

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



MWANZA REGION

REGIONAL SECRETARIAT STRATEGIC PLAN
2014 - 2017

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ABBREVIATIONS

ASS	Assistant Administrative Secretary
CG	Central Government
CPA	Certified Public Accountancy
DAS	District Administrative Secretary
DC	District Commissioner
EDSS	Economic Development Support Services
EPZ	Export Processing Zone
FBO	Faith Based Organization
GER	Gross Enrolment Rate
GS	General Scale
HIV/AIDS	High Infected Virus/Acquired Immune Deficiency Syndrome
IA	Internal Auditor
KRA	Key Result Area
LGA	Local Government Authority
LGRP	Local Government Reform Programme
MDAs	Ministries, Independent Departments and Agencies
MDMO	Mwanza destination Management Organisation
MKURABITA Tanzania	Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge
M & E	Monitor & Evaluate
MIS	Management Information System
MRALG	Ministry of Regional Administration and Local Government
MSS	Management Support Services
MTEF	Medium Term Expenditure Framework
MTSP	Medium Term Strategic plan
NER	Net Enrolment Rate
NGO	Non Governmental Organization
OPRS	Open Performance Review and Appraisal System
PIF	Performance Improvement Fund
PMO	Prime Minister's Office
PMS	Performance Management System
PO-PSM	President's Office – Public Service Management
PO-RALG	President's Office – Regional Administration and Local Government
PSRP	Public Service Reform Programme
PRESS	Physical Planning and Engineering Support Services
RAS	Regional Administrative Secretary
RC	Regional Commissioner
RDD	Regional Development Director
RS	Regional Secretariat
SACCOS	Savings and Credit Co-operative Society
SDTs	Service Delivery Targets
SO	Strategic Objective
SS	Staff Services
SSS	Social Sector Support
SWOC	Strength, Weak, Opportunity & Challenge
TLB	Tanzania Licensing Board

TLA	Tanzania Licensing Authority
TQM	Total Quality Management
BMUs	Beach Management Units
SP	Strategic Plan
E governance	Electronic Governance
O & OD	Opportunities and obstacles to Development
NEMC	National Environmental Management Commission
TTCL	Tanzania Telecommunications Company Limited
CDP	Gross Domestic Product
SWOT	Strengths Weaknesses, Opportunities and Threats & Challenge
SAOC	Strengths, Areas for improvement, Opportunities and Challenges
D by D	Decentralization by Devolution
TANESCO	Tanzania Electric Supply Company Limited
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture

FOREWORD

Since the late 1980s and early 1990s, the sweeping reforms that have been instituted under internal and global pressure including privatization, liberalization and decentralization forced the government to change its executing roles to facilitation roles in development sector. The roles of the private sector in fighting poverty has been strongly emerged and recognized by the Regional Government. Therefore in order to enhance RS development processes, the regional multi sectoral and stakeholders' planning approach has been adopted in preparing this SP.

The focus of the Regional Secretariat Strategic Plan 2014 – 2017, will be strongly operating in the framework of “Public-Private Partnership process for delivering services towards attaining the Millennium Development Goals” 2015. This Strategic Plan therefore contributes to Regional efforts through key results areas by enhancing efficient and effective service delivery to the public. The good governance, financial management and accountability performance budget (MTEF) for RS and LGAs are coherent with government policies and operational guidelines mainly on human capital development, poverty reduction, peace and tranquillity. Other policy areas are Management information systems, environmental Management and Sustainable natural resource utilization, investment and tourism as well as emergency preparedness and disaster management. Mwanza region is fully committed to achieving the MDGs as part of the national Strategy for growth and reduction of poverty (in Kiswahili: MKUKUTA) in achieving the TDV 2025.

The Decentralisation by Devolution (D by D) Policy of the government, has put the Local government authorities (LGAs), in charge of delivering social services, and the regional secretariat is mandated to monitor, supervise and coordinate their activities, in line with the policies and guidelines of the sectoral ministries eg Kilimo Kwanza initiatives Partnership with the private sector, on areas that an organisation needs to concentrate for outcome that. In managing development joints, the RS focuses on strengthening its statutory relationship with LGAs and the private sector in the region to ensure that the strategic plan's vision and mission are based on the regional priorities to addressing mass 'poverty' will produce direct impact to customers and stakeholders.

Last but not least our regional secretariat strategic plan 2014 – 2017 will be the guiding reference document, for the Local Government Councils' Strategic Plans, including specific plans and programmes, that might be necessary for such specific year. I therefore, invite you all as stakeholders to make thir plans part of this SP and join the Regional Secretariat, in its effort to achieve to make Mwanza Region a place for good life for all.



Hon. Eng. Evarist W. Ndikilo
REGIONAL COMMISSIONER
MWANZA

ACKNOWLEDGEMENT

The strategic plan is an important document in achieving the Millennium Development Goals and MKUKUTA. The Mwanza Regional Secretariat through the ongoing Public service reforms has developed this three year strategic plan, through extensive consultations with all the regional stakeholders, to guide on priority setting and deployment of resources. In the process of making this plan, an in detail analysis of the current situation has been done.

This Third Regional Secretariat's Strategic Plan builds a continuity of the second plan which ended in 2013. Most of the strategies of the previous plan are taken aboard in this plan with some improvements and some more new ideas are added where necessary in order to improve service delivery system of the Regional Secretariat.

I would like to express my profound gratitude to all those who contributed to the completion of this plan, particularly the Hon. Evarist W. Ndikilo, the Mwanza Regional Commissioner, all the District Commissioners in the region for their active participation, TCCIA, TANROADS, the Regional Police Commander mentioning just a few. The success of this plan relies on the continued commitment of all stakeholders, within the Government, Non-governmental organisations, partners and users of the services of the Regional Secretariat.

The Mwanza Regional Secretariat is committed and devoted to the implementation of this Strategic plan and shall utilise it as a reference document for planning, monitoring and evaluation of the entire Regional Development.



Kulwijila S. Ndaró
ACTING REGIONAL ADMINISTRATIVE SECRETARY
MWANZA

EXECUTIVE SUMMARY

This strategic Plan document which is a result of a five days reviewing workshop attended by Regional and District Administrative Secretaries, LGA Executive Directors, District Planning officers, the Management Team of the Regional Secretariat and over ten invited stake holders from various fields/disciplines; gives a direction and actions to be taken to reach the aimed destined vision of RS. The workshop critically reviewed the past Strategic Plan of 2010 – 2013. It did situational analysis where it came up with a list of stakeholder expectations.

In this SP document, there are 10 essential timeless and enduring beliefs (core values) of RS– ie Transparency, Excellency, Innovative, client oriented/customer focused accountability ethical, professionalism, equity and commitment to D by D.

To each of these 10 areas of concentration or focus, the RS has set a strategic objective again to every strategic objective the RS has set one or more targets. To reach or to every target the RS' Management Team in collaboration with other workshop members/stakeholders, has identified strategies to be followed. summary. To avoid deviations during implementation the document, key performance Indicators to reassure the course of action have been well developed.

The eleven identified areas which RS aims to concentrate on–ie Financial Management information systems (accurate data and information), Human Capital Development, Peace and Tranquillity others are poverty Reduction, Environmental Management and Sustainable natural resource utilization. The SP document has been organized in seven chapters as follows;

Chapter one provides an overview about the Mwanza Regional location, population, climatic conditions and its physical social and economic features.

Situational analysis in chapter two explains on some specific components important for formulation of the SP. This is the chapter which comprehensively, the SWOT analysis has been provided with additional information from SAOC and SLEPTIN..

The Key Results Areas (KRA) in chapter three have been widely explained with their associated strategic objectives that have been supported by targets and strategies under chapter four.

While chapter five highlights on performance indicators, chapter six explains about the monitoring and evaluation system that will be followed during the implementation period of the SP.

The last part of the SP includes some appendices with organizational structure, functions of sections and units in the RS operational areas and the map of Mwanza Region.

CHAPTER ONE: INTRODUCTION

1.1. MWANZA REGION ADMINISTRATIVE UNITS AND POPULATION

REGIONAL PROFILE:

Mwanza Region is in the extreme Northern part of Tanzania main land. Geographically, it lies between latitudes 1° 30' and 3°00' south of the equator and the longitudes 31°45' East and 34°10' East. To the West is Kagera region while to the South and South Eastern parts border Shinyanga Region and Simiyu to the North East.

The total surface area occupied by Mwanza region is 25,233 sq. kms Out of this area 53.% or 13,437 sq. kms is water covered, dominated by Lake Victoria. This leaves only 47.% or 11,796 sq. kms of dry land. So, in terms of land area the region is one of the smallest in Tanzania mainland. In terms of mainland's total area of 942,784 sq. kms, Mwanza's share is only 3.0%.

In terms of total surface area, the Districts with the largest shares are Sengerema and Ukerewe at 34.9% and 25.3% respectively. Those with the smallest share are Nyamagana and Ilemela, at 1.01%, and 4.23% respectively. Land wise, the two leading Districts are Kwimba and Sengerema at 15.5% and 13.2% respectively. The Districts with the largest water areas are Ukerewe, Sengerema and Magu at 5,760 sq kms, 5,482 sq kms and 1,120 sq kms respectively. Kwimba has negligible amounts of water area.

Mwanza Region is administratively divided into seven Districts, seven Local Government Authorities which are in turn divided into 24 divisions. Divisions are further subdivided into 152 wards and eventually wards into 458 villages, 3,142 hamlets and 211 mitaa (small administrative) areas resulting from subdividing wards within town ships, Municipalities and Cities.

However, Mwanza has a population of 2,772,509 according to 2012 National Census Report as shown in table 2 below:-

Table 2: Distribution of Land Area, Administrative Unit and Population by District

District/ Local Govt Authorities	Area (Km ²)			% of Total Area				Hamlets		Population (2012 Census Report)
	Land	Water	Total							
Ilemela	173	83	256	1.0	1	12	0	0	110	343,001
Nyamagana	252	817	1,069	4.2	1	9	0	0	101	363,452
Magu	1,546	1,120	2,666	10.5	4	16	57	416	0	299,759
Ukerewe	640	5,760	6,400	25.4	4	24	74	501	0	345,147
Sengerema	3,335	5,482	8,817	35.0	5	34	126	766	0	663,034
Kwimba	3,903	-	3,903	15.5	5	30	115	802	0	406,509
Misungwi	1,947	175	2,122	8.4	4	27	86	657	0	351,607
Total Region	11,796	13,437	25,233	100.0	24	152	458	3,142	211	2,772,509
<i>Area %</i>	<i>47</i>	<i>53</i>	<i>100</i>							

Source: Mwanza NBS Regional Office, 2017

Climate:

Mwanza Region under normal conditions experiences a bimodal rainfall pattern, the short rains falling between October and December and the long rains from March to May. There is a dry spell from January to end of February. Frequently the rains in the region are of erratic in nature and farmers respond to this situation by staggering planting of crops over a period of many weeks. The rains tend to fall in localized storms rather than in a generalized downpour and so may be unevenly distributed in quite a small area. The region's average annual rainfall is about 930mm varying from 1,200mm in the islands of Ukerewe to 750mm in the southern and south-eastern parts of the region. The temperature in the region is to some extent influenced by Lake Victoria, about 25° – 28°C being generally the average maximum temperature from September to December. The cool dry season from June to August experiences low temperatures which are between 20° C – 11° C.

Soils:

The soils of Mwanza can be classified into three major groups

- (a) Sandy soils derived from granite
- (b) Red loams derived from limestone
- (c) Black clay soils

The first group has moderate natural fertility and steadily deteriorates under conditions of continuous cultivation. The second and the third groups of soils are very much higher agricultural potential but tend to be found in areas of low rainfall.

Most of the population lives on the sandy soils.

Agro-Ecological Zones:

Identification of different agro-economic zones in Mwanza region has been based mainly on topographic and geological features as well as climatic conditions. For practical purposes, the region could be subdivided into six agro economic zones.

Zone I

This is an area of reasonably dependable rainfall (more than 900mm in average with adequate land). Soils range from red friable clays (North West of Sengerema) to more dominant yellow-red loamy sands and sands found elsewhere. Population density is relatively light. Principal crops being: cotton, beans, groundnuts, maize, rice, cassava, sweet potatoes and bananas. Livestock keeping is also practiced in this zone. There are a number of gazetted forest reserves including a forest plantation (Buhindi). Administrative Divisions within the zone are: Kahunda and Buchosa.

Zone II

This is a highly populated in terms of human and livestock area with the consequent pressures on land and competition between human and livestock requirements. Rainfall is moderate greater than 900mm per annum but unreliable (20% probability of less than 850mm per annum). The soils are red to yellow-red, gritty sandy clay loams of which are widely cultivated. Major crops grown in the zone are cotton, cassava, maize and yellow gram (chick peas). The yellow gram is grown as a follow-on crop after maize. The following administrative divisions are within zone II. Katunguru and Sengerema in Sengerema District, Ilemela in Ilemela district, Mwamashimba in Kwimba district and finally Mbarika, Usagara, Inonelwa and Misungwi in Misungwi District.

Zone III

This zone constitutes the majority of the areas known as “Sukuma Heartland” which was the originally settled area. Population densities are very high though there is a slight decrease towards the eastern end of the zone in Kivukoni division in Magu district. A large proportion of the population in this zone is being concentrated along the Lakeshore and pressure on the land being very high.

The soils are of the typical Sukuma land catena (Luseni/Itogolo/Ibambasi) of granite rocks with a progression yellow-red “hill sands” to the poorly drained dark grey loam sands and clays of the valley bottoms, and low lying plains. The soils are grossly overworked.

The rains in this zone are erratic and undependable with annual average of 700-850mm. The major crops within the zone are: cotton, cassava, paddy (in low lying plains) sweet potatoes and yellow grams. Fishing is a major economic activity outside crop farming and livestock keeping.

Out migration of people and livestock to the areas of surplus land is the traditional solution to the problem of land deficit in the zone. Division constituting zone III are: Sanjo, Kahangara and Itumbili (all in Magu District.).

Zone IV

This is an area of moderate to high population and livestock densities with an average rainfall of 800-900mm per annum. The soils vary from relatively small areas of hill sands to large of poorly drained or water logged grayish loamy sandys and black clays. The major crops are: cotton, sorghum/millet, rice, cassava, sweet potatoes. Administrative divisions within the zone are: Nyanchenche in Sengerema District; Mbarika and Inonelwa in Misungwi District; Ngudu, Ngula and Ibindo in Kwimba District; Ndagalu in Magu District.

Zone V

The population and livestock densities in this zone are moderate through the extent of the cultivation of the areas is quite high. Oxenization is dominantly used in agriculture. This is a predominately flat to depressed areas with very isolated with masses and rocky hills. The soils are almost exclusively poorly drained to water logged grey loamy sands and black clays.

Average annual rainfall is between 750 and 900mm. Though the rains are unreliable, it is at certain extent compensated for by the high water retaining capacity of the soil. Major crops being: maize, chick-peas (yellow gram), sorghum/millet, cassava, sweet potatoes and cotton. Divisions within the zone are: Mwamashimba and Nyamilama in Kwimba District.

Zone VI

This is an area which is density populated with an average rainfall of 1200mm per annum. The soils in this zone are of a sandy type and arable land is very limited. Main crops grown are; sweet potatoes, cassava, beans/peas, coffee and fruits. There is very limited livestock keeping. The islands of Ukerewe fall within this zone with its all four administrative divisions: Ilangala, Ukara, Mumulambo and Mumbuga.

1.5 THE PLANNING PROCESS

The following ten – step process was used in developing our medium term strategic plan as planning processes.

1. Situation analysis :
 - Recent initiatives (achievement obstacles)
 - Stakeholders analysis
 - Organisation scans (weaknesses and areas issues (which will require attention during the medium – term period.
2. Articulate core values
3. Review vision
4. Review Mission
5. Develop key result areas
6. Develop strategic objectives
7. Formulate strategies
8. Develop targets
9. Develop key performance includes
10. Assign responsibilities

CHAPTER TWO: SITUATIONAL ANALYSIS

2.0. OVERVIEW OF THE REGIONAL ECONOMIC PROFILE

Regional Economy:

The economy of Mwanza is dominated by smallholder agriculture employing a vast number of the region's population which contributes about 75% of RGDP. Other sectors contribute to the regional income include Fisheries, Mining, Livestock, Trade and Industry, Construction, Transportation, Banking sectors also command a recognizable share in the economy of Mwanza region.

Agriculture:

Mwanza is among the leading producers of cotton in Tanzania. Cotton is one of the Tanzania's major cash crops for export. For the past two decades cotton production has declined basically due to low profitability and inefficient marketing arrangements. For this reason agriculture has been pushed to second position in terms of foreign exchange earnings. Fisheries sector takes the lead, and mining takes third position.

Major food crops in the region are maize, cassava, sorghum, millet, sweet potatoes, paddy and legumes. Maize, cassava and sweet potatoes constitute about 71% of all food crops grown in the region. Apart from cotton, paddy and maize are sometimes treated as cash crops.

In most cases the region is unable to feed itself due to persistent droughts in some areas of Kwimba, Magu and Misungwi. This could be solved by introducing irrigation schemes as there is plenty of water from the lake and from ponds along the available numerous river valleys and water logged areas in the region. Currently, irrigation is carried out in very small area which is about 6.4% of the total irrigable land area in the region. In the meanwhile, several irrigation schemes are under construction to implement Green Revolution through Kilimo Kwanza.

Economic Infrastructure:

Road transport

Mwanza as one of the country's North most regions, together with Mara in the East and Kagera to the West they are joined by a ring of roads around Lake Victoria which connect to Kenya and Uganda, both countries being fellow members of the East Africa Community. Mwanza region is crucially placed to play a key role in the development of such a ring network around the Lake. Already an all-weather tarmac trunk road connects Mwanza to the Kenya Republic via Mara region. The Western wing via Kagera region to the Republic of Uganda is in the process to be developed to tarmac standards.

Mwanza is strategically connected to central mainland by a trunk road to Shinyanga and Nzega then branches to Tabora to the South and Singida, Dodoma and Dar – es – Salaam to the South East. These roads are tarmac from Mwanza to Dar es Salaam.

The internal roads network is dominated by regional, district and feeder roads.

Marine transport

The region is well served by marine transport making use of the waters of Lake Victoria which connect the region not only to Mara and Kagera regions of Tanzania but also to the neighbouring Republics of Uganda and Kenya. Passengers, cargo and services are carried constantly via the lake to various parts of the region and also to other areas which border the lake. It is claimed by Tanzania Marine Services (TMS) that the parastatal uses about 84% of its passenger vessels' capacity and an average of 76.1 percent of the capacity of its cargo vessels. Private marine transports, mainly ferries, also exists and are important in moving passengers and cargo within the region especially between ports in Mwanza, Sengerema and Ukerewe Districts.

Railways transport

The Central railway line starts off in Dar es Salaam, the biggest port city in Tanzania, and ends its way to Kigoma to the west but branches at Tabora in Central Tanzania Northwards to Mwanza region. During its full operation Mwanza City was an important terminal as it carries railway wagon ferries leave for Port Bell in the Uganda Republic which uses the port of Dar es Salaam as its outlet overseas. Hence, a significant part of Uganda and Mwanza imports and exports were carried by this railway line. Cattle for the beef market in Dar es Salaam are also moved along the said line. Passengers to Dar es Salaam also relied on this railway transport system and coffee from Uganda was exported via this line.

In order to facilitate the movement of these goods, services and passengers on this line, the region has a number of railway stations; these are Mwanza South, Fela, Mantare, Bukwimba and Malya stations.

Airport Services

Mwanza Airport is mainland's third most important airport after Julius Nyerere International Airport and Kilimanjaro International Airport. It can accommodate the landing of Boeing 737 aircraft. The airport has local connections to Dar es Salaam, Arusha/Kilimanjaro, Musoma, Shinyanga, Kahama, Ngara, Bukoba, Karagwe, Mpanda, Liliondo and Kigoma. Other connections to neighbouring countries include Kenya, Uganda, Rwanda, and Burundi. The airport is 881 air kilometres from Dar es Salaam. Airlines and Charter services accommodated at the airport include Air Tanzania, Precision air, Fast Jet, Coastal Aviation, Jet link, Auric Air Services Ltd, and DLCO. In the mean time, the Tanzania Aviation Authority has planned to expand the Mwanza Airport into International Standard whereby construction is under way.

Electricity

Electricity is the power source for industries, commercial premises, service institutions and for domestic premises. The region is connected to the National Grid by TANESCO. All district headquarters are served by this grid. In year 2012, about 56,450 customers were served by electricity compared to 15,785 customers in year 1988 (Source: 1988 Census).

Post & Telecommunication

TTCL is the land based telephone service provider in the region. There exist e-mail services and cellular telephone services provided by a number of private and public telecommunication companies such as TTCL mobile, Vodacom, Airtel, Zantel and TIGO. However, land lines are still operating.

2.1 Stakeholders Analysis:

The Regional Secretariat has a multiple number of stakeholders. The following table shows a list of stakeholders in the region, with their anticipated expectations.

Stakeholders	Their expectations	Impacts/Results (if expectations not met)	Priority Rank
Local Government Authorities (LGAs)	a) Plans and budgets which conform to government policies and guidelines. b) Increased LGA's capacity to plan, Implement & monitor activities Independently. c) Timely feedback & recommendations. d) Fair assessment & recommendations. e) Accurate and timely information	a) LGAs will not comply with government policies and guidelines in their plans and budget b) Poor plans and budgets c) Poor implementation of activities d) Untimely reports and feedback	High
RS staff	a) Good remuneration package. b) Timely promotions. c) Training opportunities. d) Prompt payments of rights & benefits. e) Conducive working environment. f) International and regional exposure	(a) Lack of commitment due to lack of work morale (b) poor service delivery (c) pilferages (d) Poor creativity (e) Industrial Conflicts	High
Ministries, Departments and Agencies (MDA's)	a) Accurate and timely various reports. b) Timely and accurate feedback. c) Financial accountability d) Good linkage of Central Government and LGAs/CSOs e) Coordinate Government business in the region f) Dissemination of Sectoral Policies and directives	a) MDAs' failure to act and give feedback efficiently and timely b) Poor/late decision making c) Late release of funds d) Misappropriation of funds e) Poor implementation of policies	High
Development Partners	(a) Accurate information and data concerning the Regional profile/potentiality (b) Increased RS and LGA's capacity to plan, implement and monitor activities independently. (c) Financial accountability (d) Timely and accurate physical and financial progress reports of development projects (e) Timely feedback & recommendations. (f) Fair assessment & recommendations. (g) Timely issuance of work permits (h) Qualified, skilled and competent personnel (i) Transparency and accountability	a) Late/refraining from releasing funds b) Late decision making c) Withdraw of assistance d) lack of trust	High

Political Parties	<ul style="list-style-type: none"> (a) Peace and order. (b) Involvement in development activities. (c) Timely submission of accurate information and data. (d) Good governance and accountability 	<ul style="list-style-type: none"> a)Lack of political will which may lead to poor acceptance of projects/programs by the community b) loss of trust to the Government c)Civil strife 	Medium
Parliament	<ul style="list-style-type: none"> a)Timely submission of reports, information and data. b)Timely submission of financial and audit reports c) Compliance and adherence to the approved plans and budget. d) Compliance and adherence to various directives 	<ul style="list-style-type: none"> a) Delay in decision making b) Poor implementation of activities. c) Punitive measures 	High
Non-Governmental Organizations (NGOs)/Community Based Organizations (CBOs)	<ul style="list-style-type: none"> a) Timely and accurate information. b) Clearly defined registration procedures. c) Clarification and timely issuance of policies and guidelines. d) Good governance and accountability 	<ul style="list-style-type: none"> a) Poor participation in development activities b) Failure to adhere to rules and regulations 	Medium
Business Community	<ul style="list-style-type: none"> a) Conducive investment and business environment b) Timely issuance of various licenses. c) Timely payments for goods and services rendered. d) Clarification and timely issuance of policies and guidelines. e) Good governance and accountability f) Peace and order 	<ul style="list-style-type: none"> (a) Delayed investment and trade (Economic stagnation) (b) Poor response of new investments/trade (c) poor service delivery from the Business community (d) low revenue collection 	Medium
Trade Unions	<ul style="list-style-type: none"> a) Good remuneration package. b) Timely promotions. c) Training opportunities. d) Prompt payments of rights & benefits. e) Conducive working environment. f) Harmonious working relationship. g) Timely payments of contributions. h) Timely & accurate information. i) Adherence to Labor laws and regulations 	<ul style="list-style-type: none"> a) Workers strikes b)Lack of commitment due to lack of work morale c) poor service delivery d)pilferages e) Poor creativity and productivity f) Industrial Conflicts g)Membership density decline 	Medium
Parastatal organizations	<ul style="list-style-type: none"> a) Conducive investment and business environment 	<ul style="list-style-type: none"> a) Delayed investment and trade (Economic stagnation) 	Medium

	<ul style="list-style-type: none"> b) Timely payments for goods and services rendered. c) Clarification and timely issuance of policies and guidelines. d) Good governance and accountability e) Peace and order 	<ul style="list-style-type: none"> b) Poor response of new investments/trade c) poor service delivery from the Parastals d) Low revenue collection 	
Cooperative societies	<ul style="list-style-type: none"> (a) Timely and accurate information. (b) Clearly defined registration procedures. (c) Clarification and timely issuance of policies and guidelines. (d) Good governance and accountability 	<ul style="list-style-type: none"> i. Poor service delivery ii. Misappropriation of funds leading to collapse of Societies/Unions. 	Medium
Financing institutions	<ul style="list-style-type: none"> a) Conducive investment and business environment b) Timely issuance of various licenses. c) Timely payments for goods and services rendered. d) Clarification and timely issuance of policies and guidelines. e) Good governance and accountability f) Peace and order 	<ul style="list-style-type: none"> a) Delayed investment and trade (Economic stagnation) b) Poor response of new investments/trade c) poor service delivery from the financial institutions d) low revenue realization leading to low contribution to regional GDP 	Medium
Learning institutions	<ul style="list-style-type: none"> (a) Accurate and consistence. (b) Interpretation of various policies and regulation (c) Utilization of training and consultancy services (d) Timely payment of fees (e) Good learning and research environment (f) Timely provision of required information 	<ul style="list-style-type: none"> a) Failure to adhere to rules and regulations b) Poor performance in education and research <ul style="list-style-type: none"> i. Low productivity ii. Poor quality of education 	Low
Vulnerable groups	<ul style="list-style-type: none"> (a) Efficient and effective specialized service delivery. (b) Adherence to Human Rights principles (c) Involvement in decision making and development activities (d) Ensured life security 	<ul style="list-style-type: none"> a) increased in number of unsecured persons/groups b) Increased Public outcry/complaints 	Medium
Faith Based Organizations (FBOs)	<ul style="list-style-type: none"> (a) Accurate information (b) Clearly defined registration procedures (c) Clarification and timely issuance of policies and guidelines (d) Involvement in decision making and development activities 	<ul style="list-style-type: none"> a) Poor participation in development activities b) Failure to adhere to rules and regulations c) Civil strife. 	High

	(e) Good governance and accountability		
Civic groups	a) Clarification and timely issuance of information, guidelines and policies b) Involvement in decision making and development activities	a) Failure to adhere to rules and regulations b) Poor collaboration spirit	Low
Mass Media	Timely and accurate information.	a) Information gap b) Misleading the public which might lead to i. Civil strife, ii. poor participation,	High
Community	(a) Peace and order. (b) Involvement in decision making and development activities (c) Efficient and effective services delivery. (d) Accurate information on planning guidelines and developmental issues. (e) Accurate information on cause of action to take.	a) Poor participation in development activities b) Unguided public initiatives c) Civil strife, d) Increased public complaints e) poor coordination of community activities	High

2.2 SWOT/SAOC ANALYSIS-

ORGANIZATION SCAN

Using the SLEPTIN model the RS was able to analyse the strengths and weaknesses (areas of improvement) as well as opportunities and threats (challenges). The analysis was carried out at two levels, the internal and external environment. While the former is the environment in which the RS has a reasonable degree of influence, in the latter it has no reasonable degree of influence. The internal scan aimed at identifying areas of strengths and areas for improvement. While the external scan aimed at identifying opportunities and challenges.

2.7.1 Internal scan (strengths and areas for improvement)

For scanning the internal environment Mwanza RS conducted an assessment of five criteria important for running any organization. The criteria chosen were: leadership; people management; core processes; customer focus, and results orientation. The assessment aimed at identifying areas where the organization is relatively strong and areas, which would require changes and improvement in the future. A summary of the RS analysis using the five criteria is presented below:-

CRITERIA	STRENGTHS	AREA FOR IMPROVEMENT
CUSTOMER FOCUS	<ol style="list-style-type: none"> 1) Skilled staff, 2) Client services charter, existing 3) Government policies, 4) Good and committed leadership, 5) Political will 	<ol style="list-style-type: none"> 1) Procurement procedures and contract management, 2) office accommodation and retooling, 3) staff quarters, 4) office equipment, 5) tourism attraction, 6) environmental management, 7) insecurity, 8) lack of entrepreneurship skills, 9) Unemployment.
RESULT ORIENTATION	<ol style="list-style-type: none"> 1. Our region implements its plan 2. Managers take corrective action when staff do not perform 3. We monitor operational performance 4. Our region is continuously improving EP 	<ol style="list-style-type: none"> 1. Staff consciousness of the important output they must deliver 2. Staff to be clear about what they are expected to do 3. Recognition of individual performance 4. Personal accountability to be clearly defined
LEADERSHIP	<ol style="list-style-type: none"> 1. Staff are given Authority to decide & act 2. Our region is good at communication upwards and downwards 3. Our senior manager model the behaviour they expect of others 	<ol style="list-style-type: none"> 1. Consulting staff on matter which affect them 2. Management Information System 3. Management style to encourage active participation and debate
PEOPLE MANAGEMENT	<ol style="list-style-type: none"> 1. Our people are selected for the jobs on merit 2. Key staff are only transferred to other jobs with RS consent. 3. We do not suffer from over staffing 4. We do not suffer from understaffing 5. Our Managers help their subordinates to solve work related problems 	<ol style="list-style-type: none"> 1. The best people to be promoted 2. Agreed performance measure for key service 3. Excessive workload to key people 4. Right technical skill and knowledge to perform job 5. Appropriate management skills and knowledge.

CORE PROCESSES	<ol style="list-style-type: none"> 1. Our plans are realistic 2. Our limited budgets are focused on priority areas 3. We consider opportunities for contracting our non – core activities 4. We are good at building effective partnerships (NGOs, donors, and private sector) 5. We keep our meetings and our paper work to minimum 	<ol style="list-style-type: none"> 1. Adequate resources 2. Improvement for efficiency and productivity
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Opportunities: <ol style="list-style-type: none"> 1) land, 2) lake Victoria, 3) minerals, 4) livestock, 5) tourism, 6) labour force, 7) Air port, 8) trunk roads, 9) railways, 10) harbours, 11) communications, 12) financial institutions, 13) Electricity, 14) Investments in hotels and industries. 	Challenges: <ol style="list-style-type: none"> 1) Poverty, 2) inadequate food processing industries, 3) unstable world market prices, 4) change of technology, 5) climate change, 6) natural calamities,
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Using the simplified excellence Model, the Regional Secretariat has analysed the strengths and areas of Improvement as follows:-

CHAPTER THREE: VISION, MISSION, CORE VALUES AND OBJECTIVES

3.1. VISION

We strive to become exemplary RS in the country on provision of quality advisory and socio-economic services to all our stakeholders by 2017.

3.2. MISSION

We aim to strengthen LGAs systems and Coordinate social-Economic development Services to all our stakeholders through provision of advisory, Technical assistance and statutory Interventions to the peoples of Mwanza Region.

3.3. CORE VALUES

Core values – the essential timeless and enduring beliefs within Mwanza Regional Secretariat which are guiding principles in our everyday working life are:

- 3.3.1. Transparency
- 3.3.2. Excellency
- 3.3.3. Innovative
- 3.3. 4. Client oriented/customer focused
- 3.3.5. Accountability.
- 3.3.6. Responsiveness.
- 3.3.7. Ethical
- 3.3.8 Professionalism
- 3.3.9 Equity
- 3.3.10 Commitment to D by D

3.4. KEY RESULT AREAS.

The Key Result Areas are the areas that an organization needs to concentrate for outcomes. These are areas that will produce direct impact to customers and stakeholders. Mwanza RS's KRAs these are:-

- 3.4.1. Financial management and accountability
- 3.4.2. Good Governance
- 3.4.3. Performance budget (MTEF) for RS and LGAs are coherent with policies and guidelines.
- 3.4.4. Efficient and Effective service delivery to the public.

- 3.4.5. Management information systems (Accurate data and information)
- 3.4.6. Human Capital Development.
- 3.4.7. Peace and Tranquillity.
- 3.4.8. Poverty Reduction.
- 3.4.9. Environmental management and sustainable natural resource utilization.
- 3.4.10. Emergency preparedness and disaster management.
- 3.4.11. Investment and tourism

3.5 KRA AND STRATEGIC OBJECTIVES

The following are key result areas of the RS and the reasons/justifications which led us to have the underlined strategic objectives.

KRA 1: FINANCIAL MANAGEMENT AND ACCOUNTABILITY.

STRATEGIC OBJECTIVE 1: All Financial resources acquired by RS and LGAs correctly presented and accounted for in accordance with financial laws, regulations and directives by June 2017

JUSTIFICATION: Reports of the Controller and Audit General indicate that the finances of the RS and LGAs are not properly accounted for in accordance with financial regulations.

KRA 2: GOOD GOVERNANCE

STRATEGIC OBJECTIVE 2: Good Governance and administrative services in RS and 7 LGAs enhanced by June 2017

JUSTIFICATION: Prevalence of Acts and decisions which are not in line with the rule of law, low community involvement and participations in matters affecting their lives.

KRA 3: PERFORMANCE BUDGET (MTEF) FOR RS AND LGAS ARE COHERENT WITH POLICIES AND GUIDELINES.

STRATEGIC OBJECTIVES: Plans and budgets of RS and 7 LGAs are consistent with policies and guidelines by 2017

JUSTIFICATION: Due to the fact that the Ministry of Finance and Planning regularly issues policies and guidelines regarding plans and budgets there is a need of the Regional Secretariat to ensure are adhered to by LGAs for coherency and consistency.

KRA 4: EFFICIENT AND EFFECTIVE SERVICE DELIVERY TO THE PUBLIC

STRATEGIC OBJECTIVE: Effective and efficient service provided to the community by 2017

JUSTIFICATION: Services provided by RS and LGAs should sustainably commensurate with stakeholders expectations.

KRA 5: MANAGEMENT INFORMATION SYSTEMS (ACCURATE DATA AND INFORMATION)

STRATEGIC OBJECTIVE: Management information system enhanced in the RS and 7 LGAs by 2017

JUSTIFICATION: Monitoring and Evaluation is increasingly becoming a necessary tool for measuring performance. In order to achieve this, there must be an operational Management Information System in RS and LGAs.

KRA 6: HUMAN CAPITAL DEVELOPMENT.

STRATEGIC OBJECTIVE: Competence, motivation and performance of RS staff improved by the year 2017

JUSTIFICATION: Adequate, competent and well motivated staff is prerequisite requirement for the efficient delivery of public services.

KRA 7: PEACE AND TRANQUILLITY.

STRATEGIC OBJECTIVE: Peace and Tranquillity in the region enhanced by 2017.

JUSTIFICATION: Mwanza Region has continually enjoyed peace and tranquillity as a result of good governance and political stability in the country, the RS ought to maintain this. Peace and tranquillity, good governance and political tolerance are necessary condition for development in Mwanza.

KRA 8: POVERTY REDUCTION

STRATEGIC OBJECTIVE: Sustainable economy and community empowerment strengthened by 2017.

JUSTIFICATION: Most of the Rural and urban communities are very poor.

KRA 9: ENVIRONMENTAL MANAGEMENT AND SUSTAINABLE NATURAL RESOURCE UTILIZATION.

STRATEGIC OBJECTIVE: Environmental management and sustainable natural resource utilization in the region enhanced by 2017.

JUSTIFICATION: Most of our environment is and continues to be degraded; the natural resources over utilized; water and air pollution are rampant which jeopardize their sustainability.

KRA 10: EMERGENCY PREPAREDNESS AND DISASTER MANAGEMENT.

STRATEGIC OBJECTIVE: Emergency preparedness and disaster management in the region enhanced by 2017

JUSTIFICATION: Rampant incidences of catastrophic events resulting from environmental degradation has led to soil erosion, floods, epidemics, hunger, fire, scarcity of rainfall, cyclones, landslides , but also major traffic and marine accidents. When these happen the region lacks necessary tools/equipment and skills knowledge to rectify the situation

KRA 11: INVESTMENT AND TOURISM.

STRATEGIC OBJECTIVE: Investment opportunities and tourism industry in the region developed and marketed by 2017.

JUSTIFICATION: We have numerous investment opportunities in various sectors with little investors.

CHAPTER FOUR: TARGETS AND STRATEGIES

N	KRA	STRATEGIC OBJECTIVE	TARGETS	STRATEGIES
1.	Financial management and accountability	All Financial resources acquired by RS and LGAs correctly presented and accounted for in accordance with financial laws, regulations and directives by June 2017	<ol style="list-style-type: none"> 1) Clean audit reports acquired annually by RS and 7 LGAs by June 2017. 2) Government financial Accounting procedures and directives adhered to and strengthened by June 2017. 3) Integrated Financial Management systems enhanced in RS and LGAs by 2017 	<ol style="list-style-type: none"> 1) Train RS staff on Accounting procedures and relevant computer skills 2) Recruit new skilled RS staff 3) Capacity building to RS staff on new financial management skills 4) Supportive monitoring and advisory services to RS and 7 LGAs 5) Follow up of audit queries replies. 6) Continuous Supervise self assessment exercise in RS and 7 LGAs 7) Purchasing of backup equipment for IMFS
2	Good Governance	Good Governance and administrative services in RS and 7 LGAs enhanced by June 2017	<ol style="list-style-type: none"> 1) Legal Advisory services to RS & 7 LGAs provided by June 2017. 2) Statutory meetings in RS and LGAs are convened as scheduled annually by June 2017 3) Democratic elections procedures in LGAs administered by 2017 4) Effective Implementation of the National Anti-corruption strategy enhanced by 2017 5) Planning and coordination mechanism in RS and LGAs enhanced by 2017 6) All National festivals coordinated annually by 2017 	<ol style="list-style-type: none"> 1) Provide legal education to the public 2) Advise LGAs on reviewing, enacting and implementation of bylaws. 3) Make a follow up of the meetings 4) Ensure civic education about democratic elections 5) Monitoring of elections 6) Involving stakeholders in planning process 7) Supervising planning process and Monitoring its implementation 8) Sensitizing LGAs

3	Performance budget (MTEF) for RS and LGAs are coherent with policies and guidelines.	Plans and budgets of RS and 7 LGAs are consistent with policies and guidelines by 2017	<ol style="list-style-type: none"> 1) Annual Plans and budgets of RS and 7 LGA's coordinated and evaluated by June 2017 2) LGAs revenue collection increased by 15% annually by 2017 3) Community development activities facilitated by 2017 4) Community participation improved by 2017 5) Gender and vulnerable groups issues mainstreamed in the plans and budgets of RS and LGAs by 2017 	<ol style="list-style-type: none"> 1) Review LGAs plans and budgets. 2) Monitor, backstop and evaluate implementation of Plans and budgets 3) Continuous Supervise self assessment exercise 4) Monitor O & OD participatory planning processes 5) Disseminate guidelines to ensure gender and vulnerable groups issues are incorporated in budgets
4	Efficient and Effective service delivery to the public.	Effective and efficient service provided to the community by 2017	<ol style="list-style-type: none"> 1. Administrative services enhanced by 2017 2. Clients' service charter reviewed and implemented 3. Education services in 7 LGAs facilitated by 2017 4. Preventive, promotive, curative and social welfare services enhanced by 2017 5. HIV/AIDS Services improved and infection reduced by 2017 6 Cultural and sports activities strengthened in the RS and LGAs by 2017 7. Agricultural, fisheries, Livestock and cooperative services enhanced in the 7 LGAs by 2017 8. Physical and engineering advisory services enhanced in 7 LGAs by 2017 9. Water advisory services enhanced in 7 LGAs by 2017 10. Trade And industrial services enhanced by 2017 	<ol style="list-style-type: none"> 1. Retooling 2. Provision or reliable transport facilities 3. Adherence to the Clients' service charter 4. Ensure provision of proper educational infrastructure, materials and manpower to LGAs. 5. Increasing education, counselling, care, treatment and corroborative activities 6. Promoting cultural and sports activities 7. Ensure provision of proper health and social welfare infrastructure, materials and manpower to RS and ensure the same to LGAs. 8. Ensure 'Kilimo Kwanza' initiative implemented correctly 11. Strengthen Cooperative unions/societies 12. Supervision of water, roads, buildings construction, rehabilitation and maintenance . 13. Supervision of land use management, plans, survey and town planning activities. 14. Supervision of trade and industrial activities in LGAs

5	Management information systems (Accurate data and information)	Management information system enhanced in the RS and 7 LGAs by 2017	(a) E-governance system enhanced by 2017 (b) Data bank established by 2017 (c) Workplace Libraries/resource centres in RS and LGAs in place by 2017	(a) Installation of necessary equipment (b) Training of staff (c) Monitoring and updating (d) Data collection , collating, processing and storage (e) Establish libraries/resource centres
6	Human Capital Development.	Competence, motivation and performance of RS staff improved by the year 2017	(a) Capacity building to RS staff and 7 LGAs enhanced by June 2017 (b) Recruit all required RS staff by June 2017 (c) Improved working environment and relations by June 2017 (d) Motivation to workers improved by June 2017 (e) Employment rights provided timely by June 2017	A. Training (Induction, Short courses, long courses, workshops and seminars) B. National and International exposure to best practices C. Recruitment and retention D. Retooling. Transport and housing E. Regular management and workers meetings F. Timely promotion, confirmation, awards G. Provision of policies, laws, regulations, guidelines and staff circulars. H. OPRAS implementation
7	Peace and Tranquillity.	Peace and Tranquillity in the region enhanced by 2017	(a) Law and order maintained by 2017 (b) Community participation in crime curbing enhanced by June 2017	1. Establishing “ <i>Special unit</i> ” to curb crime 2. Conducting Regular and <i>ad hoc</i> Security meetings 3. Strengthening peoples militia 4. Establishing or Strengthening traditional militia 5. Strengthening “ <i>Polisi Jamii</i> ” initiative 6. Controlling of illegal immigrants

8	Poverty Reduction.	Sustainable economy and community empowerment strengthened by 2017	<ul style="list-style-type: none"> (a) Per capita income increased from 910,824 to 1,550,000 by 2017 (b) Community banks and SACCOS Established and strengthened by 2017 (a) Peasants/entrepreneurs add value to their products by 2017 (c) Productivity increased by 2017 	<ul style="list-style-type: none"> (a) Mobilization of community to form/join Community banks and SACCOS (b) Formalization of non-registered products in order to acquire bank loans (MKURABITA) (a) Educating community in entrepreneurship skills (b) Educating peasants to accept warehouse receipt system (c) Educating peasants the importance of adding value to their produce (eg milled rice instead of paddy) (d) Educating peasants on modern livestock, agriculture and fishing techniques. (e) Increasing Income Generating Activities (f) Sustaining and increasing Women and Youth development fund in LGAs
9	Environmental management and sustainable natural resource utilization.	Environmental management and sustainable natural resources utilization in the region enhanced by 2017.	<ul style="list-style-type: none"> (a) Land degradation due to uncoordinated and illegal mining activities controlled by 2017 (b) Artificial and natural (Traditional) forests management enhanced by 2017 (c) Environmental pollution curbed by 2017 (d) All Water sources protected by 2017. (e) Solid and liquid waste management in settlements enhanced by 2017 (f) Management, development and proper utilization of natural resources provided in 7 LGAs by 2017 	<ul style="list-style-type: none"> (a) Dissemination of Policies, Laws and regulations on environmental management (b) Ensure enacting and use of bylaws by LGAs (c) Ensure establishment of tree nurseries (d) Ensure maintenance of cleanness in all settlements and public places (e) Creating awareness on existence of presidential award on trees plating (f) Ensure sustainable fishing, forestry and small scale mining (g) Improved Beach management (BMU) units in 6 LGAs.

10	Emergency preparedness and disaster management	Emergency preparedness and disaster management in the region enhanced by 2017	<ul style="list-style-type: none"> (a) Essential tools/equipments for Emergency preparedness and disaster management are availed by June 2017 (b) Knowledge and skills in Emergency preparedness and disaster management improved by 2017 	<ul style="list-style-type: none"> (a) Ensuring Budgeting for EP&R activities in RS and LGAs (b) Purchasing tools, equipment and supplies (c) Installation of early warning mechanisms (d) Reviving Committees and rescue teams at all levels (e) Establishing emergency prepared units at all levels
11	Investment and tourism	Investment opportunities and tourism industry in the region developed and marketed by 2017,	<ul style="list-style-type: none"> (a) Export Processing zone (EPZ) established by 2017 (b) Conducive environment for investment enhanced by 2017 (c) Investment opportunities established and marketed by 2017 (d) Tourism industry in Mwanza promoted by 2017 	<ul style="list-style-type: none"> (a) Allocating land for EPZ activities (b) Conducting trade fair exhibitions. (c) Establish Mwanza Community Bank (d) Creating a viable Mwanza Destination Management Organization (MDMO) for coordinating and marketing investment and tourism opportunities (e) Developing, improving and promoting Mwanza investments and tourist attractions/sites, products and services (f) Developing support services and key tourism infrastructure to serve the attractions (g) Strengthening and promoting tourist operators (h) Stimulating a fully fledged Public Private Partnership in tourism development of

				<p>the region</p> <p>(i) Strengthening region and district business councils</p>
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S/ N	Strategic Objective	Targets	Strategies	Key Performance Indicators	Means Verification	Responsible Person.
1	All Financial resources acquired by RS and LGAs correctly presented and accounted for in accordance with financial laws, regulations and directives by June 2017	1) Clean audit reports acquired annually by RS and 7 LGAs by June 2017. 2) Government financial Accounting procedures and directives adhered to and strengthen by June 2017. 3) Integrated Financial Management systems enhanced in RS and LGAs by 2017	1) Train RS staff on Accounting procedures and relevant computer skills 2) Recruit new skilled RS staff 3) Capacity building to RS staff on new financial management skills 4) Supportive monitoring and advisory services to RS and 7 LGAs 5) Follow up of audit queries replies. 6) Continuous Supervise self assessment exercise in RS and 7 LGAs 7) Purchasing of backup equipment for IMFS	1) Audit reports 2) Audit reports 3) Audit reports	1) Audit certificate	RA, FMS
2	Good Governance and administrative services in RS and 7 LGAs enhanced by June 2017	1) Legal Advisory services to RS & 7 LGAs provided by June 2017. 2) Statutory meetings in RS and LGAs are convened as scheduled annually by June 2017	1) Provide legal education to the public 2) Advise LGAs on reviewing, enacting and implementation of bylaws. 3) Make a follow up of the meetings 4) Ensure civic education about democratic elections	1) Number and type of legal advises given 2) Number of Meetings convened versus requirements 3) a)Percentage of registered voters against eligible	1) Less infringement of laws 2) Minutes of the meetings 3) Percentage of those who voted against registered. 4) Reports on corruption incidences 5) Reports	1) Legal Advisor 2) RLG O 3) Regional Elections Officer

3	Plans and budgets of RS and 7 LGAs are consistent with policies and guidelines by 2017	1) Annual Plans and budgets of RS and 7 LGAs coordinated and evaluated by June 2017 2) LGAs revenue collection increased by 15% annually by 2017 3) Community development activities facilitated by 2017 4) Community participation improved by 2017 5) Gender and vulnerable groups issues mainstreamed in the plans and budgets of RS and LGAs by 2017	1) Review LGAs plans and budgets. 2) Monitor, backstop and evaluate implementation of Plans and budgets 3) Continuous Supervise self assessment exercise 4) Monitor O & OD participatory planning processes 5) Disseminate guidelines to ensure gender and vulnerable groups issues are incorporated in budgets	1) Timely quality Plans, budgets and reports 2) Own sources of LGAs 3) Number of Community Development activities 4) O & OD participatory and other community meetings 5) Number of activities/issues dealing with Gender and vulnerable groups	1) Plan, budget books and reports. 2) Revenue collection reports 3) Activity reports 4) a) Minutes of the meetings b) Community financial and physical contributions 5) Reports on gender and vulnerable groups activities implemented	1) AAS – Planning & Coordination 2) AAS-LGS 3) CDO 4) AAS – Planning/LGS 5) SWO / CDO
4	Effective and efficient service provided to the community by 2017	1. Administrative services enhanced by 2017 2. Clients' service charter reviewed and implemented 3. Education services in 7 LGAs facilitated by 2017 4. Preventive, promotive, curative and social welfare services	1) Provision or reliable transport facilities 3. Adherence to the Clients' service charter 3. Ensure provision of proper educational infrastructure, materials and manpower to LGAs. 4. Ensure provision of proper health infrastructure, equipments, supplies and manpower to	1) Number and type of services 2) Reviewed Charter 3) Ratios of infrastructure, supplies, teachers against pupils and distance 4) Ratios of health	1) Quarterly and annual reports 2) Satisfaction rate/level of clients through surveys 3) Performance reports such as pass, registration and,	1) All AASs, Heads of Units 2) All AASs, Heads of Units 3) REO 4) RMO

		<p>enhanced by 2017</p> <p>5. HIV/AIDS Services improved and infection reduced by 2017</p> <p>6 Cultural and sports activities strengthened in the RS and LGAs by 2017</p> <p>7. Agricultural, fisheries, Livestock, beekeeping and cooperative services enhanced in the 7 LGAs by 2017</p> <p>8</p> <p>9. Physical and engineering advisory services enhanced in 7 LGAs by 2017</p> <p>10. Water advisory services enhanced in 7 LGAs by 2017</p> <p>11. Trade And industrial services enhanced by 2017</p>	<p>LGAs.</p> <p>5. Increasing education, counselling, care, treatment and corroborative activities</p> <p>6. Promoting cultural and sports activities</p> <p>7. Ensure 'Kilimo Kwanza' initiative implemented correctly</p> <p>8. Ensure sustainable fishing, forestry and small scale mining.</p> <p>9. Improved Beach management (BMU) units in 6 LGAs</p> <p>10. Strengthen Cooperative unions/societies</p> <p>11. Supervision of water, roads, buildings construction, rehabilitation and maintenance.</p> <p>13. Supervision of land use management, plans, survey and town planning activities.</p> <p>12. Supervision of trade and industrial activities in LGAs</p>	<p>infrastructure, equipment, manpower versus population and distance</p> <p>5) Number of Testing, Care and Treatment services per population/settlement</p> <p>6) Number and types of Cultural activities and sports/entertainments.</p> <p>7)</p>	<p>completion levels etc.</p> <p>4) a) General Morbidity and mortality ratios</p> <p>b) Reproductive and Child health indicators.</p> <p>5) Various Reports concerning HIV/AIDS control activities</p> <p>6) Reports, participation frequency and winning awards</p> <p>7) Reports</p> <p>8) Reports</p> <p>9) Reports</p> <p>10) New licenses</p>	<p>5) RMO</p> <p>6) Sports Officer</p> <p>7) AAS – Economic</p> <p>8) AAS – Economic</p> <p>9) AAS – Infrastructure</p> <p>10) WE</p> <p>11) Trade Officer</p>
5	Management information system enhanced in the RS and 7 LGAs by 2017	<p>(a) E-governance system enhanced by 2017</p> <p>(b) Data bank established by 2017</p> <p>(c) Workplace Libraries/resource centres in RS and LGAs in place by</p>	<p>(a) Installation of necessary equipment</p> <p>(b) Training of staff</p> <p>(c) Monitoring and updating</p> <p>(d) Data collection, collating, processing and storage</p> <p>(e) Establish libraries/resource centres</p>	(a)		

		2017				
6	Competence, motivation and performance of RS staff improved by the year 2017	a) Capacity building to RS staff and 7 LGAs enhanced by June 2017 b) Recruit all required RS staff by June 2017 c) Improved working environment and relations by June 2017 d) Motivation to workers improved by June 2017 e) Employment rights provided timely by June 2017	A. Training (Induction, Short courses, long courses, workshops and seminars) B. National and International exposure to best practices C. Recruitment and retention D. Retooling. Transport and housing E. Regular management and workers meetings F. Timely promotion, confirmation, awards G. Provision of policies, laws, regulations, guidelines and staff circulars. H. OPRAS implementation	A. Number of trained staff B. Number of recruited staff C. Number of complaints D. Man work hours E. Number of complaints	A. Result oriented performance B. Employees register C. OPRAS forms, Meetings' minutes and individual correspondents D. Attendance registers E. OPRAS forms, Meetings' minutes and individual correspondents	A. AAS Admin B. AAS Admin C. AAS Admin D. AAS Admin E. AAS Admin
7	Peace and Tranquillity in the region enhanced by 2017	(a) Law and order maintained by 2017 (b) Community participation in crime curbing enhanced by June 2017	1. Establishing "Special unit" to curb crime 2. Conducting Regular and <i>ad hoc</i> Security meetings 3. Strengthening peoples militia 4. Establishing or Strengthening traditional militia 5. Strengthening "Polisi Jamii" initiative 6. Controlling of illegal immigrants	1. Number of crimes 2. Number of Peoples' and traditional militia	1. Criminal reports 2. Community crime reports to Law enforcers	1. RC 2. RC
8	Sustainable economy and community empowerment strengthened by 2017	(a) Per capita income increased from 580,585 to 750,000 by 2017 (b) Community banks and SACCOS Established	(c) Mobilization of community to form/join Community banks and SACCOS (d) Formalization of non-registered products in order to acquire bank loans	(a) Regional GDP (b) Number Community banks and SACCOS established and	(a) Regional Social economic profile (b) Registers and Reports from Community	(a) AAS – Planning (b) AAS – Economic (c) AAS

		<p>and strengthened by 2017</p> <p>(c) Peasants/entrepreneurs add value to their products by 2017</p> <p>(d) Productivity increased by 2017</p>	<p>(MKURABITA)</p> <p>(e) Educating community in entrepreneurship skills</p> <p>(f) Educating peasants to accept warehouse receipt system</p> <p>(g) Educating peasants the importance of adding value to their produce (eg milled rice instead of paddy)</p> <p>(h) Educating peasants on modern livestock, agriculture and fishing techniques.</p> <p>(i) Increasing Income Generating Activities</p> <p>(j) Sustaining and increasing Women and Youth development fund in LGAs</p>	<p>number of peasants accessing financial services</p> <p>(c) Prices of goods and services</p> <p>(d) Yield per unit</p>	<p>y banks and SACCOS</p> <p>(c) Market reports</p> <p>(d) Economic Reports</p>	<p>– Economic</p> <p>(d) AAS – Economic</p>
9	Environmental management and sustainable natural resources utilization in the region enhanced by 2017.	<p>(b) Land degradation due to uncoordinated and illegal mining activities controlled by 2017</p> <p>(c) Artificial and natural (Traditional) forests management enhanced by 2017</p> <p>(d) Environmental pollution curbed by 2017</p> <p>(e) All Water sources protected by 2017.</p>	<p>(a) Dissemination of Policies, Laws and regulations on environmental management</p> <p>(b) Ensure enacting and use of bylaws by LGAs</p> <p>(c) Ensure establishment of tree nurseries</p> <p>(d) Ensure maintenance of cleanness in all settlements and public places</p> <p>(e) Creating awareness on existence of presidential award on trees planting</p> <p>(f) Ensure sustainable fishing, forestry and small scale mining</p>	<p>(a) Area of degraded land</p> <p>(b) Afforested area</p> <p>(c) Pollution indicators</p> <p>(d) Number of operating water sources</p> <p>(e) Tonnage and volume of waste</p>	<p>(a) Land features Reports</p> <p>(b) Reports</p> <p>(c) NEMC reports</p> <p>(d) Reports</p> <p>(e) Reports</p> <p>(f) Evaluation reports</p>	<p>(a) AAS – economic</p> <p>(b) AAS – economic</p> <p>(c) AAS – economic</p> <p>(d) WE</p> <p>(e) RMO</p> <p>(f) AAS = Economic</p>

		(f) Solid and liquid waste management in settlements enhanced by 2017 (g) Management, development and proper utilization of natural resources provided in 7 LGAs by 2017	(g) Improved Beach management (BMU) units in 6 LGAs			
10	Emergency preparedness and disaster management in the region enhanced by 2017	a) Essential tools/equipments for Emergency preparedness and disaster management are availed by June 2017 b) Knowledge and skills in Emergency preparedness and disaster management improved by 2017	(a) Ensuring Budgeting for EP&R activities in RS and LGAs (b) Purchasing tools, equipment and supplies (c) Installation of early warning mechanisms (d) Reviving Committees and rescue teams at all levels (e) Establishing emergency prepared units at all levels	(a) Number and type of equipment and tools (b) Number of trained staff	(a) Ledgers and asset registers (b) Training reports	(c) AAS – Planning (d) AAS-Planning
11	Investment opportunities and tourism industry in the region developed and marketed by 2017,	(a) Export Processing zone (EPZ) established by 2017 (b) Conducive environment for investment enhanced by 2017 (c) Investment opportunities established and	(a) Allocating land for EPZ activities (b) Conducting trade fair exhibitions. (c) Establish Mwanza Community Bank (d) Creating a viable Mwanza Destination Management Organization (MDMO) for coordinating and marketing investment and	(a) Number of investments at EPZ (b) Number of investors (c) Number of investors (d) Number of Tourists (e)	(a) EPZ Export reports (b) New investors' Licences (c) New investors' Licences (d) Reports (e)	(a) Trade Officer (b) Trade Officer (c) Trade Officer (d) AAS –

		marketed by 2017 (d) Tourism industry in Mwanza promoted by 2017	tourism opportunities (e) Developing, improving and promoting Mwanza investments and tourist attractions/sites, products and services (f) Developing support services and key tourism infrastructure to serve the attractions (g) Strengthening and promoting tourist operators (h) Stimulating a fully fledged Public Private Partnership in tourism development of the region (i) Strengthening region and district business councils			Econ omic (e)
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CHAPTER FIVE: PERFORMANCE INDICATORS

CHAPTER SIX: MONITORING AND EVALUATION

Importance of Monitoring and Evaluation (M&E):

In order for our vision to become real, Mwanza RS shall be carrying out monitoring and evaluation of its planned programmes/projects and activities from time to time. This exercise will;

- (a) Ensure the planned projects and activities carried out according to priorities set during the annual budget preparation each year.

- (b) Determine the impediments in the budget process which inhibit effective service delivery and hence corrective measures be taken.
- (c) Determine the level of performance of the RS and the LGAs in terms of service delivery and promises to the people by our National Leaders and promises as directed/stipulated in the Rulling Party Manifesto.
- (d) Enable transparency of the RS and the LGAs and build peoples' confidence.
- (e) Have Medium Term Expenditure Frameworks (MTEFs) each year as a tool to link RS objectives, targets and activities and even enable MTEFs itself to be monitored.
- (f) Monitoring and evaluation of this 3 year Strategic Plan will be conducted from time to time to gauze the progress achieved.
- (g) The step of Monitoring and Evaluation will be able to provide information that will feed back into the review and update the plan to accommodate the rising issues.

Reports:

RS shall ensure that it has important information to enable it to continue carrying out budget process which is accurate and timely. Such informations shall enable the RS Management to make appropriate decisions. Various reports shall be required and shall include but not limited to Revenue Reports, Recurrent Expenditure Reports and Development Reports.

- (a) Revenue Reports shall include Revenue Flash Reports, Monthly statement of Revenues collection, Monthly revenue collection Progress Reports, mid-year and Annual Revenue Collection Report.
- (b) Recurrent Expenditure Reports that includes monthly Expenditure Flash Reports. Monthly Statement of Expenditure Reports, Monthly Financial Progress Reports, Quarterly Reports of Commitment and

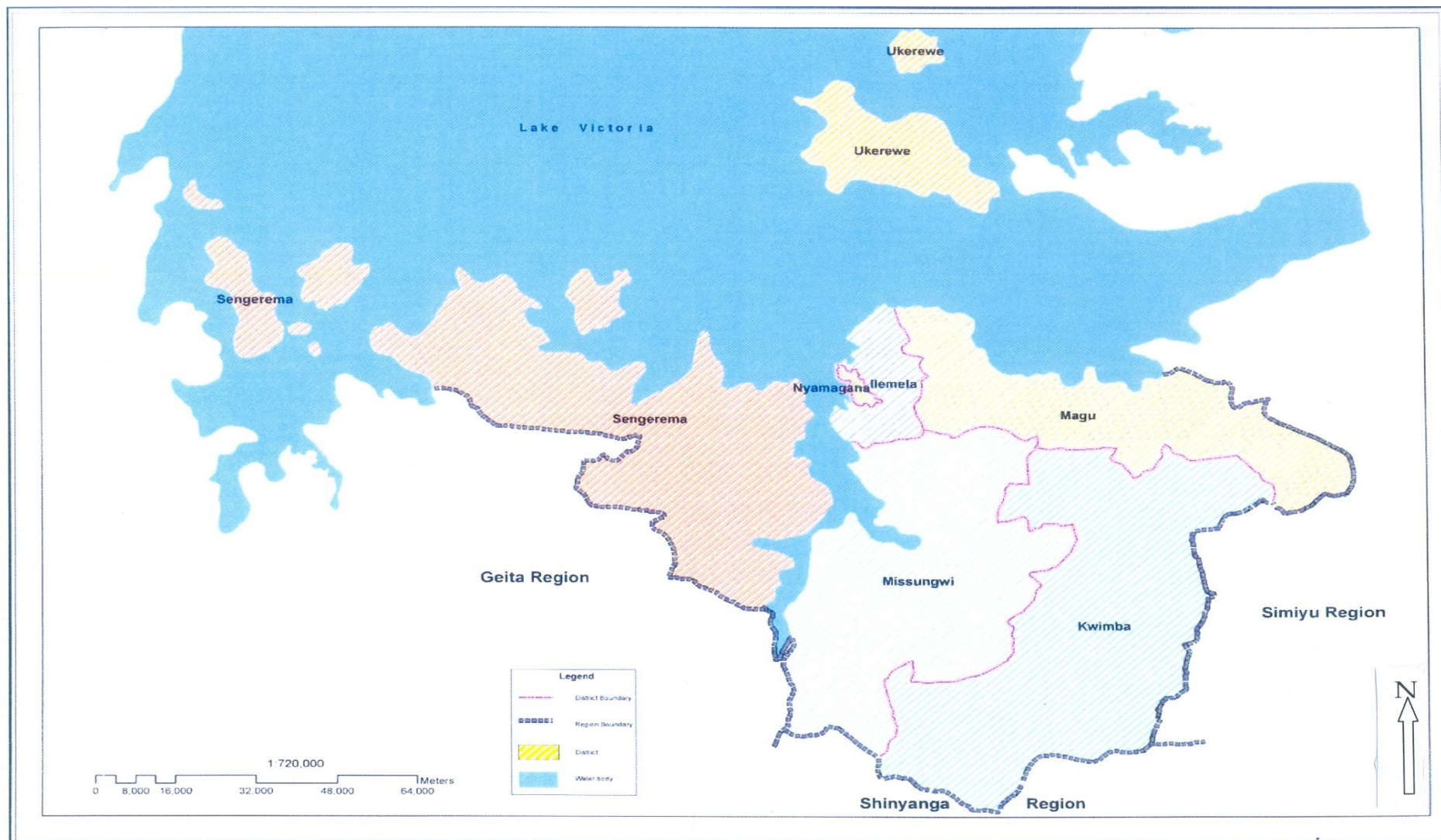
Expenditure, Mid-year Revenue Report and Fourth Quarter Progress Report.

(c) Development Expenditure Report which includes Monthly Flash Reports, Quarterly Financial Performance Progress Report, Quarterly Physical Implementation Progress Report, Mid-year Review Report and Annual Programmes/project Performance Review Report.

- In these financial reports it will be evident that accounting caters for maintenance of records of financial transactions in the form that is required for day to day operation purposes including financial control and also.
- Ensures the use of Integrated Financial Management Systems (IFMS) which provide the reporting of the financial transactions. The use of computer EPICOR System serves the purpose.
 - RS shall also ensure that physical implementation of the projects is carried in most efficient and effective way to reflect the value for money for all projects implemented. This shall always be done by a team of people of various disciplines (leader such as members of Parliament, Councilors, Regional /District Commissioners, Technical persons from the RS and LGAs). The teams shall inspect the projects on quarterly, mid-yearly and annual basis.
 - RS shall always perform Expenditure tracking exercise, where all the monies from the Central Government, Donors 'and LGAs expenditure shall be tracked, analysed and expenditure reports tabled to various statutory meeting such as District / Regional Finance and Audit Committee, Council Committees responsible for finances and to District / Regional Consultative committees and to the public. Expenditure tracking shall also be extended to wage component of the budget with the aim of monitoring and controlling the same.
 - There shall be Monitoring and Evaluation tools as follows :
 - Every unit and every section in the RS and LGAs that will be doing monitoring of the planned activities.

- There will be a team of RS – MT that will be conducting ad-hoc and scheduled (Quarterly & Mid-annual) monitoring and evaluation missions.

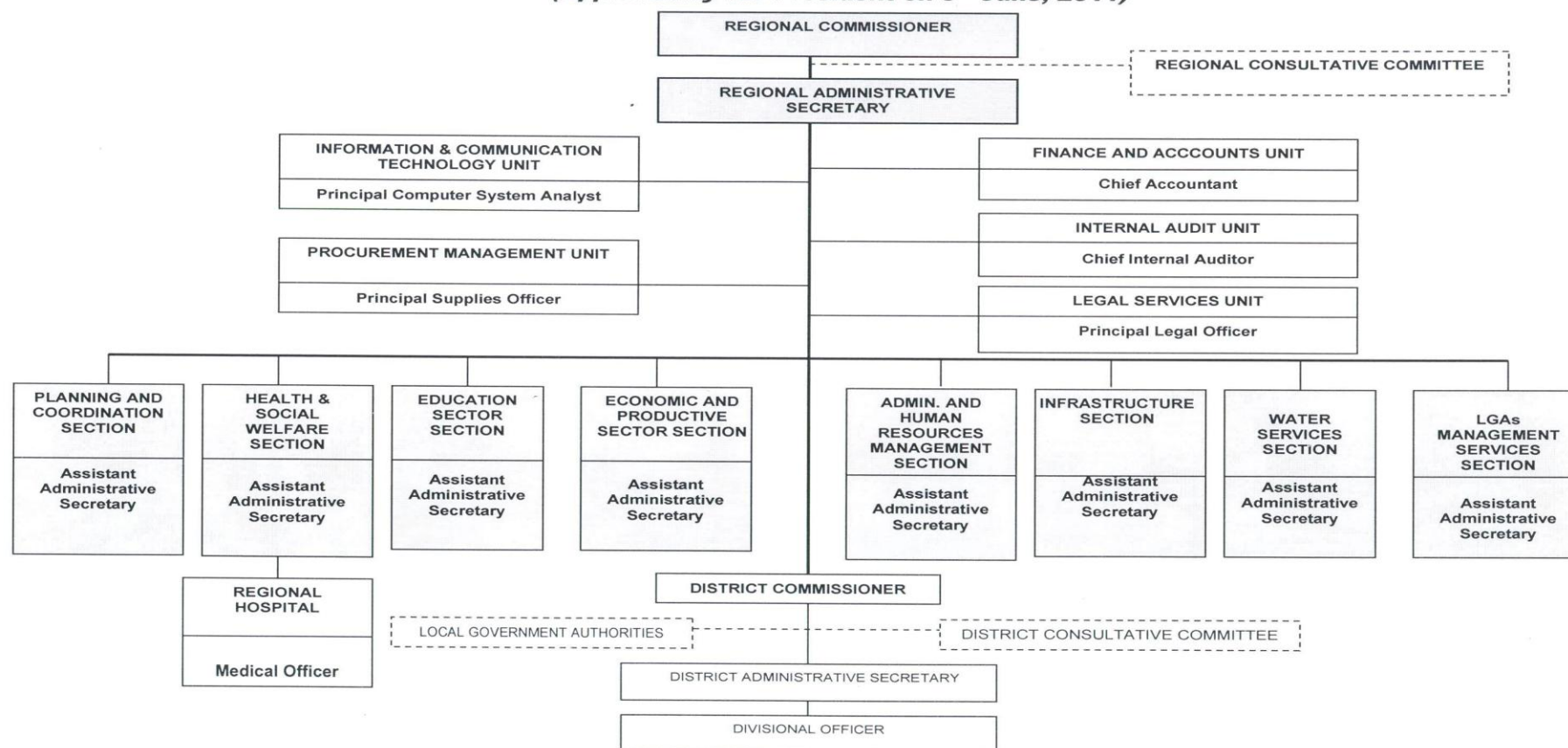
Appendix I: Mwanza region Map



Appendix II: Mwanza Regional Secretariat Organizational Structure:

CHART II

THE ORGANIZATIONAL STRUCTURE FOR REGIONAL SECRETARIATS
(Approved by the President on 3rd June, 2011)



Appendix III: Functions of sections and units in RS

The approved functions and organization structure of the regional secretariat the following are the sections and units:

1.1 PLANNING AND COORDINATION SECTION

Objective

To provide expertise and services in planning, budgeting and coordinate Regional Secretariats in providing backstopping expertise to LGAs.

This Section will perform the following activities:-

- (i) Coordinate the overall economic development in the region (including the Private Sector, Parastatals, Co-operatives, NGOs, CBOs);
- (ii) Advise and coordinate implementation of various sector policies in the Region;
- (iii) Co-ordinate preparation, monitoring and evaluation of Plans (Strategic plan, action plan, and budget) for RSs;
- (iv) Serve as a Secretariat to Regional Consultative Committees;
- (v) Scrutinize, consolidate and monitor the preparation and implementation of the Regional Plans and Budgets;
- (vi) Coordinate donor funded Programmes in the Region and advise on their implementation;
- (vii) Advise RASs on the activities of Parastatals, Civil Society Organisations and the private sector;
- (viii) Advise and coordinate Research activities in the Region;
- (ix) Coordinate population and housing census exercises;
- (x) Coordinate Disaster Management exercises in the Region;
- (xi) Assist and advise LGAs on preparation of projects proposals;
- (xii) Coordinate implementation of diversity issues including gender, disability, HIV/AIDS, act as Regional Gender Focal point;
- (xiii) Coordinate implementation of Private Sector Participation in the Region; and
- (xiv) Monitor and Evaluate performance of LGAs.

The Section will be led by an Assistant Administrative Secretary.

1.2 HEALTH AND SOCIAL WELFARE SECTOR SECTION

This section will also comprise the Regional Hospital

Objectives

To facilitate the provision of health preventive, curative, health development and social welfare in the Region

This Section will perform the following activities:-

- (i) Co-ordinate and advise on implementation of health policy in the Region;
- (ii) Coordinate health and social welfare matters in the region;
- (iii) Monitor proper management of health services provided by public and private sector hospitals and other health facilities in the Region;
- (iv) Build capacity to LGAs in health service delivery;
- (v) Provide technical advice on preparation of HIV/AIDS combating plans;
- (vi) Provide technical advice on HIV/AIDS activities in the Region;
- (vii) Provide backstopping support during health epidemics in the region;
- (viii) Provide clinical services to inpatients and outpatients referred to by LGA hospitals;
- (ix) Provide curative specialist services;
- (x) Provide expert/technical backstopping service to LGA hospitals and health centres during major communicable diseases epidemics;
- (xi) Provide referral laboratory services; and
- (xii) Coordinate availability of adequate pharmaceuticals products for the hospital.

The Section will be led by an Assistant Administrative Secretary who will also be a Regional Medical Officer.

The Regional hospital will be led by a Medical Officer In-charge.

1.3 EDUCATION SECTOR SECTION

Objectives

To facilitate the provision of educational development services including administering of Pre- Primary, Primary, Adult and Non – formal Education and Secondary schools examinations.

This Section will perform the following activities:-

- (i) Coordinate administration of Pre-Primary, Primary, Secondary Schools and Adult and Formal Education;

- (ii) Co-ordinate placement of Primary and Secondary School Teachers in the Region;
- (iii) Co-ordinate the implementation of Education and Vocational Training Policy within the Region and advise accordingly;
- (iv) Supervise Primary, Secondary and teachers college examinations in the Region;
- (v) Co-ordinate collection, analyse, compile, interpret and disseminate Educational and Vocational Training data within the Region;
- (vi) Conduct follow up on the implementation of inspection reports;
- (vii) Advise LGAs on implementation of Culture and Sports Policy; and
- (viii) Co-ordinate sports related activities in the region.

The Section will be led by an Assistant Administrative Secretary who will also be a Regional Education Officer.

1.4 ECONOMIC AND PRODUCTIVE SECTORS SECTION

Objective

To provide expert facilitation on Economic and Productive Sectors to LGA.

This Section will perform the following activities:-

- (i) Co-ordinate implementation of Agriculture, Livestock, Co-operative, Forest, Game, Fisheries, Industries, Trade, and Marketing Policies in the Region;
- (ii) Build capacity to LGAs in providing Agricultural, Livestock, Co-operative, Forest, Game, Fisheries, Industries, Trade, Marketing and services;
- (iii) Assist and advise LGAs on appropriate and affordable technologies in economic and productive sectors;
- (iv) Register Co-operative Societies in the Region;
- (v) Advise LGAs on the establishment and inspection of Co-operative Societies and SACCOS;
- (vi) Assist and advise LGAs on Small and Medium Enterprises (SME) promotion;
- (vii) Assist and advise LGAs to identify the potential areas for investment;
- (viii) Assist and advise LGAs on development, promotion and better production of fish industry;
- (ix) Monitor, coordinate, and facilitate Forestry issues in the region;
- (x) Advise LGAs on enforcement of laws related to wildlife protection;

- (xi) Assist and advise LGAs on the development of wildlife areas;
- (xii) Advise LGAs on monitoring tourism, wildlife numbers and movement;
- (xiii) Facilitate LGAs on implementation of Environmental laws Act No. 2 of 2004;
- (xiv) Provide technical expertise to LGAs pertaining to irrigation schemes; and
- (xv) Coordinate implementation of Business Process Improvement in the Region.

The Section will be led by an Assistant Administrative Secretary.

1.5 INFRASTRUCTURE SECTION

Objective

To provide backstopping expert services to LGAs in the development of infrastructure.

This Section will perform the following activities:-

- (i) Co-ordinate implementation of Roads, Building, Energy, Survey, Land and Town Planning Policies, Laws, Regulations and Standards;
- (ii) Build capacity of LGAs in Roads, Energy, Buildings, Survey and Town Planning;
- (iii) Liaise with the relevant authorities in the Central and Local Government on civil engineering matters;
- (iv) Advise on roads, energy, works, plots and redevelopment schemes;
- (v) Oversee and advise on structural engineering works undertaken in the region;
- (vi) Assist LGAs in land acquisition by central government;
- (vii) Prepare maps for town planning; and
- (viii) Advise RAS on Environmental Impact Assessment (EIA).

The Section will be led by an Assistant Administrative Secretary.

1.6 WATER SERVICES SECTION

Objective

To provide backstopping expert services to LGAs in the development of Water sector

This Section will perform the following activities:-

- (i) Analyse, coordinate and advise on the implementation of Water Sector Policies in the Region;
- (ii) Build Capacity of LGAs in Water Sector;
- (iii) Liaise with the relevant authorities in the Central and Local Government on water sectors issues;
- (iv) Develop and improve water and sanitation in the region; and
- (v) Facilitate, co-ordinate, monitor and regulate all private sectors that provide water services in the Region;
- (vi) Facilitate and coordinate Water and environment cleanness Team in the Region;
- (vii) Facilitate and advise LGAs to identify and establish of rural water bodies; and
- (viii) Facilitate LGAs in preparation of guidelines for implementation and rehabilitation of water projects.

The Section will be led by an Assistant Administrative Secretary.

1.7 LGAs' MANAGEMENT SERVICES SECTION

Objective

To provide expertise and service in developing good governance in LGAs.

This Section will perform the following activities:-

- (i) Advise and facilitate proper use of public finances in LGAs;
- (ii) Build capacity and promote good governance in LGAs;
- (iii) Facilitate review of structures and processes in LGAs;
- (iv) Take part in routine inspections of LGA performance, and conducting ad hoc Inspections;
- (v) Assist LGAs budget preparations and expenditure;
- (vi) Coordinate and advise LGAs on Human Resources Management (Recruitment, Placement, Discipline, Promotion etc)
- (vii) Advise LGAs on Administrative matters
- (viii) Oversee the implementation of the Election Manifesto;
- (ix) Co-ordinate preparation, implementation, monitoring and evaluation of the LGAs client service charter; and
- (x) Advise RAS and LGAs on implementation of Labour laws.

The Section will be led by an Assistant Administrative Secretary.

1.8 ADMINISTRATION AND HUMAN RESOURCES MANAGEMENT SECTION

Objective

To provide support, expertise and services on human resources management and administrative matters to the RS.

This Section will perform the following activities:-

- (i) Coordinate implementation of Public Service Management Policy and other Acts pertaining to administration and management of Public Service;
- (ii) Coordinate provision of Employee relations and welfare including health, safety, sports and cultural;
- (iii) Co-ordinate preparation, implementation, monitoring and evaluation of the RS client service charter;
- (iv) Provide registry, office and records management services;
- (v) Provide Protocol Services in the Region;
- (vi) Coordinate security, cleanness and ground maintenance, real estates and transport services;
- (vii) Provide general custodian services including maintenance of office equipments and buildings;
- (viii) Coordinate implementation of ethics and value promotion activities including corruption prevention education;
- (ix) Coordinate implementation of diversity issues including gender, disability, HIV/AIDS in the RS;
- (x) Advise on organizational efficiency of the RS;
- (xi) Collaborate with PO-PSM - Employment Secretariat on all matters related to recruitment and placement of employees;
- (xii) Supervise the process of confirmations, and promotion for the Regional staff;
- (xiii) Facilitate human resources training and development (career, professional, skills enhancement) for the Regional Secretariat;
- (xiv) Facilitate orientation/induction programs for new entrants;
- (xv) Supervise human resources planning to determine supply and demand needs for professions in the RS;
- (xvi) Administer salary and advise on payroll management;

- (xvii) Supervise implementation of Open Performance Review and Appraisal System (OPRAS);
- (xviii) Process and update records of leave such as vacation, sick, maternity, study and termination;
- (xix) Coordinate provision of employees benefits (pension, allowances, etc) and entitlements;
- (xx) Facilitate provision of services related to separation from the service (retirement, resignation, etc);
- (xxi) Serve as a Secretariat support to the appointment “Ad hoc Committees” of the Region;
- (xxii) Manage Disciplinary matters;
- (xxiii) Coordinate complaints and grievances handling;
- (xxiv) Advise RAS on HR related issues; and
- (xxv) Facilitate provision of information, education and communication services for the RS.

The Section will be led by an Assistant Administrative Secretary.

1.9 FINANCE AND ACCOUNTS UNIT

Objective

To provide quality financial management and Accounting services for the RS.

This Section will perform the following activities:-

Salaries

- (i) Prepare and effect payment of salaries;
- (ii) Manage payroll; and
- (iii) Facilitate deductions from salaries and submit to relevant authorities

Cash Office

- (i) Prepare and effect all payment to IFMS;
- (ii) Submit voucher list to the Treasury;
- (iii) Collect all cheques from Treasury;
- (iv) Bank cash and cheques;
- (v) Prepare monthly flash reports;
- (vi) Facilitate payments by cash/cheques to employees/customers (service providers);
- (vii) Batch paid vouchers; and
- (viii) Maintain Cash books.

Final Accounts

- (i) Prepare budgets and monitor expenditure;
- (ii) Prepare quarterly, midyear and annual expenditure reports for submission to Accountant General;
- (iii) Reply all audit and management queries and observations raised by Controller and Auditor General; and
- (iv) Prepare Final report and submit to Accountant General and Controller and Auditor General.

Revenue

- (i) Collect revenue; and
- (ii) Manage the revenue according to regulations and guidelines.

Pension

- (i) Prepare pension papers;
- (ii) Maintain pension records and gratuities; and
- (iii) Collect paid Cheques from Pension Funds.

Pre – Audit / Examination

- (i) Ensure proper documentation to support vouchers, including authorization according to regulations;
- (ii) Ensure adherence to the relevant Acts, regulations, circulars etc; and
- (iii) Ensure the payments made not overdrawn estimated items.

The Unit will be led by a Chief Accountant.

2.0 INTERNAL AUDIT UNIT

Objective

To provide advisory services to the Accounting Officer in the proper and soundness application of financial management of funds.

This Section will perform the following activities:-

- (i) Review and report on proper control over the receipt, custody and utilization of all financial resources of the RS;
- (ii) Review and report on conformity with financial and operational procedures laid down in any legislation or any regulations or instructions for control over the expenditure of the RS;
- (iii) Review and report on the correct classification and allocation of revenue and expenditure accounts;

- (iv) Review and report on the reliability and integrity of financial and operation data and prepare financial statements and other reports;
 - (v) Review and report on the systems in place used to safeguard assets and verify existence of such assets;
 - (vi) Review and report on the reactions by the management to internal audit reports and assist management in the implementation of recommendations made by reports and follow –up on the implementation of recommendations made by the Controller and Audit General;
 - (vii) Review and report on the adequacy of control built into computerised systems in place in the RS; and
 - (viii) Prepare and implement Strategic Audit Plans.
- The Unit will be led by the Chief Internal Auditor.

2.1 PROCUREMENT MANAGEMENT UNIT

Objective

To provide expertise and services in procurement, storage and supply of goods and services for the RS.

This Section will perform the following activities:-

- (i) Advise the management on matters pertaining to the procurement of goods and services and logistics management in the Region;
- (ii) Ensure that the Region adhere to procurement processes and procedures as per Public Procurement Act;
- (iii) Develop and facilitate implementation of an annual procurement plan for the Region;
- (iv) Procure, maintain and manage supplies, materials, and services to support the logistical requirements of the Region;
- (v) Ensure proper handling and storage, adequate and timely distribution of office supplies and materials;
- (vi) Maintain and update inventory of goods, supplies and materials;
- (vii) Provide Secretariat services to the Regional Tender Board as per PPA, 2004 and its Regulations of 2005; and
- (viii) Disposal of unwanted materials.

The Unit will be led by a Principal Supplies Officer.

2.2 INFORMATION AND COMMUNICATION TECHNOLOGY UNIT

Objective

To provide expertise and services on application of ICT to the RS.

- (i) Prepare ICT Strategic Plan, guidelines and procedures in line with National ICT Policy;
- (ii) Advice Regional Secretariat Management on the matters pertaining to policies related to ICT and e-government implementation;
- (iii) Advice RS Management on the matters pertaining to policies, guidelines and procedures related to statistics;
- (iv) Oversee ICT development and implementation for RS;
- (v) In collaboration with PMO-RALG assist to coordinate and develop ICT Standards for software and hardware acquisition at RS and LGAs;
- (vi) Facilitate LGAs in the development and implementation of ICT initiatives;
- (vii) Coordinate the designing implementation and maintaining web-based applications and database of the RS;
- (viii) Assist to coordinate implementation of Management Information System from other Ministries, Departments and Agencies (MDAs) and other stakeholders;
- (ix) Provide and coordinate Information Technology support to Regional Secretariat and LGAs;
- (x) Monitor ICT hardware and software and keep inventory at RS and LGAs;
- (xi) Evaluate, improve and monitor ICT and Management Information Systems deployed at RS and LGAs;
- (xii) Conduct Training Needs Assessment on MIS and ICT and prepare capacity building plan;
- (xiii) Perform and asses risks management and control pertaining to ICT infrastructure and Management Information Systems;
- (xiv) Provide quality assurance services at RS and LGAs;
- (xv) Develop and maintain Regional website;
- (xvi) Use of ICT in data and information handling;
- (xvii) Facilitate the Regional Secretariat in the use of ICT in data collection, storage, processing, analysis, reporting, dissemination and archiving;
- (xviii) Collaborate with National Bureau of Statistics on all matters related to the National Statistical System; and
- (xix) Production of statistical products at the RS and LGAs.

The Unit will be led by a Principal Computer System Analyst.

2.3 LEGAL SERVICES UNIT

Objective

To provide legal expertise and services to the RS.

The activities of the Unit are:-

- (i) Provide legal advice and assistance to the RS and LGAs on the interpretation of laws, contract, agreements, guarantees, memorandum of understanding, consultancy agreement and other legal documents in liaison with the PMO – RALG Director of Legal Services and Attorney General Chamber;
- (ii) Provide legal advice to the RS and LGAs in liaison with the PMO – RALG Director of Legal Services and Attorney General Chamber;
- (iii) Participate to various negotiations and meetings that call for legal expertise in liaison with the PMO – RALG Director of Legal Services and Attorney General Chamber;
- (iv) Translate legislations within the RS in liaison with the PMO – RALG Director of Legal Services and Attorney General Chamber;
- (v) Liaise with the PMO – RALG Director of Legal Services and the Office of Attorney General Chamber on litigation of Civil cases and other claim involving the RS and LGAs; and
- (vi) Prepare and review various legal instruments such as Contracts, memorandum of understanding, orders, notices, certificates, agreements and Transfer deeds the PMO – RALG Director of Legal Services.

This Unit will be led by a Principal Legal Office

