



**United Republic of Tanzania**

President's Office – Public Service Management

*(Public Service Reform Programme: 2000-2011)*



**Report on the Public Service Week 2005**

**18-23 June 2005, Karimjee Grounds and Hall**

*Theme: Competitiveness as a Means to Excellence in Public Service*

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## LIST OF ABBREVIATIONS & ACRONYMS

BICO	Bureau of Industrial Co - operation
BRELA	Business Registration and Licensing Agency
BEST	Business Environment Strengthening for Tanzania
CBE	College of Business Education
CEO	Chief Executive Officer
CFHR	Commission for Human Rights
CHF	Community Health Fund
CIDA	Canadian International Development Agency
CMSA	Capital Markets and Securities Authority
COSTECH	Commission for Science and Technology
CSRP	Civil Service Reform Programme
CTI	Confederation of Tanzania Industries
DAP	Director of Administration and Personnel
DDCA	Driling and Dam Construction Agency
DG	Director General
DTV	Dar es Salaam Television
DSJ	Dar es Salaam School of Jounalism
EASTC	East African Statistical Training Center
GCLA	Government Chemist Laboratory Agency
GEPF	Government Employees Pension Fund
GOV	Government
ICTs	Information and Communication Technologies
IECO	Information, Education and Communication Officer
IFM	Institute of Finance Management
ILO	International Labour Organization
IMC	Ilala Municipality Council
ITA	Institute of Tax Administration
ITV	Independent Television
KMC	Kinondoni Municipal Council
MDAs	Ministries, Departments & Agencies
MD	Managing Director
MCCTP	Mothers and Children of Central Tanzania Project
MCDGC	Ministry of Community Development, Gender and Children
MEM	Ministry of Energy and Minerals
MFAIC	Ministry of Foreign Affairs and International Cooperation
MoCT	Ministry of Communications and Transport
MUCHS	Muhimbili University College of Health Sciences
MWLD	Ministry of Water and Livestock Development
NBAA	National Board of Accountants and Auditors
NBS	National Bureau of Statistics
NCC	National Construction Council
NDC	National Development Corporation
NHBRA	National Housing and Building Research Agency
NLUPC	National Land Use Planning Commission
NIC	National Insurance Corporation
NIGP	National Income Generating Programme
NIMR	National Institute of Medical Research

NMB	National Micro – Finance Bank
NSSF	National Social Security Fund
OMS	Office Management Secretary
ORCI	Ocean Road Cancer Institute
OUT	Open University of Tanzania
PAA	Programme Accountant & Administrator
PCET – UDSM	Prospective College of Engineers and Technology – University of Dar es Salaam
PMO	Prime Minister’s Office
PO – PP	President’s Office – Planning and Privatisation
PO – PSM	President’s Office – Public Service Management
PO –RALG	President’s Office - Regional Administration & Local Government
PPCA	Police Public Complaints Authority
PPSRC	Presidential Parastatal Reform Sector Commission
PRO	Public Relations Officer
PS	Permanent Secretary
PSC	Public Service Commission
PSPF	Public Service Pension Fund
RAAWU	Reseachers, Academicians and Allied Workers Union
RLHT	Revitalisation of Local Health Tanzania
RUBADA	Rufiji Basin Development Agency
RTD	Radio Tanzania Dar es Salaam
SATF	Social Action Trust Fund
SIDO	Small Industries Development Organization
STAMICO	State Mining Corporation
TAA	Tanzania Airports Authority
TAFA	Tanzania Farmers Association
TANESCO	Tanzania Electrical Supply Company
TAZARA	Tanzania Zambia Railway Authority
TBA	Tanzania Building Agency
TBS	Tanzania Bureau of Standards
TEC	Tanzania Episcopop Conference
TFDA	Tanzania Food and Drug Agency
TGDLC	Tanzania Global Development Learning Centre
TGNP	Tanzania Gender Network Programme
TIA	Tanzania Institute of Abitration
TIC	Tanzania Investment Center
TIE	Tanzania Institute of Education
TIRDO	Tanzania Industrial Research and Development Organization
TMC	Temeke Municipal Council
TPC	Tanzania Post Corporation
TPSC	Tanzania Public Service College
UDSM	University of Dar Es Salaam
VETA	Vocational Education Training Authority

## 1. Executive Summary

The President's Office, Public Service Management (PO – PSM) organized a Public Service Week from the 18<sup>th</sup> to 23<sup>rd</sup> June 2005 to celebrate the Public Servants' Day. This was the third such event following the African Ministers agreement at a meeting, which took place in Windhoek Namibia in 2000.

This year, the Public Servants' day was celebrated in a slightly different way from the two previous ones as it run for a whole week, under the theme, "**Competitiveness as a Means to Excellency in Public Service.**" The week was celebrated by showcasing the work of governmental departments, agencies and ministries that have excelled in delivering services effectively. The exhibition also included presentation on Public Private (business) Partnerships – PPP, showcasing the private sectors contribution towards reforming public administration and attaining effective public services.

There were daily focused presentations by each exhibiting department, agency or ministry, where all attendees would gather around and listen to their achievements and subsequently ask questions. These sessions also enabled the various department gather inputs, identify concerns and clarify some of the policy issues that the public may not have been too clear about. There were interlude of traditional music, drama and music to entertain and attract guests.

The climax of the this year's Public Service Week was the symposium where three speeches were made, the State of the Service Report 2004 was launched and three institutions were awarded trophies in recognition of the excellent work in public service delivery. Report on the State of the Public Service Report 2004, was officially lunched by the honorable Prime Minister, Mr. Fredrick Sumaye who also made the keynote address and presented trophies to the wining institutions.

The underlining building blocks of this year's celebrations were an exhibition and a symposium whose objectives were:

1. To commemorate and inform the public and stakeholders on the success stories of the on going public service reform programme;
2. To launch the report on the State of the Public Service Report 2004; and
3. To appraise and showcase improvement on service delivery to the public.

There was an extensive publicity campaign to promote the event before and during the celebrations, including press releases, advertisements and press conferences in all the media channels. Other publicity work included hosting banners, posters and venue promotional items.

## 2. Background

The Public Servants' Day celebration was in line with the African Public Service Day declaration made by African Ministers in Windhoek Namibia in 2000 and is now an annual event marked every 23<sup>rd</sup> of June. The aim is to reflect upon the successes and challenges ahead in public service, in particular to drastically improve public services.

This year's point of reflection was to urge competitiveness among the various governmental departments, agencies and ministries as a means of achieving Excellency in public services. In general, it underlies the public service reform programme, under the President's Office, whose key objectives is to improve the functions of Ministries, Departments and Agencies as an impetus for attaining quicker economic development.

This years celebrations was, therefore, marked by reminding the public and civil servants in particular of the aims and objective of the Public Service Reform Programme, recognize the success stories to date and calling upon the public to appraise their performance. This was achieved through an exhibition showcasing a total of fifteen (15) governmental departments, agencies and ministries namely: Ministry of Lands and Human Settlements Development, Drilling and Dam Construction Agency, Business Registration and Licensing Agency, Government Chemist Laboratory Agency, Tanzania Food and Drugs Agency, Tanzania Global Development Learning Center, Public Service Pension Fund and Tanzania National Roads Agency. Others included; Kinondoni, Ilala and Temeke Municipalities and private sector firms servicing the government – H & R Consultants and Gema Security as a practical example of Public-Private Partnership (PPP), a critical element within the reform programme.

The climax of the event was a symposium and the official launch of the State of the Public Service Report by Prime Minister, Hon. Frederick Sumaye (MP.). All key staff from Government Ministries, Independent Departments and Agencies, various NGO's, Diplomatic Corp. and the general public participated. There were a total of 300 invitees.

### **3. Event publicity**

The format of this year's celebrations, in particular the exhibition part, called for an aggressive publicity campaign to invite the public and stakeholders to see and appraise themselves with progress of the Public Service Reform Programme.

The campaign kicked off on the 17<sup>th</sup> with a well-covered press conference, hosted by Mr Joseph Rugumyambeto, the Permanent Secretary, President's Office – Public Service Management. All the major media houses, from both electronic and print media attended the press conference, including ITV, Channel Ten, Clouds FM, Radio One, TVT and the Guardian, Daily News, Citizen, Majira, Mtanzania, the African Newspapers.

It was at the press conference that call for the public to participate in the celebrations was made. A press release detailing the event was also circulated to the media houses. Most of the media houses represented carried the story either the same day or the following day.

#### **3.0 Media coverage**

Throughout the celebrations, the media was invited to cover the proceedings at event, as it developed towards the climax. They interviewed representative of the departments, agencies and ministries at the exhibition ground at Karimjee Hall, and carried stories on the success stories being exhibited.

#### **3.1 Events promotion programme**

The promotion campaign was meant to draw as many visitors as possible – and especially the general public to the event. This included hoisting banners at strategic sites in town i.e. around St Peters Church, Mnazi Mmoja, at the entrance of the Presidents Office- Public Service Management (Utumishi), along Samora Avenue and at the gates of venue. This was supplemented by posters, which were posted in locations permissible by the City Council with high human traffic, mostly around the Dar es Salaam city center. Radio advertisements were also aired on Radio One, Clouds FM. The thrust of the message was to inform and invite the largest participation possible.

## 4. The Exhibition

The exhibition represented the thrust of the theme, “**Competitiveness As a Means to Excellency in Public Service**”. The exhibition extolled the ideas, strategies and technologies used in delivering public services effectively and competitively.

### 4.0 Exhibition programming

The events programme was designed such that every department, agency or ministry was given center stage at some point during the week or focus, where all the invitees, including the media were gathered around, and given a thorough briefing on what, how and why the department, agency or ministry has excelled in public service and thereafter, they were invited to ask questions.

For example, Kinondoni Municipality showcased how they utilize waste material to develop various household items such as flower vassals. The Public Service Pension Fund - PSPF gave a good account of themselves demonstrating directly from the event’s venue the effectiveness of ICT technology in delivering excellent services to members of the pension fund.

### 4.1 Exhibiting Organisations

A total of 15 organisations participated in the exhibition displaying products and services that their individual organizations offer to the public. Each booth stocked literature about the organization, a suggestion box for the visitors to drop their comments and a visitors book to monitor visitors and also capture contacts for follow-up and future use. Appendix VI lists the organizations that participated and a brief profile. The booths were also manned by competent staff from each participating institution.

### 4.2 Venue excitement

To create an atmosphere of excitement, hence celebration, the exhibition venue was meticulously decorated, with blue and white cloth around the booths and table cloth and adorned with blue and white balloons. Representative of the various departments and agencies wore white Caps, T-Shirts and Badges bearing the theme of the event. There was equally enough literature at every booth for the invitees.



Traditional dance group, who performed traditional dances and drama on the theme, provided further venue excitement.

To help navigate through the programme, the entire programme was printed as an event's catalogue. The catalogue contained among other items, brief profiles of the exhibitors.

## 5. The Symposium

The half-day symposium on the afternoon of June 23<sup>rd</sup> marked the climax of the celebrations. The delegates to the symposium included both current and retired public servants. The list of delegates is attached. The guest of honour for the event was the Prime Minister, Honourable Frederick Sumaye who was accompanied by the Minister of State for Public Service Hon. Dr. Mary Nagu (MP); The Chief Secretary Mr. Matern Lumbanga and the Permanent Secretary of the Office of Public Service Management, Mr. Joseph Rugumyamheto.

Three papers were presented. To kick off the event, the facilitator of the day Dr Hussein Sendi invited the Permanent Secretary, President's Office – Public Service Management, Mr Joseph Rugumyamheto to deliver a welcome address and invite the Minister of State, President's Office – Public Service Management, Hon. Dr Mary Nagu (MP) to deliver her speech and latter called upon the Chief Guest to deliver the keynote address.

The Chief Guest then officiated the launch of the Public Service Report 2004 and went on to present trophies to the Ministry of Lands and Human Settlements Development, BRELA and the Tanzania Public Service College for exemplary excellence in public service delivery. The Chief Secretary, Mr. Matern Lumbanga, the Chief Secretary moved the vote of thanks. Participants were then invited to a brief cocktail party at the same venue.

## PROCEEDINGS

The symposium had the following major events:

- Visit to the exhibition
- Introductory remarks by the Permanent Secretary
- Welcoming address by the Minister of State – Public Service Management

- Key Note Address by the Prime Minister
- Launch of the report on the State of Public Service in Tanzania
- Award Giving
- Closing remarks by the Chief Secretary.

The following is a brief description of each event:

#### *Visit to the exhibition*

Prior to the commencement of the symposium the Guest of Honour and all invited guest made a tour of the exhibitor's pavilions. A total of 15 MDAs put up exhibition stands. A list of the exhibitors included; the President's Office – Public Service Management, Ministry of Land and Human Settlements Development, Business Registration and Licensing Agency, Kinondoni, Ilala and Temeke Municipal Councils, Government Chemist Laboratory Agency, Public Service Pension Fund, Drilling and Dam Construction Agency.

#### *Introductory remarks*

The Permanent Secretary, Public Service Management, Mr. Joseph Rugumyamheto commenced his address by expressing his appreciation. He thanked all delegates for accepting the invitation and agreeing to participate in the symposium. He further extended his gratitude to His Excellence the President of the United Republic of Tanzania for asking the Prime Minister to represent him in the symposium and lastly he thanked Honourable Prime Minister for making time to attend the symposium.

The Permanent Secretary in his address explained that the purpose of public service day is to provide a forum for public servants to discuss issues of concern to them as public servants and to celebrate their achievements. This day is also to be used to provide an avenue to discuss and strategize on the means of improving the public service and that it should also be used to award excellence within the service to public servants and/or departments that excel in service delivery and rightly deserve the awards;

The Permanent Secretary further informed the delegates that the theme for this year's public service day was "Competitiveness as a means to excellence in Public Service". He further explained that currently there is a stiff competition in getting employment and in getting promotion. It is, therefore, expected that through competitiveness excellence would be built in the public service.

The Permanent Secretary then invited the Minister of State, Public Service to address the delegates.

### *Welcome address*

The Minister of State - Public Service Management, in her address informed the delegates that on the Public Service day public servants are reminded of their role in providing service to the public. The Minister further informed the delegates that during last year's public service day celebration, a similar symposium was held which discussed the means to improve public service. This year's celebration has taken into consideration views expressed during last year's symposium and has included the participation of other sectors involved in public service delivery. The private sector has also participated as a way to further stress the public-private partnership in improving service delivery.

The Minister emphasized the fact that the government has embarked on massive public sector reforms. These reforms will take a long time and that there are still challenges of improving service delivery. There is need to look at the contribution by the public service in improving the lives of the general public. The Minister further alluded that there is need to cooperate with other sectors in order to implement the development vision – 2025 and The National Strategy for Growth and Reduction of Poverty (NSGRP). The main collective goal is to achieve quality services delivery for economic growth as well as to meet the needs of the general public.

The Minister then invited Honourable Prime Minister to give his keynote address to the delegates.

### *Keynote speech*

The Prime Minister Hon. Federick T. Sumaye expressed his thanks to the Minister for the invitation to be the guest of honour. The Prime Minister reminded delegates of the challenges he gave in 1998 in improving public service. These challenges were on improving the salary and skills level of public servants so as to make them cope with increased competitiveness brought about by globalization and free market economy. Another challenge he had given then was on building the capacity of public servants and to improve the environment upon which public servants work. He further reminded the public servants that public service requires the following: -

- A culture that promotes job performance that is results oriented, accountability and transparency;

- Giving priority to the general public as the main clients and ensuring that service delivery meets their needs and expectations; and
- Change in mindset, outlook and culture of the public servants to enable them perform their work with efficiency, creativity, high quality and integrity. This includes building a culture within the public service of striving to learn and to improve skills and knowledge.

The Prime Minister stressed that though the above challenges were given seven years ago, they are still relevant today and that the current environment calls for a drive to build a public service that is efficient. Public service reforms thus need also to take into consideration globalization, developments in technology and market competitiveness both within the country and outside the country.

Furthermore the Prime Minister expressed the expectations on the public service which are: -

- To provide service delivery to the level and standards expected by the recipients with due regard to quality and value for money;
- To supervise economic and social development with due diligence and efficiency so as to ensure that we keep abreast of the developments going on within and outside the country. This involves ensuring that policies which are geared towards developing and building sustainable developments are implemented as planned; and
- To build the capacity to supervise the developments in the private sector.

The Prime Minister in his address stressed the importance of facilitating private sector development, building the capacity of public servants through, *inter alia*, training and providing modern working tools, building a working culture that promotes professionalism, creativity, self development, diligence and integrity, removal of unnecessary red tape and to be results oriented in discharging one's duties. The Prime Minister also underscored the importance of the public sector in the nation's development.

In closing, the Prime Minister reiterated that in order to build a public service that is efficient and productive there is a need for: -

- Ensuring that the various reforms that are on-going in the public sector produce the intended results especially in areas that have tangible impact on the lives of the general public.
- Creativity and supervision of developments that take into account the competitive environment both inside and outside the country.

- The participation of various stakeholders in developing strategic plans that will enable public servants to supervise the implementation of the National Strategy for Growth and Reduction of Poverty (NSGRP).
- The development of monitoring and evaluation (M&E) mechanism that will allow for learning from successes and best practices as well as gaps identified during implementation of strategic plans. Monitoring of job performance for results in the short and longer terms.

### *Report Launch*

Following the keynote address the Prime Minister proceeded to launch a report on the State of the Public Service in Tanzania 2004. Copies of the report were distributed to the workshop participants and a soft copy uploaded to the PO-PSM website situated at [www.estabs.go.tz](http://www.estabs.go.tz).

### *Award Giving*

As mentioned earlier, one of the purposes of Public Service Day was to award institutions or individuals who have made greater contributions in the public service that deserve recognition. In 2005 awards were given to public service institutions that have contributed greatly to the improvement of service delivery. The Awards were thus given to the Ministry of Lands and Human Settlements Development (MLHSD), the Tanzania Public Service College (TPSC), and Business Registrations and Licensing Agency (BRELA). The Prime Minister was also awarded a set of golf playing sticks to emphasize the need for public servants to keeping in good physical condition.

### *Closing remarks*

The Closing remarks were made by the Chief Secretary and Head of Public Service Mr. Matern Lumbanga. In his address, the Chief Secretary promised to take up all the challenges and directives that the Prime Minister has given in his keynote address. The Chief Secretary further underscored the importance of the public service in sustaining political and economic stability in the country and especially at this time that the country is going through elections. He urged that key personnel should ensure that they stay in their stations and travel only when is absolutely important.

The Chief Secretary further stressed that reforms are not a one time activity but rather continuous and that even developed nations are still reforming their public sectors. The reforms that we are striving for is not

limited to structures, regulations and laws but to ensure that all the people and especially those in the rural areas receive quality service delivery in areas that they can identify with and are of their concerns such as better health services, improved access to education, reduction in child and maternal health, improved infrastructure etc.

He noted that Government has registered a number of successes since it started the reforms process. Some of these include; improvements in the government structures, availability of strategic plans in government institutions, participation of the private sector in service delivery, meritocracy appointments, open appraisal of public servants and client service charters that have now been put to use.

The Chief Secretary pointed out that despite these achievements the Government has gained in the public sector reforms we still have a long way to go due to:

- 1) The on-going reforms are still perceived to be strategies that do not bring results at the pace that is wanted;
- 2) Some of Public Sector structures are yet to be reformed to embrace the on going reforms; and
- 3) The mindsets of some public servants are yet to change. This has resulted in resistance to accept and implement reforms in some areas.

The Chief Secretary also highlighted the following issues that the public service needs to address. These include:-

- The need to address human capital development;
- Provision of information, education and communication so as to enable the general public know their rights and responsibility in development;
- Public Servants to be proactive and to ensure that set targets are met and that we move with developments elsewhere;
- The need to work with various stakeholders so as to ensure NSGRP is implemented as planned.
- To facilitate the private sector and to supervise it; and
- To ensure participation of key stakeholders including the general public in the issues that pertain to their development.

Finally the Chief Secretary reiterated the role of the Public Service in ensuring sustained social and economic development. He informed the delegates that countries that have had great successes are those that

have had strong civil service that had remained strong even in times of political changes or instability. We thus need to understand and be conversant with all public service and local government reforms and implement them diligently.

### *Closure*

The whole event was made colourful by the traditional dance group which through their songs made messages on improvements of public service delivery. The symposium ended with Guest of Honour taking a group picture with the delegates. All the delegates were later invited to a brief cocktail party at the same venue.

### **Conclusion**

The event marked a departure from the previous years in many ways than one. The exhibition concept ensured participation by the general public who make the majority of consumers of public service and, therefore, the direct beneficiaries of the reform programme. The various communication tools that were developed by the exhibitors and organisers of the event went a long way in communicating the changes, challenges and the good work that the public servants are doing thereby bridging the trust divide that is so common in client-service provider relationships. All in all, the event achieved its set objectives and, therefore, successful.

### **Recommendations**

Through our experiences in formulating conference packages and designing exhibitions, and specifically in the effective delivery of the conference objectives, we have made several observations from which we present the following recommendations for your consideration and possible inclusion in similar future events.

1. Public Servants are central in delivery of public service across the country. It is our conviction, therefore, that all Civil Servants at all levels be accorded an opportunity to celebrate this day and share in the vision and objectives of the reform programme. To achieve this, we propose that the event involves other Civil Servants beginning at the regional levels before culminating into the national level, being the climax.

2. It was also felt that such success stories as demonstrated at the just concluded event will make an even greater impact would they be communicated right from the provincial levels, throughout the country. We recommend that prior to the celebration of the Public Service Day, the PO-PSM develops a series of focused briefings for the Private Sector and other professional bodies in an effort to share the successes that have been achieved in the reform programme.
  
3. It is also proposed that PO-PSM considers broadening the communication on the programme's achievements by making it a continuous activity. For example, in addition to taking part in "Saba Saba", the PO-PSM showcase should also feature in events such as Contractors Forum, Engineers Registration Forum, Gender Festival etc.

The basis of the above recommendations will be to include all the critical parts of the Public and in particular to engage the Private Sector in the on-going Public Service Reforms – to gauge and solicit for their response.



## Appendix I: Speech by Prime Minister, Hon Frederick T. Sumaye

HOTUBA YA MSINGI YA WAZIRI MKUU MHESHIMIWA FREDERICK T. SUMAYE (MB.) KWENYE KILELE CHA SIKU YA UTUMISHI WA UMMA, TAREHE 23 JUNI 2005, KARIMJEE, DAR ES SALAAM.

*Mwenyekiti wa Mkutano,  
Mhe. Waziri wa Utumishi,  
Waheshimiwa Mawaziri,  
Waheshimiwa Mabalazi,  
Wawakilishi wa Mashirika ya Umoja wa Mataifa,  
Katibu Mkuu Utumishi,  
Makatibu Wakuu,  
Wageni Waalikwa,  
Mabibi na Mabwana.*

1. Awali ya yote napenda kuchukua fursa hii kukushukuru Mheshimiwa Dk. Mary M. Nagu Waziri wa Nchi, Ofisi ya Rais, Utumishi kwa kunialika kushiriki nanyi katika kile cha maadhimisho ya siku ya utumishi wa umma ambayo kauli mbili yake ni, "Ushindani Kama Njia ya Kufikia Utumishi Uliotukuka". Pili napenda niwapongeze waandaji wa hafla hii kwa matayarisho mazuri yaliyotuwzesha kukutana hapa.

### *2. Mwenyekiti na Wageni Waalikwa,*

Nilipokuwa ninafungua kongamano la kuboresha utumishi wa umma tarehe 15 Januari mwaka 1998 nilitoa changamoto kwenu. Nilisisitiza kwamba udhaifu tuliokuwa nao hapo awali hasa mishahara midogo kwa watumishi wa umma pamoja na ujuzi mdogo ambao usingeweza kuhimili ushindani katika mazingira ya utandawazi na soko huria. Nilielekeza kuwa inabidi kukabiliana na udhaifu huu ili kuleta ufanisi, kukuza ubora wa huduma kwa umma na kujenga utumishi uliotukuka.

### *3. Mwenyekiti na Wageni Waalikwa,*

Wakati huo pia nilitoa changamoto ya kujenga uwezo wa utumishi wa umma na kuboresha mazingira ambamo watumishi wanafanyia kazi zao. Nilitoa changamoto kwamba utumishi wa umma unahitaji kuzingatia mambo makuu matatu yafuatayo:

- i. Kujenga tabia na kuonyesha matokeo ya kazi pamoja na taratibu za uwajibikaji na uwazi zenye kuzingatia matokeo ya kazi,
- ii. Mwananchi inabidi apewe kipaumbele kama mteja mkuu wa huduma za umma na kuhakikisha kwamba huduma zinatolewa kwa ufanisi na matokeo ya kuridhisha kwa mtazamo wa wale wanaopokea hizo huduma, na
- iii. Tatu, nilisisitiza umuhimu wa kubadili fikra, mtazamo na utamaduni wa watumishi wa umma ambazo zitaongoza utendaji kazi wao kwa ufanisi, ubunifu, ubora na uaminifu wa hali ya juu. Kimsingi hili linajumuisha kujenga tabia ya kupenda kujifunza na kuongeza ujuzi wakati wote.

#### ***4. Mwenyekiti na Wageni Waalikwa,***

Ni miaka zaidi ya saba sasa imepita tangu nilipotoa changamoto hizo. Ninapenda kuisisitiza kwamba mazingira ya sasa na siku za usoni yanazidi kutia chachu na kuongeza ari na umuhimu wa kujenga utumishi wa umma uliotukuka. Nisisitize na kurudia yale ambayo mnajionea wenyewe yanatokea katika jamii yetu. Wakati tulionao sasa ni wa mazingira ya mabadiliko makubwa kiuchumi, kijamii na kisiasa na yanayoongozwa kwa kiasi kikubwa na nguvu za utandawazi.

#### ***4. Wageni Waalikwa, Mabibi na mabwana,***

Bila shaka, hali hii inahitaji mabadiliko makubwa ya mfumo na utaratibu wa kufanya kazi na kusimamia maendeleo ya taifa ili kukidhi matakwa ya wakati huu na siku zijazo. Uboreshaji wa utumishi wa umma hauna budi kuzingatia mazingira ya utandawazi, kasi ya maendeleo ya kiteknolojia na ushindani katika masoko ya ndani na nje. Hii ina maana gani kwa upande wa utumishi wa umma? Mwelekeo wa hali niliyoitaja una maana kwamba utumishi wa umma unategemewa kuwa mstari wa mbele katika kufanya kazi tatu zifuatazo kwa makini, ufanisi na tija ya hali ya juu:

- i. Kwanza, kutoa huduma kwa umma kwa kiwango cha juu cha ufanisi na kinachoendana na matarajio ya watu kwa ubora na thamani ya pesa kwa maana ya kodi yao,
- ii. Pili, utumishi wa umma unatakiwa kusimamia maendeleo ya kiuchumi na ya kijamii kwa makini na kwa ufanisi ili kumudu mabadiliko nchini na duniani na kwenda na wakati. Hii ni pamoja na kutunga na kusimamia utekelezaji wa sera mbalimbali zinazolenga kukuza uchumi na kujenga uchumi endelevu na wenye uwezo wa kuhimili ushindani.
- iii. Tatu, kujenga uwezo wa kusimamia maendeleo ya sekta binafsi kikamilifu zaidi.

### ***5. Mwenyekiti,***

Inafaa ikumbukwe kwamba uamuzi wa kutoa nafasi kubwa zaidi kwa sekta binafsi katika mazingira ya uchumi unaoendeshwa kwa nguvu za soko hauna maana kwamba sasa serikali inatakiwa kulala usingizi. Badala yake ina maana kwamba sasa serikali inategemewa kuinua kiwango cha uwezo, ufanisi na tija katika kusimamia shughuli mbalimbali na kuweka mazingira bora kwa sekta binafsi kufanya kazi zake za maendeleo. Pia Serikali inatakiwa kuweka misingi ya utekelezaji pamoja na kusimamia na kuiwezesha sekta binafsi kujenga uchumi na kuleta maendeleo ikizingatia misingi ya amani, sheria na taratibu za ushindani zinazokubalika katika kuendesha uchumi unaoendeshwa kwa misingi ya nguvu za soko. Usimamizi wa sekta binafsi ndani na uchumi wa namna hiyo unahitaji utumishi wa umma ambao una uwezo na upeo mkubwa zaidi.

### ***6. Mwenyekiti na Wageni Waalikwa***

Ili kujenga utumishi ambao una uwezo na tija ya hali ya juu ni muhimu kuweka kipaumbele katika kujenga utumishi uliotukuka. Utumishi huu ni ule ambao unafuata misingi yote ya utoaji huduma zinazolenga mteja, ambazo hazina kero ya njoo kesho, rushwa, ubaguzi, uonevu au kujuana. Huduma za namna hii zinazingatia haki na zinajali thamani ya pesa ya mlipa kodi. Kimsingi Serikali imejizatiti kuleta hali hii na ambayo nafurahi kuona kwamba mikakati iliyowekwa na Serikali katika kuboresha utumishi wa umma na hasa chini ya Programu ya

Kuboresha Utumishi wa Umma na Programu nyingine za maboresho imeanza kuzaa matunda. Uboreshaji wa utumishi wa umma sasa unazingatia kujenga uwezo huo kama inavyobainishwa na uzingatiaji wa ushindani katika ngazi ya kuajiri, kupima utendaji kazi na kuzingatia utendaji wa kazi bora katika utaratibu wa kupandishwa vyeo unajielekeza kiufikia azma hiyo.

### ***7. Mwenyekiti, Wageni Waalikwa,***

Kama mnavyofahamu Dira ya Maendeleo Taifa itakayoongoza maendeleo ya Taifa hili hadi 2025 inasisitiza sana umuhimu wa ushindani.

- i. Kwanza, dira inatambua umuhimu wa kujenga uchumi unaoweza kuhimili ushindani katika soko la dunia kwa kutambua kwamba teknolojia inabadilisha kwa kasi sana namna ya utendaji wa kila mtu na ushindani katika soko la dunia unazidi kuongezeka.
- ii. Pili, dira inatambua umuhimu wa kujenga taifa linalopenda kujifunza na kujiongezea elimu na ujuzi siku hadi siku. Hususan, inalenga kujenga taifa ambalo watu wake wanapenda kujiendeleza na kuendelea kutafuta ujuzi zaidi kila siku,
- iii. Tatu, dira inasisitiza umuhimu wa kujenga fikra za kimaendeleo, utamaduni wa kupenda maendeleo, kufanya kazi kwa bidii na kujenga tabia ya kuwa wabunifu kwa kiwango cha juu.
- iv. Nne, ili kuhimili ushindani, dira ya taifa inatambua umuhimu wa kujenga uchumi katika misingi ya sayansi na teknolojia ili kujenga uchumi ulio imara na wenye kuhimili ushindani katika soko la dunia. Ili malengo na madhumuni haya yatimie utumishi wa umma una majukumu makubwa katika kusimamia uchumi na kuleta maendeleo hasa kujenga utumishi unaofanya kazi kwa kuzingatia matokeo kama yalivyobainishwa katika dira ya taifa na kuelelezwa kwa ufasaha zaidi ndani ya MKUKUTA.

### ***8. Wageni Waalikwa, Mabibi na Mabwana,***

MKUKUTA yaani mkakati wa kukuza uchumi na kupunguza umasikini Tanzania, unasisitiza umuhimu wa kukuza uchumi ambao matokeo yake yanawahusisha na kuwafikia wananchi walio

wengi. Pia umelenga kuboresha maisha ya wataanzania wengi wakiwemo wananchi wanaoishi katika mazingira magumu, kuboresha huduma na kijamii na maendeleo ya wataanzania pamoja na kuimarisha utawala bora na uwajibikaji. Uchumi ambao una uwezo wa kuleta matokeo ni ule ambao utasimamiwa kikamilifu na utumishi wa umma ambao ni makini na uliotukuka.

### ***9. Wageni Waalikwa, Mabibi na Mabwana***

Mnatambua kwamba serikali imekuwa inafanya maboresho mbalimbali ya kiuchumi na kijamii ili kuhakikisha kwamba tunajenga uwezo wa ushindani kitaifa na kimataifa. Eneo la msingi sana katika maboresho hayo limekuwa ni kuboresha mifumo ya utendaji kazi katika utumishi wa umma kama sekta muhimu sana katika maendeleo ya taifa. Serikali imetambua kwamba utumishi wa umma ni chombo muhimu na ndio mhimili wa ukuaji wa sekta nyingine katika kuleta maendeleo na kujenga utamaduni wa ushindani kwa ngazi zote- ndani ya serikali za mitaa, mikoa na serikali kuu.

### ***10. Wageni Waalikwa, Mabibi na Mabwana,***

Programu ya Kuboresha Utumishi wa Umma inaongozwa na dhana ya kujenga na kutambua umuhimu wa kubadilisha na kuboresha usimamizi wa utumishi wa umma kwa nia ya kuongeza tija na kuleta ufanisi wa hali ya juu katika utendaji ikizingatia sifa za watumishi na maadili yao. Suala la msingi ni kwamba serikali imetambua kwamba kupanda kwa kiwango cha ufanisi na tija katika utumishi wa umma kunachangia sana kukua kwa uchumi, kujenga uchumi endelevu, na kujenga misingi ya uchumi unaoweza kuhimili ushindani katika dunia ya utandawazi na uchumi unaoendeshwa kuzingatia nguvu za soko. Kwa mantiki hiyo, serikali imeweka mkazo sana kuboresha ajira zinazozingatia taaluma na ushindani na kuweka taratibu za usimamizi na utendaji kazi zinazozingatia matokeo ya kazi. Halikadhalika waombaji wanaowania nafasi zilizo wazi serikalini wamekuwa wakitumia taratibu zinazozingatia sifa katika hali ya ushindani wa wazi ikijumuisha waombaji wa ndani na nje ya utumishi wa umma. Utaratibu wa kuwekeana mikataba ya utendaji kazi na kuanzishwa kwa utaratibu wa wazi wa kupitia na kupima utendaji kazi ni kiungo muhimu cha kuchochea ufanisi na tija ndani ya utumishi wa umma.

### ***11. Wageni Waalikwa, Mabibi na Mabwana,***

Kuanzishwa kwa Tume ya Utumishi wa Umma, pamoja na kuhakikisha kwamba masuala ya utumishi yanaendeshwa kwa misingi ya katiba, kisheria na taratibu tulizojiwekea, Tume hiyo inategemewa kuwa mstari wa mbele kuhakikisha kwamba ajira katika utumishi wa umma inazingatia sifa, uwezo, na ushindani kwa madhumuni ya kujenga utumishi wa umma ambao utasimamia ujenzi wa uchumi utakaohimili ushindani na utakaoleta maendeleo ya uchumi na kijamii kwa wananchi wa Tanzania.

Mafanikio ya kujenga utumishi wa umma ambao una uwezo wa kusimamia ujenzi wa uchumi wenye kuhimili ushindani katika soko la dunia yatategemea sana uboreshaji wa uwezo wa watumishi wa umma na mazingira ya kazi. Ili kufanikisha hili hatuna budi tutoe kipaumbele katika mambo makuu matatu yafuatayo:

- i. Kwanza, ningependa kuisitiza umuhimu wa kujenga uwezo wa watumishi wa umma kwa kuzingatia rasilimali watu na kuwekeza pale panapostahili ili kujenga na kuendeleza uwezo huo. Hii ni pamoja na kuzingatia kiwango cha elimu, ujuzi, mafunzo ya awali na mafunzo ya stadi kazini kulingana na mahitaji ya sehemu ya kazi kwa sasa hivi na baadaye. Ili kujenga utumishi wa umma wenye sifa za kutoa huduma bora na kuhimili ushindani sasa na baadaye, hatuna budi kujenga uwezo wa kutoa huduma kwa ufanisi wa hali ya juu. Ili kutimiza malengo hayo, kipaumbele inabidi kiwekwe katika nyanja zifuatazo:
  - ❖ Kujenga rasilimali watu kwa kuweka mikakati ya kuajiri watumishi wenye uwezo wa kielimu, wenye uwezo wa kujiendeleza na wanaoendelezeka.
  - ❖ Kuweka mikakati ya mafunzo ya kuimarisha watumishi wa umma kazini na ya uongozi. Lengo kuu ni kuleta mabadiliko ya utumishi wa umma na kujenga utumishi

unaoweza kuhimili ushindani kiuchumi na utoaji wa huduma za kijamii kwa ufanisi na tija ya hali ya juu.

- ❖ Kuwa makini katika kutumia utaalamu kutoka nje kwa maana ya kuziba mapengo ya kitaalamu nchini, kujifunza mbinu mpya kutoka kwa wataalamu wa nje na kutumia utaalamu wao kujenga uwezo wa wataalamu wetu nchini. Ili tutimize haya ninashauri kuharakisha utayarishaji wa sera na mikakati inayoonyesha kinaganaga nafasi ya wataalamu wa nje katika kujenga utumishi uliotukuka.

ii. Pili, ni muhimu sana kuhakikisha kwamba mazingira ya kazi yanasaidia kufanikisha kuboresha uendelezaji wa ubora wa watumishi wa umma. Ninafurahi kuona kwamba katika kipindi cha miaka michache maslahi ya watumishi yameendelea kuboreshwa mwaka hadi mwaka. Ni mategemeo yetu kwamba utaratibu huu wa kuimarisha maslahi ya watumishi wa umma utaendelea kupewa kipaumbele jinsi uwezo wa Taifa kulipa unavyoendelea kuimarika:

- ❖ Uanzishwaji na uimarishwaji wa taasisi za kuboresha usimamizi, hususan, Tume ya Utumishi wa Umma na utungaji wa sheria za kuendesha usimamizi wa shughuli mbali mbali za utumishi wa umma (k.m. Sheria ya Utumishi wa Umma na. 8 ya mwaka 2002) ni sehemu ya kuhakikisha kwamba mazingira ya kazi na taasisi zinazosimamia masuala hayo zinaimarishwa na kuboreshwa,
- ❖ Kubadilishwa kwa baadhi ya idara za serikali kuwa wakala mbali mbali ni sehemu ya jitihada za kubadili mfumo wa mazingira ya utumishi wa umma kwa kulenga kuwe na vyombo vitakavyotoa huduma kwa haraka bila urasimu wowote,
- ❖ Hatua zilizochukuliwa kuimarisha Chuo cha Utumishi wa wa Umma zikiwemo jitihada za kuongeza majengo, kuaajiri wataalam zaidi na kuimarisha vifaa ni muhimu sana

katika kujenga mazingira ya kuongeza ujuzi wa watumishi wa umma ili kwenda na wakati na kuhimili ushindani.

### ***12. Mwenyekiti, Wageni Waalikwa, Mabibi na Mabwana,***

Napenda kutoa changamoto kwa idara zote za serikali kuzingatia nafasi ya Chuo hiki katika kuimarisha rasilimali watu katika nyanja mbali mbali katika sehemu za kazi.

Nasisitiza kuzingatia maendeleo ya sayansi na teknolojia na umuhimu wa kujifunza kutoka nchi mbalimbali kwa gharama nafuu bila kutumia muda mwingi wa kazi. Hili linawezekana kwa kupitia Kituo cha Tanzania cha Mafunzo ya Maendeleo Duniani (Tanzania Global Development Learning Centre). Ningependa kuisitiza umuhimu wa kituo hiki katika kuendesha mafunzo kwa njia za kisasa zaidi kwa kutumia kikamilifu zaidi huduma hizo za kiteknolojia na mawasiliano kuboresha rasilimali watu kupitia midahalo ya uchumi na elimu ya jamii.

Wananchi ndio wateja wakuu katika shughuli za huduma za jamii zinazotolewa na serikali. Ili kuhakikisha kwamba wananchi wanafahamu haki zao na serikali inafanya nini ili kuboresha huduma hizo za kiuchumi na kijamii ninafurahi kuona kwamba utaratibu wa kusikiliza maoni ya hao wateja umeanzishwa na wizara na idara mbali mbali za serikali. Ni mategemeo langu kwamba upatikanaji wa maoni ya wananchi kuhusu utendaji kazi wa watumishi wa umma utaendelea kuimarishwa kama sehemu ya mikakati ya kujenga utawala bora nchini.

Pia ninafurahi kuona kwamba vitengo vya habari, elimu na mawasiliano vimeanzishwa katika Wizara ili kuwafahamisha wananchi kuhusu shughuli na sera mbali mbali za serikali pamoja na kuwakumbusha wananchi kuhusu haki zao. Ningependa kuisitiza kwamba wizara zote zihakikishe kwamba vitengo hivyo vinawaelimisha wananchi kikamilifu kuhusu majukumu ya wizara na idara zake, majukumu ya utendaji kazi, asasi za Serikali zinafanya nini kuboresha huduma kwa jamii na kuwaelimisha zaidi wananchi kuhusu haki zao.



Mipango mkakati iliyoanza kutumika na Serikali (strategic plans) inabidi iwe madhubuti ikiwa inalenga kujenga utumishi wa umma uliotukuka unaoweza kutoa huduma za jamii kwa ufanisi na tija ya hali ya juu. Itakuwa muhimu sana kutoa kipaumbele katika kuweka bayana mipango mkakati ya kuendeleza na kuimarisha sekta ya umma zikiwemo wizara, taasisi na idara mbalimbali za serikali pamoja na kuweka mifumo ya ufuatiliaji (Monitoring and Evaluation) ili kujua ni kiwango gani malengo yanafikiwa na kujifunza kutokana na utekelezaji wa mipango na mikakati katika sehemu za kazi.

### ***13. Mwenyekiti, Wageni Waalikwa, Mabibi na Mabwana,***

Kwa kumalizia ningependa kusesitiza kwamba kwa hili suala la tatu la mipango mkakati inatakiwa kuzingatia;

- i. muhimu wa kujenga rasilimali na kuwekeza fedha kufuatana na vipaumbele vinavyozingatia dira ya taifa na MKUKUTA,
- ii. Kusimamia matumizi na matokeo ya matumizi kikamilifu na kuboresha utendaji kazi na kuongeza ujuzi daima,
- iii. Mipango mkakati ni muhimu izingatie kubuni na kusimamia mabadiliko yanayoendana na mahitaji ya ushindani. Kwa mantiki hiyo ninapenda kusesitiza vipengele vinne vifuatayo:
  - ❖ Mipango mkakati inabidi izingatie ushirikishwaji katika kuibuni na kuitayarisha ili michango ya wadau izingatiwe kikamilifu,
  - ❖ Makubaliano na nini kifanywe na kipaumbele kiwekwe wapi yawe yanaeleweka kwa wote na wote wawe na dira ya pamoja (shared vision),
  - ❖ Uongozi katika ngazi zote izingatie utekelezaji wa mipango na mikakati hiyo na ujenge tabia na utamaduni wa ufuatiliaji na uboreshaji wa utekelezaji huo kutokana na kujifunza kutokana na mafanikio na mapungufu yatakayojitokeza,

- ❖ Kipaumbele kiwekwe wazi katika shughuli na kazi ambazo zinalenga kuleta matokeo yanayooana na malengo yaliyotoweka,
- ❖ Mwisho ufuatiliaji na upimaji wa utekelezaji uwe ni kiungo muhimu cha utendaji kazi kwa nia ya kuonyesha matokeo ya kazi.

***14. Mwenyekiti na Wageni Waalikwa,***

Naamini kabisa kwa kuendelea kutekeleza haya, utumishi wa umma utajenga Taifa bora kiuchumi, kuleta umoja wa Kitaifa na kuwa utumishi wa kujivunia kati ya mataifa ya dunia yetu

***Asanteni Sana kwa Kunisikiliza!***

Appendix II: Welcome Remarks by Minister of State, President's Office – Public Service Management

HOTUBA YA WAZIRI WA NCHI OFISI YA RAIS, MENEJIMENTI YA UTUMISHI WA UMMA, MHE. DR. MARY M. NAGU (MB.) KWENYE SIKU YA UTUMISHI WA UMMA, 23 JUNI 2005, UKUMBI WA KARIMJEE, DAR ES SALAAM

*Mhe. Waziri Mkuu, Frederick Sumaye (Mb.),  
Waheshimiwa Mawaziri,  
Waheshimiwa Mabalazi,  
Wawakilishi wa Mashirika ya Kimataifa,  
Katibu Mkuu Utumishi  
Makatibu Wakuu,  
Wageni Waalikwa,  
Waandishi wa Habari,  
Mabibi na Mabwana.*

1. Siku ya Utumishi wa Umma tunayoathimisha leo inatukumbusha mwendo mrefu ambao utumishi wa umma umetoka kuanzia uhuru hadi leo katika kuwahudumia wananchi. Mwaka jana katika kuathimisha siku hii tulikutana hapa kujadili na kuchambua mwendu mzima wa kuubadili utumishi wa umma tokea uhuru na namna ya kuongeza kasi ya maboresho katika sekta hii.

*2. Mwenyekiti, Wageni Waalikwa, Mabibi na mabwana,*

Tunapoadhimisha siku ya utumishi wa umma nichukue fursa hii kuwakaribisha sana wote!

*3. Mwenyekiti Waalikwa, Mabibi na Mabwana,*

Mabadiliko katika sekta ya utumishi wa umma ni marefu na ambayo yanahitaji kutekelezwa kimkakati. Wote tunatambua nguvu ambazo Serikali kwa miaka zaidi ya kumi iliyopita imeweka katika kuubadili utumishi wa umma. Pamoja na jitihada hizo bado kuna changamoto na mengi ya kujifunza katika kufikia azma hii ya kuhakikisha kwamba huduma zote za asasi za umma zinakuwa bora na kuwanufaisha wananchi.

#### ***4. Mwenyekiti na Wageni Waalikwa,***

Ni kwa mantiki hiyo kwamba tunapoadhimisha siku ya utumishi wa umma na hasa mchango wa mtumishi katika kufikia malengo yetu ni muhimu tuangalie suala zima la matokeo ya jitihada zetu kwa kusaidia sekta nyingine za Serikali na za binafsi za kuharakisha maendeleo ya nchi na kuondoa umaskini kama dira ya maendeleo ya taifa inayosimamia maendeleo ya Taifa hadi 2025 na mkakati wa kupunguza umaskini na Kukuza Uchumi na Kupunguza Umaskini Tanzania (MKUKUTA) inavyosisitiza.

#### ***5. Wageni Waalikwa Mabibi na Mabwana,***

Kama mnavyoelewa kwa muda mrefu sasa Serikali imekuwa inatekeleza maboresho ya kiutawala ambayo yamelenga kubadili namna Serikali inavyofanya kazi zake ili kuongeza kasi na ufanisi wa utoaji huduma katika mazingira ya sasa. Malengo makubwa ya maboresho haya yamekuwa na yataendelea kuwa kutoa huduma bora zinazolenga kukuza uchumi na kupunguza umaskini. Programu ya Kuboresha Utumishi wa Umma ambayo iko kwenye awamu ya pili ya utekelezaji wake imeundwa kwa kuzingatia malengo makubwa ya Serikali kama nilivyoyataja. Sehemu ya kwanza ya awamu hii ya pili ambayo ililenga kuweka mifumo ya utendaji wa kimenejimenti Serikalini imekamiliwa. Sheria mpya na vyombo vipya tayari vimeundwa na vinafanya kazi nzuri ya kuendelea kuabadili utumishi wa umma.

#### ***6. Mwenyekiti, Wageni Waalikwa Mabibi na Mabwana,***

Siku ya Utumishi wa Umma tunayoadhimisha leo hii inatokana na uamuzi wa Mawaziri wa utumishi wa Afrika uliofanyika mwaka 2000 mjini Windhoek, Namibia. Katika azimio hilo ilikubalika kwamba kila Juni 23 ya kila mwaka kuadhimishwe siku ya utumishi wa umma kwa nchi za Afrika. Lengo la siku hiyo ni kudhamini nafasi ya mtumishi wa umma katika kutoa huduma kwa umma. Pia ilikubalika kwamba kila nchi iadhimishe siku hii kwa namna ambayo inaona inafaa ili mradi ilenge kwenye kuboresha utumishi wa umma ambao mtumishi ndio nguzo yake muhimu. Tanzania ilianza kuadhimisha siku hii kuanzia mwaka 2003 kwa namna tofauti na ya mwaka huu.

### ***7. Mwenyekiti, Wageni Waalikwa, Mabibi na mabwana,***

Kama sehemu ya kuadhimisha siku hii mwaka jana tuliandaa mdahalo wa siku moja. Mdahalo huo ambao kauli mbiu yake ilikuwa ni "Muenzi Mtumishi wa Umma" ulishirikisha watumishi waliokwishaastaafu, waliopo, vyama vya siasa, wahisani wa maendeleo, sekta binafsi, wasomi, n.k. Madhumuni makuu ya mkutano huo yalikuwa yafuatayo:

- i. Kuwaelezea umma kuhusu majukumu ya msingi ya utumishi wa umma kwa kipindi kilichopo,
- ii. Kuchambua sekta ya utumishi wa umma mara baada ya uhuru, na
- iii. Kutoa uelewa wa maboresho yanayoendelea katika sekta ya utumishi wa umma na hasa nini kifanyike kuongeza kasi ya maboresho haya.

Majadiliano yaliyofuata baada ya mada mbalimbali zilizowasilishwa ulionyesha ni kwa kiasi gani utumishi wa umma umebadilika na matokeo yake mazuri ambayo yameanza kuonekana. Washiriki wa mkutano huo walitoa mwito wa kutafuta njia zaidi za kuwahusisha wananchi na kuwapa elimu zaidi ili wawe sehemu ya mchakato wa maboresho haya.

### ***8. Mwenyekiti na Wageni Waalikwa,***

Tunapoingia hatua ya pili ya maboresho ya utumishi wa umma ambayo inajumuisha kuimarisha mifumo ya utendaji kazi tutahitaji sana mabadiliko ya kiutamaduni katika utendaji mzima wa watumishi na Serikali kwa jumla. Tutahitaji kuendelea kujenga uelewa kati ya Serikali na wananchi kwa yale ambayo Serikali inayoyafanya. Hii ni muhimu katika kuleta utawala bora na maendeleo endelevu.

### ***9. Mwenyekiti, Wageni Waalikwa, Mabibi na Mabwana,***

Ni uzoefu na mawazo ya mwaka jana ndio umetufanya kubadili namna ya kuadhimisha siku ya utumishi wa umma kwa mwaka huu. Kwa mwaka huu tumeonelea ni vyema tukaungana na asasi nyingine za Serikali na za binafsi ambazo tayari zinafanya kazi na Serikali ili kuelezea uzoefu wao wa kushiriki katika kutoa huduma kwa serikali ikiwa kama dhana mpya ambayo awali

haikuwepo. Tunaamini ni kwa njia hii vyombo husika vitaweza kujitathmini kwa kuulizwa maswali na kuyajua matatizo ambayo wananchi wanayapata katika kupata huduma za vyombo husika.

Ni mategemeo yetu kwamba mkusanyiko huu utaweza kuibua mawazo zaidi kuhusu namna ya kuboresha mikakati ya Serikali ya Kuboresha sekta ya utumishi wa umma. Naamini hivyo kwa kuwa washiriki mlioko katika ukumbi huu ni watendaji ambao mnahitaji huduma toka sekta ya utumishi wa umma na kwa upande mwingine Serikali inawahitaji sana kuleta maendeleo.

***10. Mwenyekiti, Wageni Waalikwa, mabibi na Mabwana,***

Baada ya kusema haya machache nawakaribisha sana katika kilele cha siku hii ya utumishi wa umma kwa mwaka 2005.

***Karibuni sana na asanteni kwa kunisikiliza!***

## Apendix III: Speech by Chief Secretary

HOTUBA YA KATIBU MKUU KIONGOZI MATERN LUMBANGA KUHITIMISHA KILELE  
CHA SIKU YA UTUMISHI WA UMMA, UKUMBI WA KARIMJEE, DAR ES SALAAM, 23  
JUNI 2005

*Mheshimiwa Waziri Mkuu, Frederick Sumaye (Mb.),  
Mheshimiwa Waziri wa Utumishi, Dr. Mary Nagu (Mb.),  
Waheshimiwa Mawaziri,  
Makatibu Wakuu,  
Waheshimiwa Mabalazi wa Nchi marafiki,  
Wawakilishi wa Mashirika ya Umoja wa Mataifa,  
Wageni Waalikwa,  
Wanahabari  
Mabibi na Mabwana,*

1. Ninashukuru kwa kunipa nafasi hii ya kusema machache tunavyoelekea kukamilisha kilele cha siku hii ya utumishi wa umma. Kwanza nichukue fursa hii kuwapongeza sana waandaji wa siku hii ya utumishi wa umma na hasa wazo lao zuri la kuweka pamoja na kuelezea huduma zinazotolewa na asasi mbalimbali za Serikali na zile za binafsi zinazotoa huduma Serikalini. Mwaka jana nilipata fursa ya kufuatilia mdahalo ulioandaliwa kama sehemu ya kuadhimisha siku ya utumishi wa umma ambao ulifanyika katika Ukumbi huu. Nimefurahi kuona kwamba matayarisho ya mwaka huu ni mwendelezo mzuri wa mawazo ya yale yaliyojadiliwa na kuafikiwa mwaka jana. Hongereni sana na ongezeni bidii na ubunifu mwaka ujao.

### ***2. Mwenyekiti na Wageni Waalikwa,***

Kazi ya kuboresha utumishi wa umma imekuwa ni ajenda ya msingi ya Serikali kwa kipindi cha zaidi ya miaka kumi sasa. Kimsingi harakati za awali za kuubadili utumishi wa umma zilianza mara tu baada ya Uhuru wetu mwaka 1961. Kwa mfano, Tanzania kama zilivyokuwa nchi nyingi baada ya uhuru ilijiingiza kwenye marekebisho ya mfumo wa utawala. Mara baada ya uhuru Serikali ilianzisha maboresho ya kiutawala ambayo yalikuwa na malengo yafuatayo:

- i. Kuwa na utawala wa kuchukua majukumu mapya ya nchi kama vile utawala wa ndani na kuweka misingi imara ya mahusiano yetu kimataifa,
- ii. Kutokana na ukweli kwamba Serikali ya kikoloni ilikuwa inaangalia zaidi utawala wa Sheria na utaratibu na miundombinu kwa pale ambapo iliposaidia nia yao ya kiuchumi, nchi ilibidi izingatie maendeleo ya kiuchumi na kijamii ambayo yangeendana na matarajio ya taifa huru na changa. Jukumu hili liliilazimu Serikali kuweka mfumo wa utawala sio katika ngazi za juu tu bali pia kwenye majimbo au kwa sasa mikoa na kwenye maeneo mbalimbali ya huduma, na
- iii. Jitihada zilianzia kwenye kuujenga utumishi wa umma upya ili kukidhi mahitaji ya wakati mpya. Serikali ilihitaji watumishi wenye uwezo kwenye maeneo ya ualimu, madaktari, wahandisi wachumi, wahasibu n.k. Hivyo pia ilibidi kuanzisha vyo viko pamoja na vyo vingine kusaidia jukumu hili jipya.

### ***3. Wageni Waalikwa, Mabibi na Mabwana,***

Jitihada nilizozitaja hapo juu ndizo zilizojenga utumishi wa umma ambao ndio umekuwa nguzo ya Serikali katika kutekeleza majukumu yake na kuweza kukamilisha matarajio ya wananchi. Ni vyema tuone kwamba ni jitihada hizo hizo zilizojenga wazo kwamba Serikali ndio mhimili mkuu wa shughuli zote za kiuzalishaji, kiuchumi na kijamii. Hali hii kwa namna moja ilichangia kuwepo na matatizo katika utumishi wa umma kufikia miaka ya 1980. Kati ya miaka ya 1960 na mwisho wa miaka ya 1970, Serikali ilichukua hatua kadhaa za kurekebisha utumishi wa umma ikiwa ni pamoja na kujenga uwezo wa watumishi wake ili kuweza kutoa huduma kuendana na mabadiliko yaliyokuwa yanajitokeza.

### ***4. Mwenyekiti, Mabibi na Mabwana,***

Pamoja na matatizo yaliyotokana na jitihada za awali za kuboresha utumishi wa umma, ni vyema tutambue mchango ulioletwa na harakati za kipindi hiki ikiwa ni pamoja na kuweka



msingi ya kuendesha Serikali ambapo mingi haikuwepo na kuleta amani tunayojivunia na ambayo tutaendelea kujivunia kwa vizazi vijavyo tofauti na mataifa mengi.

#### ***5. Mwenyekiti na Wageni Waalikwa,***

Matatizo ya kiuchumi ya miaka ya 1970 na 1980, pamoja na mabadiliko ya kijamii na kisiasa katika vipindi hivyo ikiwa ni pamoja na utandawazi vimeleta mahitaji mapya, na kazi mpya. Kwa mantiki hiyo pia imebidi vyombo vya umma kuanza kufanya tathmini kuhusu ukubwa, uwezo, ufanisi wa utumishi wa umma kutenda kazi zake katika hali hii iliyokuwepo. Bila shaka, kwa wale waliokulia kwenye utumishi wa umma miaka niliyoitaja wataelewa kwa namna gani hali imekuwa inabadilika katika uendeshaji mzima wa utumishi wa umma. Kwa maana hiyo watakubaliana na hoja yangu ya kwamba mabadiliko katika utumishi wa umma kwa sasa sio tena swali la hiari bali ni lazima.

#### ***6. Mwenyekiti na Wageni Waalikwa,***

Maboresho tunayofanya yanajielekeza kwenye masuala ya msingi katika utoaji wa huduma. Kwa kipindi cha miaka kumi iliyopita huduma za umma kwa nchi nyingi za Afrika zimeshuka. Kwa mfano:

- i. Uwezo wa kutoa huduma umeshuka sana na kwa baadhi ya nchi kutokuwepo kabisa,
- ii. Uwezo wa watumishi wa umma kutoa huduma nzuri umepungua,
- iii. Malipo kwa maana ya mshahara umekuwa haukidhi mahitaji na hivyo kushusha sana ari ya watumishi,
- iv. Gharama za kuendesha Serikali zimekuwa zinapanda wakati uchumi umekuwa unashuka,
- v. Miundo ya Serikali imekuwa hairuhusu utendaji unaolenga ufanisi,
- vi. Rushwa na kutokuwepo kwa maadili mazuri vimejikita kwenye baadhi ya maeneo ya utumishi wa umma, na
- vii. Baadhi ya Sheria na kanuni ambazo ndio msingi wa kuendesha utumishi wa umma hazikidhi mahitaji ya sasa.

### ***7. Mwenyekiti na Wageni Waalikwa,***

Pamoja na kwamba maboresho yameanza katika baadhi ya nchi za Afrika, bado hayajawafikia walengwa kwa kiasi cha kuleta huduma zilizotukuka. Kwa baadhi ya nchi hatuwezi kujidai kwamba sasa wananchi wanapata huduma nzuri kuliko miaka kumi iliyopita. Kwa nchi yetu tuchukue muda huu kujiuliza tufanye nini kufanya maboresho haya yawe maboresho ya watu wa kawaida kwa maana ya kuwapa huduma nzuri! Kama nilivyoeleza hapo awali, kwa upande wa Tanzania tayari kuna mafanikio mazuri ambayo yanatakiwa yaongezewe kasi na mikakati ya kuyafikisha kwa walengwa. Hii ni muhimu kwa sababu bado umma unalalamika:

- i. Kwa sababu maboresho tunayofanya bado yanaonekana kwa kiasi kikubwa kama mikakati mipana ambayo haileti matokeo ya haraka kwao,
- ii. Baadhi ya miundo ya serikali bado haijaweza kuonyesha mabadiliko makubwa ya kukumbatia mabadiliko haya, na
- iii. Mitizamo ya baadhi ya watendaji wa Serikali ni ya kizamani na siyo ile inayojielekeza kukubali mabadiliko na kuyatumia kuifanya Serikali iwe na ufanisi.

### ***8. Mwenyekiti na Wageni Waalikwa,***

Jitihada za hivi karibuni za kuurekebisha utumishi wa umma chini ya Programu ya Kuboresha Utumishi wa Umma, zimelenga na kujizatiti kuunda utumishi wa kisasa, wenye kuangalia tija, wenye ujuzi wa hali ya juu na unaongalia zaidi matokeo kwa maana ya ubora wa huduma zitolewazo na Serikali kwa wananchi. Matokeo mazuri ya mkakati huu tayari tumeshaanza kuyaona na tunatakiwa tujivunie na tusherekee mafanikio yaliyopatikana hadi sasa. Kuanzia awamu ya kwanza ya maboresho katika utumishi wa umma na hata awamu hii matokeo ya mafanikio tumeanza kuyaona kwenye nyanja za: muundo wa serikali, kuwepo kwa mipango mkakati kwa asasi za serikali, kuundwa vyombo vipya vya kutoa huduma kwa wananchi yaani wakala. Ushirikishwaji wa sekta binafsi sasa umekuwa ndani ya Serikali, ajira ya uwazi na ushindani inazingatiwa, mifumo ya kutathmini watumishi sasa ni mizuri, ya wazi na inayolenga

kuongeza tija kwa kila mtumishi. Matumizi ya mikataba ya huduma kwa mteja na mikataba ya utendaji imeweza kuondoa umangimeza na kuongeza uwajibikaji na uwazi katika ofisi za umma.

#### ***9. Mwenyekiti na Wageni Waalikwa,***

Nimeona ni vyema niyataje baadhi ya maeneo yaliyokwishaanza kuboreka kwa mantiki ya kujenga uelewa wa mchakato wa marekebisho katika utumishi wa umma na matokeo yake. Pamoja na hayo ningependa nisisitize kwamba maboresho ni mchakato mrefu ambao unaangalia sio tu miundo, mifumo, sheria na kanuni. Msingi mkubwa wa maboresho ni kwa mfano mwanachi wa Lindi, Kigoma, Maneromango n.k. kupata matibabu mazuri zaidi, huduma za elimu na huduma nyinginezo. Chini ya maboresho tunayoendelea nayo, hayo ndio maswali ya msingi tunayotakiwa kujiuliza kila wakati. Maswali kama je jitihada zetu zimepelekea kupunguza vifo vya watoto, watoto wengi zaidi kusoma shule, kuongezeka kwa ubora wa elimu, kujengwa barabara nzuri zaidi n.k. hayana budi kuzingatiwa. Bila kuangalia masuala ya msingi kama haya wananchi hawatatuelewa na tutakuwa hatujafanya maboresho katika sekta ya utumishi wa umma. Cha muhimu katika hatua hii ya maboresho ni kwamba umma pia utahitaji kubadilika ili kuweza kudai haki yao kwa maana ya huduma bora zaidi toka kwa watumishi na vyombo vya umma.

#### ***10. Mwenyekiti na Wageni Waalikwa,***

Kimsingi, mabadiliko tunayofanya lazima sasa yaanze kujionyesha kwenye kuongeza tija, kuongezeka ubora wa huduma, uwazi, kutokuwepo rushwa, utawala bora na hatimaye kupunguza umaskini katika jamii yetu. Changamoto ya msingi ni kuwafanya watendaji katika asasi za utumishi wa umma wanaohusika na utekelezaji wa mabadiliko haya kuwa na mtazamo huu na kuutekeleza ipasavyo.

#### ***11. Mwenyekiti na Wageni Waalikwa,***

Nirudie tena kwamba kipaumbele katika maboresho haya ni umuhimu wa kuwa na utumishi imara, wenye ufanisi na wenye kutekeleza niliyoyataja hapo awali. Jinsi Serikali

inavyojielekeza zaidi kwenye kazi za msingi na kuiachia sekta binafsi kushiriki katika mchakato wa maendeleo, utumishi wa umma unatakiwa kuwa imara na kufanya yafuatayo:

- i. Utumishi wa umma kama chombo cha kutekeleza majukumu ya Serikali unabidi utekeleze kazi zake kama kuandaa sera, sheria na kanuni na kusimamia utekelezaji wake kwa makini zaidi,
- ii. Utumishi wa umma lazima uwezeshe maandalizi ya sera zinazokidhi hali ya sasa inavyojielekeza kwenye kuongeza ufanisi, na
- iii. Utumishi wa umma lazima uongoze maendeleo kwa kuratibu na kuwashirikisha wadau wote kwa makini hasa wakati ambapo Serikali inawategemea sana katika kuongeza kasi ya ukuaji wa uchumi.

### ***12. Mwenyekiti, na Wageni Waalikwa,***

Ili kutekeleza haya kwa ukamilifu, utumishi wa umma lazima ubadilike pamoja na kuwa watekelezaji wa sera za Serikali pia uwe chachu ya kutumia sera hizo. Kwa mantiki hiyo utumishi wa umma kwa sasa una jukumu kubwa la kuwezesha sekta nyingine kwa kuwajengea mazingira mazuri ya kufanya yale ambayo Serikali imekuwa inayafanya. Ili kukamilisha jukumu hili, urasimu usio na msingi lazima uondoke kwa kubadili taratibu ambazo haziendani na matakwa ya sasa ambayo yanataka Serikali ijiendesha kwa kutumia mbinu za kisasa na zinazotumia mbinu za kibiashara kwa maana ya ufanisi na huduma zinazoendana na thamani ya pesa (value for tax service)

### ***13. Mwenyekiti, Wageni Waalikwa, Mabibi na Mabwana,***

Ninapomalizia kufunga siku hii ya utumishi wa umma, nirudie tena kwamba mafanikio mazuri ambayo tayari tumeyapata chini ya Programu ya Kuboresha Utumishi wa umma tuyathamini, tuyatangaze na tuyasherekee. Aidha, tuweze kuongeza kasi ya maboresho ili kuleta matokeo ya haraka zaidi. Ili kufanya hivyo asasi za umma hazina budi kufanya haya:

- i. Kuhakikisha kwamba matunda ya ufanisi wa vyombo vyao yanawafaidisha wananchi kwa haraka zaidi,

- ii. Kujitathmini kila mara kwa kujiuliza maswali kama huduma wanazotoa mwaka huu kwa wananchi ni bora kuliko walizokuwa wanatoa mwaka jana na kama hapana ni wapi pa kubadili ili kuongeza kasi ya huduma, na
- iii. Ziweke malengo yanayotekelezeka na siyo ya kubuni kwa sababu ni malengo watakayojiwekea ndio yatakayowafanya kutoa huduma nzuri na za uhakika.

***14. Mwenyekiti, Wageni Waalikwa, Mabibi na Mbawana,***

*Haya pamoja na maeneo mengine ya maboresho ni muhimu kuyazingatia kama kweli tunataka kufikia utumishi wa umma uliotukuka na ambao siku yake tumeiadhimisha leo.*

***Nashukuru sana kwa kunisikiliza!***

## Appendix IV: WEEK Programme

### Public Service Week - Event Programme

	<b>Morning</b>	<b>Afternoon</b>
Friday 17 <sup>th</sup> June	Press Briefing	Build-up Tents and Tables Other Marketing Materials
Saturday 18 <sup>th</sup> June	Finishing Touches on Booths Display Materials Posters Set-up Registration Desk	Expo Open to the public Entertainment - Music Focus on Drilling and Dam Construction Agency
Sunday 19 <sup>th</sup> June	Entertainment – Music, Ngoma Focus on Tanzania Global Development Learning Center	Entertainment- Music, Ngoma Focus on Temeke Municipality
Monday 20 <sup>th</sup> June	Press Briefing Entertainment – Music Band, Drama Focus on Public Service Management	Entertainment – Music Band, Drama Focus on Kinondoni Municipality
Tuesday 21 <sup>st</sup> June	Entertainment – Music, Traditional Dance Focus on BRELA and PSPF	Entertainment - Music Focus on Government Chemist Laboratory Agency
Wednesday 22 <sup>nd</sup> June	Entertainment – Band, Drama Focus on Ministry of Lands and Human Settlements Development	Entertainment Focus on TDFA
Thursday 23 <sup>rd</sup> June	Entertainment – Music, Traditional Dance Focus on TANROADS	- Symposium - Launch of State of the Public Service Report, 2004 - Awards - Closing - Cocktail

## Appendix V: Public Service Day Programme

PROGRAMME FOR THE PUBLIC SERVICE DAY- 23 JUNE 2005, KARIMJEE HALL, DAR ES SALAAM

<b>S/No.</b>	<b>Activity</b>	<b>Time</b>	<b>Responsible Person</b>
1.	Registration	1.15-1.45 pm	Consultant/PO-PSM
2.	Arrival of the Minister of State, President's Office - Public Service Management	1.45-1.50	PS-PO-PSM
3.	Arrival of Guest of Honour	1.50-2.00	Minister of State, President's Office, Public Service Management
4.	Welcome speech	2.00-2.10	Minister of State, President's Office, Public Service Management
5.	Keynote Address	2.10-2.40	Prime Minister, Hon. Frederick Sumaye
6.	Launching of the State of Public Service Report, 2004	2.40-3.00	Guest of Honour
6.	Drama Group	3.00-3.15	Consultant/PO-PSM
7.	General Discussions	3.15-3.45	Chairperson
8.	Awards Giving	3.45-4.15	Consultant/PO-PSM
8.	Conclusions, closing and way forward	4.15-4.45	Chief Secretary
9.	Drama Group	4.45-5.00	Consultant
9.	Visits to pavilion	5.00-6.00	Guest of Honour/Invited Guests
4.	Brief Cocktail party	6.00-7.00	Invited Guests

## Appendix VI: List of Participants

1	Beatrice Mpenbo	PO-PSM	Personal Secretary	0744 389358	
2	Adam Mringwa	MLHSD	Surveyor	0744 652453	
3	Eric Mwaikambo	MLHSD	Surveyor	0744 304273	
4	Julius Mang'ung'ula	PO- P&P	DAP	0744 262742	
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11	Elisante Mwanri	PO-PSM		0744 386719	
12	Alfred Mkumbo	PO-PSM	DEI	744617522	
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24	Soud Juma	KMC	Kizota	0744 588607	



25	Fred Segereti	KMC	Buguruni	0741 288847	
26	Moses .B. Kisiao	KMC	Ubungo	0744 099308	
27	Felista E. Mena		Economist	0748 431349	<a href="mailto:felistam@yahoo.co.uk">felistam@yahoo.co.uk</a>
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49	Front Basil	H&R Consult	O.M	0744 292777	<a href="mailto:frontob@yahoo.com">frontob@yahoo.com</a>

50	Joseph Mnyamale	GEMA Security	Security	0744 352120	
51	Marco Mhombo	MLHSD	Land Surveyor	0748 719450	
52	Halima Y. Sultan	GEMA Security	Security	0744 973851	
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## Appendix VII: Brief Profiles of Exhibiting Organisations

### **i. Business Environment Strengthening for Tanzania (BEST)**

The BEST programme recognizes that the private sector's inability to respond to business opportunities is due to a number of constraints including high cost of investing. The programme aims to assist in developing an ideal business environment that will help the private sector respond to available opportunities. The programme identifies five priority areas; Regulation, Commercial Dispute Resolution, Tanzania Investment Center, Government Culture and the Private Sector Advisory.

### **ii. Business Registration and Licencing Agency (BRELA)**

BRELA is a Government Executive Agency established under the Government Executive Agencies Act No. 30 of 1997. It was established on the 28th of October, 1999 by Government Notice No. 294A published on the 8th October, 1999. It was officially inaugurated on the 3rd December, 1999.

The Strategic Objectives of the agency are: Ensuring that businesses comply with the laid down regulations to the satisfaction of the Government and the business community; Improving service delivery by the adoption of modern business practices; building an efficient and effective workforce by adopting modern Human Resource Management policies; and achieving financial self-sufficiency and generate surplus of income that supports the implementation of other strategic objectives.

### **ii. Drilling and Dam Construction Agency (DDCA)**

The role of DDCA is to develop sustainable and safe water sources through efficient means and cost effectively. This objective is in line with the national objective of alleviating poverty and improving the health of people through provision of clean, safe and adequate water supply to rural and urban population.

Currently only about 50% of the rural and 70% of urban population in Tanzania are served with clean water (National Water Policy 2002). As the human population, industries and irrigation schemes increase the demand for water increases too. To arrest this situation, Groundwater Exploration & Exploitation as well as Dam Construction activities are necessary and the Drilling and Dam Construction Agency has to be effective in performing these activities.

### **iii. Gema Security**

Gema Security Services is a private sector entity dully permitted by the Government to deal with provision of security services in the spirit of Public-Private-Partnership (PPP). Gema's efforts and policies are targeted towards total success of our security operations to all its clients.

Gema Security has 7 years of experience coupled with modern security technologies to guard all our clients. It's also known pretty well that Tact, Humour, Diplomacy and Discipline are required to contain all our clients that is Government, Public Institutions and Private Sector.

### **iv. Government Chemist Laboratory Agency (GCLA)**

The Government Chemist Laboratory Agency (GCLA) is a semi autonomous Executive Agency under the Ministry of Health. The Agency is dedicated to providing comprehensive scientific analysis and opinion in quality food products, drugs, water, waste water, chemicals and forensic sciences. The Agency is a successor of the Government Chemist Laboratory established way back in 1895.

To serve its stakeholders better the Agency has set the following objectives: To provide accurate scientific advice and opinion, research and consultancy services; regulate consumer and industrial chemicals for protection of the health and environment; provide expert advice and opinion to legal and other institutions. Mobilize adequate resources and proper management of financial and material resources. Others include; to train and provide competent and adequate staff; establish Government Chemist Laboratory Agency Infrastructure Network and provide maintenance system for equipment, instruments and buildings.

### **v. H&R Consultants Ltd**

h & r Consultants Ltd, is a Private Sector entity whose objectives are to render professional services in Valuation, Property Management and Maintenance, Estate Agency, Cleaning and Ground Maintenance of Commercial and Residential Premises, Financial and Business Management. As such therefore, our target include financial institutions, real property developers and landlords of all types including government, parastatal organizations, embassies, international organizations, the business community and the general public.

The company's mission is to ensure reliable, timely and professional consulting services to all its esteemed clients and maintain excellent customer care.

#### **vi. Ilala Municipal Council (IMC)**

Ilala Municipality's economic activities are trade, industries, farming and fishing. Also there are social, economic and business services. The Municipality strives to improve and promote development services targeting a balance of the community, economic and environmental sectors in all levels of the municipality. It also aims to create a good environment, which will help in providing quality social services needed and efficient delivery of services.

The vision of Ilala Municipality is to grow a society with quality life and with access to improved and quality services living above the poverty line on reaching 2025. The mission of Ilala Municipality is to develop capacity to providing social, economical and environmental services in order to provide quality services to its occupants in enabling them to win the fight against poverty.

#### **vii. Kinondoni Municipal Council (KMC)**

Kinondoni Municipality Council has a population of 1,088,867 people and varies from settlement to settlement while low population areas are found in unplanned settlements while low population densities are in peripheral localities. 48% of housing stock is in planned settlements.

Kinondoni Municipality envisages that within the coming ten years it will have a community with sustainable social and economic development. Through participatory resource mobilization and utilization, the municipality is committed to enhance the quality of social services by use of existing resources and opportunities.

#### **viii. Ministry of Lands and Human Settlements Development (MLHSD)**

The main functions of the Ministry of Lands and Human Settlements Development are coordination of the Land policy, Land Development, Human Settlements Development, Surveys, Valuation, Sites and Services, Land Registration of Documents, Chattels Transfer. Formulation and Implementation of National Housing

Policy, Building Research, Urban Physical Structure Policy, Town Planning, Master Plans, Maps and Regional Physical Planning.

The vision of the Ministry is to have excellent delivery of land development services and a multipurpose cadastral information system for sustainable economic development. Its mission is to create enabling environment and institutional framework to support human settlement development process.

#### **ix. Presidents Office – Public Service Management (PO-PSM)**

PO-PSM's role is to assist the Head of Public Service (Chief Secretary) in matters of personnel and administration pertaining to Public Service personnel in the entire government system. According to the Presidential Order of 1993 on Ministerial Responsibilities, the specific functions of PO-PSM embrace; Administrative and Personnel Policy, Administration of Public Service manpower allocation, Co-ordination of Training and recruitment, Management Services and Organization Development, Manpower Utilisation, Management Audit and Personnel Records, Management of Office Services and Personnel Development.

#### **x. Public Service Pension Fund (PSPF)**

The Public Service Pension Fund is a social security scheme established by the Public Service Retirement Benefits Act No 2 of 1999. This Act replaces the former Pensions Ordinance Cap 371 of 1954. The objective of the fund is to provide for collection of contributions and payment of pensions, gratuities and other benefits in respect of the service to all pensionable Government Employees as well as those employed in Executive Agencies.

The vision of PSPF is to be the country's strongest social security institution in terms of resources and the most preferred social security provider in terms of quality member services. The mission of PSPF is to provide competitive social security to members in the most efficient and effective manner using dedicated staff and appropriate technology.

#### **xi. Tanzania Food and Drug Authority**

Tanzania Food and Drugs Authority (TFDA), is a regulatory body responsible for controlling the quality, safety and effectiveness of food, drugs, herbal drugs, cosmetics and medical devices. It was established under Tanzania Food, Drugs and Cosmetics Act No. 1 of 2003, after repealing the Pharmaceutical and

Poisons Act No. 9 of 1978 (which established the Pharmacy Board) and Food {Control of Quality} Act No. 10 of 1978 (which established the National Food Control Commission). TFDA, a semi-autonomous body under the Ministry of Health, became operational on 1st July 2003.

The mission of TFDA is to protect the health of consumers against hazards associated with food, drugs, herbal drugs, cosmetics and medical devices.

#### **xii. Tanzania Global Development Learning Center (TGDLC)**

Tanzania Global Development Learning Center (TGDLC) is a member of the Global Development Learning Network (GDLN) with over 68 networked development communication hubs globally. Its core function is to enable decision makers and mid-level professionals and practitioners to access and share the wealth of knowledge and experiences available in the world through the global communication system including video conferencing, Internet, Video, CD-ROM and Print.

TGDLC is a public interest, non-profit organization, whose operations will in future be met from the income it generates. As such, the Center is driven by both social benefit analysis and cost-benefit analysis. TGDLC is, therefore, committed to four Core Values that reflect its core functions that are: Customer Focus, Integrity, Diligence to duty and Pursuit of Excellence in Services . TGDLC's vision is to be a leading world class development knowledge transfer center. TGDLC's mission is to develop skills and competences of the public servants, private sector and civil society for the delivery of excellent services through distance learning using cost-effective state of the art technology.

#### **xiii. Tanzania National Roads Agency (TANROADS)**

Tanzania National Roads Agency's, commonly known by the acronym TANROADS, main functions can be briefly summarized as to: undertake procurement and management of contracts; improve road safety and reduce negative environment impact in the road network; performs any work in connection with any road under the control of such authorities or agencies; establish and maintain appropriate road databank; cooperate with local authorities and road agencies with respect to long term, annual and operational plans for roads. Other activities include: establish and operate weighbridges and enforce axle load control; oversee establishment and operations of toll roads; commission research as necessary in support of its aims and function and advise the Ministry on regulations and standards for road works.

The vision of TANROADS is to be a leading Road Agency in Africa, dedicated to providing a well-developed all-weather road network to support the economic and social development of Tanzania. Its mission is to develop, maintain, and manage trunk and regional roads network in Tanzania mainland in an efficient manner for a sustainable and safe network consistent with the Poverty Reduction Strategy and other Government policies.

#### **xiv. Temeke Municipal Council (TMC)**

Temeke Municipality's main economic activities include industries, both at primary and secondary level, subsistence and commercial farming, small-scale enterprises, trade and commercial activities encompassing whole sale and retail trade, fisheries, animal husbandry and building materials and mining activities.

Through participatory resource mobilization and utilization, the municipality is committed to enhance the quality of social economic services by use of existing resources and opportunities.