STRATEGIC PLAN
FOR THE FINANCIAL YEAR
2021/22 – 2025/26
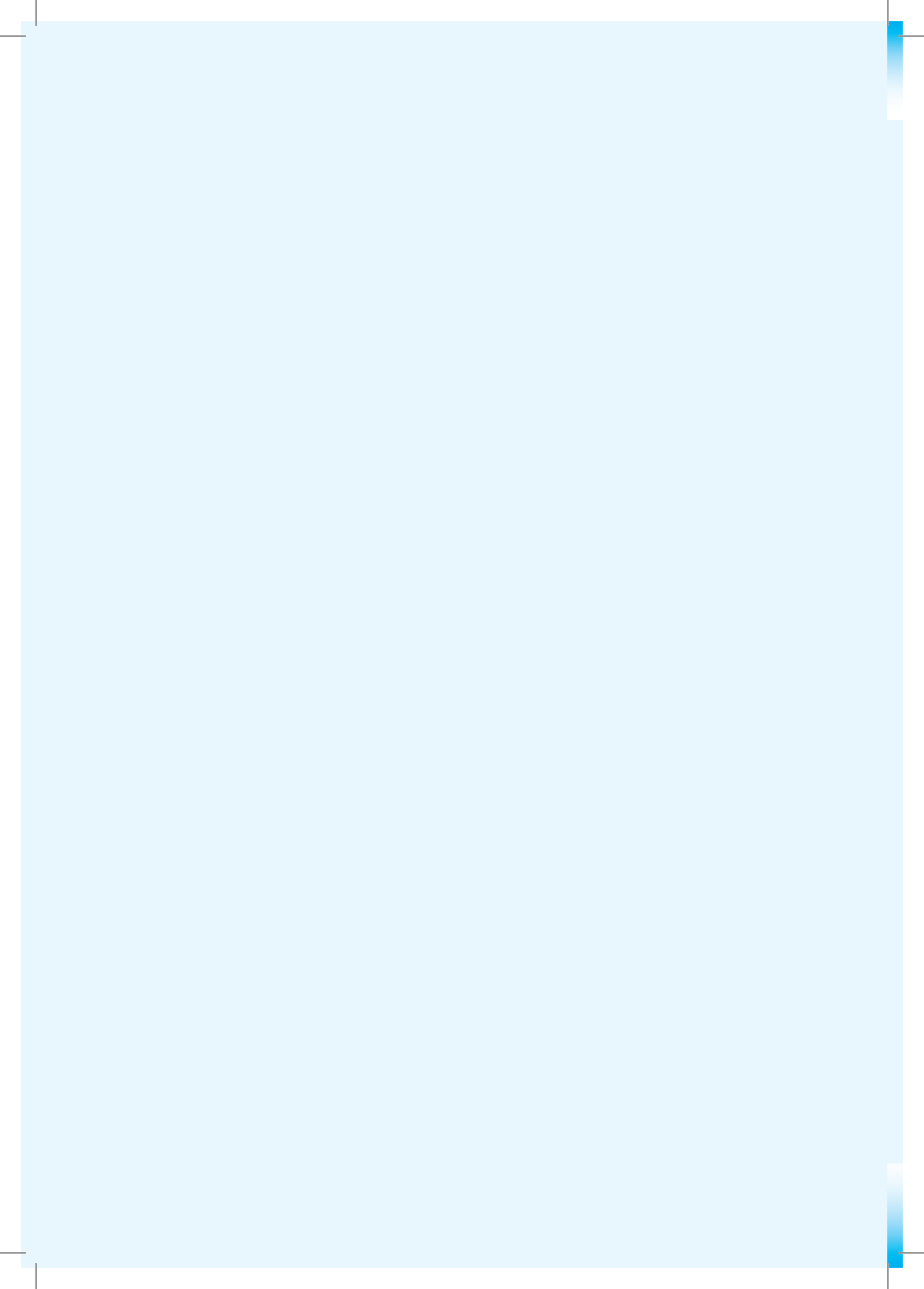
ACROYNMS

AAPAM	:	African Association for Public Administration and Management
CAPAM	:	Commonwealth Association for Public Administration and Management
CSPS	:	Canada School of Public Service
FMS	:	Financial Management System
ICT	:	Information and Communication Technology
IPAC	:	Institute of Administration of Canada
IRM	:	Institutional Risk Management
LGAs	:	Local Government Authorities
MAB	:	Ministerial Advisory Board
MDAs	:	Ministerial, Department and Agencies
MOU	:	Memorandum of Association
NACTE	:	National Council for Technical Education
NICHE	:	Netherlands Initiatives Council for Higher Education
OPRAS	:	Open Performance Review Appraisal System
PO-PSM	:	Presidents Office, Public Service Management
PSPRM	:	Public Service Reform Program
SWOC	:	Strength, Weakness, Opportunities and Challenge
TPSC	:	Tanzania Public Service College
UMI	:	Uganda Management Institute
IASIA	:	International Association of Schools and Institutes of Administration
TZS	:	Tanzania shillings

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PREFACE

It is with great honor that I present the Tanzania Public Service College Strategic Plan for the period of 2021/2022 – 2025/2026 by acknowledging the hard work and commitment of our Management and its staff, ably led by the Tanzania Public Service College secretariat in preparing this Strategic Plan.

It is important to note that Tanzania is at its final phase of implementing its development efforts towards achieving its Development Vision 2025 that aims at being a middle income country by the year 2025. In that desire, Tanzanian society should be characterized by, desirable moral and cultural uprightness, strong adherence to and respect for the rule of law, absence of corruption and other vices and a learning society which is confident and it learns from its own development experience and that of others and owns and determines its own development agenda.

The vision unifies all Tanzanians towards shared direction to which public and private institutions whose employees' capacity building needs are fulfilled by TPSC, hold an equal stake in contributing to national development. The aspiration pauses a challenge to TPSC as it is now required to be more robust and focused with its respective mandates, roles and functions so as to meet the current demands of the national development trend.. The TPSC Strategic Plan for the year 2021/2022 – 2025/2026 articulates the direction to be pursued as required by its mandates and frameworks for its planning as well as other reforms in the public sector. The Strategic Plan keeps in focus the challenges it will address in improving the performance of the Tanzania Public Service College community in pursuit of shared sense of direction.

The Tanzania Public Service College focuses on strengthening its statutory relationship with all its stakeholders in attempt to align its efforts enshrined in the Strategic Plan to support the current National priorities. The focus of the College's Strategic Plan 2021/2022 – 2025/2026 will be in the framework of citizenry centered perspective for delivering services not only in conformity to National frameworks but also towards internationally acceptable standards including attaining the Sustainable Development Goals' 2030.

This Strategic Plan therefore serves as a roadmap towards achievement of the Development Objectives which are in line with the Tanzania Development Vision 2025. It inspires TPSC to improve public and private sector competencies that will instil service values and ethics for competitive economy within the framework of devolved system*s*. One of the other key areas which will be addressed by this strategic plan includes Management information systems. Tanzania Public Service College is fully committed to achieving the SDGs with the way they have been mainstreamed

in Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26, The Tanzania Five Year Development Plan III (2021/22 – 2025/26), Sector Policies and Strategies, Budget Guidelines and Ruling Party Election Manifesto (2020) in achieving the The Tanzania Development Vision 2025 (TDV 2025) which is purposefully aimed at enabling Tanzania be a middle income country by the year 2025. The Plan articulates the Vision, Mission, Core Values and Objectives that will attract shared institutional effort, departmental and individual accountability in achievements by Tanzania Public Service College Management and other staff during the strategic period of years 2021/2022 – 2025/2026. We all at TPSC have a shred sense of direction as the vision and mission reads that: VISION: "*To be a centre of excellence in facilitating knowledge sharing for quality public service delivery*" and MISSION:" *To build the public and private sector capacity and competencies through comprehensive training, applied research, consultancy and technology based sharing platforms for delivery of quality services*"

In brief, the thrust of TPSC for the next five years is to enhance its core values documented in the plan. In this endeavor, it is my sincere hope and wishes that all TPSC staff and stakeholders will fully and objectively participate in the implementation and monitoring of the plan to ensure the realization of the expected results as depicted in the plan.

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MAB Chairperson
TANZANIA PUBLIC SERVICE COLLEGE

STATEMENT OF
THE CHIEF EXECUTIVE OFFICER

The Tanzania Public Service College strives to support the quality service delivery in the Public and Private sectors. This endeavor can only be achieved if there are well organized efforts. This plan is framed to address that important intention by a series of actions performed by a team of TPSC management facilitated by PO PSMGG experts who acted as both trainers and moderators in the process of developing this strategic plan. The process involved reviewing International and National Policy Frameworks, TPSC mandated roles, undertaking SWOC analysis in which organization's strengths, weaknesses, opportunities and challenges were identified and analyzed. Special attention was also centered on review of the previous Strategic Plan to be a foundation for sustainability purposes. The review was done to establish critical issues as areas for improvements to be addressed in the planned period as key result areas for TPSC.

The process enabled the TPSC to refine its vision, mission, and core values and develop focused strategies for improving TPSC performance in service delivery to the general public and other key stakeholders. Some strategies from the previous plan are sustained in this plan with some improvements and more scrutiny was undertaken to new strategies and targets to be more focused in order to improve service delivery. To achieve its objectives, TPSC formulated performance indicators as standard measures of performance.

The basic building blocks of our organization include our dedication to our vision, mission, core values as well as our commitment to our clients through our actions as described in our Strategic Plan. Implementation of this strategic is expected to be an instrument to bring a positive sustainable socio – economic development and support Public and Private Sector employees so as to promote service delivery for Tanzanian Community at large.

In the process of performing its mandated administrative and development roles, TPSC is committed in the coming five years to implement interventions aimed at achieving planned targets whose combined effects will lead to attainment of the following objectives:

A: HIV & AIDS and Non-Communicable Diseases (NCD) infection reduced and supporting services improved;

B: National Anti-Corruption Strategy implementation enhanced and sustained;

C: Innovative learning and development programmes for capacity building of public servants enhanced;

D: Institutional capacity and capability to deliver services improved;

E: Strategic knowledge sharing partnership development and engagements strengthened; and

F: Institutional Financial sustainability enhanced.

TPSC management having participated in the formulation of this plan, is committed and devoted to the implementation of this Strategic Plan and will use it as a guide/reference document for Operational planning, monitoring and evaluation of the entire TPSC initiatives.

Dr. Emmanuel S. Shindika
Chief Executive Officer
TANZANIA PUBLIC SERVICE COLLEGE

EXECUTIVE SUMMARY

The Strategic Plan has been prepared in accordance to the MTSPB Manual with facilitation on formulations of components of the quality Strategic Plan. In achieving the participatory formulation, the Management and designated SP team of TPSC undergone a short training on Strategic Planning, Situational Analysis and Plan Components Formulation thus coming up with Vision, Mission, Core Values, Objectives and their rationale, Targets and finally KPIs.

The TPSC Strategic Plan has four chapters formulated with the team under a facilitators who guided document review that have been listed in the mandate section of the plan, additionally the TPSC Strategic Plan that ends in 2020/2021 was used as a baseline reference document. Other documents consulted as major references included the Tanzania Development Vision (Vision 2025), FYDP II, and the 2015 CCM Party Election Manifesto and The Functions and Organization Structure of the TPSC. After critical Analysis of Internal and external environment using tools of analysis and review of Performance, the team formulated Critical issues that governed the plan development. The Plan has Vision, Mission, and Core Values for TPSC, Objectives, Strategies, Targets and Key Performance Indicators - KPIs.

This Plan is the result of very exhaustive participatory and consultative processes, whereby planning guidelines were shared by all six campuses, where all the staff were involved at every stage. A committee was established to crystallize the campus thinking and a draft document was prepared and presented to a number of key stakeholders who made their inputs. The first draft was presented to the executive committee of the workers' council and finally presented to the workers' council, whereby it was adopted.

The Plan has **Six** Objectives, **13** strategies, **55** Targets for **all departments and Units** of TPSC. Finally, there are **14** KPIs to track the plan. It's a detailed road map that is expected to enhance the quality of goods and services of TPSC and transformation of TPSC into a sound and economically viable Training Agency.

The last chapter is the Results Framework which intends to show how the results envisioned in TPSC Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. It has the Monitoring Plan, the Planned Reviews, the Evaluation Plan and the Reporting Plan.

The last part of the Strategic Plan contains appendices which include organizational structure and Strategic Plan Matrix.
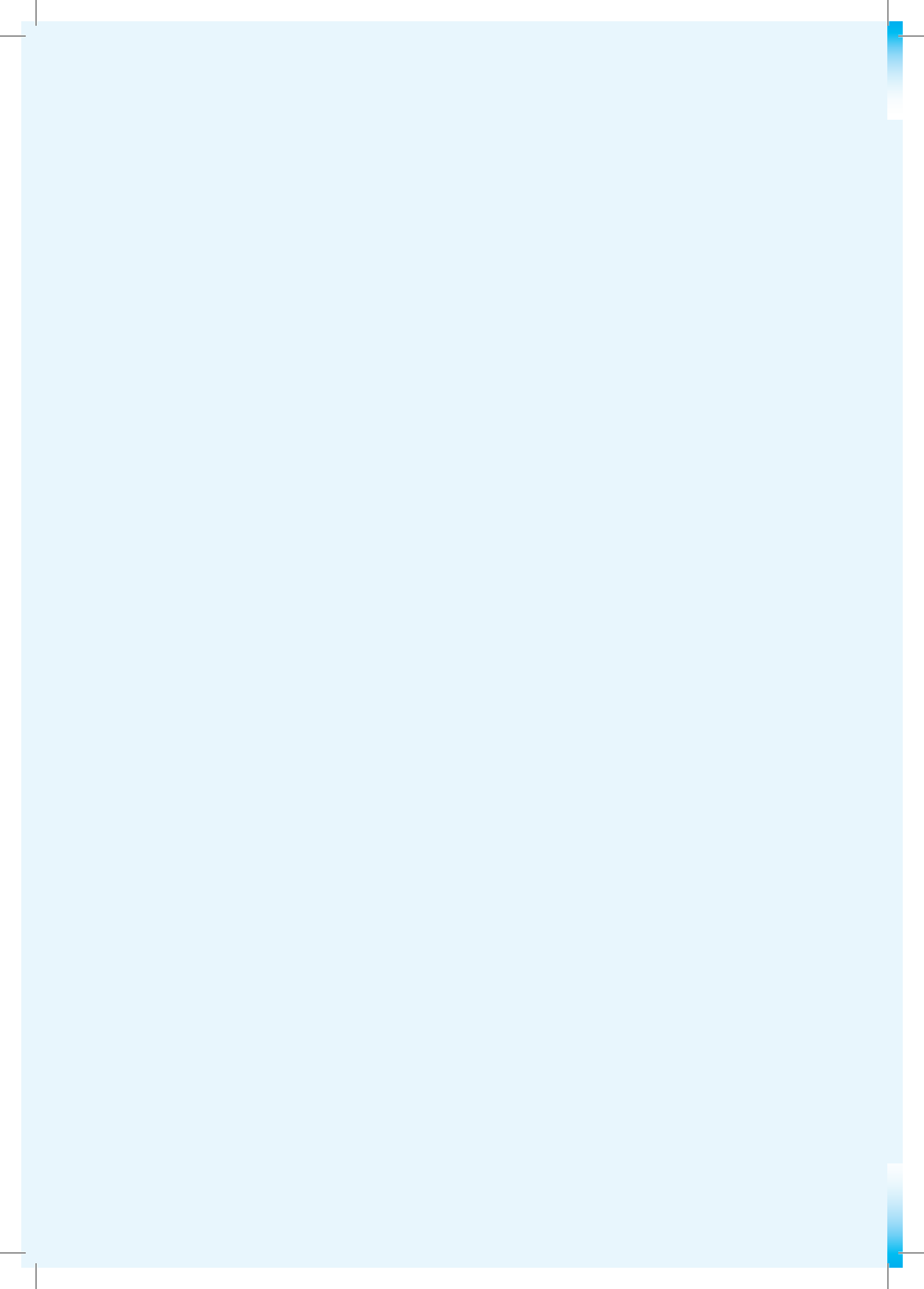
CHAPTER ONE

INTRODUCTION

Chapter One narrates about the institution and Strategic plan in a focus to whoever will use it as a communication tool to show the future intervention TPSC will prioritize in five years starting from 2021/2022 to 2025/2026. This chapter will have sub topics of Historical Background, the mandate, roles and functions, Purpose of the Plan, Approach and Layout of the Plan

1.1. Historical Background

Tanzania Public Service College come into operation on 31st January, 2020 after its Establishment Order being published through the Government Gazette (G.N. 64). TPSC takes over the functions of former Tanzania Public Service College (TPSC) and Tanzania Global Learning Agency (TaGLA) as expressed in the Framework Document which comes into operation in 2000 and 2011 respectively. The aim of the Agency is to enhance the public service capacity, systems, skills and culture for continuous improved public service performance. This merger came as a result of the analysis done by different stakeholders for the purpose of improving Tanzania public Service. TPSC establishment order directed the Chief Executive Officer to prepare a Strategic Plan covering a period of five (5) years. The 2020-2025 strategic plan is unique for TPSC at the present because it is the first strategic plan since TPSC and TaGLA merged.

1.2. Mandate

Tanzania Public Service College (TPSC) was established under Section 3 (1) of the Executive Agency Act CAP. 245, as a Legal body t under Section 3 (6) of the Act. The Agency was established to perform Public Service Training, Applied Research, Consultancy Services and Innovative Learning through Technological Platforms.

1.3. Functions of TPSC

The college will complement capacity building initiatives within the public and private sector through the use of innovative and appropriate training programs and technologies. As such, it will play a pivotal role in providing access for continuous learning and development, knowledge acquisition that will position Tanzanians competitively in the regional and global market. The roles and functions of TPSC are as following:

i.   To develop skills, knowledge and awareness in management, leadership, administration and office support;

ii.   To offer advisory/consultancy services;

iii. To provide training capacity and platforms for knowledge sharing that meet the public service requirement and other beneficiaries;

iv.   To disseminate knowledge on public service management best practice through applied research and publication of research findings;

v.   To harness global expertise in a variety of disciplines through linkages to development networks, best faculties and skills available in the world;

vi.   To enable target beneficiaries to learn in friendly environment with less costs, less work disruptions, travel and social disconnection;

vii. To promote Government policies, learning culture and supporting technological use among a wide range of actors for enhancement of development in Tanzania;

viii. To award bachelor degrees, diplomas and certificates to qualified graduates of a few professional programmes;

ix.   To foster strategic alliances and partnership with public and private training and development institutions and individuals to strengthen and deliver public service learning; and

v.   To implement public service examinations and public service proficiency Programmes to enhance public service delivery.

1.4. Purpose of the Plan

This plan has been prepared with a view to guiding TPSC developmental and operational interventions in the five years of implementation of its strategic roles and functions. The plan shall be used as a management tool in improving institutional performance and service delivery. Preparations of the plan has been designated to facilitate creation of more relevant institutional structures since output of every cost centre has been charted out in a participatory manner thus increasing the levels of institutional, departmental and individual accountability. Intentionally the plan will improve transparency and communication between management, employees, clients and other stakeholders with the view of enhancing collective responsibility in performance of mandated functions within policy and regulatory framework. Formulation guide established priorities for efficient and effective resource allocation from the fact that, it will be used at departmental level in annual plans and budget.

1.5. Approach

This Plan has been developed in accordance with the Medium Term Strategic Plan, Budget Guidelines and Manual issued by President's Office, Public Service Management and Good Governance. Furthermore, the participatory approach involving TPSC Management and facilitators from the President's Office Public Service Management and Good Governance (PO-PSMGG) was the methodology applied coupled with review of several documents in the formulation of a foundation chapter called Situational Analysis. Some of the documents include Tanzania Development Vision 2025, Tanzania Five Years Development Plan III, Strategic Documents for the merged Institutions, Medium Term Strategic Planning and Budgeting Guidelines and Manual. The process was not just adhering to the process but rather creating results used to formulate other chapters but cantered to the Plan. In addition to that, some key stakeholders were involved in its perfection to ensure that their needs and expectations are adopted.

Adherence to the guidelines enabled preparation of the plan that conforms to the public institution Strategic Plans requirements.

1.6. Layout of the Plan

The plan contains four chapters and two annexes. Chapter One ne provides introduction that covers historical background of TPSC, approach, purpose and layout of the plan. Chapter Two discusses the Situational Analysis covering, Policy frameworks, performance review, stakeholders' analysis, SWOC analysis and the critical issues which need to be addressed by the Plan. Chapter Three presents Vision, Mission, Core Values, Objectives and their Rationale, Strategies, Targets as well as Key Performance Indicators. Chapter Four outlines the Development Objectives, beneficiaries of TPSC Services and provides linkage between the four objectives with the National Planning Frameworks. It also encompasses the Results Framework and describes how the plan will be monitored, reviewed and evaluated. The Organizational Structure and Strategic Plan Matrix are annexed.

CHAPTER TWO

SITUATIONAL ANALYSIS

The analysis hereunder gives out choices to be addressed in the Plan by the name of outputs of the way forward merged intuitively into critical issues generated as results. Components of this chapter are Current Vision, Mission and core value of the existing plan documents such as Current Strategic Plan and Structure; Review of Relevant Information such as Results of Institution Service Delivery Surveys and its Self-Assessment; Performance Reviews; Stakeholders Analysis; SWOC Analysis; Recent initiative for improving Performance; and Critical Issues. The chapter gives answers for fundamental questions about TPSC in an analytical way and show where it came from; where it is now; where it is going; and choices it expects to use in the strategic period ahead that is 2021/22 and 2025/26.

2.1. Analysis of Current Vision, Mission and Core Values

2.1.1. Current Vision
"To be a global centre of excellence in knowledge generation, sharing, research and consultancy".

2.1.2. Current Mission
"To improve service delivery capacity through training, research, consultancy and technology-based knowledge sharing platforms."

2.1.3. Current Core Values
(i)   *Customer focus:*   we provide people oriented services;

(ii)   *Impartiality:*   we observe equality and avoid favouritism in service delivery;

(iii) *Innovation:*   we use idea, technological device or method to deliver services;

(iv)   *Patriotism*   we perform duties while upholding high level of patriotism; and

(v)   *Professionalism:*   we will conduct our activities in a professional manner to achieve high in our goals.

2.2. Review of Relevant Information

2.2.1. Service Delivery Survey Report

The study followed specific criteria aimed at adhering to the direction towards attaining the Institutional vision and mission; Institutional Integrity/ accountability and responsiveness; Educational Programmes; Information and Learning Resources; Academic Staff and Supporting Staff; Human resource development; and Financial Planning. For every item of survey findings are shown below.

a.   Institutional Vision and Mission

The college has been experiencing complaints of dissatisfaction from customers served. Mostly, such situations have been caused by technical problems experienced from the systems adopted from service providers such as ARIS which were installed to facilitate the college operations. Also, the college currently faces inadequate local and international marketing strategies for its programmes.

b.   Institutional Integrity/ Accountability and Responsiveness

The institution has been facing the Problem of networking with peers.

c.   Educational Programmes

TPSC has educational programmes, which are developed in line with its vision and mission. These courses are leading to NTA Level 4 up to 8.

- Level 4 – Basic Technician Certificate laps for one year.
- Level 5 – Technician Certificate laps for one year.
- Level 6 – Ordinary Diploma laps for one year.
- Level 7 – Higher Diploma laps for two years.
- Level 8 – Bachelor Degree laps for one year.
- Others include: Short courses – PSE and Tailor made courses.

d.   Information and Learning Resources

TPSC has programmes which have been developed to satisfy its objectives according to its mandated functions. In this regard, the college needs to improve its Library facility with resources such as books, and e- resources.

e.   Academic Staff and Supporting Staff

The list of academic and administrative staff qualifications in the new prospectus was well shown and there is an increased and updated status of NACTE Registered.

f. Human Resource Development

The college proved to continue supporting staff for their career improvement needs through long and short courses financed by the college and revealed evidence of support for PhD and Masters Programs to the TPSC staff

Financial Planning

The college proved that it will set aside fund to support research agenda and to procure the Administration and Registration of Students Information system (ARIS) which can integrate with other systems (eg. Finance system). In addition, it integrates Financial Management System with other systems. Sustainable efforts are set to maintain financial discipline by ensuring financial audits are carried out quarterly.

The Way Forward

i.   To review the operation systems (academic, registration and information, accounting) in order to meet customers' satisfaction

ii.   To market the College programmes strategically and international market

iii.   To improve quality services to meet client needs and to local expectations

iv.   To strengthen the industrial relationship with various contacts and networks.

v.   To revise website information so that it is up to date;

vi.   To motivate staff so that they embrace the research agenda;

vii.   To provide copy of student by law and prospectus during orientation weeks;

viii. To document all policies governing TPSC operations;

ix.   To strengthen/ enhance CBET methodology deliverance;

x.   To enhance training programs in content and context to meet the public service demands;

xi.   To enhance the research component by providing more emphasis, motivation and award for staff that will make publications;

xii.   To enhance training component for public servants using technological platforms (teleconferencing, online libraries and e –resources);

xiii. To enhance academic advisory services (engage facilitators, dean of students);

xiv.   To strengthen students- facilitators consultations hours;

xv.   To improve teaching and learning environment (increase equipment, furniture's and class room's accessories);

xvi.   To enhance computer practical sessions/works and industrial attachments to students;

xvii.   To conduct tracer study on TPSC products;

xviii. To continue conducting training needs assessment so that more course with impact to the public service are developed for long courses as well as for short courses, as well as consultancies to improve the public service;

xix.   To enhance the state of the art Library facility (with books, and e-resources);

xx.   To list academic and administrative staff qualifications in the new prospectus;

xxi.   To increase and update status of NACTE Registered staff;

xxii.   Continuing to support staff for their career improvement needs through long and short courses financed by the college;

xxiii. To support PhD and Masters Programs to TPSC Staff;

xxiv.   To set aside finance to support research agenda;

xxv.   To procure the Administration and Registration of Students Information system (ARIS) which can integrate with other systems (e.g. Finance system);

xxvi.   To integrate Financial Management System with other systems; and

xxvii. To maintain financial discipline by ensuring financial audits are carried out quarterly.

xxvii. To enhance strategic alliance with local and international academic institutions to facilitate long and short-term courses for TPSC staff.

2.2.2. The Tanzania Development Vision 2025

Findings in Respect with TPSC Roles and Functions

i.   The Government though Vision 2025 gears to enhance the capacity of public servants who are the main actors to contribute in the achievement of the vision. The vision envisaged public servants to contribute to the achievement of high economic growth, good governance and sustaining of realized development.

ii.   TPSC has partly contributed to achieve the vision 2025 by preparing and conducting various long and short term training programmes to various public servants at different levels. All in all, TPSC need to re-package her training programmes to accelerate the achievement of Vision by the year 2025 and beyond. TPSC has for years, endeavours to conduct applied

research focusing on establishing behaviours of public servants that are highly needed to change and be improved for better public service delivery.

iii. The applied research conducted has been insufficient due to shortage of capability to implement research related programmes. In this Strategic Plan TPSC is therefore looking at positioning herself to conduct applied researches that will inform policy makers in developing various development frameworks for the benefit of the country.

iv. Tanzania has entered in the Middle Income Countries (Lower level). In this case therefore, research is foremost and paramount in accelerating the Country to reach Middle Income Countries (Higher level) and beyond.

v. TPSC has been doing consultancy and advisory service but with shortfall in expertise of key staff. Unclear focus on the local and global issues that have direct impact of the public service (concentrated on inward looking).

The Way Forward

i. Taking measures to address the needs and enhance attitudinal change of different levels of public servants to develop their skills for implementing public services in the way it supports economic growth rather than concentrating on remunerations and short term financial gains.

ii. Strengthen engagement with MDAs in implementation, management and coordination of training programmes in the public service to appreciate the contribution of public servants in delivering public services to the public.

iii. Implement Mandatory training programmes and strengthen applied research and publications and compliment all efforts by Identifying, design and implement research agenda based on national agenda.

iv. Strengthen strategic engagement with different development partners to enhance the aspect of research and publications for building sustainable delivery capability of the college.

2.2.3. Five Year Development Plan Phase II (FYDPII) 2016/17 – 2020/21
Conduct research based on the National Agenda of three pillars of transformation i.e. industrialization, human development, and implementation effectiveness. Also, Conduct baseline survey on pertinent issues concerning public services;

The Way Forward

Enhance collaboration and networking with local and international institutions to undertake consultancy services.

2.2.4. Ruling Party Manifesto 2015-2020

The ruling party manifesto findings shown in the Article 112. That:

a) the government shall maintenance discipline, integrity, transparency, patriotism, volunteerism and accountability amongst Public Service Leaders and all Public Servants;

b) The government shall maintain the required level of public Servants with all necessary capacities to deliver in accordance to public needs and expectations. Nonetheless, the government will insist on increased efforts, expertise, innovativeness and professionalism in national building endeavour.

The Way Forward

i.   Maintain closely all employers in needs analysis and review skills impartment plans to make sure the intended capacity are availed and built accordingly.

ii. Ensuring that training programmes are continuously reviewed and accredited to capture the political buying out.

2.2.5. National HIV/AIDS Policy

Continue mainstreaming issues of HIV/AIDS interventions in annual plans and budgets as it is a social problem that affects not only TPSC but the nation at large.

The Way Forward

The Objective on HIV/AIDS shall have to be one of the priority for our clients to involve in sustaining its interventions. The workplace policy shall be implemented by domestication all the instructive key result areas.

2.2.6. NACSAP III

Corruption in all forms of its evils has to be dealt with serious collaborative importance, continuing mainstreaming issues of ant-corruption interventions in annual plans and budgets shall be given special attention in TPSC.

The Way Forward

The Objective on implementation of ant-corruption strategy shall have to be sustained and enhanced further. Domestication through a workplace policy shall be adopted and implemented

2.2.7. National Public Service Training Policy

The policy among other statements it envisaged to have the following intents attained:-

i.   Ensure that training programmes respond to the needs of different levels of public servants and contribute to the succession needs;

ii.   Groom and nurture potentials leaders at all levels in the public service;

iii.   Encourage the use of available training infrastructures for training purposes, self-learning and distance learning; and

iv.   Ensure that products of training institutions meet the needs of public service.

The Way Forward

TPSC shall actively implement its roles as one of public service training institutions given the responsibility of developing and implement high quality training programmes and diversify training related activities to cater for the increasing skills requirements in the Public Service

2.2.8. Public Service Management and Employment Policy

It spells out clearly that there shall be a Public Service College responsible for skills development that shall be undertaken on regular basis for all public servants working at all levels.

The Way Forward

TPSC shall actively implement its roles as one of public service training institutions given the responsibility of developing and implement training programmes and diversify training related activities to cater for the policy intent.

2.2.9. National Records and Archives Policy

The Way Forward

TPSC shall ensure that government work on paper under the digital economy and population by actively implement its roles as one of public service training through high quality training programmes for the increasing skills requirements in records and archives.

2.2.10. National Education and Training Policy

Objectively the policy insists on enabling Tanzanians be educated and skilled. The policy attracts collaborative effort for all skills and expertise imparting

stakeholders to establish the enabling environment human capital development that will contribute to the fast achievement of the national development agenda of having a competitive economy capable of producing sustainable growth and shared benefits strong economy.

The Way Forward

To ensure that training programmes are continuously reviewed and accredited to adhere to the national development agenda.

2.3. Best Practices and Benchmarking

TPSC has its peers nationally, regionally and internationally that complements and supplements its capacity enhancement roles and functions in capacity building initiatives within the public and private sector through the use of innovative and appropriate training programs and technologies.

The Way Forward

To build networks and collaborations in the delivery of training to supplement the internal capacity for maximizing the benefits to clients.

2.4. Performance Review

During the period from July, 2016 to June 2021 former TPSC and TaGLA registered achievements as highlighted under the following set of objectives: -

2.4.1. TPSC's Performance Review

Objective A: HIV&AIDS infection reduced and supportive improved Achievements:

(i)   Awareness and Testing of trainees (both employees and students) was conducted during training sessions.

(ii)   Preventive interventions were provided through trainings and provision of protective gears

Constraints:

(i   None of exposure after testing

The Way Forward:

(i)   Strengthen sensitization

Objective B: National Anti-Corruption Strategy implementation enhanced and sustained Achievements:

(i)   Integrity Committee was established to all TPSC Campuses

(ii) Public awareness campaigns on governance and ethical issues were conducted.

The Way Forward:

(i)   Strengthen training sessions

Objective C: Provision of accessible and quality customer oriented learning products, consulting and applied research services to the public.

Achievements:

(i)   Training needs assessment conducted in 6 MDA's and LGA's (30%)

(ii)   Short courses policy fully Implemented

(iii)   25 Short courses developed and 75 reviewed

(iv)   Marketing strategy implemented fully.

(v)   23,623 public servants trained on leadership, management and administration courses (40%)

(vi)   3,292 Public servants attended PSE Review and Examination (45%)

(vii)   Various Courses related to public service developed and accredited in NTA level 4 to 8

(viii) Various Accredited programmes reviewed for NTA level 4 to 8

(ix)   68,902 Students trained in various accredited courses (52%)

(x)   Three Postgraduate programmes developed and conducted (60%)

(xi)   75 students trained on Postgraduate Diploma (25%)

(xii)   Library services improved partially by procurements of books, subscription of E-learning resources

(xiii) Consulting policy implemented

(xiv)   58 consulting assignments conducted (39%)

(xv)   6 Applied research assignments in public service conducted (24%)

(xvi)   2 books published out

(xvii) 50 research findings published

(xviii) Existing Strategic alliance maintained

(xix)   3 strategic partnerships established and maintained

(xx)   3 training programmes conducted jointly with partner institutions (15%)

(xxi)   3 subscription Institution membership were committed (38%)

Constraints:

(i)   Training Needs Assessment were not conducted to 14 MDA's and LGA's

(ii)   35,352 public servants were not trained on leadership, management and administration courses (60%)

(iii)   4,096 Public servants were not attended PSE Review and Examination (55%)

(iv)   62,883 Students were not trained in various accredited courses (48%) in order to meet NACTE requirements

(v)   Two Postgraduate programmes were not developed and conducted (40%)

(vi)   225 students were not trained on Postgraduate Diploma (75%) due to Low demand from the Market, thus programmes faced out

(vii)   Library services were not improved to some of the TPSC Campuses, due to shortage of funds

(vii)   92 consulting assignments were not conducted (61%)

(ix)   19 Applied research assignments in public service were not conducted (76%)

(x)   2 books were not published (50%)

(xi)   25 research findings were not published (33%)

(xii)   2 strategic partnerships were not established (40%)

(xiii) 17 training programmes were not conducted jointly with partner institutions (85%)

(xiv)   5 subscription Institution membership were not committed (62%)

The Way Forward:

(i)   To strengthen training engagement

(ii)   Sustaining the focus of short courses

(iii)   To continue developing and reviewing short courses programmes.

(iv)   Adoption of new modern strategies that are cost efficient

(v)   Strengthen training engagements

(vi)   Strengthen training engagements

(vii)   Review and Develop courses and engage regulators for accreditation.

(viii) Continually review accredited courses.

(ix)   Improving the College learning facilities, infrastructures and capacity of teaching staff to meet regulatory standards.

(x)   To create a sustainable conducive research and consultancy environment.

(xi)   Strengthen the culture of publications.

(xii)   Strengthen Strategic alliance in training, research, consultancy and technology use.

(xiii)   Strengthen engagement with strategic partners.

(xiv)   Creating a favourable trainees sponsorship environment.

(xv)   Fostering international recognition and supportig training, research, consultancy and technology use.

Objective D: Enhanced operational policies, systems, structures and processes Achievements:

(i)   Statutory services were provided to staff under coordination of campus Managers to ensure harmony at work place

(ii)   Administrative Matters were administered to enhance high performing work force

(iii)   Human Resources Management System, Processes and structure improved

(iv)   35 Staff were sponsored to pursue long course programmes in different Universities (PhD 20, Masters 9, and First Degree 6, which is (14%)

(v)   Procurement systems were enhanced

(vi)   Financial management system enhanced were enhanced

(vii)   Internal audit system were partially strengthened

(viii)   Risks management system was enhanced

(ix)   Management Information System was improved

(x)   Records management framework was enhanced

(xi)   Corporate Plans were Developed

(xii)   Quality Assurance framework was reviewed and implemented

(xiii)   Monitoring and Evaluation System was developed and implemented

(xiv)   Students services and procedures were enhanced

(xv)   50 Acres (plot) were acquired in Tanga, 50 acres in Dodoma and 41.6 Acres in Chato

(xvi)   Architectural design and drawings for construction of Singida and Mwanza Campuses were developed

(xvii)   One block of 2 storey building at Tabora Campus was completed

(xviii) Rehabilitation of existing buildings at Dar es Salaam and Mtwara were enhanced

Constraints:

(i)   215 staff were not sponsored to pursue long course programmes in different Universities (PhD 80, Masters 41, and First Degree 54, which is (86%), due to financial constraints

(ii)   Internal audit system were partially strengthened due to Shortage of staff from Internal Audit department

(iii)   Mtwara and Ikwiriri plots were not developed

(iv)   Rehabilitation of existing buildings at Tabora and TPSC HQ were not enhanced

(v)   Learning facilities were not fully acquired and improved due to financial constraints

The Way Forward:

(i)   Strengthen institutional capacity and capability to delivery mandated functions.

(ii)   Improving human resources management.

(iii)   Strengthen institutional internal control systems.

(iv)   Enforcing mechanisms for institution results orientation

(v)   Strengthening the capacity of campuses in delivering and widening the scope.

Objective B: Financial Sustainability enhanced Achievements:

(i)   New sources of revenue were identified

(ii)   Financial discipline was Maintained

The Way Forward:

(i) Sustain the financial discipline

2.4.2. TaGLA's Performance review:

Objective A: HIV/AIDS issues and Non - Communicable Diseases addressed by June 2022.

Achievements:

(i)   HIV/AIDS preventive interventions implemented by June 2023

(ii) Care and Supportive services to staff living with HIV/AIDS and non-communicable diseases provided by June 2023

(iii) Conducted awareness seminars on HIV/AIDS, Non-communicable diseases and Health Life to staff.

(iv) Conducted Counselling and Voluntary Testing (VCT) to Staff

(v) Awareness sessions on HIV/AIDS issues to 530 participants of workshops organized by the Agency on HIV/Aids, Stress Management and non-communicable diseases

Constraints:

(i) Few awareness sessions on HIV/AIDS and Non Communicable diseases were conducted to staff than expected.

The Way Forward:

(i) Create awareness to staff to undertake VCT and report their cases for effective support.

Objective B: National Anti–Corruption Strategy enhanced and sustained Achievements:

Constraints:

(i) Failure to develop the Institutional policy

(ii) Institutional policy for Fraud and anti-corruption not in place

The Way Forward:

(i) Domestication of NACSAP III into TPSC implementation frameworks.

Objective C: Institutional capacity of TaGLA to deliver services improved by June 2023

Achievements:

(i) The plan completed and implementation started as per planned.

(ii) Regular reports were prepared, discussed and recommendations followed up.

(iii) Incentive package designed but not approved

(iv) TBA commissioned for Design and drawings for future development of Plot (No. 10 Block "B" NCC), in Dodoma.

Constraints:

(i)   Failure to start developing Plot (No. 10 Block "B" NCC), in Dodoma.

The Way Forward:

(i)   Harmonization of TPSC implementation plans.

Objective D: Innovative Learning and Development Programmes for capacity building expanded by June 2023.

Achievements:

(i)   Ten (10) new state-of-the-art computers and one high end server were procured to support training and multimedia programs/courses.

(ii)   Old video conference codec was replaced by a modern high definition codec which was donated by Stanford University, under Stanford SEED project.

(iii)   Regular maintenances of equipment were carried out.

(iv)   Developed and run 229 in Video Conferences, Global Dialogues, Multimedia, Online Courses, and Blended Face to Face Course and Facility hires.

(v)   Registered 3,767 Participants

(vi)   The Agency initiated and played a crucial role in preparation of a Video Conference Guideline;

(vii)   Sessions were held with Ministries, Departments and Regional Secretariats as an initial step towards dissemination and implementation of the guideline in Government offices.

(viii) The Agency has managed to develop its ICT Security Policy, ICT Disaster Recovery Plan and ICT Security Guidelines.

(ix)   Developed courses on Effective use of VC, e-Office and eRecord Management for public servants.

(x)   Connected to Government Network (GovNET), which position TaGLA to access different e-Government Service

(xi)   The agency in collaboration with PO PSM trained public servants on the effective use of HCMIS

(xii)   Continued collaborations with new and current partners to develop new training programs/content. Fifty Three (53) new courses were designed, developed and delivered.

(xiii) TaGLA managed to enter into collaboration with 15 partners in using the facilities and sharing programmes for capacity building. The partnerships entered were from within and outside the country.

(xiv) Marketing strategy was developed and is being implemented

Constraints:

(i) Failure to acquire adequate and state of the Art equipment (VC and Computers) for effective and efficient service delivery.

(ii) The Agency could not manage to purchase bridge to connect multiple far end points.

(iii) Failure to reach the target of events run and level of enrolments

(iv) Failure to attract more participants from MDAs

(v) Ineffective dissemination and implementation of the developed Video conference Guideline.

(vi) Failed to run the developed course on Effective use of VC and e-office and Record Management for Public servants.

(vii) Infective use of GovNET to provide capacity building trainings to the needy,

(viii) Inadequate number of Knowledge Sharing Platforms developed for knowledge sharing.

(ix) Failure to collaborate with Government to train public servants on the effective use of various platforms (Government Systems)

(x) Lack of in-house capacity to design/review and deliver relevant programs tailored to our Client's needs.

(xi) Failure to implement marketing strategy effectively due to financial constraints

(xii) Failure to develop Communication strategy.

The Way Forward:

(i) Strengthening outreach programme for TPSC products.

(ii) Strengthening ICT resources and stakeholder use in capacity development.

(iii) Strengthening a network with competent facilitators within and outside the country.

Objective E: Strategic Positioning of GLC Products and Services expanded by June 2023

Achievements:

Constraints:

(i)   Failure to implement marketing strategy effectively due to financial constraints

(ii)   Failure to develop Communication strategy

(iii)   Failure to attend trade fairs, forums and conferences as per plan

(iv)   Failure to prepare project proposals as planed

(v)   Lack of in-house capacity to design/review and deliver relevant programs tailored to our Client's needs.

(vi)   Failure to acquire adequate and state of the Art equipment (VC and Computers) for effective and efficient service delivery.

(vii)   Failure to purchase and manage the bridge to connect multiple far end points.

The Way Forward:

(i)   Positioning TPSC in the national agenda of a competitive economy;

(ii)   Expanding the market share for TPSC trainings, research, and consultancy and technology facilities; and

(iii)   Improving collaboration with Government Institutions to effectively use the Agency to training user.

2.5. Stakeholders' Analysis

During the stakeholders' analysis the participants were able to identify potential stakeholders for both TPSC and TaGLA, to review their roles, expectations and services provided them.

Table 1:   Stakeholders Analysis Matrix

No.	Name of Stakeholder	Service TPSC offers to them	Needs and expectations
1.	Ministerial Advisor Board (MAB)	• Performance report on academic, HR, Audit and financial • Provide development plans • Policy documents	• Quality reports • Compliance with directives • Compliance with the institution mandate • Compliance with good governance principles • Accountability • Financial sustainability
2.	TPSC Management	• Performance reports • Compliance with institutional mandate • Quality training and professional services • Ethical conduct • Compliance with institutional policies and directives.	• Quality training (face to face, VC courses, online) • Conducive Working environment • Creativity and innovative • Accomplishment of plans timely • Commitment and ethical conduct.
3.	TPSC Staff	• Conducive working environment • Timely payment of remuneration • Build capacity • Staff welfare (Incentives).	• Competitive Training policy • Recognition and rewards • Competitive remunerations • Career development and competitive scheme of service • Effective communication • Professional Boards registration • Job security
4.	Course Participants and Students	• Quality training • Conducive learning environment • Adequate working tools and infrastructure • Social welfare services • Awards and certification • Safety and security	• Competent facilitators • Quality training (CBET) • Adequate working tools • Conducive learning environment • Accredited programmes • Programmes that meet labour market demand • Accurate records keeping • System for accessing information • Value for money services (Affordable fee)

			• Proper and timely information about the program • Access information for various program
5.	MDA's /PORALG/ Private Institutions/ Public Service Commission (PSC)/ PCCB e.tc	• Quality training • Research findings • Consultancy services • Facilitate Video Conference Services (meeting, dialogues, courses) • Offer Video conference facilities and conference services • Consultancy on effective design, use and maintenance of VC facilities • Online training • HR report • Collaboration • Platform for providing training on corruption to TPSC	• Quality training • Quality services • Conducive learning environment • Reliable connectivity • Practical research findings • Competent staff meet the expectations • Value for money services • Easy access • Professionalism in specialized areas/disciplines and networking • Good governance • Compliance with public service regulations • Ethical conduct • Transparency • Accountability.
6.	Public Service Employees	• Quality training • Research findings • Consultancy services • Facilitate Video Conference Services (meeting, dialogues, courses) • Offer Video conference facilities and conference services • Online training • Proficiency training and examination	• Quality training • Quality services • Conducive learning environment • Reliable connectivity • Practical research findings • Competent staff • Meet the expectations • Value for money services • Easy access • Professionalism in specialized areas/discipline • Award and certification

7.	Public service Recruitment Secretariat/ TaESA	• Prospective employees • Verification of certificate • Training • VC facilities for recruitment • Consultancy services for recruitment.	• Obtain competent prospective employees • Authentication of certificates • Security of VC facilities • Professionalism in specialized areas/discipline
8.	Secondary School Leavers	• Information about College products and services.	• Timely and accurate information • Easy access to information.
9.	Collaborators local and international (AADLC, GDLN, Intern Malasia, GIMPA, IPA, KSG, UMI, GIZ etc.)	• Sharing of resources and experiences • Coordinate and networking with collaborative members • Build capacity to members • Collaborate in joint programmes (dialogs, events)	• Active membership • Shared resources • Joint programmes • Orientation to new members • Innovation and orientation to new technology • Best practices • Accountability • Compliance to MoU • Experience, information and knowledge sharing • Extensive networking • Performance reports
11.	Economic Operators (Service Providers, Contractors, Suppliers and Consultants)	• Contracts • Assistance for execution of service • Business opportunities	• Business opportunities • Timely payments • Transparency and fair competition • Long term commitments and partnership • Compliance to PPRA regulation • Ethical conduct
12.	Development Partners(DP's)	• Programme document • Strategic plan	• Recognition • Accountability • Transparency • Legitimacy • Performance reports

13.	Political Leaders	• Society centred Quality training • Performance report • Strategic plan • Budget	• Competitive economy and export led focus training • Transparency and accountability • Citizens focused services • Training programmes • Video conferencing services • Linkage to political networks • Compliance National Agenda
14.	Parents/Guardi ans	• Information about College products and services	• Timely and accurate information • Easy access to information • Meet labour market demands
15.	Trade Union	• Engagement in employees' welfare • Monthly members' contributions • Workers council agreement document	• Conducive working environment • Good governance • Competitive staff well fare • Timely submission of members' contributions • Collaboration
16.	Professional Bodies/ Associa tions	• Quality training • Research findings • Consultancy services	• Professional training in specialized areas • Consultancy skills
17.	Media	• Comprehensive information on our products • Awareness program	• Agency public information • Transparency • Awareness of services delivered • Business opportunities • Linkage to media networks
18.	Social Security services (PSSSF, NHIF, WCF, HESLB e.t.c)	• Members contribution fees • Engagement in retirement preparation scheme • Submit employees information	• Employees accurate information • Timely submission of employees contributions
19.	Alumni	• Academic records/ information	• Available and accurate information • Easy access to information

The Way Forward (How can we make improvements)

i. Provide comprehensive reports effectively and timely such as HR report

ii. Prepare/integrated record management system

iii. Re-develop operational manuals and procedures

iv. Review working policies and procedures timely

v. Conduct Monitoring and evaluation (M&E) including timely evaluation of programs.

vi. Periodical maintenance of equipment's and infrastructure.

vii. Develop retention policy and Review incentive schemes by smoothening Recruitment, maintenance and retaining of competent staff

viii. Conduct survey Gap before building capacity in institutional governance, capacity facilitators and capability in infrastructure working tools;

ix. Facilitating the Registration of staff in their respective professional Boards

x. Conduct TNA and ToT in CBET

xi. Review training fee and develop user friendly system for access student records and information that includes designing and implement student Information System

xii. Design and implement e-learning platforms

xiii. Undertake studies to identify market segment and develop robust marketing strategies;

xiv. Design practical oriented programs and labour market driven

xv. Continuous reviewing of the policies (training and research)

xvi. Apply ICT in service delivery and establish information sharing and networking

xvii. Undertake baseline survey

xviii. Conduct survey on effective use of VC facilities

xix. Design information sharing forum about TPSC products and services

xx. Harmonize and Continuously build collaborations

xxi. Review certification issuing procedures

xxii. Communicate, Conduct outreach programmes and visit schools to create awareness

xxiii. Organize/participate in quarterly/annually meetings

xxiv. Solicit regional integration in knowledge sharing

xxv. Continuous accreditation of programmes

xxvi.   Collaborate with professional boards

xxvii.   Design/continually update communication strategies

xxviii. Conduct interviews with media

xxix.   Identify and Participate in various public event for marketing college products

xxx.   Review Workers council agreement document

xxxi.   Compliance with social security fund regulations

2.6. Strength, Weaknesses, Opportunities and Challenges (SWOC) Analysis

The analysis of situation of former TPSC and TaGLA was done by using SWOC analysis tool whereby both external and internal environments were analyzed as shown hereunder

Strengths

- Ability to link through Technology (VC)
- Availability of competent, experienced, committed and qualified staff in most fields.
- Legally established
- Full registration by NACTE and TCU
- Learning Infrastructure in place
- The use of experienced public servants as facilitators.
- Presence of training centre/campuses in different zones.
- Experience in training public servants
- Strategic location of TPSC Campuses
- Global presence through technology
- Access to a wider membership base through AADLC, GDLN, Hombolo, and Zanzibar Public Service College, OUT and other public service colleges outside Tanzania.
- Visionary, Committed and Participatory Leadership.
- Mandated training institution for public servants
- Experience in training government platforms (HCMIS)
- Availability of Quality Assurance, Monitoring and Evaluation system.
- Mandated to provide consultancy and conduct training on the use of Video Conference.

- Over 18 years of experience in providing VC facilities and ICT based training.
- Unique capability in training of long courses in Record Management and Secretarial Studies
- Publicity through TPSC choir
- Quality of programs in Governance and Leadership
- Availability of plots in Singida, Tanga, Dodoma, Geita, Mtwara and Pwani.
- Well experienced and competent facilitators
- Proper handling of customers (customer care)
- Flexibility in offering tailor made trainings
- Over 18 years of experience in providing Video Conference facilities and ICT based training
- Unique ability and capacity to provide bridging services in the country
- Access to a wider membership base through AADLC, global networks and regions
- Being part of the President Office responsible for capacity development
- Experience to train government officials
- Ability to link to all regions through VCs
- Supportive government leadership for electronic training which tends to minimise costs.

Weaknesses
- Shortage of teaching staff in secretarial studies
- Ineffective implementation of marketing and communication strategy
- Inadequate infrastructures to support people with special needs.
- Lack of modern training and learning facilities
- Inharmonious training content and cost for short courses.
- Limited financial resources
- Shortage of courses to match public service demand.
- Availability of experienced and qualified trainers amongst senior citizen (senior cadre).
- Expensive training courses
- Limited financial resources
- Limited awareness of TaGLA services
- Poor marketing and sales operational plans
- Shortage of staff

- Lack of infrastructure (own) across the country
- Bureaucracy/Delay in decision making
- Lack of adequate instructional design skills to match public service demand
- Limited incentive and motivation on the part TaGLA staff
- Lack of modern training equipment

Opportunities
- Availability of experienced and qualified trainers amongst senior citizen (senior cadre).
- Preferred training institution in the public and private sectors
- Increased demand of consultancy and research service in public sector
- Implementations of free education increase secondary school levers.
- Room for accrediting more courses.
- Strategic alliances and partnership with reputable institutions and individuals (locally and internationally)
- Availability of new government big projects (SGR, Nyerere HEP Dam)
- Increasing country wide connectivity technologies. (Fibre Optic)
- Being part of Government Network Connectivity.
- Government instructions to use government institutions products and services
- Mandated to conduct Public Service Examination
- Availability of media to market products and services.
- Increased appetite on the use of Video conference facilities in the public service.
- Growing use of eLearning /distance learning in Tanzania.
- New government priorities (ruling party Manifesto)
- Increased population in Dodoma due to movement of capital city.
- Being part of the President Office responsible for capacity development.
- Increasing use of ICT in the public service
- Growing use of eLearning/distance learning in Tanzania
- Increase use of VC facilities in the public service.
- Remote technology-based system for public servants to write exams/be certified
- Increasing demand of discussion platforms bringing together discussants from different areas of the globe

- The whole government as a potential client due to the new spirit of cost saving measures through the use of electronic media for communication
- Converging technologies
- Increasing country wide connectivity technologies
- Being part of e-Government infrastructure
- Growing regional and global partnerships hence increasing opportunities for tele and video conferences.

Challenges/Threats

- Increased demand of high quality services at a low cost.
- Non-compliance on public service training policy
- High investment costs for expansion of infrastructure
- Increased competition from other Institutions.
- Low turn up of trainees from MDAs and LGAs
- Fast changing technology
- Lack of awareness on the use of technology
- Fast changing technologies
- Training budgetary constraints on the part of MDAs
- Competition from other training institutions
- Negative mind-set on the use of technology for training
- Cancellation of foreign training for public servants by the government
- High cost of technologies
- Installation of VC facilities in the existing RAS offices hence limiting accessibility to a wider audience
- Lack of a holistic approach for training by the government

The Way Forward in Respect of SWOC

i.   Providing quality services and products to meet the needs of public service and the public.
ii.   Proposing and participating in the review processes of current public service training policy.
iii. Sustain and extend partnerships and collaborations
iv.   Accreditation and registration of more courses to regulatory bodies.
v.   Domesticating the implementation of ruling party Manifesto aspirations on the capacity of public service delivery.
vi.   Pioneer to train public servants

vii. To develop video conference and online-based training programs for local and international stakeholders.

vii. Continuously search and use competent senior citizen (senior cadre) and other facilitators.

ix. Develop programs to suit the local market in the respective locations.

x. Collaborate with e-Government Authority to train public servants on government information systems/platforms.

xi. Recruitment and training of staff in the fields with shortages.

xii. Developing a harmonized and robustly implement marketing and communication strategy.

xiii. Developing infrastructures suitable for special needs students.

xiv. To acquire modern equipment to meet the current needs.

xv. To initiate new training multimedia and video conference facilities in major cities or centres.

2.7. Recent Initiatives for Improving Performance

Recently TPSC effort to improve its performance involved several interventions that include adoption of the following.

i. Merging of TaGLA and TPSC.
The purpose of merging Tanzania Global Learning Agency and Tanzania Public Service College aimed at increasing efficiency, effective resources allocation, customer base and expansion of quality product and service offered by respective institutions.

ii. Establishment of New Campuses in Dodoma, Geita and Mwanza.
The initiative was due to increase in population and economic activities in Dodoma and Mwanza which created opportunities for training and consultancy services. Additionally, Geita site is strategically located to the opportunities in the lake zone as part of expanding our product and services.

iii. Development of New Information System to Facilitate Core Functions of TPSC.
The initiative of developing new Information system is to facilitate the alignments of college strategic core function with Information and communication technology in order to improve service delivery and customer satisfaction as well as enhancing communication in different units/ department of the college.

iv. **Renovation of Dodoma Office**

Due to the government shift in Dodoma, there was need to establish the office in Dodoma for administrative and coordination purpose. The office will serve as Dodoma Office and training facilities for the current programs for public servants.

v. **Developed Mandatory Programs to Cover the Public Service Learning Roadmap**

TPSC is mandated to conduct courses for public servants. The gap has been identified to design the courses to be used as learning roadmap for public servants. This aims at increase productivity and efficiency on one hand, increase knowledge base to public servants at all levels of service and increase program for the institution.

The Way Forward in Respect to Recent Initiatives

i. To develop and equipped campuses in Singida, Tanga, Geita, Dodoma and Mwanza.

ii. Development and installation of TPSC integrated performance improvement ICT Systems.

iii. To develop suitable programs for capacity building to TPSC academic and non-academic staff.

2.8. Critical Issues

i. Promoting ICT use in TPSC Public service training and development;

ii. Developing, adopting and improving TPSC's learning Infrastructures and facilities;

iii. Enhancing Research and promoting publications;

iv. Widening TPSC visibility among employers (MDAs), potential trainees and trainers;

v. Increasing collaboration with other partners in training, research and consultancy;

vi. Enhancing TPSC's financial sustainability;

vii. Widening and deepening of consultancy and advisory services;

viii. Promoting good governance;

ix. Mainstreaming of cross cutting issues (HIV/AIDS, diversity, corruption, code of ethics, gender issues, etc);

x. Strengthening TPSC capacity and capability for service delivery;

xi. Enhancing TPSC staff capability through short and long-term training programmes.

CHAPTER THREE

OVERVIEW

The Plan for TPSC includes Vision, Mission, Core Values and Objectives. The later has its entire components under it that are the Objective Rationale, Strategies, Targets and Key Performance Indicator(s).

3.1. Vision

"To be a centre of excellence in facilitating knowledge sharing for quality public service delivery"

3.2. Mission

"To build the public and private sector capacity and competencies through comprehensive training, applied research, consultancy and technology based sharing platforms for delivery of quality services"

3.3. TPSC Core Values

1. **Customer focus** – we will strive giving out quality services to meet needs and expectations of stakeholders;

2. **Integrity** –we will uphold the highest standards of ethical behaviour, honest and moral principles by observing good governance in discharging duties;

3. **Innovation** – we will uphold a continuous creativity in the use of appropriate technologies to develop and deliver products and services;

4. **Professionalism** –we will adhere to the highest level of excellence or competency, standards and best practices in performing duties to meet needs and expectations of stakeholders;

5. **Impartiality:** we will observe equality and avoiding discrimination and any form of favouritisms in service delivery; and

6. **Team work:** we will build and encourage a friendly and participatory working relationship amongst staff towards achieving institutional goals.

3.4. A List of TPSC Strategic Objectives

Objective A: HIV & AIDS and Non-Communicable Diseases (NCD) infection reduced and supporting services improved;

Objective B: National Anti-Corruption Strategy implementation enhanced and sustained;

Objective C: Innovative learning and development programmes for capacity building of public servants enhanced**;**

Objective D: Institutional capacity and capability to deliver services improved**; Objective E:** Strategic knowledge sharing partnership development and engagements strengthened; and

Objective F: Institutional Financial sustainability enhanced.

3.5. Rationale for Objectives, Strategies, Targets and KPIs

3.5.1. Objective A: HIV & AIDS and Non-communicable Diseases (NCD) infection reduced and supporting services improved

Rationale:

HIV and AIDS and Non-Communicable Diseases (NCDs) are diseases whose effects are felt in the public service. Their major effects include reduction of human resource efficiency and effectiveness. Further to that, it has been a causative of premature staff deaths. For the organization it affects productivity associated with unhealthy staff suffering from diseases and loss of man-hours attending the affected members of the family. TPSC is not excused from their effects unless specific interventions are undertaken.

Contemporarily, the rise of NCDs has increased due to low attention to their effects. In fact, they were driven by primarily four major risk factors: tobacco use, physical inactivity, the harmful use of alcohol and unhealthy diets.

TPSC will sustain the facilitation and provision of education on the combating NCDs and HIV and AIDS so that staff can be able to get the best services and continues to serve in the College Service with efficiency.

TPSC needs to ensure that HIV and AIDS infections are not spread and those who have revealed their status to the employer are getting the required supportive services so that they can continue serving like others. However, it has to ensure that, employees are getting proper education on NCDs. This cannot be done if TPSC will not get sufficient resources to implement the preventive and supportive strategies to the required coverage.

Strategy for Objective A

1. Strengthening implementation of the work place Non Communicable Diseases, HIV and AIDS TPSC policy

Targets for Objective A

1. Preventive interventions for HIV/AIDS and Non Communicable Diseases to 300 TPSC staff implemented by June, 2026

2. Care and Supportive services for TPSC staff living with HIV&AIDS monthly provided by June, 2026.

Key Performance Indicators for Objective A

(i) Percentage of staff attending Non Communicable diseases, HIV and AIDS voluntary testing.

(ii) % of Reported cases of Non Communicable diseases, HIV and AIDS infections in TPSC

3.5.2. Objective B: National Anti-Corruption Strategy implementation enhanced and sustained

Rationale:

Public service is prone to corruption, whereas TPSC mixture of service rendering creates is vulnerability to corruptive practices as instigated by some clients. TPSC intends to reverse the perception of stakeholders being one of the corruptive areas by mainstreaming the Implementation of the National Anti-Corruption Strategy of which by now there is NACSAP III.

It is the fact that corruption undermines justice, good governance and economic growth, distorts national development, and retards the general welfare of the citizens, particularly the poor and the vulnerable in the society. Considering these ill effects, TPSC maintains zero tolerance for all acts of corruption, petty or grand in the delivery of its valuable services to restore good public image of TPSC.

TPSC will mainstream the country's strategy in its plans by analytically identify suitable intervention and implement them. Areas of awareness creation to staff and public will be given high priority, also the integrity committee will be strengthened and actions to accused members of the College shall be instituted.

The challenge which TPSC is facing is the coverage of its awareness campaigns whereby a small number of staffs are covered leaving the new employees and trainees not given the awareness on the anti-corruption issues. This has been

so due to financial constraints. TPSC will collaborate with its stakeholders to secure and allocate more funds to extend coverage of its awareness sessions to all employees and trainees. However, awareness creation has to be extended to the clients who benefit from our services.

Strategy for Objective B

Strengthening internal programmes in the context of NACSAP III

Targets for Objective B

1. Ant-corruption campaign within TPSC annually facilitated by June 2026
2. Integrity committees' quarterly reports within TPSC disseminated by June 2026

Key Performance Indicators for Objective B

(i)   Corruption incidences within TPSC

(ii) Regulatory authorities' assessment red flags

(iii) Suspicious opinions

3.5.3. Objective C: Innovative learning and development programmes for capacity building of public servants enhanced.

Rationale:
TPSC is mandated with the functions of facilitating knowledge sharing that is purposefully designed to build the capacity of client in the way it will improve service rendering in a more robust and friendly manner. Also with effect from January, 2020, TPSC started providing learning and development programmes to build public and private sector competencies and instil service values and ethics within the framework of devolved systems. The institution will utilize modern learning technologies and re- position itself to tap into available local and global capacity building opportunities and increasing demand for quality services through demand driven approaches.

The college will complement capacity building initiatives within the public and private sector through the use of innovative and appropriate training programs and technologies. As such, it will play a pivotal role in providing access for continuous learning and development, knowledge acquisition that will position Tanzanians competitively in the regional and global market.

Service delivery is always a dynamic phenomenon challenged by changes in taste of the clients, so long as TPSC also delivers services aforementioned it will suffer in a similar way. Additionally, every TPSC improvement in service

delivery is expected to create new demands for re-orientation of learning and development programmes which pauses the challenge to resources both financial and non-financial. Nonetheless, even in the ruling party manifesto of year 2020 emphasized on increasing competent public service workforce in service delivery and encouraged public servant to work hard, exhibiting maximum skills, creativity, and professionalism in national building of which TPSC is best placed but challenged by the demand. The attributes of Tanzania Development Vision 2025 denote the five following areas having High quality Livelihood; Peace, Stability and Unity; Good Governance; A well Educated and Learning Society; and having a strong and Competitive Economy. Those required capacity and mind-set change of Private and public sectors employees' domestication into their working culture for nation to successfully attain its goal.

Quality and relevance of training is imperative for public servants to deliver. In recognizing this, the Government has established various training institutions and created an enabling environment for other actors to establish training institutions, in order to have a basket of training providers. Despite all these initiatives, still there is an ineffective functional relationship between the public service, training providers, development partners, professional associations and accreditation institutions, which has led to unsatisfied needs of the Public service from the output of these institutions both in-terms of quality and relevance.

Strategies for Objective C

i.   Delivering innovative programs related to competitive service delivery;

ii.   Delivering Publication of research finding competitive service delivery;

iii. Implementing quality interventions for innovative products and quality services delivery;

Targets for Objective C

1.   Development of 50 new training programs in leadership, management and administration programs facilitated by June, 2026;

2.   Performance improvement programs and certified training programs for 50,000 participants facilitated by June 2026

3.   Development and delivery of proficiency service programs quarterly coordinated by June, 2026;

4.   50 innovative in-country and inter-country training programs facilitated by June, 2026;

5.   25 in-country and inter-country dialogues coordinated by June, 2026;

6.   50,000 participants to video conference and certified training programs facilitated by 2026;

7.   Strategic alliances and networking in relation to Research and Publication semi- annually coordinated by June 2026

8.   Implementation reports of Public Service Proficiency programmes semi-annually by June 2026

9.   Digitization of courses including using appropriate graphic media, videos, audios animations and related technologies quarterly coordinated by June 2026

10. Global Development Learning Network (GDLN) and other centres around the world for 250 meetings, dialogues and training events linked by June 2026

11. Public service examinations for 10 sessions coordinated by June 2026

12. NACTE accreditation for 22 programmes curricula and Results reports for 10 accredited examination facilitated by June 2026

13. Registration of 55,000 students to various accredited training programs facilitated by June 2026

14. 40 consultancy assignments undertaken by the College coordinated by June 2026;

15. Management of the student's welfare quarterly coordinated by June, 2026.

16. Curricula Proposals for 22 Programmes and Results reports for 10 accredited examination submitted by June 2026

17. Accredited training programs to 55,000 students facilitated by June 2026

18. Quality assurance frameworks for training, research and consultancy services developed and annually reviewed by June, 2026

19. Quarterly quality assurance performance reports of training, research and consultancy services disseminated by June, 2026

20. Provision of Students guidance and counselling services quarterly coordinated by June, 2026;

21. Management of student's conflicts quarterly coordinated by June, 2026.

Key Performance Indicators for Objective C

(i)   % of innovative products and services

(ii)   % of customers satisfied with TPSC products and services

(iii) % of defaulted customers

3.5.4. Objective D: Institutional capacity and capability to deliver services improved.

Rationale

The ability to deliver quality services depends much on the capacity of the institution's governance in term of human resources, financial resources and physical assets. The robust support is always requiring through provision of strategic direction and leadership in planning, finance, human resources and administration. These need to be maintained and managed properly in order to realize value for money. The proper mix of robust systems, structures and tools are pertinent for achievement of organizational goal. Also the responsive administration and wellbeing of staff contributes much of the successful performance. Availability and management determines the nature of working environment and quality of service offered.

In order to strengthen decision making, TPSC have been building capacity of its staff through career development and progression, skills development and through coaching and mentoring. TPSC has to allocate more resources in capacity building so that it can equip its staff with modern technologies and techniques for efficiency discharging of its mandated roles and functions.

Quality services delivery in the current world depends much on ICT resources, for that matter it is increasingly important in the modern world; TPSC has been embarking on installation of ICT infrastructure to efficiently manage its internal operations. Effort has been made to employ ICT specialists to further usability of ICT infrastructure and operationalized them for the betterment of its operations.

It is known that information is power, the entity cannot operate as a closed system, it must receive information from both internal and external that it shares in way that ensures robust improvement in institutional capacity service delivery. TPSC have structured the communication and information unit responsible for public relations solely to prepare and advice the management on issues of the communication strategies and link TPSC with external stakeholders.

TPSC capability depends much on the coordinated planning, monitoring and evaluation that establishes intervention for it and ensuring that implementation follows the correct path. Furthermore, issues of Finance and Accounts bears the central importance by assisting TPSC in ensuring that stakeholders enjoy prompt payments. The legislations require institution to have acceptable Financial records and reports to stakeholders of financial reports are well coordinated. On the other hand, the institution needs a Procurement Management Unit

that ensures cordial relationship with economical operators by maintaining all procurement process records and reporting to stakeholders accordingly.

TPSC as a Training institution has to have a strong Student's welfare unit to ensure existence of coordinated provision of students' welfare services and facilitating students' guidance and counselling services for sustainable peace, stability and unity at all campuses and main office. Maintenance of internal controls to foster adherence to policies, laws, regulations, procedures and directives is an imperative intervention that ensures the institution remains credible and maintains good image amongst regulators and other stakeholders.

Seldom, TPSC has in some cases been facing the problem of inability to execute its mandated roles and function efficiently due to inadequate capacity including understaffing and financial resources. There is a mismatch between the required budget, approved budget and the actual collected funds that conquers the economic paradox of unlimited needs compared to always facing a reality of scarce and limited resources. This has caused other plans including annual procurements plan not to be implemented efficiently and effectively. Moreover, TPSC has not been getting development budget to finance its potential systems and structure in strengthening services. Due to this, working environment it has been a challenge from time to time but driving more strategies for mobilization of resources to fulfil growing demands. The following strategies will be implemented.

Strategies for Objective D

i.   Improving attractiveness of TPSC's working environment;

ii.   Strengthening adherence to Legislations;

iii. Strengthening internal controls, and monitoring and evaluation of implementation of TPSC mandated roles and function;

Targets for Objective D

1. ICT use support services to 22 Departments/Units/Sections and Nine Campuses provided by June 2026

2. ICT application capacity development to 300 TPSC employees built by June 2026

3. National Internet Connectivity and Transmission Backbone (NICTB) to Nine TPSC campuses networked by June 2026

4. TPSC Analytical and Management Information Systems in Six core areas developed and maintained by June 2026

5. ICT User Requirements Specifications for working tools and infrastructures provided by June 2026

6. Administration and staff welfare services Quarterly Facilitated by June, 2026

7. Human resource training and development for 300 Staff facilitated by June, 2026

8. Infrastructures and learning facilities in nine campuses and one centre developed and maintained by June, 2026

9. TPSC Plans and Budget Annually coordinated by June 2026

10. Preparation of annual procurement and Disposal of Assets' plan coordinated and submitted by June 2026

11. Quarterly Goods, Works and Services Procurement and Disposal of Assets processes coordinated by June, 2026

12. Quarterly Procurement of supplies and Disposal of Assets reports submitted by June, 2026

13. Institutional Internal controls compliance reports quarterly disseminated by June, 2026

14. TPSC Risks Management Register Implementation Reports Quarterly Submitted by June 2026

15. Performance Monitoring and Evaluation Annual and Quarterly reports submitted by June 2026

16. Institutional ICT Quarterly Performance Reports submitted by June 2026

17. Quarterly Stores Management Processes Facilitated by June, 2026.

18. Ordinary and special audit assignments annually facilitated by June, 2026.

Key Performance Indicators for Objective D

(i) % of customers satisfied with TPSC products and services

(ii) CAG annual Audit Opinion

3.5.5. Objective E: Strategic knowledge sharing partnership development and engagements strengthened

Rationale

The government Training Policy of 2013 has an intention to ensure that products of training institutions improve the capacity of public and private servants to deliver quality services. TPSC has been engaged with several partners both local and international in training, applied research, consultancy and technology to meet the demand of training policy. A number of interventions were undertaken

including resource mobilization, capacity building, knowledge sharing through video conference technology and other platforms. Other interventions for improving partnership includes resources sharing, joint programmes, support in infrastructure and learning facilities. Furthermore, TPSC engaged in promotion of products and services, contract management, compliance and risk management as well as exposing public servants to various opportunities.

Apart from above mentioned interventions, there have been a number of challenges that affect partnership engagement in TPSC's functions. These challenges are reluctance of employers to comply with training policy, lack of enforcement mechanism between partners, financial constraints and negative mind set in the adoption and use of new technology. Other challenges are internal inadequate skills to solicit resources and engage partners in various interventions.

Quality services delivery in the current world depends on strong partnership from both local and international partners through combined efforts. As such TPSC has intended to strengthen partnership to various partners including individual trainers, researchers, technologists, consultants, accreditation institutions, professionals and development partners. This partnership focuses to expand visibility of products and services, embrace modern technologies, attract new customers, and improve learning infrastructure and facilities. TPSC shall embark on enforcing strategic collaborations with supportive stakeholders through continuous consultations and engagements.

Strategies for Objective E

i.   Increasing visibility of TPSC amongst trainers, employers, researchers and trainees
ii.   Broadening marketing strategies of TPSC functions among stakeholders

Targets for Objective E

1.   Publication of 75 papers and 10 applied researches on identified and approved journals coordinated by June 2026;
2.   TPSC products and services marketing materials quarterly disseminated by June 2026
3.   Publicity programmes for branding of TPSC image quarterly coordinated and conducted by June 2026
4.   Quarterly Financial Performance reports submitted by June, 2026
5.   Annual Financial Statements submitted to CAG by 30th September every year by June 2026

6. Strategic alliances and networking in relation to consultancy quarterly coordinated by June 2026

7. Training, research, and consultancies partnership plan annually coordinated by June 2026.

8. Prompt and Proper Payments Quarterly Processed by June, 2026

9. TPSC Marketing policies, Guidelines and manuals prepared, reviewed annually by June 2026.

Key Performance Indicators for Objective E

(i)   % of partnership agreements implemented

(ii)   % of proposals approved

(iii)   Trend of TPSC's products and services

3.5.6.   Objective F: Institutional Financial sustainability enhanced Rationale

The establishment of an Executive Agency was a purposeful government decision aim at improving delivery of public service; create a conducive environment for efficient and effective management; improving the quality of the services hitherto provided by the department concerned; and promoting the potential for the continuous improvement of the services provided by the proposed Executive Agency.

As a government Agency, TPSC needs to build capacity in order to serve its clients in the best way possible. It is therefore imperative to strengthen capacity to deliver quality services. In order to achieve this objective, the TPSC has to improve all its resource management including financial resources. The Agency also needs to institutionalize performance management systems, improve internal systems, processes and procedures and build team work.

TPSC shall perform its mandated functions in accordance with commercial principles and shall ensure that, as far as possible, its revenue is sustainably sufficient to meet its expenditure. Each department should perform its functions effectively in order to contribute to the achievement of institutional financial sustainability. The area responsible for short and long term programs shall develop accredited market driven programmes to attract more students. Furthermore, mandatory programmes shall be made attractive to meet customer needs through cost effective model of delivery (technology base platform).

The heart of interfacing TPSC's products and services shall be embarked on aggressive advocacy, lobbing and information sharing as a marketing strategic plan implementation. As a mean of efficient use of resources which is important

for financial sustainability TPSC shall adhere to the Public Procurement Act and Regulations to realize value for money. Nonetheless, TPSC shall ensure existence of good governance in financial management.

TPSC shall enforce measures generated by monitoring and evaluation (M&E) to make timely correction of deviations from the sustainability geared plans.

Strategies for Objective F

i.   Delivering innovative programs related to competitive service delivery;

ii. Improving public-private partnership (PPP)

Targets for Objective F

1.   Preparation of 100 proposals for soliciting research grants coordinated by June 2026;

2.   Development and implementation of strategies for resource mobilisation annually coordinated by June, 2026

Key Performance Indicators for Objective E

(i)   % of actual revenue collected

(ii) CAG annual Audit Opinion

(iii) Ratio of own source to total budget

CHAPTER FOUR

RESULTS FRAMEWORK

4.1   Introduction

This Chapter shows how results expected in this Strategic Plan will be measured as well as the benefits that will accrue to TPSC clients and other stakeholders. It shows how various interventions to be undertaken during the five years of the strategic planning cycle that will contribute to the achievement of the development objective. It also shows how interventions will be monitored, the kind of reviews to be done over the period and the type of evidence based evaluation studies and analytical work to be undertaken. Studies intend to show that, the interventions have either led or are leading to achievement of the intended outcomes and finally how the indicators and progress of the various interventions will be reported to stakeholders. The remainder of this chapter shows the Development Objective which is basically the overall impact of TPSC activities, beneficiaries of TPSC services and linkage of TPSC objectives to The Tanzania Development Vision 2025, Tanzania's Long Term Perspective Plan (LTPP) 2011/12- 2025/26, The Tanzania Five Year Development Plan III (2021/22 – 2025/26), Sector Policies and Strategies, Budget Guidelines and Ruling Party Election Manifesto (2020).

The chapter also shows the Result Chain, Result Framework Matrix, Monitoring Plan, Planned Reviews, Evaluation Plan and Reporting Plan.

4.2   The Development Objective

The development objective of TPSC is to improve public and private sector competencies that will instil service values and ethics for competitive economy within the framework of devolved systems. This represents the highest level of results in the TPSC result chain and will be achieved by enhancing innovative learning and development programmes for capacity building of public and private sectors employees, improved institutional capacity and capability to deliver services, strengthened strategic knowledge sharing partnership development and engagements, enhanced institutional financial sustainability and sustained and enhanced implementation of national anti-corruption strategy within TPSC, reduce HIV and AIDS infections and Non- communicable Diseases (NCD) and improve supportive services to people leaving with HIV and AIDS.

Achievement of the high level result will also depend on contribution of other external stakeholders included; MDA's/PORALG/Private Institutions/Public Service, Commission (PSC)/PCCB e.tc, Public service Recruitment Secretariat / TaESA, Public Service Employees, Secondary School Leavers, Collaborators local and internationally (AADLC, GDLN, Intern Malaysia, GIMPA, IPA, KSG, UMI, GIZ etc.). Others are, Regulatory Authorities (NACTE, TCU, PPRA, eGA, CAG etc), Professional Bodies/Associations, Media, Economic Operators (Service Providers, Contractors, Suppliers and Consultants), Development Partners(DP's), Political Leaders, Parents/Guardians , Alumni, Trade Union and Social Security services (PSSSF, NHIF, WCF, HESLB etc.)

4.3   Beneficiaries of the TPSC Services

There are two levels of beneficiaries of TPSC services such as direct and indirect beneficiaries. The direct beneficiaries include Trainees and Potential Trainees, Employers and the public in general.

The second level is the indirect beneficiaries. This includes the; Development partners, Independent Consultants, Researchers, Academic and Training Institutions, Media, Law enforcement organs such as Regulators and Parliamentary Oversight Committees. The above indirect beneficiaries use the TPSC reports to cater for their various needs.

4.4   Linkage with National Planning Frameworks

This Strategic Plan has six objectives which will contribute to achievement of the Tanzania Vision 2025 attributes, Tanzania's Long Term Perspective Plan (LTPP) and Five year Development Plan III and Ruling Party Manifesto of year 2020.

The plan will contribute to the A well-educated and learning society; A competitive economy capable of producing sustainable growth and shared benefits and Good Governance attributes of the Tanzania Development Vision 2025 which focus on capacity development in human Capital of the Public and Private Sectors; enabling Public and Private Sector employees to have a mind-set of promoting and supporting the economic growth by emphasizing on building the Semi industrialized economy. In promoting good governance, it is envisaged that all targeted employee will uphold the rule of law, culture of accountability, combating corruption and other vices and creating good performance culture.

Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26 is an implementation tool for the Tanzania Development Vision 2025 (TDV 2025)

which emphasizes Tanzania's cherished goal of becoming a prosperous nation, through eradicating poverty, ignorance and disease in the drive to become a Middle Income Country (MIC). It upholds the aspiration of ensuring that good governance reinforces the national socio-economic structure, thereby strengthening a culture of accountability, transparency, rewarding good performance, penalizing/sanctioning ineffectiveness and curbing corruption. In the same vein, the LTPP places emphasis on integrity and ethical uprightness of public servants and institutions and upon the efficient, fair and transparent administration. LTPP sets the strategic direction and long term objectives, targets, and pillars for a more focused guidance, coordination and harmonization of the country's growth process. Besides, LTPP is a crucial link between the long term Vision, and the country's medium and short term perspectives, namely Five Years Development Plans (FYDPs) and Annual Development Plans (ADPs).

The plan will also contribute to the Tanzania Five Years Development Plan III and which has the theme "Competiveness led Export Growth" as A well-educated and learning society; A competitive economy capable of producing sustainable growth and shared benefits and Good Governance attributes being enablers of industrialization and competitiveness, TPSC will be working to improve the Public and Private Sectors so that it can deliver efficiently by ensuring that the Public Service and Private sectors will play their roles to make the country move from Middle Income lower level to high level by the year 2025.

4.5   Result Chain

Result chain consists of inputs, activities, outputs and outcomes. It is formed by the combination of objectives and targets in the strategic plan, activities and inputs in the MTEF. There is a link in the various elements of TPSC's result chain thus, the elements are dependent and they link by contributing to each other. The inputs i.e. utilization of resources will lead to achievement of the activities and contribute to the achievement of outputs. Achievement of outputs leads to achievement of objectives hence the realization of TPSC's development objective. Realization of TPSC's development objective will contribute to the achievement of Tanzania's Long Term Perspective Plan (LTPP) 2011/12-2025/26, and Tanzania Vision 2025. The achievement of TPSC's Development Goal in the medium term will contribute to the achievement of the country's Five Years Development Plan. By so doing, TPSC will contribute to the development of the country through improving public and private sector competencies that will instil service values and ethics for competitive economy.

4.6   The Results Framework Matrix

This matrix contains TPSC's overall development objective, objective code, objectives, planned outcomes and outcome indicators. The matrix shows how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of planned outcomes and objectives. The results framework matrix is as detailed in table 2.

Table 2: Results Framework Matrix

Development Objective	Objective Code	Objective Name and Description	Planned Intermediate Outcomes	Indicators
To improve public and private sector competencies that will instil service values and ethics for competitive economy within the framework of devolved systems	A	HIV & AIDS and Non-communicable Diseases (NCD) infection reduced and supporting services improved	● Reduced mortality rates caused by HIV and AIDS ● Behavioural change ● Reduced absenteeism in clinics ● Reduced stigma ● Increased productivity	● Percentage of staff attending Non Communicable diseases, HIV and AIDS voluntary testing ● % of Reported cases of Non Communicable diseases, HIV and AIDS infections in TPSC
	B	Effective Implementation of the National Anti-corruption Strategy Enhanced and Sustained	● Reduced corruption incidences ● Increased staff awareness on corruption ● Behavioral change ● Increased trustworthy to the capacity enhancement of TPSC	● Corruption incidences within TPSC

	C	Innovative learning and development programmes for capacity building of public and private employees enhanced	- Increased innovative capacity building programmes - Increased number of trainees from/ for public and private sectors. - Increased TPSC products and services visibility - Increased scope of service delivery	% of defaulted customers % of innovative products and services % of customers satisfied with TPSC products and services
	D	Institutional capacity and capability to deliver services improved	- Improved TPSC reputations. - Increased professional trainers. - Improved quality of TPSC products and services. - Improved working and learning environment. - Improved adherence to legislations. - Improved mainstreaming of cross cutting issue.	% of customers satisfied with TPSC products and services - CAG annual Audit Opinion
	E	Strategic knowledge sharing partnership development and engagements strengthened	- Improved relationships - Increased Collaborations - Increased bidding - Increased products and services delivery	% partnership of agreements implemented % of proposals approved - Trend of TPSC's products and services

	F	Institutional Financial sustainability enhanced	• Increased own source revenue • Increased financial independence • Increased scope of service delivery • Improved retention of work force	• % of actual revenue collected • CAG annual Audit Opinion • Ratio of own source to total budget

4.7. Monitoring, Reviews and Evaluation Plan

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering strategic planning cycle. Monitoring and Evaluation (M&E) are important aspects in the implementation of the Strategic Plan. The purpose for monitoring is to ensure that the Strategic Plan is implemented according to schedule and if there are any deviations, appropriate and timely actions should be taken. The implementation will thus be closely monitored to ensure HR compliance. Monitoring will be carried out on a continuous basis while evaluation will be done periodically. Monitoring will involve regular data collection and analysis on the progress of implementation of the plan. The results from the analysis will then be used to inform decision-makers to take corrective measures on time where deviations in implementation have been noted.

4.7.1. Monitoring Plan

The Monitoring Plan matrix consists of indicators, indicator description, baseline, indicator targets values, data collection and methods of analysis, indicator reporting frequencies and the Unit responsible for data collection, analysis and reporting. This Plan is comprised of 11 indicators which will be tracked quarterly and reported on annual basis. The monitoring and evaluation plan is as detailed in **table 3**:

Table 3: Monitoring Plan

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
1	**Percentage of staff attending Non Communicable diseases, HIV and AIDS voluntary testing:** This indicator intends to measure percentage of TPSC staff who attends testing voluntarily. It will be Measured by number of staff attending Non Communicable diseases, HIV and AIDS testing divided by the total number of staff the multiplied by 100	2013/14							Administrative data	Documentary Review	Annually	Data from HIV/AIDS focal person	Annually	HR section

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
2	**% of Reported cases of Non Communicable diseases, HIV and AIDS infections in TPSC** This indicator intends to measure the proportion of volunteerism in reporting Non Communicable diseases, HIV and AIDS infections case in TPSC. It will be measured by the reported number of infection in TPSC in relation to Total number of TPSC staff.	2013/14							Administrative data	Documentary Review	Annually	Data from HIV/AIDS focal person and test report	Annually	HR section

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
3	**Trend of corruption incidences within TPSC.** This indicator intends to measure prevalence trend of corruption in TPSC. It will be measured by the number of staff convicted for corruption annually	2013/14							Administrative data	Personal files	Annually	Administrative reports	Annually	HRM
4	**% of defaulted customers** This indicator intends to measure the proportion of registered students who does not join into studies they were registered. It will be measured by dividing the number of registered aspirants who will not show	2013/14							Complaints Reports		Quarterly	Raw data from HR Inspection	Quarterly	AS - ETHICS

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	up in studies divided by total number of registered then multiplied by 100													
5	**% of innovative products and services** This indicator intends to measure percentage increase by introducing new products and services in the market. It will be measured by the number of innovative products and services over total number products and services existed before assessment then multiplied by 100	2013/14							Stakeholders facilitation report	Documentary reviews	Quarterly	Stakeholders facilitation report	Annually	AS – ETHICS/.....

SN	Indicator and Indicator Description	Baseline		Indicator Target Value						Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26		Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
6	**% of customers satisfied with TPSC products and services** This indicator intends to measure the proportion of clients' customers satisfied with TPSC products and services. It will be measured by the number interviewees indicated to be satisfied by TPSC products and services divided by the number of interviewed in the assessment exercise then multiplied by 100	2013/14								Inspection reports	Documentary reviews	Annually	Inspection reports	Annually	AS - ETHICS

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
7	**CAG annual Audit Opinion** This indicator intends to measure the level of audit rating received in the financial year. It will be measured by the audit rating received from NAO	2019/20	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Administrative data	Audit Reports	Annually	NAO audit report	Annually	CA
8	**% of proposals approved** This indicator intends to measure percentage of proposals approved for funding. It will be measured by the number of proposals approved for funding divided by all proposals submitted to prospective financiers then multiplied by 100	2013/14							TPSC quarterly and annual reports	Documentary review	Quarterly	• Minutes of Commission meetings • Complaints register and decision letters	Quarterly	AS -ETHICS

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
9	**% of partnership agreements implemented** This indicator intends to measure the proportion of PPP agreements TPSC has finalized and implemented. It will be measured by the extent to which other actors are involved in improving services provided by TPSC. It will be Total Number of implemented agreements divided by All proposals for partnership submitted to Donors and other prospective development financiers													

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
10	**Trend of TPSC's products and services** This indicator intends to measure whether TPSC products and services increase or decreases at positive or negative rate. It will be measured by comparing the number of products and services for consecutive years to identify whether the value generated will be negative or positive. It will be calculated by subtracting the value from the previous period $(Y_1 - Y_0)$													

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
8	Level of customers satisfaction with TPSC services This indicator intends to collect opinions of customers on TPSC services It will be measured by the level by which customers are satisfied with TPSC services	2013/14	N/A	N/A	N/A	N/A	N/A	N/A	Survey	Questionnaires and Interviews	Annually	Survey report	Annually	M&E
10	**% of actual revenue collected:** This indicator intends to measure the proportion of actual collected own source revenue compared to estimated own source revenue by TPSC that reveals													

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	the capacity to mobilize own sources revenue. It will be measured by the actual annual collection of own source revenue divided	2013/14	N/A	N/A	N/A	N/A	N/A	N/A	Survey	Questionnaires and Interviews	Annually	Survey report	Annually	M&E
	Ratio of own source to total budget This indicator intends to measure the proportion of actual collected own source revenue compared to estimated own source revenue by TPSC that reveals the capacity to mobilize own sources revenue.													

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsible person for Data Collection and Analysis
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Source of Data	Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
	It will be measured by the actual annual collection of own source revenue divided													

4.7.2. Planed reviews

The plan is to carry out a total of five (5) formal reviews during the Strategic Planning Cycle. This will involve carrying out four (3) annual reviews, one medium term annual reviews and one Final MTSP Outcome Review as indicated in Table 5.

The reviews will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, unknown or at risk. In addition, the reviews will track changes in terms of outputs realized over the period as well as assessing capacity of the TPSC in discharging its mandate, challenges and lessons learnt over the respective year under review. Furthermore, the review will assess the extent to which the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary.

Table 4. Planed reviews Matrix

S/N	Years	Planned Reviews	Timeframe	Responsible Person
1.	Year 2021/22	Annual Performance Review	June, 2022	HPME
2.	Year 2022/23	Annual Performance Review	June, 2023	
3.	Year 2023/24	Medium-Term Review	December, 2024	
4.	Year 2024/25	Annual Performance Review	June, 2025	
5.	Year 2025/26	Final MTSP Outcome Review	April, 2026	

4.7.3. Evaluation Plan

The Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Planning Cycle. The evaluation studies include description of each study, the evaluation questions, the methodology, timeframe and the responsible person. A total of two evaluation studies will be conducted over the period of five years. The evaluation studies intends to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the strategic plan outputs. The evaluation plan matrix is as indicated in Table 5.

Table 5. Evaluation Plan Matrix

Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible
Medium-Term Evaluation	This evaluation aims at measuring the realization of intermediate Outcomes	• What has been achieved so far in terms of intermediate outcomes? • What were the challenges and lessons learnt?	• Interviews • Focus group discussions • Controlled studies • Literature reviews	December, 2024	HPME
Final Evaluation	This evaluation aims at measuring the achievement of Planned Strategic Objectives. In addition it measures the impact that the Commission has to the public	• To what extent have the Planned Targets been achieved? • Has Target achievement led to realization of the intended outcomes? • What policy, legal and regulatory framework changes can be done to improve the outcomes? • What is the percentage of stakeholders aware of TPSC initiatives? • To what extent has TPSC contributed to the social economic development of the country?	• Interviews • Focus group Discussions • Controlled randomized studies • Literature reviews • Surveys • Questionnaire	April, 2026	

4.8. Reporting Plan

The reporting plan provides mechanism on how various reports will be prepared and issued on course of monitoring the execution of Strategic Plan. It

consists of internal and external reporting mechanisms that are in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time.

4.8.1. Internal Reporting

This plan will involve preparation of five types of reports namely Departmental and units', quarterly progress reports, MAB reports and annual reports. The reports will be submitted to various reporting levels including TPSC MAB member, TPSC - CEO of TPSC, Heads of Departments/units. They will be prepared on weekly, monthly, quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan is as indicated in Table 6.

Table 6. Plan Reporting Plan

S/No	Types of reports	Recipient	Frequency	Responsible Person
1	Section Reports	Head of Units	Weekly	Departments/units
2	Department/Units Reports	TPSC - CEO	Weekly	Departments/units
3	Quarterly Reports	TPSC - CEO	Quarterly	Departments/units
4	MAB Report	TPSC - MAB	Quarterly	TPSC - CEO
5	Annual Report	TPSC - MAB	Annually	TPSC - CEO

4.8.2. External Reporting Plan

This plan will involve preparation of several types of reports including Program Implementation Reports, Performance reports, financial reports, Annual reports and five year Outcome report to be submitted to various external stakeholders, including President's Office, Public Service Management and Good Governance, Ministry of Finance and Planning/TR, Controller and Auditor General, Development Partners, the Parliamentary Standing Order Committee and the General Public. The reports will be prepared on quarterly, annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements as directed, as well as the Government Performance reporting requirements as stipulated in the Medium Term Strategic Planning and Budgeting Manual. The External Reporting Plan is as indicated in Table 7.

Table 7: External Reporting plan

S/No	Type of Report	Recipient	Frequency	Responsible Person
1.	Projects Implementation Report	Development partners, Ministry of Finance and Planning/TR, President's Office, Public Service Management and Good Governance	Quarterly/ Annually	TPSC - CEO
2.	Income and expenditure Reports	Ministry of Finance and Planning/TR, President's Office, Public Service Management and Good Governance	Monthly	TPSC - CEO
3.	Financial Reports	Ministry of Finance and Planning/TR/Controller and Auditor General, President's Office, Public Service Management and Good Governance	Quarterly/ Annually	TPSC - CEO
4.	Performance Reports	Ministry of Finance and Planning/TR, President's Office, Public Service Management and Good Governance/Development Partners	Quarterly/ Semi Annually/ Annually	TPSC - CEO
5.	Annual Reports	Ministry of Finance and Planning/TR, President's Office, Public Service Management and Good Governance /Development Partners	Annually	TPSC - CEO
6.	Outcome Reports	Ministry of Finance and Planning/TR, President's Office, Public Service Management and Good Governance, General Public/ Parliament	Annually	TPSC - CEO

4.9. Relationship between Results Framework, Results Chain, M&E and Reporting Arrangements

4.9.1. Level 1-Impact

The first level of the Results chain tracks realization of overall development objective of the institution; impact is attributed through achievements of six TPSC objectives and efforts done by other players in the same area. The Development objective for TPSC is to make public and private sector competencies enhanced that will instil service values and ethics for competitive economy. The impact will be measured through indicators whose data collection and analysis will be done in the final MTSP review of the strategic planning period. The impact level indicators are reported at the end of five years strategic plan report. Studies and national statistics will be used to ascertain and verify the impact to the general public, the reports will focus on improved public and private sector ability to deliver service for competitive economy.

4.9.2. Level 2-Outcomes

The second level of the Results Chain tracks the realization of the planned outcomes specified for each objective, though achievement of these outcomes may not be attributed to TPSC alone as there will be several players contributing to these outcomes. These planned outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or the three year outcome report. The annual reports and the three years outcome reports will be based on either sector or specific analytical/ evidence based studies using national statistics. The reports focus on benefits delivered to TPSC clients and other stakeholders.

4.9.3. Level 3 - Outputs

The third level of the Results Chain tracks the realization of the outputs that TPSC produces and which are attributed solely to TPSC. The outputs at this level will be measured by output indicators and milestones. Data collection, analysis and review of the outputs, milestones and output indicators will be done quarterly and reported in quarterly reports. The reports will focus on how the outputs produced are contributing to the outcomes, and will inform corrective action if the outputs are not being delivered on time, to the expected quality and are not contributing to planned outcomes.

4.9.4. Level 4 – Process

The fourth level of the Results Chain focuses on realization of activities in the Business Plan and linkage between activities and outputs. At this level indicator will focus on processes, activities program and timeliness of implementation. Activities will be reviewed on weekly, periodically or monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if are not contributing to outputs.
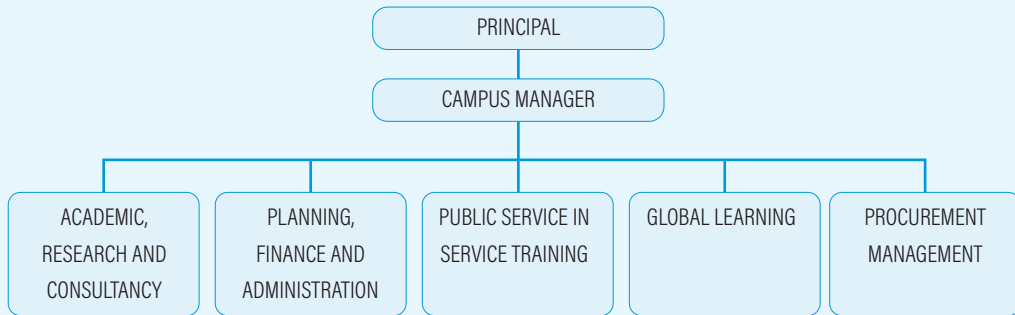
4.9.5. Level 5 - Inputs

The fifth level of the Result Chain tracks the allocation and use of resources on the various activities. Resources availability will be reviewed on weekly, periodically or monthly basis and will be reported on respective implementation reports. At this level indicator will focus on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff and information flow between various levels. Indicators will also focus on time spent in resolving problems, quality and timeliness of decisions, staff timeliness as well as predictability of resource flows and the alignment of resource flow to the activities and outputs.

Annex No. I A: THE APPROVED ORGANIZATION STRUCTURE OF TANZANIA PUBLIC SERVICE COLLEGE

(Approved by the President on 18th June, 2019)
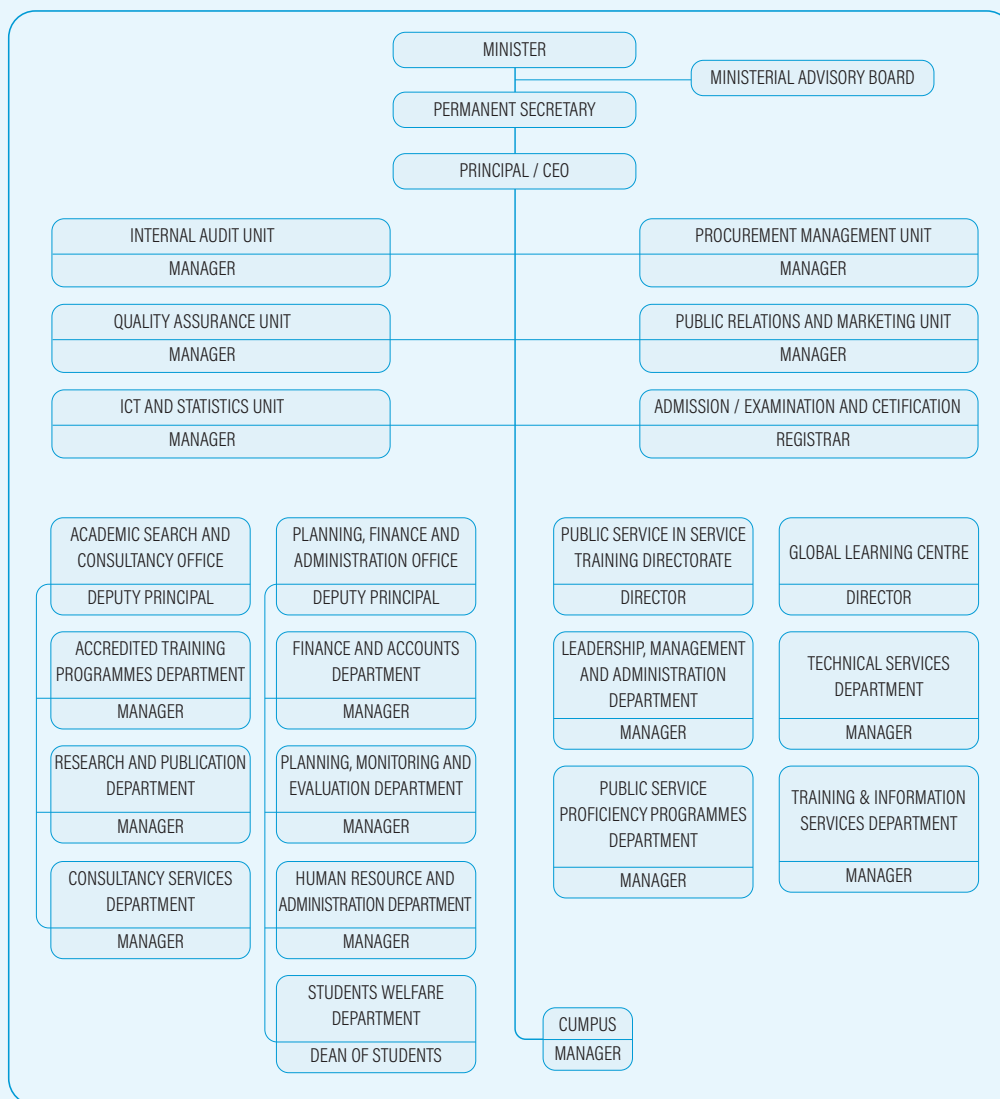
**Annex No. I B: THE APPROVED ORGANIZATION STRUCTURE OF
TANZANIA PUBLIC SERVICE COLLEGE**
(Approved by the President on 18th June, 2019)

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                    ┌─────────────────────┐
                    │      PRINCIPAL      │
                    └─────────────────────┘
                    ┌─────────────────────┐
                    │   CAMPUS MANAGER    │
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ACADEMIC, RESEARCH AND CONSULTANCY	PLANNING, FINANCE AND ADMINISTRATION	PUBLIC SERVICE IN SERVICE TRAINING	GLOBAL LEARNING	PROCUREMENT MANAGEMENT

Annex No. II STRATEGIC PLAN MATRIX

Objective Code	Objective Description	Strategy	Targets	Key Performance Indicators
A.	HIV & AIDS and Non-communicable Diseases (NCD) infection reduced and supporting services improved	Strengthening implementation of the work place Non Communicable Diseases, HIV and AIDS TPSC policy	1. Preventive interventions for HIV/AIDS and Non Communicable Diseases to 300 TPSC staff implemented by June, 2026 2. Care and Supportive services for TPSC staff living with HIV&AIDS monthly provided by June, 2026	(i) Percentage of staff attending Non Communicable diseases, HIV and AIDS voluntary testing (ii) % of Reported cases of Non Communicable diseases, HIV and AIDS infections in TPSC
B.	National Anti-Corruption Strategy implementation enhanced and sustained	Strengthening internal programmes in the context of NACSAP III	1. Ant-corruption campaign within TPSC annually facilitated by June 2026 2. Integrity committees quarterly reports within TPSC disseminated by June 2026	(i) Corruption incidences within TPSC (ii) Regulatory authorities' assessment red flags (iii) Suspicious opinions

Objective Code	Objective Description	Strategy	Targets	Key Performance Indicators
C.	Innovative learning and development programmes for capacity building of public servants enhanced	1. Delivering innovative programs related to competitive service delivery;	1. Development of 50 new training programs in leadership, management and administration programs facilitated by June, 2026; 2. Performance improvement programs and certified training programs for 50,000 participants facilitated by June 2026 3. Development and delivery of proficiency service programs quarterly coordinated by June, 2026; 4. 50 innovative in-country and inter-country training programs facilitated by June, 2026; 5. 25 in-country and inter-country dialogues coordinated by June, 2026; 6. 50,000 participants to video conference and certified training programs facilitated by 2026; 7. NACTE accreditation for 22 programmes curricula and Results reports for 10 accredited examination facilitated by June 2026 8. Registration of 55,000 students to various accredited training programs facilitated by June 2026 9. 40 consultancy assignments undertaken by the College coordinated by June 2026; 10. Management of the student's welfare quarterly coordinated by June, 2026. 11. Curricula Proposals for 22 Programmes and Results reports for 10 accredited examination submitted by June 2026 12. Accredited training programs to 55,000 students facilitated by June 2026	(i) % of defaulted customers (ii) % of innovative products and services (iii) % of customers satisfied with TPSC products and services

Objective Code	Objective Description	Strategy	Targets	Key Performance Indicators
		2. Delivering Publication of research finding competitive service delivery;	1. Strategic alliances and networking in relation to Research and Publication semi-annually coordinated by June 2026	
		3. Implementing quality interventions for innovative products and quality services delivery;	1. Public service examinations for 10 sessions coordinated by June 2026 2. Quality assurance frameworks for training, research and consultancy services developed and annually reviewed by June, 2026 3. Quarterly quality assurance performance reports of training, research and consultancy services disseminated by June, 2026 4. Provision of Students guidance and counselling services quarterly coordinated by June ,2026; 5. Management of student's conflicts quarterly coordinated by June, 2026; 6. Implementation reports of Public Service Proficiency programmes semi-annually by June 2026 7. Digitization of courses including using appropriate graphic media, videos, audios animations and related technologies quarterly coordinated by June 2026 8. Global Development Learning Network (GDLN) and other centres around the world for 250 meetings, dialogues and training events linked by June 2026.	

Objective Code	Objective Description	Strategy	Targets	Key Performance Indicators
D	Institutional capacity and capability to deliver services improved	1. Improving attractiveness of TPSC's working environment;	1. ICT use support services to 22 Departments/Units/ Sections and Nine Campuses provided by June 2026 2. ICT application capacity development to 300 TPSC employees built by June 2026 3. National Internet Connectivity and Transmission Backbone (NICTB) to Nine TPSC campuses networked by June 2026. 4. TPSC Analytical and Management Information Systems in Six core areas developed and maintained by June 2026. 5. ICT User Requirements Specifications for working tools and infrastructures provided by June 2026. 6. Administration and staff welfare services Quarterly Facilitated by June, 2026. 7. Human resource training and development for 300 Staff facilitated by June, 2026 8. Infrastructure and learning facilities in nine campuses and one centre developed and maintained by June, 2026.	(i) % of customers satisfied with TPSC products and services (ii) CAG annual Audit Opinion

Objective Code	Objective Description	Strategy	Targets	Key Performance Indicators
		2. Strengthening adherence to Legislations;	9. TPSC Plans and Budget Annually coordinated by June 2026 10. Preparation of annual procurement and Disposal of Assets' plan coordinated and submitted by June 2026 11. Quarterly Goods, Works and Services Procurement and Disposal of Assets processes coordinated by June, 2026 12. Quarterly Procurement of supplies and Disposal of Assets reports submitted by June, 2026. 13. Institutional Internal controls compliance reports quarterly disseminated by June, 2026;	
		3. Strengthening internal controls, monitoring and evaluation of implementation of TPSC mandated roles and function;	14. TPSC Risks Management Register Implementation Reports Quarterly Submitted by June 2026 15. Performance Monitoring and Evaluation Annual and Quarterly reports submitted by June 2026 16. Institutional ICT Quarterly Performance Reports submitted by June 2026 17. Quarterly Stores Management Processes Facilitated by June, 2026 18. Ordinary and special audit assignments annually facilitated by June, 2026	

Objective Code	Objective Description	Strategy	Targets	Key Performance Indicators
E	Strategic knowledge sharing partnership development and engagements strengthened	1. Increasing visibility of TPSC amongst trainers, employers, researchers and trainees 2. Aligning TPSC services with MDAs and Development partners 3. Broadening marketing strategies of TPSC functions among stakeholders	1. Publication of 75 papers and 10 applied researches on identified and approved journals coordinated by June 2026; 2. TPSC products and services marketing materials quarterly disseminated by June 2026. 3. Publicity programmes for branding of TPSC image quarterly coordinated and conducted by June 2026 4. Quarterly Financial Performance reports submitted by June, 2026 5. Annual Financial Statements submitted to CAG by 30th September every year by June 2026 6. Strategic alliances and networking in relation to consultancy quarterly coordinated by June 2026 7. Training, research, and consultancies partnership plan annually coordinated by June 2026. 8. Prompt and Proper Payments Quarterly Processed by June, 2026 9. TPSC Marketing policies, Guidelines and manuals prepared, reviewed annually by June 2026.	(i) % of partnership agreements implemented (ii) % of proposals approved (iii) Trend of TPSC's products and services

Objective Code	Objective Description	Strategy		Targets	Key Performance Indicators
F	Institutional Financial sustainability enhanced	1.	Delivering innovative programs related to competitive service delivery;	1. Preparation of 100 proposals for soliciting research grants coordinated by June 2026;	(i) % of actual revenue collected (ii) CAG annual Audit Opinion (iii) Ratio of own source to total budget
		2.	Improving public-private partnership (PPP)	2. Development and implementation of strategies for resource mobilisation annually coordinated by June, 2026	