-harmonized policies and implementation strategies	Internal sensitization on PMO policies Capacity building for policy formulation, analysis,

Criterion	Strengths	Weaknesses	Opportunities	Challenges	Way Forward
	Secretary solely designated for policy issues	designing, analysis and evaluation	Existence of national team for formulation and analyzing policies		evaluation and implementation Conduct study on impact of policies.
Economic	Existence of two Votes (25 and 37) Externally funded projects (ASDP) Private sector dialogues through TNBC Existence of various economic empowerment funds	Weak adherence to the approved budget Weak financial resource base	Coordination of private sector inclusiveness Rich in natural resource endowment and broad based ownership of land. Existence of PPP policy Existence of private sector development policy Presence of financial institutions Existence of micro financing entities e.g. saccos, vicoba Growing and stable economy	National budget constraint Inadequate capacity to comply with the common market challenges, International economic crisis Effect of natural calamities Lack of entrepreneurs hip spirit	To speed up preparation and implementation of private sector development policy and strategy Improve good governance Strengthen disaster management Strengthen private sector dialogues Inclusion of self reliance and entrepreneurship into curriculum at all levels of education

Criterion	Strengths	Weaknesses	Opportunities	Challenges	Way Forward
			Vibrant private sector		
Political	<p>Strong and stable National Electoral Commission and office of Registrar of Political Parties</p> <p>PM is the leader of government business in the national assembly</p> <p>One Minister of State</p>	<p>Limited capacity to Respond to unplanned political demands</p>	<p>Democratic and transparent Political process.</p> <p>National unity, peace and stability.</p> <p>Political stability</p>	<p>Public unaware on political Decision made</p> <p>Increasing conflicts among political parties.</p> <p>Questionable independence of electoral commission</p>	Strengthen coordination
Sociological	<p>Strong worker's council and workers' union (TUGHE)</p> <p>Social support system for workers</p> <p>Existence of</p>	<p>HIV/AIDS prevalence and emerging of NCD</p> <p>Insufficient emphases on sports activities</p> <p>Lack of transparency in mandatory payments and</p>	<p>Widening access of social services in the country i.e. education, water and health.</p> <p>Provision of guarantee to worker's loans</p> <p>Adherence to pension fund</p>	<p>Unclear approach to respond to various matters patterning to social services</p> <p>Inadequate awareness on drug abuse and trafficking</p>	<p>Create awareness on social support systems</p> <p>Awareness creation on mind-set change</p> <p>Enhance awareness creation to</p>

Criterion	Strengths	Weaknesses	Opportunities	Challenges	Way Forward
	formal and informal social support system (wedding, funeral, illness birthdays etc)	compensation Inadequate awareness of administrative circulars	requirements Strong national health insurance fund Existence of drug commission support to PLHIV Existence of TACAIDS	Increase of public awareness for lobbyist and pressure groups. Fading out of nationalism/patriotism spirit	address stress, NCD and HIV
Legal	Presence of laws, rules and order. Well functioning legal unit	Inadequate capacity among the stakeholders understand on laws, rules and order	Existence of Law Reform Commission	Conflicting foreign Laws and Customary Laws Multitude of laws Culture of disobedience	Create public awareness on laws, rules and orders Review outdated and conflicting laws and rules
Technological	Presence of website and internet services and news gathering equipment Existence of ICT application	Inadequate ICT infrastructure.	Potential for adopting and accessing modern technology Existing of e-GA Use ICT to leap- frog	Technological advancement that requires i.e. website, use of computers Control of government secrecy	Capacity building on ICT Transformation of Government printers Use of ICT to deliver services

Criterion	Strengths	Weaknesses	Opportunities	Challenges	Way Forward
	<p>systems e.g. CBMS, MUSE, GePG</p> <p>Existence of Government Printing Unit, Information and Communication Technology Unit and Government Communication Unit</p> <p>All office have computers and connected with Internet</p>		<p>development process.</p> <p>Existence of National ICT Broadband Backbone</p>	<p>Technological advancement</p> <p>Lack of backup facilities</p>	
Environmental	<p>Adequate space for construction of Office</p> <p>Conversant on environmental conservation</p> <p>Disaster management</p>	<p>Insufficient office space</p> <p>Un-conducive working environment</p> <p>Inadequate resources to coordinate disasters.</p> <p>Inadequate</p>	<p>Existing policies and legal framework for sustainable environment.</p> <p>Programmes for mitigating climate change and promote alternative energy.</p>	<p>Preparedness to various national calamities.</p> <p>Non adherence to the building code</p> <p>limited resources to</p>	<p>Institutional capacity building</p> <p>Implement Capital City Master Plan to cope with new development</p>

Criterion	Strengths	Weaknesses	Opportunities	Challenges	Way Forward
	division in place existence of emergence operation and communication centre	knowledge on disaster issues among PMO staff uncoordinated urban planning, management and disaster preparedness	Government transfer to Dodoma Capital City	build Offices	
Communication	Presence of staffed GCU Unit Presence of GCU Strategy	Inadequate skills in strategic communication Inadequate communication facilities	Government commitment towards improving communication environment Growth of media houses High public demand of information from the Government	High communication costs e.g. adverts through media Harmonization of PMO communication unit and other Tanzania information services	Capacity building on strategic communication Implement PMO Communication strategy

2.6 Recent Initiative for Improving Performance

During the review of the previous Strategic Plan (2016/17 – 2020/21), PMO identified various initiatives that have taken place during the implementation but were not in the Strategic Plan. The aim was to analyze the achievement status and identify issues for further actions so that they can be included in the current strategic plan. The following table presents summary of the initiatives identified and their implementation status:-

S/N	Initiatives	Achievements	Further Actions/ Remarks
1.	PMO Organization Structure	PMO organization structure have been reviewed	<ul style="list-style-type: none"> The new structure is in use
2.	Tanzania Investment Centre	Review of the National Investment Policy and National Investment Act	<ul style="list-style-type: none"> Tanzania Investment Centre has been relocated to the Ministry of Investment, Industry and Trade
3.	Improved performance reporting system	The Dashboard system is installed	<ul style="list-style-type: none"> Improving the preparation of performance reports from sector Ministries

2.7 Critical Issues

- a) Improved Public Service Delivery;
- b) Conducive working environment and infrastructure;
- c) Mobilization of human and financial resources;
- d) National ability in disasters management;
- e) Enhance NCD interventions at Workplace;
- f) Coordination Government business;
- g) Promote use of ICT in delivering of service; and
- h) Strengthen Government Printer.

CHAPTER THREE

THE PLAN

3.1 Introduction

This chapter unveils the PMO's Vision, Mission and intrinsic values that are cornerstone in realization of the shared goals. It also presents details of the strategic interventions to be coordinated by the Office for the next five years. Further, it highlights on the Key Performance Indicators (KPIs) for monitoring progress.

3.2 Vision

Excellence in Government service delivery

3.3 Mission

To Strengthen Public Service Delivery through effective coordination of Government Business

3.4 Core Values¹

- **Integrity** - Personal integrity in the discharge of the functions of PMO is absolutely essential and we are responsible for our actions towards our stakeholder. The Ministry strives to create an enabling working environment which promotes high moral value, honesty, confidentiality and loyalty.
- **Transparency** - PMO will provide a transparent platform or avenue for access to information that citizens have come to expect.
- **Accountability and responsibility** - Every official of PMO is accountable for carrying-out Ministry's responsibilities efficiently and effectively by adhering to the relevant rules, procedures and regulations.
- **Enhancement of law** - PMO will ensure that decisions are consistent with relevant legislations rules and norms..
- **Result-Oriented** - PMO shall be efficient and effective to meet the expectations of stakeholders when implementing agreed targets.

¹ Values will guide every major decision making; it embodies the spirit of the PMO's staff

3.5 Objectives

The plan has rationalized Prime Minister's Office direction for the next five years in five broad objectives. This section provides narrations of the basic logics for setting each objective; highlight the strategies and targets towards achieving those broad objectives; and point out the Key Performance Indicators.

- A. HIV/AIDS infections and Non - Communicable Diseases (NCDs) reduced and supportive services improved;
- B. Implementation of National Anti-Corruption Strategy Enhanced and Sustained;
- C. PMO performance in managing human and financial resources improved;
- D. Coordination of Government Business, Policies and Parliamentary Affairs Enhanced;

3.5.1 Objective A: HIV/AIDS Infections and Non - Communicable Diseases Reduced and Supportive Services Improved

Rationale

HIV and AIDS are challenging labour related issues because of their implications for workers' health and productivity. TACAIDS estimated that by December 2019 Tanzania had **1.7 million** people living with HIV. The Government has continued to scale-up interventions to prevent HIV spread and provide care to the infected individuals. Notwithstanding Government efforts to curb HIV spread, there is evidence of the growing burden of Non-Communicable Diseases (NCD) which is mainly attributed to lifestyle and environmental factors, which equally impacts on workers' health and productivity. In this regard, PMO continues to mainstream national HIV/AIDS and NCDs intervention programs by tailoring and implementing various initiatives.

Strategies

- a) Implement supportive services to staff living with HIV and AIDS; and

- b) Strengthen the program to fight against NCDs and spread of HIV/AIDS.

Targets

- a) HIV/AIDS and NCDs Strategy reviewed by June 2022;
- b) HIV/AIDS Committee functions facilitated by June 2026;
- c) Care and supportive services to staff living with HIV/AIDS provided by June 2026; and
- d) HIV/AIDS preventive measures implemented by June 2026.

Indicators

- a) Percentage of staff responded to voluntary testing; and
- b) Number preventive program organized.

3.5.2 Objective B: Implementation of National Anti-Corruption Strategy Enhanced

Rationale

Corruption weakens public service delivery thus retarding social and economic development. In response, the Government developed National Anti - Corruption Strategy and Action Plan Phase III 2017-2022 (NACSAP III) which aims to reduce corruption through strengthening transparency and accountability.

The Prime Minister's Office has a distinguished role of leading Government business in order to serve the people of Tanzania diligently. In the due course, it should be in forefront to ensure that the National Anti-Corruption Strategy is effectively implemented.

Strategies

Strengthen implementation PMO Anti-Corruption Strategy

Targets

- a) PMO Anti-Corruption Reviewed Strategy by June 2022;
- b) Integrity Committees' functions facilitated by June 2026; and
- c) Anti-corruption capacity built to all staff by June 2026.

Indicators

- a) Anti - corruption interventions implemented; and
- b) Number of corruption incidences proved guilty.

3.5.3 Objective C: Performance in Managing Human and Financial Resources Improved

Rationale

Development of institutional and staff capacity is a continuous process based on the dynamics within an institution or across institutions. Therefore, improvements and complementing additions in strengthening operational of institutional is imperative in realizing short and long term plans.

Thus, the main thrust of this objective is to ensure that implementation of Prime Minister Office responsibilities is undertaken in an efficient and effective manner that leads in realization of the set outputs.

Strategies

- a) Improving the working environment and staff welfare;
- b) Implement comprehensive human resource management;
- c) Strengthen financial resource management, internal controls and Risk Management;
- d) Strengthen implementation of monitoring and evaluation system; and
- e) Promote the use of ICT.

Targets

- a) Government Security Office functions supported and facilitated annually;
- b) Divisions and Units facilitated to undertake own duties quarterly by June, 2026;
- c) Capacity building to Division and Units staff undertaken by June 2026;
- d) Staff welfare services facilitated by June 2026;
- e) Human resource management plans reviewed and implemented by June 2026;
- f) Performance Management Systems and guidelines implemented by June 2026

- g) PMO Plans and budget functions coordinated by June 2026;
- h) PMO Monitoring and Evaluation framework developed and operationalized by June 2026;
- i) PMO Performance contract implemented annually by June 2026
- j) Procurement plan prepared and implemented by June 2026;
- k) Financial management services provided and report quarterly by June 2026;
- l) Internal control maintained and reports quarterly June 2026;
- m) Risk Management implemented by June 2026;
- n) Legal services provided by June 2026;
- o) PMO Communication Strategy implemented by June 2026; and
- p) ICT operations and services facilitated by June 2026.

Indicators

- a) Status of CAG Report; and
- b) Status of PPRA report.

3.5.4 Objective D: Coordination of Government Business, Policies and Parliamentary Affairs enhanced

Rationale

The Prime Minister's Office is mandated to ensure effective coordination of Government business across all sectors and in the Parliament. PMO must improvise an efficient information flow and sharing system for Policies, Programmes and Directives implemented. The Office is therefore, committed to work diligently to ensure duties are discharged with uttermost professionalism.

Strategies

- a) Strengthen coordination of policies and government businesses; and
- b) Strengthen coordination of parliamentary and political affairs.

Targets

- a) Implementation of National Policies and their implementation Strategies coordinated by June 2026;

- b) National Policies scrutinized by June 2026;
- c) Performance reporting systems strengthened by June 2026;
- d) Multi-sectoral Programmes and Projects coordinated by June 2026;
- e) National Policy Formulation and Evaluation Guideline developed by June 2026;
- f) MDAs implementation reports on Government decisions and directives coordinated annually;
- g) Parliamentary proceedings and committee meetings coordinated by June, 2026;
- h) Political affairs and public complaints coordinated by June, 2026;
- i) Security situation monitored and responded by June 2026;
- j) National Festivals, State Celebrations, Parades and funerals coordinated by June, 2026;
- k) Government Printer performance enhanced by June, 2026;
- l) Disaster prevention and preparedness measures implemented by June 2026;
- m) Public awareness on risk reduction and management strengthened by June 2026;
- n) Prime Minister's functions coordinated by June 2026;
- o) Technical advice and State Lodges services provided by June, 2026.
- p) National Monitoring and Evaluation framework developed and implemented by June 2026

Indicators

- a) Number of performance reports produced; and
- b) Number of complaints handled.

CHAPTER FOUR

RESULTS FRAMEWORK

4.1 Introduction

This chapter shows how the results envisaged in this Strategic Plan will be measured. In particular, it shows how the interventions lead to the realization of the Prime Minister's Office development objective; how the objectives are linked to FYDPIII 2021/22-2025/26; and how interventions will be monitored, evaluated and reported to various stakeholders.

4.2 The Development Objective (Goal)

The development objective of Prime Minister's Office is to enhance efficiency and effectiveness in the execution of the day-to-day functions and affairs of the Government of the United Republic of Tanzania.

4.3 Linkage with Five Year Development Plan 2021/22 – 2025/26 (FYDP III)

The objectives and the strategic interventions delineated in this Plan are designed to contribute towards enhancing Competitive Industrial Economy for Human Development. Realization of that aspiration will be spurred by maintaining competitiveness and export led growth as cornerstone of FYDP III. Specifically, contribution of the Plan will focus on economic empowerment of citizen, development of Private Sector and enabling business environment.

4.4 Result Chain

A combination of objectives and targets in the Strategic Plan and activities and inputs in Medium Term Expenditure Framework form PMO's result chain. The basic assumption is that, there is causal linkage in the various elements of PMO result chain. The inputs, that is, utilization of resources will lead to achievement of the activities, which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objective.

4.5 The Result Framework Matrix

The Result Framework Matrix consists of the PMO's overall development objective, specific objectives, intermediate outcome and key performance indicators. It depicts how the objectives will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress

towards achievement of planned outcomes. The Result Framework Matrix is detailed in table 3:

Table 3: Result Framework Matrix

Development Objective	Objective Code	Objective	Planned Outcomes	Indicators
To enhance efficiency and effectiveness execution of the day-to-day functions and affairs of the Government of the United Republic of Tanzania.	A	HIV/AIDS infections and Non - Communicable Diseases (NCDs) reduced and supportive services improved	<ul style="list-style-type: none"> ▪ HIV/ AIDS new infections cases at workplace minimised ▪ The effects of HIV/AIDS infections reduced ▪ Increased response to voluntary testing ▪ Increased awareness 	<ul style="list-style-type: none"> ▪ Percentage of staff responded to voluntary testing ▪ Number preventive program organized
	B	Implementation of the National Anti-corruption Strategy Enhanced and Sustained	<ul style="list-style-type: none"> ▪ Reduced cases of corruption ▪ Positive institutional image ▪ Reduced bureaucracy in service delivery 	<ul style="list-style-type: none"> ▪ Anti-corruption interventions implemented ▪ Number of corruption incidences proved guilty
	C	Performance in managing human and financial resources improved	<ul style="list-style-type: none"> ▪ Improved service delivery ▪ Compliance to the rules and regulations ▪ Value for money 	<ul style="list-style-type: none"> ▪ Level of customer satisfaction with PMO services ▪ Status of CAG Report ▪ Status of PPRA report
	D	Coordination of Government Business, Policies and Parliamentary Affairs Enhanced.	<ul style="list-style-type: none"> ▪ Well-coordinated Government functions and activities ▪ Harmonised policies ▪ Well-coordinated Parliamentary affairs 	<ul style="list-style-type: none"> ▪ Percentage of population satisfied with Government performance ▪ Number of complaints handled

4.6 Monitoring, Reviews and Evaluation Plans

This subsection presents the Monitoring Plan; Planned Reviews; and Evaluation Plan for the period of five years.

4.6.1 Monitoring Plan

The monitoring plan consists of key performance and baseline indicators; indicator targets values, data collection and methods of analysis, indicator reporting frequencies and responsible Division/Unit. Though the 15 outcome indicators will be reported on annual basis but tracking of the indicators will be done quarterly. The monitoring and evaluation plan is detailed in table 4

Table 4: Monitoring Plan

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION METHODS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTION INSTRUMENTS/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
1	Percentage of staff responded to voluntary testing This indicator measures the percentage ratio of staff that willingly responds to voluntary testing.	2021/22	NA	50%	70%	80%	90%	100%	PMO	Administrative report	Annually	HRM Report	Annually	DAHRM
2	Number of preventive program organized This indicator measures the number preventive program organized for HIV/AIDS and NCD	2021/22	NA	2	3	4	5	10	PMO	Administrative report	Annually	HRM Report	Annually	DAHRM
3	Anti-corruption interventions implemented This indicator measures the number of programmes implemented for anti-corruption	2021/22	NA	2	2	2	3	4	PMO	Administrative report	Quarterly	HRM reports	Quarterly	DAHRM
4	Number of corruption incidences proved guilty This indicator measures the number of staff disciplined due to involvement in corruption practices	2021/22	0	0	0	0	0	0	PMO	Administrative report	Annually	HRM reports	Annually	DAHRM
5	Level of customer satisfaction with PMO services This indicator Measures the extent of client satisfaction with services	2021/22	NA	50%	60%	70%	80%	95%	PMO	Survey	Annually	Survey reports	Annually	DAHRM

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION METHODS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTION INSTRUMENTS/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
	provided by PMO													
6	Status of CAG reports This indicator measures compliance with financial regulations	2021/22	NA	100%	100%	100%	100%	100%	CAG/ PMO	Financial Statements Audit	Annually	CAG's Opinions	Annually	CA
7	Status of PPRA reports Measures the level of adherence to 2011 Procurement Act.	2021/22	NA	80%	89%	90%	95%	100%	PPRA/ PMO	Procurement report	Annually	PPRA's Opinions	Annually	DPMU
8	Percentage of population satisfied with Government performance This indicator measures stakeholders' perception on quality of services provided by PMO	2021/22	NA	50%	60%	70%	80%	90%	PMO	Survey	Annually	Survey Reports	Annually	DPC
9	Number of complaints handled This indicator measure the number of complaints addressed	2021/22	NA	430	420	410	350	200	PMO	Administrative report	Annually	complaints report	Annually	DPPA
10	Number of resolutions implemented pertaining the Private Sector Development This indicator measures the extent of Government in implementing issues for Private Sector development	2021/22	NA	80	70	60	50	40	PMO/TNBC	Administrative report	Annually	Minutes	Annually	DPC

4.6.2 Planned Reviews

A total of five (5) formal reviews will be carried out during the Strategic Planning Cycle. The aim of these reviews is to track the progress on implementation of the milestones and targets on annual basis. A total of 20 milestones will be tracked during the period of five (5) years.

The reviews will focus on output implemented and assess issues, challenges and lessons learnt over the year and to what extent the output delivered are contributing towards achieving the objectives.

Findings from the reviews will be used to adjust implementation strategies whenever necessary. The PMO's Management will take a lead in the review process. The description of the specific planned reviews, milestones time frame and the responsible Divisions and Units are detailed in table 5.

Table 5: Review Plan

Year	DESCRIPTION OF THE REVIEW	MILESTONE	TIME FRAME	RESPONSIBLE PERSON
2021/22	In the first year of implementing this SP, a total of 11 milestones will be reviewed twice per year to determine whether planned activities are moving towards achieving the annual targets	Client Service Charter	June, 2022	DAHRM
		PMO HIV/AIDS and NCDs strategy		DAHRM
		PMO Anti-corruption act Strategy		DAHRM
		PMO Monitoring and evaluation Framework		DPB
		Communication strategy		GCU
		Capacity building programme on disaster management and risk reduction to Regions and Districts		DDM
		Construction of the Disaster Management Centre		DDM
		Performance reporting system		DPC

Year	DESCRIPTION OF THE REVIEW	MILESTONE	TIME FRAME	RESPONSIBLE PERSON
		improved (Dashboard)		
		National Festival and state Cerebration reviewed		DSC
2022/23	In the second year of implementing this SP, a total of 3 milestones will be reviewed to determine whether planned activities are moving towards achieving the annual targets	National Disaster Risk Reduction Strategy	June 2023	DDM
2023/24	In the third year of implementing this SP, a total of 4 milestones will be reviewed to determine whether planned activities are moving towards achieving the annual targets		June 2024	
		Implementation of Cross-cutting projects and programmes		DPC
		Government Printer transformed into Agency		GP
2024/25	In the fourth year of implementing this SP, a total of 3 milestones will be reviewed to determine whether planned activities are moving towards achieving the annual targets	National Policy Guideline	June 2025	DPC
2025/26	In the final year of implementing this SP, a total of 3 milestones will be reviewed to determine whether planned activities are moving towards achieving the annual targets	Effective implementation of PMO's Projects and Programmes	June 2026	DPC
		Coordination of the review and implementation		DPC

Year	DESCRIPTION OF THE REVIEW	MILESTONE	TIME FRAME	RESPONSIBLE PERSON
		of sectoral policies and strategies		

4.6.3 Evaluation Plan

The Evaluation plan involves evaluation studies that will be undertaken during the period of Strategic Planning cycle. It provides detailed description of each study, the evaluation questions, the methodology, timeframe and the responsible Division/Unit. See **Table 6**.

Table 6: Evaluation Plan Matrix

S.N	EVALUATION STUDIES	EVALUATION STUDY QUESTIONS	METHODOLOGY	TIME FRAME	RESPONSIBLE PERSON
1.	Stakeholders' perceptions on PMO service delivery	Evaluation areas: <ul style="list-style-type: none"> ▪ Time taken to deliver services ▪ Quality of services ▪ Ways of delivering services ▪ Client participation or involvement ▪ Staff integrity ▪ Channels of communication ▪ Way to improve service delivery 	Self-administered questionnaires will be provided to MDAs, PMO's Staff as well as other stakeholders.	2022/23	DPB/DAHRM
2.	Population satisfied with Government Performance	<ul style="list-style-type: none"> ▪ What do citizen want from Government and why? ▪ Are citizens satisfied with 	Survey methods of data collection from randomly selected Regions and Districts	2024/25	DPB/ DPC

S.N	EVALUATION STUDIES	EVALUATION STUDY QUESTIONS	METHODOLOGY	TIME FRAME	RESPONSIBLE PERSON
		<p>the services provided?</p> <ul style="list-style-type: none"> ▪ What could be done to improve the service delivery? ▪ Are services provided consistent with Government promise? 			

4.7 Reporting Plan

This subsection consists of internal and external reports. The reporting plan is prepared in accordance with statutory requirements, planning and Budgeting Guideline (PBG) and other Manuals or as may be required from time to time.

4.8 Internal Reporting Plan

The Internal Reporting Plan consist of three types of reports namely Sections, Divisions/Units and Management reports. The reports will be prepared on weekly, monthly, quarterly, annually or on demand basis and submitted to various internal stakeholders including Head of Divisions or Units and Management as detailed in table 7.

Table 7: Internal Reporting Plan

S.N	Source of Report	Types of Report	Recipient	Frequency	Responsible Person
1	Section	Section's implementation reports	Director/ Head of Unit	Weekly	HoS
2	Division/ Unit	Divisional implementation reports	Permanent Secretary	Weekly	HoD/ HoU
3	Management	Institutional implementation reports	Permanent Secretary	Quarterly, Semi-annual and Annually	HoD/ HoU/PS

4.9 External Reporting Plan

This plan involves preparation of four types of reports namely; Quarterly, Semi-annual, Annual, and Financial report. These reports are submitted to various external stakeholders, including PO-PSM & Good Governance, MoFP, DPs, Ruling Party, and the Parliament. The plan is detailed in table 8:

Table 8: External Reporting Plan

S.N	Source of Report	Types of Report	Recipient	Frequency	Responsible Person
1	Section, Division/Units	Performance Reports	PO-PSM & Good Governance, MoFP, DPs	Quarterly, Semi-annual and Annually	HoD/HoU/PS
2	Section, Division/Units	Financial Statements	CAG, Parliament	Annually	HoD/HoU/PS
3	Section, Division/Units	Annual Reports	PO-PSM & Good Governance, MoFP, DPs, Ruling Party, Parliament	Quarterly, Semi-annual and Annually	HoD/HoU/PS

Annex I: Strategic Plan Matrix

PRIVATE OFFICE DIVISION

Objective	Strategies	Targets	Key Performance Indicators
Performance in managing human and financial resources improved	Improving the working environment and staff welfare	93 Private Office staff facilitated to undertake own duties by June, 2026	Number of staff facilitated
Coordination of Government Business, Policies and Parliamentary Affairs enhanced	Strengthen coordination of policies and government businesses	<p>a) Prime Minister's functions Coordinated by June, 2026; and</p> <p>b) Technical advice and State Lodges services provided by June, 2026.</p>	Number of events facilitated

ADMINISTRATION AND HUMAN RESOURCES MANAGEMENT DIVISION

Objective	Strategies	Targets	Key Performance Indicators
<p>HIV/AIDS infections and Non - Communicable Diseases (NCDs) reduced and supportive services improved</p>	<p>a) Implement supportive services to staff living with HIV and AIDS; and b) Strengthen the program to fight against NCDs and spread of HIV/AIDS.</p>	<p>a) HIV/AIDS and NCDs Strategy reviewed by June 2022; b) HIV/AIDS Committee functions facilitated by June 2026; c) Care and supportive services to staff living with HIV/AIDS provided by June 2026; and d) HIV/AIDS preventive measures implemented by June 2026.</p>	<p>a) Percentage of staff responded to voluntary testing; and b) Number preventive program organized.</p>
<p>Implementation of National Anti-Corruption Strategy Enhanced</p>	<p>Strengthen implementation PMO Anti-Corruption Strategy</p>	<p>a) PMO Anti-Corruption Strategy Reviewed by June 2022; b) Integrity Committees' functions facilitated by June 2026; and c) Anti-corruption capacity built to all staff by June 2026.</p>	<p>a) Anti-corruption interventions implemented; and b) Number of corruption incidences proved guilty.</p>
<p>Performance in managing human and financial resources improved</p>	<p>a) Improving the working environment and staff welfare; and b) Implement</p>	<p>a) Government Security Office functions facilitated annually; b) 73 DAHRM staff facilitated to undertake own duties by June,</p>	<p>a) Number of staff facilitated. b) Number vehicles purchased</p>

Objective	Strategies	Targets	Key Performance Indicators
	comprehensive human resource management	<p>2026;</p> <p>c) Staff welfare services facilitated by June 2026;</p> <p>d) Human resource management plans reviewed and implemented by June 2026;</p> <p>e) Performance Management Systems and guidelines implemented by June 2026; and</p> <p>f) PMO buildings constructed and rehabilitated by June 2026.</p>	

FINANCE AND ACCOUNTS UNIT

Objective	Strategies	Targets	Key Performance Indicators
Performance in managing human and financial Enhanced	a) Improving the working environment and staff welfare; and b) Strengthen financial resource management, internal controls and Risk Management.	a) 21 FAU staff facilitated to undertake own duties by June, 2026; and b) Financial management services provided and reported quarterly by June 2026.	Number of staff facilitated Status of CAG Report

PLANNING AND BUDGETING DIVISION

Objective	Strategies	Targets	Key Performance Indicators
Performance in managing human and financial resources improved	a) Improving the working environment and staff welfare; and b) Strengthen implementation of monitoring and evaluation system.	a) 13 DPB staff facilitated to undertake own duties by June 2026; b) PMO Plans and budget functions coordinated by June 2026; c) Monitoring and evaluation framework developed and operationalized by June 2026; and d) PMO Performance contract implemented annually.	Number of staff facilitated
Coordination of Government Business, Policies and Parliamentary Affairs enhanced	Strengthen coordination of policies and government businesses	National and sector Policies scrutinized by June 2026	Number of policies prepared and scrutinized

INTERNAL AUDIT UNIT

Objective	Strategies	Targets	Key Performance Indicators
Performance in managing human and financial resources improved	a) Improving the working environment and staff welfare; and b) Strengthen financial resource management, internal controls and Risk Management.	a) 12 IAU staff facilitated to undertake own duties by June, 2026; b) Internal control maintained and reported quarterly June 2026; and c) Risk Management implemented by June 2026;	a) Number of staff facilitated b) Status of CAG report

GOVERNMENT COMMUNICATION UNIT

Objective	Strategies	Targets	Key Performance Indicators
Performance in managing human and financial resources improved	Improving the working environment and staff welfare	a) 8 GCU staff facilitated to undertake own duties by June, 2026; and b) PMO Communication Strategy implemented by June 2026.	Number of staff facilitated

PROCUREMENT MANAGEMENT UNIT

Objective	Strategies	Targets	Key Performance Indicators
Performance in managing human and financial resources improved	a) Improving the working environment and staff welfare; and b) Strengthen financial resource management, internal controls and Risk Management.	a) 11 PMU staff facilitated to undertake own duties by June, 2026; and b) Procurement plan prepared and implemented by June 2026.	a) Number of staff facilitated b) Status of PPRA report

LEGAL SERVICES UNIT

Objective	Strategies	Targets	Key Performance Indicators
Performance in managing human and financial resources improved	Improving the working environment and staff welfare	a) 6 LSU staff facilitated to undertake own duties by June, 2026; and b) Legal services provided by June 2026.	Number of staff facilitated

ICT AND STATISTICS UNIT

Objective	Strategies	Targets	Key Performance Indicators
PMO performance in managing human and financial resources improved	a) Working environment and staff welfare; b) Promote the use of ICT.	a) 9 ICT staff facilitated to undertake own duties by June, 2026; and b) ICT operations and services facilitated by June 2026.	Number of staff facilitated Number ICT application systems

DISASTER MANAGEMENT DIVISION

Objective	Strategies	Targets	Key Performance Indicators
Performance in managing human and financial resources improved	Improving the working environment and staff welfare	23 DMD staff facilitated to undertake own duties by June, 2026;	Number of staff facilitated
Coordination of Government Business, Policies and Parliamentary Affairs enhanced	Strengthen coordination of policies and government businesses	a) Disaster prevention, preparedness, response and recovery plans implemented by June 2026; and b) Public awareness on disaster risk management strengthened by June 2026	Number of DM committees capacitated. Number of Disaster response missions executed.

NATIONAL FESTIVAL AND STATE CELEBRATIONS UNIT

Objective	Strategies	Targets	Key Performance Indicators
Performance in managing human and financial resources improved	Improving the working environment and staff welfare	21 NFSU staff facilitated to undertake own duties by June, 2026	Number of staff facilitated
Coordination of Government Business, Policies and Parliamentary Affairs enhanced	Strengthen coordination of policies and government businesses;	National Festivals, State Celebrations and funerals coordinated by June, 2026	Number of events coordinated

PARLIAMENTARY AND POLITICAL AFFAIRS DIVISION

Objective	Strategies	Targets	Key Performance Indicators
Performance in managing human and financial resources improved	Improving the working environment and staff welfare	16 DPPA staff facilitated to undertake own duties by June, 2026	Number of staff facilitated
Coordination of Government Business, Policies and Parliamentary Affairs enhanced	a) Strengthen coordination of policies and government businesses; and b) Strengthen coordination of parliamentary and political affairs	a) Parliamentary proceedings and committee meetings coordinated by June, 2026; b) Political affairs and public complaints coordinated by June, 2026; and c) Security situation monitored and responded by June 2026	Number of complaints handled.

COORDINATION OF POLICIES AND GOVERNMENT BUSINESS DIVISION

Objective	Strategies	Targets	Key Performance Indicators
Performance in managing human and financial resources improved	Improving the working environment and staff welfare	20 PGBC staff facilitated to undertake own duties by June, 2026	Number of staff facilitated
Coordination of Government Business, Policies and Parliamentary Affairs enhanced	Strengthen coordination of policies and government businesses	<ul style="list-style-type: none"> a) Implementation of National Policies coordinated by June 2026; b) Performance reporting systems strengthened by June 2026; c) Multi-sectoral Programmes and Projects coordinated by June 2026; d) National Policy Formulation and Evaluation Guideline developed by June 2026; e) MDAs implementation reports on Government decisions and 	<p>Percentage of population satisfied with Government performance.</p> <p>Number of reports generated.</p>

Objective	Strategies	Targets	Key Performance Indicators
		<p>directives coordinated by June 2026;</p> <p>f) National Monitoring and Evaluation framework developed and implemented by June 2026.</p>	

GOVERNMENT PRINTING DIVISION

Objective	Strategies	Targets	Key Performance Indicators
Performance in managing human and financial resources improved	Improving the working environment and staff welfare	113 GP staff facilitated to undertake own duties by June, 2026	Number of staff facilitated
Coordination of Government Business, Policies and Parliamentary Affairs enhanced	Strengthen coordination of policies and government businesses;	Government Printer performance enhanced by June, 2026	a) Percentage of revenue collected; and b) Number of Institutions served by GP.

Annex II: The Approved Organisation Structure of the Prime Minister's Office (Policy, Parliament and Coordination)

Annex II
Gwarat

THE APPROVED ORGANISATION STRUCTURE OF THE PRIME MINISTER'S OFFICE (POLICY, PARLIAMENT AND COORDINATION) (Approved by the President on 4th July, 2022)

