

THE UNITED REPUBLIC OF TANZANIA



PRESIDENT'S OFFICE

REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

**Regional Administration
Planning and Management Guide I**

- Chapter 1. Introduction, Vision, Objectives and Enabling Legislation of the Regional Secretariat- Regional Commissioner's Office**
- Chapter 2. Roles, Functions and Structure of The Regional Secretariat- Regional Commissioner's Office**
- Chapter 3. The 'Development' Role – Supporting Planning**
- Chapter 4. The 'Development' Role – Supporting Budgeting**
- Chapter 5. The 'Development' Role – M&E and Reporting**
- Chapter 6. The 'Administrative' Role**
- Chapter 7. Communication Procedures**
- Chapter 8. Internal Audit**
- Chapter 9. Inspection**
- Annex 1. Detailed activities to be performed under each Section and Unit of RS**

President's Office

Regional Administration and Local Government Government City – Mtumba

TAMISEMI Street

P. O. Box 1923,

41185 DODOMA

Phone: 026–2321607/2322644 Fax: 026–2322116

Website: www.tamisemi.go.tz

E-Mail: ps@tamisemi.go.tz

APRIL, 2025

TABLE OF CONTENTS

CHAPTER ONE	1
INTRODUCTION, VISION, OBJECTIVES AND ENABLING LEGISLATIONS OF THE REGIONAL SECRETARIAT- REGIONAL COMMISSIONER'S OFFICE	1
CHAPTER TWO	3
ROLES, FUNCTIONS AND STRUCTURE OF THE REGIONAL SECRETARIAT- REGIONAL COMMISSIONER'S OFFICE	3
CHAPTER THREE	8
THE 'DEVELOPMENTAL' ROLE – SUPPORTING PLANNING	8
CHAPTER FOUR	12
THE 'DEVELOPMENTAL' ROLE – SUPPORTING BUDGETING	12
CHAPTER FIVE	14
THE 'DEVELOPMENT' ROLE – M&E AND REPORTING.....	14
CHAPTER SIX	18
THE 'ADMINISTRATIVE' ROLE	18
CHAPTER SEVEN	20
COMMUNICATION PROCEDURES	20
CHAPTER EIGHT	22
INTERNAL AUDIT	22
CHAPTER NINE	25
INSPECTION.....	25

CHAPTER ONE

INTRODUCTION, VISION, OBJECTIVES AND ENABLING LEGISLATIONS OF THE REGIONAL SECRETARIAT- REGIONAL COMMISSIONER'S OFFICE

Background/Introduction

The Planning and Management Guide part one (PMG I) was first developed in 2012 to address issues of planning at regional level. The purpose of the PMG I is to provide guideline to government in particular PO-RALG, regions, local government authorities and other stakeholders in managing planning function at regional level; providing for outlines and alignment of functions, procedures and connectivity of operation between and across levels of government.

The new structure coming into force in 2022 introduced two sections and one unit namely industry, trade and investment section, management, monitoring and inspection section; and government communication unit at regional and local government level has necessitated the need the PO- RALG to review the PMG I hence making it relevant by streamlining functions, accommodating changes and issues brought by the organization structure of 2022.

The Vision and Mission of the Regional Secretariat

To be a qualified, competent and multi-skilled institution for supporting, coordination and execution of government affairs in the region.

To promotes; peace and security, social and economic advancement; coordinate, facilitate and provides administration of local government authorities and other stakeholders in carrying out mandated functions in areas of administration.

General and Specific Objectives of the regional secretariat General objective

To administer government operations in the region through maintenance of law and order, executing government functions and determining specific direction of the government policies.

The specific objectives are;

- i. Maintaining peace and order in the region;
- ii. Promoting good governance in the region;
- iii. Creating a conducive environment for local government to perform their functions;
- iv. Overseeing and coordinating government operations in the region;
- v. Providing for institutional development for the region and local government authorities;
- vi. Interpreting and supervising the implementation of government policies, laws, regulations and guidelines in the region;

Providing linkage between central government, regions and local government authorities;

Managing stakeholders and non-state actors in the region; and

Monitoring and evaluating of political, social and economic issues;

Enabling legislations

The following legislations provide for the facilitation of regional secretariat functions;

- i. The Constitution of the United Republic of Tanzania 1977 provides for division of Tanzania land into regions;
- ii. The Regional Administration Act No. 19 of 1997 (CAP 97) provides for the establishment of regional commissioners' offices at regional level
- iii. The Act provides that the Regional Commissioner (RC) shall be the principal representative of the Government within the area of the region for which he/she is appointed; and for that purpose all the executive functions of the government in relation to that region shall be exercised by or through the RC. The Acts also establishes the Regional Consultative Committee (RCC) and District Consultative Committee (DCC).

Section 10.3 of the Act provides for the functions of the Regional Secretariat as:

- i. Facilitate the work of the government generally; and
- ii. Facilitate the promotion, development fostering and upholding of local government and the realization of the goals and targets of Local Government Authorities (LGAs) in relation to national development.

As Adviser to the Regional Commissioner in relation to local government

- i. Facilitate and assist LGAs in the region to undertake and discharge their responsibilities by providing and securing the enabling environment for successful performance of their duties and functions.

Regional Administrative Secretary (RAS) provides roles of the Secretariat to the Regional Consultative Committee as follows:

- ii. Consider and provide advice to LGAs regarding their development plans;
- iii. Provide advice to any interested party on economic and development affairs in the region;
- iv. Consider reports and advise the government on national development projects, programs and activities affecting or relating to the region;
- v. Consider reports and advise on the activities of parastatals and co-operative societies and other non-governmental organizations operating in the region;
- vi. Monitor and ensure the co-ordination of the overall social and economic development in the region; and
- vii. Discharge any other functions which the minister may direct in respect of all or any consultative committees.

Other legislations that provide facilitation for the function of the RS are the Local Government (District Authorities) Act No 7, 1982; the Local Government (Urban Authorities) Act No.8, 1982; the Local Government Finances (Amendment) Act No 9, 1983. These laws provide for regional commissioner to oversee local government affairs in terms of administration and finance issues.

CHAPTER TWO

ROLES, FUNCTIONS AND STRUCTURE OF THE REGIONAL SECRETARIAT- REGIONAL COMMISSIONER'S OFFICE

Roles of the Regional Secretariat

In discharging its duties, the regional secretariat plays both the **developmental** and **administrative** roles as stipulated under section 11 of the Regional Administration Act No. 19 of 1997. For the **developmental** role, the RS assumes the following functions;

- i. Monitor sectoral trends;
- ii. Provide technical and administrative assistance to offer policy interpretation;
- iii. Recommend new strategies and techniques for overcoming bottlenecks for productivity;
- iv. Identify development opportunities;
- v. Monitor quality and standards of service delivery including training; and
- vi. Carry out delegated functions of ministries.

In performing the **administrative** role, the RS assumes the following functions;

- i. Enhance institutional capacity;
- ii. Provide and secure the enabling environment for successful performance by them of their duties and functions;
- iii. Ensure compliance by all persons and authorities with appropriate government decision, guidelines and regulations in relations to the promotion of the local government system; and
- iv. Does all such acts and things as shall facilitate or secure the effective, efficient and lawful execution by the local authorities of their statutory or incidental functions.

Regional Consultative Committee -RCC

The establishment of RCC and its composition are stipulated under section 8 (1)-(3) (5) and it's are stipulated under section 9 (a)-(f) of the Regional Administration Act No. 19 of 1997.

The functions of the RCC are as follows;

- i. To consider and provide advice to the local government authorities regarding their development plans;
- ii. To provide advice to any interested party on economic and development affairs in the region;
- iii. To consider reports and advise the government on national development projects, programs and activities affecting or relating to the region;
- iv. To consider report and advise on the activities of parastatals and cooperative societies and other non-governmental organizations operation in the region;
- v. To monitor and ensure the coordination of the overall economic development of the region; and
- vi. To discharge any function which the minister may direct in respect of all or any consultative committee.

Regional Management Forum (RMF)

Regional Management Forum (RMF) is not established by Law, but is very important tool in executing RS functions. RMF is composed of the following members: -

- i. Regional Administrative Secretary (RAS) as chairperson
- ii. Assistant Administrative Secretary (AAS) Planning and Coordination as Secretary;
- iii. Designated sectoral technical staff at Regional level;
- iv. District Administrative Secretary (DAS);
- v. Council's Directors;
- vi. Council's planning officers, council's education officers, council's medical officers of health, council's community development officers
- vii. Heads/In charge of public institutions in the region; and
- viii. Other development partners.

Regional Management Forum-RMF is used by the regional secretariat for the following: -

- i. Interpret and disseminate sectoral policies;
- ii. Scrutinize council's budget proposals and amalgamates into region budget proposal;
- iii. Scrutinize councils quarterly, half, and annual reports and amalgamates into region report;
- iv. Overview development status of every council; and
- v. Prepare agenda for the RCC meeting emanating from DCC resolutions and RMF itself.

The Regional Management Forum should conduct its meeting every quarter. The timing of the RFM meeting is required to enable the RS to coordinate and monitor performance of LGAs in terms of compliance with government policies, guidelines and performance standards.

District Consultative Committee -DCC

The establishment of DCC and its composition are stipulated under section 15 (a) (1)-(3) of the Regional Administration Act No.19 of 1997.

The functions of DCC are stipulated under section 15 (b) (a)-(g) of the Regional Administration Act No. 19 of 1997 as follows:

- i. Receive reports on development programs and give advice for effective implementation of the development plans;
- ii. Consider reports and advise regional commissioner on national development project;
- iii. Consider reports and advise on the activities of parastatal cooperative societies and other non – governmental organization operating in the district;
- iv. Ensure that local government authorities execute and implement their development plans;
- v. Ensure effective implementation of the council decisions;
- vi. Ensure adherence to code of conduct for political parties in maintenance of peace and tranquility within the district; and
- vii. Manage natural disasters and coordinate disaster relief within the District.

For avoidance of doubt, natural disaster includes occurrence such as earthquakes, hurricanes, floods, drought, fire famine or epidemics.

Sections and their activities

As government Institution at the regional level, the regional secretariat shall be headed by the Regional Administrative Secretary-RAS. The RS structure provides sections and units to facilitate the management of regional secretariat functions. The approved Functions and Organization Structure of Regional Secretariat of 2022 provides for eight (8) sections headed by assistant administrative secretaries and eight units headed by heads of units as shown here in;

Administration and Human Resource Management Section shall be **responsible** for providing expertise and services on human resources management and administrative matters to the RS.

Planning and Coordination Section shall be responsible for providing support services and expertise in planning and coordination for Regional Secretariat and LGAs.

Health, Social Welfare and Nutrition Services Section shall be responsible for fostering development and provision of health services, preventive measures, social welfare and nutrition to the Region.

Education and Vocational Training Section shall be responsible for guiding provision of pre-primary, primary, secondary, adult, non-formal education and vocational training; and promotion of culture, values and youth development.

Economic and Productive Sectors Coordination Section shall be responsible for coordinating provision of conducive business environment to foster investment and transformation in economic and productive sectors.

Management Monitoring and Inspection Section shall be responsible for providing support, expertise and services on management, monitoring and inspection to the LGAs.

Infrastructure Section shall be responsible for providing technical services and backstopping expertise to RS and LGAs in undertaking of infrastructure functions.

Industry, Trade and Investment Section shall be responsible for providing favorable business environment for industrialization, trade, marketing and investment development.

Finance and Accounts Unit shall be headed by the Chief Accountant and shall be responsible for providing quality financial management and bookkeeping for the RS and performing the actual accounting functions of the RS in accordance with the financial Orders.

Internal Audit Unit shall be headed by Chief Internal Auditor and shall be responsible for providing advisory services to the accounting officer on proper management and control of resources.

Legal Services Unit shall be led by a Head equivalent to a Principal Officer and shall be responsible for providing legal expertise and services to the RS.

Information, Communication and Technology-ICT shall be led by a head equivalent to principal officer and provide technical expertise and foster capacity building in ICT to RS and LGAs.

Procurement Management Unit shall be led by a head equivalent to principal officer and shall be responsible for providing expertise and services in procurement, storage and supply of goods and services for the RS by performing such functions in accordance with Financial Orders and Public Procurement Act.

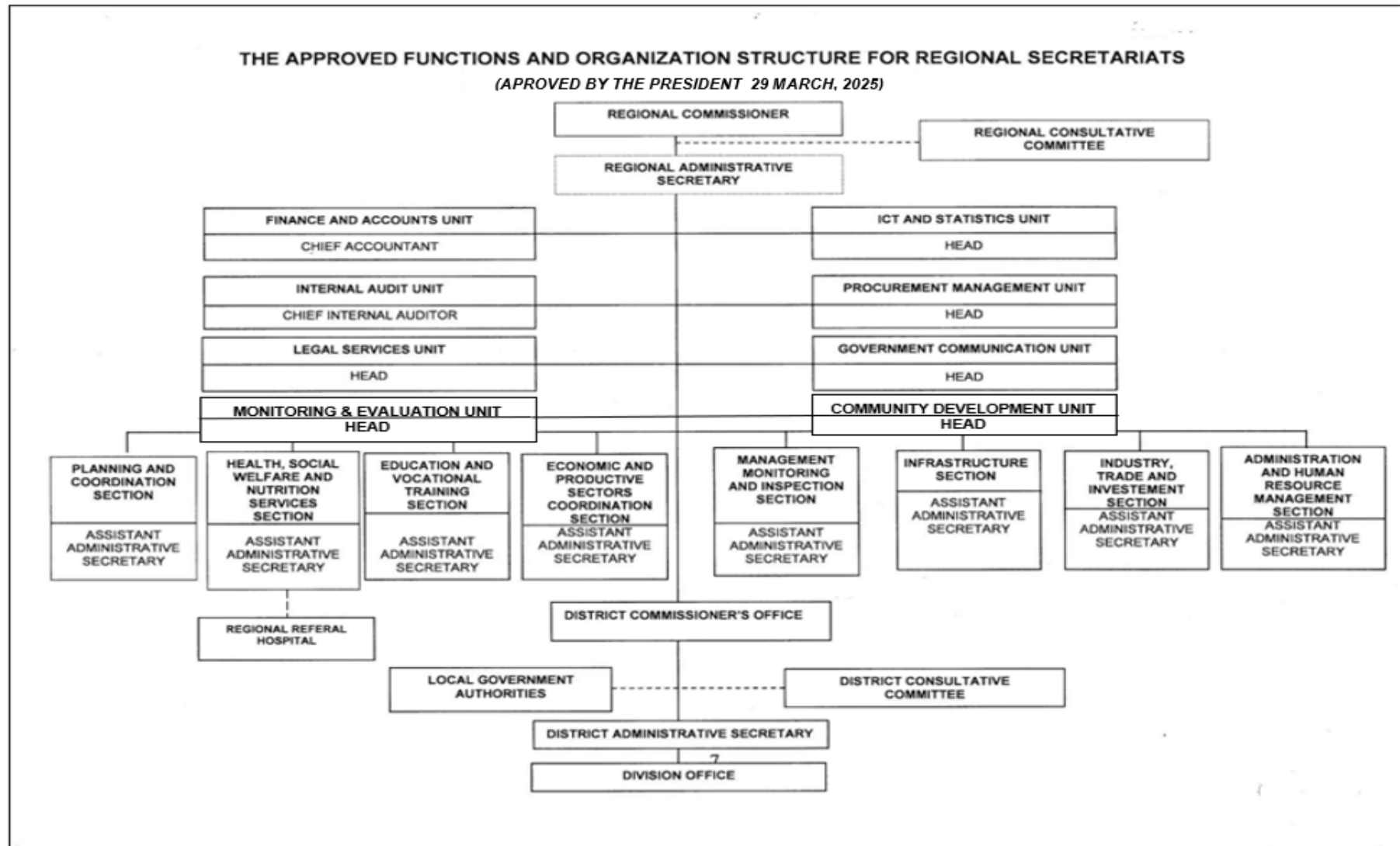
Government Communication Unit shall be led by a Head equivalent to principal officer and shall be responsible for providing expertise and services in information, communication and dialogue with public and media

Community Development Unit shall be led by a Head equivalent to principal officer and shall be responsible for provide support services and expertise in community development for Regional Secretariat and LGAs

Monitoring and Evaluation Unit shall be led by a Head equivalent to principal officer and shall be responsible for providing expertise on monitoring and evaluation to RS and LGAs

The detailed activities for each section and unit are presented in Annex 1

THE PROPOSED FUNCTIONS AND ORGANIZATION STRUCTURE FOR REGIONAL SECRETARIATS
(Approved by the President 29 March, 2025)



CHAPTER THREE

THE 'DEVELOPMENTAL' ROLE – SUPPORTING PLANNING

The Regional Secretariat perform developmental role of supporting the planning process. Planning process in Tanzania occurs at several levels, at the national level, regional and local levels. The plans are based on national framework, policies, strategies and guidelines aiming to provide a common vision of the future social and economic direction of the country. The current Tanzania planning frameworks includes; Tanzania Vision 2025, Medium Term Plan, sector polices and SDGs 2030 Agenda. Apart from the national framework strategies and plans and budget at regional level are prepared based on regional strategic plans for institutions and the ruling party manifesto.

The Tanzania Vision 2025 aims at achieving peace, stability and unity, a high quality livelihood for its people, good governance through the rule of law and develop a strong and competitive economy. The four mention attributes are explained as follows;

Peace, Stability and Unity

A nation should enjoy peace, political stability, national unity, and social cohesion in an environment of democracy and political and social tolerance. Although, Tanzania has enjoyed national unity peace and stability for a long time, these attributes must continue to be cultivated, natured, and sustained as important pillars for the realization of the vision.

High quality livelihood for all Tanzanians

National development should be people centred based on sustainable and shared growth and free from abject poverty. This means the creation of wealth and its distribution in the society must be equitable and free from inequalities and all forms of social and political relations which inhibit empowerment and effective democratic and popular participation of all social groups in the society.

Good Governance and the Rule of Law

It is desired that, the 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. A learning society which is confident, Learns from its own development experience and that of others and owns and determines its own development agenda.

A Strong and Competitive Economy

It is desired that Tanzania should have; diversified and semi-industrialized economy with a substantial industrial sector comparable to typical middle-income countries. Macroeconomic stability manifested by a low inflation economy and basic macroeconomic balances. A growth rate of 8% per annum or more, adequate level of physical infrastructure needed to cope with the requirements of the vision in all sectors, active and competitive player in the regional and world markets, with the

capacity to articulate and promote national interests and to adjust quickly to regional and global market shifts.

Regional Secretariats and Local Government Authorities should have strategic plans (institutional plans) charting the general direction for achieving their broad mandates in the medium term. A strategic plan has the following salient features:

INTRODUCTION

- Historical background
- Roles and functions;
- The RS strategic plan;
- Purpose of the plan;
- Approach; and
- Lay Out of the plan

SITUATIONAL ANALYSIS

- Analysis of the current vision statement;
- Analysis of the current mission statement;
- Review of relevant information;
- Performance review;
- Stakeholders' analysis;
- Strengths, weaknesses, opportunities and challenges analysis;
- PESTEL analysis;
- Best practice; and
- Critical issues.

THE PLAN

- Vision of the organization
- Mission statement;
- Core value;
- Objectives/goals;
- Strategies and Action Plan;
- Targets;
- Performance Indicators; and
- Resource allocation.

THE RESULTS FRAMEWORK

- Purpose of the structure;
- Development objective;
- Beneficiaries of RS services;
- Results chain;
- Monitoring, reviews and evaluation plan;
- Monitoring plan

- Planned reviews
- Review meetings
- Planned milestones reviews
- Evaluation plan; and
- Reporting plan.

During documentation of a given strategic plan, you need to have;

- i. A statement of either the Minister (for Ministries SP), Regional Commissioner (for RSs SP) or Mayor/ Chairperson (for LGAs SP);
- ii. A statement of the respective accounting officer of the organization;
- iii. An executive summary; and
- iv. Salient features mentioned above.

Planning in Tanzania envisages the empowerment of the people in making decisions in their development endeavours. At the lower level of the Local Government Authorities, the planning process is guided by a planning methodology known as Improved Opportunities and Obstacles to Development (improved O&OD). It is a participatory planning methodology with the following qualities;

- i. It is a bottom up planning methodology;
- ii. It guide community to identify their felt problem and felt need and how to overcome them by using their local available resources. hence promoting ownership and instilling a sense of self-reliance in the respective community;
- iii. It operates within the structures of the LGAs and in line with the overall national plans;
- iv. It enables the people to formulate their plans using targets of the Tanzania's Development Vision 2025;
- v. It is a multi-sectoral;
- vi. It promotes transparency and accountability;
- vii. It ensures sustainability of projects;
- viii. It commits the central and Local Government to be supporter of the community efforts;
- ix. It helps Local Government Authorities coordinate development partner's activities;
- x. It empowers community to address cross- cutting issues;
- xi. It enhances LGAs and RS relationship through capacity building; and
- xii. It encourages community initiatives.

Improved O&OD is a planning methodology aims at empowering communities, establishing the collaborative relationships between LGAs and community and encouraging community initiatives which brings benefits and improve service delivery and Local Development.

Improved O&OD is in line with various government aspirations and broad policies such as Tanzania Development Vision 2025, third Five Year Development Plan

(FYDP III 2021/22-2024/25), National Vision 2025, SDGs Agenda 2030, and East African Community (EAC) Vision 2050 as well as various cross-cutting policies. The Tanzania Development Vision 2025 underlines the importance of empowering local governments and communities and promoting broad-based grassroots participation in the mobilization of resources, knowledge and experience with a view to stimulate initiatives at all levels of society. Improved O&OD considerably contributes to the attainment of the Vision 2025. The FYDP III 2021/22-2024/25 Objectives number 6 and 8 focus on improving quality of life and human wellbeing and intensify and strengthen the roles of local actors in planning and implementation.

Role of RSs in Planning and Budgeting

- i. To facilitate LGAs to prepare their SP and MTEF documents;
- ii. To ensure that national plan and budget guidelines are disseminated to LGAs timely;
- iii. To assist LGAs to interpret sector policies included in the national plans and budget guidelines so as to suit the respective surroundings;
- iv. To support and promote improved O&OD at regional level and LGAs by insisting planning to start at village/mtaa level where community initiatives are captured;
- v. To insist LGAs on the use of improved council taskforce (CTF) and provide feedback to the community on their initiatives incorporated in LGAs planning and budget;
- vi. To insist LGAs to conduct meeting with ward executive officers to scrutinize communities plan and make agreement on the support;
- vii. To instruct LGAs to promote people not only to participate in LGA's planning and budgeting, but also to make collective decisions, plan, implement, monitor and evaluate their actions by themselves;
- viii. To convene investment forums so as to attract regional investments;
- ix. Preparation of regional profiles;
- x. Consolidation of LGAs plans and budgets and hence the regional plans and budgets;
- xi. To scrutinize LGAs plan and budget to ensure adherence of the national, regional framework and guidelines; and
- xii. Submission of regional plans and budgets to respective authorities.

CHAPTER FOUR

THE 'DEVELOPMENTAL' ROLE – SUPPORTING BUDGETING

Developmental role of the region secretariat involves supporting budgeting process. Budgeting is the process of allocating available (scarce) resources at the best way to the plan. In other words, budgeting is a means of operationalizing a plan. It is a continuous effort to specify what should be done (prioritised among demanding needs) to get the job completed in the best possible way.

According to planning and budgeting guidelines issued annually by Ministry responsible for finance; MDAs, RSs and LGAs instructs institutional budget to be prepared based on Medium - Term Expenditure Framework (MTEF) format that is based on four planning levels namely objectives, targets, activities and inputs. The use of MTEF format has improved resource allocation.

MTEF covers three (3) year priorities of integrated (recurrent and development, government and donor) estimates. It shows clearly defined performance indicators within a strategic plan. It is a combination of the rolling plan and forward budget (RPF) and the performance budget. MTEF was established as a logical development from Public Expenditure Review (PER). This framework addresses inadequacies in the previous budget management such as limited timeframe, predictability of budgets, sustainability of budget and budget efficiency.

Submission of Plans and Budget:

- i. Village/ward and LGAs plans and budget are submitted to Council Management Team for scrutiny, prioritisation and consolidation;
- ii. Council Directors submit plans and budget of their respective council to the Regional Management Forum for technical advice;
- iii. Plans and budgets are submitted to the District Consultative Committee;
- iv. Plans and budgets are submitted to Regional Consultative Committee;
- v. Plans and budgets are returned to the Finance Committees of the respective Councils;
- vi. Plans and budgets are submitted to the Full Councils for final approval;
- vii. Plans and budgets are submitted to Regional Secretariats for consolidation;
- viii. Plans and budgets are submitted to MoF and PO-RALG through Regional Secretariats for Scrutiny;
- ix. MOF submitting plans and budgets to the Inter Ministerial Technical Committee and Cabinet for further approval;
- x. PO-RALG and Regional Secretariats submitting their plans and budgets to the Parliamentary Sectoral Committee;
- xi. Plans and budgets are submitted to parliament for final approval.

Planning and Budgeting Cycle

The planning and budgeting cycle, through a timetable, is defined each year by Ministry responsible for finance, though it's planning and budgeting guidelines.

Implementation

The government operates on a fiscal year basis July-June each year. Implementation of development activities begins after plans and budget have been approved by the parliament (June, July, and August). The next stage is the preparation of the action plans and cash flows. Action plans show activities to be implemented over a scheduled timeframe and funds to be spent.

Action Plans and Cash Flow

During budgeting process RS and LGAs should prepare action plans and cash flow. Preparation of action plans incorporate procurement plans as procurable items are identified during budgeting process. At LGAs level, LGAs prepare action plan and cashflow and submit to the RS by 15th July each year. At RS level, RS compiles action plan and cashflow and submits to the ministry responsible for finance copy to PO-RALG by 30th July each year.

Fund Requisition

Regional Secretariat shall request fund through planning and coordination section for the implementation of the budget every month through the CBMS according to the action plan and cash flow of the relevant RS and LGAs.

- i. Ministry responsible for finance releases funds to RS and LGAs monthly based on the approved action plans and cash flow;
- ii. Physical and financial implementation starts report prepared

Budget Reallocation

Whenever necessary region may reallocate the budget according to the needs of the relevant period and this will be done after the mid-year review. Budget reallocation should be done according to Budget Act (2015) Sections 41.

Carryover Fund

Regional Secretariat shall compile and submit request for permit of carryover fund to Ministry responsible for finance before 10th May. RS shall comply with guideline from Ministry responsible for finance on management of carryover fund for the specific financial year.

CHAPTER FIVE

THE 'DEVELOPMENT' ROLE – M&E AND REPORTING

Monitoring

Monitoring and evaluation is an integral part of planning and implementation process. Monitoring is a routine process of assessing the use of inputs and transformation of inputs into outputs. Monitoring provides the implementers with information to be used for strategic decision making in the process of programme / project implementation. The aspects of monitoring include financial and administrative progress, physical progress of the project and stakeholders involved (implementers and facilitators)

Monitoring by LGAs

In LGAs the monitoring and evaluation shall be coordinated by the Monitoring and Evaluation Unit which is responsible to monitor and evaluate implementation of plans, budget, programs, projects and National Key Result Areas (NKRAs). All divisions and units shall submit their annual monitoring and evaluation plans to the Monitoring and Evaluation Unit. The LGA's annual monitoring and evaluation plan shall be submitted to the regional secretariat.

The divisions and units in cooperation with the Monitoring and Evaluation Unit shall prepare the Terms of References (TORs) / Monitoring checklist whenever they want to conduct Monitoring.

Monitoring reports are then consolidated before being considered by the CMT and the appropriate committee. This is followed by presenting it to the full council. After the full council copy is forwarded to RS.

Monitoring RS

In the region secretariat, the planning and coordination section is the overall monitoring and evaluation focal point, responsible to provide expertise on monitoring and evaluation to RS. The sections and units shall submit their Annual Monitoring and Evaluation Plans to the Planning and Coordination Section. The Section will collect LGAs annual monitoring and evaluation plans and consolidate it.

The Sections and Units in cooperation with the Monitoring and Evaluation Unit shall prepare the Terms of References (TORs)/ Monitoring checklist whenever they want to conduct monitoring. The monitoring and evaluation reports from each section or unit shall be submitted to the planning and coordination section which will consolidate and prepare the regional report. The report is then forwarded to PO-RALG.

Participatory Monitoring in RS and LGAs

Participatory monitoring involves the active participation of stakeholders and beneficiaries in the assessment process. It involves various methods and approach

such as surveys, interviews, focus groups discussion, and observations. It allows for the examination of a project or program from multiple perspectives for a more comprehensive view of the project or program. Participatory monitoring and evaluation approaches provide for feedback from stakeholders and beneficiaries to help inform future decision-making and course corrections if needed.

Participatory Monitoring at RS level

The RS shall inform the LGA and provide it with the schedule of monitoring in the particular LGA. The RS team shall conduct an entry meeting with LGA at the beginning of the monitoring work. The RS team together with the LGA team shall visit the projects or activities selected for monitoring. RS team shall convey a short meeting at the site after physical verification and give its opinions and observations on the progress of what has been seen.

After completing the monitoring work, the RS team will conduct the exit meeting with the LGA and give feedback of monitoring results.

For the projects which are at risk, the RS team shall instruct the LGA the appropriate measures to be taken and will assign one of the RS team members to be a focal personal to such projects where he/she will require weekly reports from the LGAs.

Participatory Monitoring at LGA level

LGA officers who frequently visit the projects for supervision (e.g. engineers in construction projects), they will inform the village/mtaa government at the beginning of the project, the officer will write his/her recommendations in the site visit book whenever he visit the project.

The LGA shall inform the ward and village/mtaa about the visit to the project or activity to be monitored, visit the project together with the ward and village/mtaa leaders and provide feedback and conduct discussion with the local leaders at the Site. The LGA's monitoring and evaluation reports will be consolidated and submitted to RS.

The Monitoring and Evaluation reports shall be presented and discussed at different levels which include: -

- i. Village standing committee meets monthly, village council meets monthly, village assembly meets quarterly;
- ii. Ward Ward Development Committee meets quarterly
- iii. District district Management Team meets monthly, standing
- iv. Committee meets quarterly, Full Council meets quarterly, and District Consultative Committee meets twice a year,
- v. Regional Regional Management Forum meets quarterly, Regional Consultative Committee meets twice a year.

Evaluation

Evaluation is a periodic assessment of work-done, project design, results and impact. An evaluation can also provide information to determine whether: -

- i. The benefits of the projects have reached the target group and the impact of completed projects on the beneficiaries;
- ii. The activities in the program were relevant to the target group;
- iii. The targets set out the project were realistic; and
- iv. There are unforeseen effects as a result of the project activities

The RS and LGAs are also responsible in conducting mid-year reviews and end of year reviews. The procedure is based on quarterly reports. Finally, the LGA prepare the midyear and annual review reports to RS and the RS consolidates and submit these reports to MOF and PO-RALG.

Reporting

The essence of undertaking M & E is to provide information to community, decision makers and other stakeholder, to let them know what is happening and why. M & E information needs to be reported and communicated and will be effective if and only if people read, listen, understand and react on M & E reports. In writing reports, the content, style, and details should be determined by the intended audiences and by the frequency of reporting process.

Reporting systems

There are reporting systems in place for the RS including a format for reporting development activities, election manifesto as determined by various government directives and guidelines. The progress report combines two aspects; the physical and financial aspect.

Reporting Cycle

15 th July	LGAs submit 4 th Quarter Progress Report and Action Plan to RS
30 th July	RAS submits Consolidated 4 th Quarter Regional Progress Report to MOF and PO-RALG
15 th October	LGAs submit 1 st Quarter Progress Report to RS
30 th October	RAS submits 1 st Consolidated Progress Report to MOF and PO-RALG
15 th January	LGAs submit 2 nd quarter progress report to RS
	RAS submits 2 nd consolidated progress report to MOF and PO-RALG
15 th April	LGAs submit 3 rd quarter progress report to RS
	RAS submits 3 rd consolidated progress report to MoF and PO-RALG

Reporting at LGA Level

The quarterly progress reports are prepared by heads of departments and submitted to the LGAs economist for consolidation. The LGAs economist on behalf of the LGA director presents the progress report to the LGA standing committee and full council. After the Full Council, the LGA submits the report to RAS

Reporting at RS Level

The RS consolidates quarterly progress report of the LGAs and RS into a regional progress report and submits it to MoF and PO-RALG. The section of planning and coordination is responsible for this assignment.

The DCC and the RCC meet twice a year (see paragraphs 2.3 and 2.4). These consultative committees are intended to receive, discuss and give appropriate direction and advice to respective LGAs and RS on all development aspects

CHAPTER SIX

THE 'ADMINISTRATIVE' ROLE

This chapter elaborates the administrative roles of the RS in the following areas: -

- i. Maintenance of peace and order
- ii. Good governance
- iii. Capacity building for RS
- iv. Capacity building for LGAs
- v. Internal Audit
- vi. Inspection at LGAs

Maintenance of peace and order

Involves the following: -

- i. Facilitating activities of defense and security committee's meetings, good neighborhood meetings within and without the country;
- ii. In collaboration with other government institutions, ensuring that national boundaries are protected;
- iii. Migration and immigration management;
- iv. Dealing with dispute resolution over lands, boundaries;
- v. Dealing with disaster management (drought, famine, flooding etc.); and
- vi. Protecting and enhance environmental management and conservation.

Good governance

Involves the following: -

- i. Ensuring statutory meetings take place;
- ii. Monitoring and evaluating the quality and standard of service delivery;
- iii. Grievance management;
- iv. Ensuring there is effective communication between the RS and LGAs;
- v. Coordinating communication between lower level authorities and higher level authorities;
- vi. Promoting the environment in which human rights and fundamental freedoms are respected in order for citizens to live with dignity, have a say in decisions that affect their lives, have a right to hold decision makers accountable;
- vii. Facilitating realization of gender equity in private and public spheres of life and decision making; and
- viii. Enabling the needs of future generations to be reflected in the current policies, which are responsive to people's needs and aspirations.

Capacity Building to RS

Involves creation of an environment for sound human resource management in terms of

- i. Effectively administering the existing systems and procedures governing the general public service conduct as per standing orders and Public Service Act;
- ii. Ensuring training needs assessment is conducted and target training

- programs are in place;
- iii. Maintenance of staffing level; and
 - iv. Ensuring there is conducive working environment in terms of tooling and retooling as well as conducive physical working environment in terms of tidiness, enough office space, ventilation etc.

Capacity building to LGAs

Involves provision of supportive services to LGAs to ensure the following are in place: -

- i. Good human resource management practices;
- ii. Statutory bodies for grievances handling and conflict resolution;
- iii. Effectiveness of mechanism for grievances handling and conflict resolution; and
- iv. Mechanism for checking and balancing the quality and standards of service delivery.

Internal Audit

Internal audit function has a key role of providing assurance and consulting activities to help organization to achieve its objectives by evaluating and improving the effectiveness of risk management, control and governance processes. It should be conducted in accordance with required guidance. Chief Internal Auditor is required to prepare and submit quarterly internal audit reports to the accounting officer or audit committee for discussion, guidance and directives. The quarterly reports should also be submitted to the Internal Auditor General (IAG) within 25 days from the end of the quarter and copied to President Office, Regional Administration and Local Government (PO- RALG).

Inspection at LGAs

Inspection function aims to support and provide expertise and services on inspection to the LGAs. This function is essential because there have been increasing level of fiscal decentralization whereby more financial resources are remitted by the Central Government to LGAs'. In addition, more revenues are collected from LGAs own sources. There is also necessity to be pro- actively on issues that are raised by Controller and Auditor General's (CAG's) audits, Local Authorities Accounts Committee (LAAC) visits, Local Government Affairs Committee and Public Accounts Committee (PAC).

CHAPTER SEVEN

COMMUNICATION PROCEDURES

Procedures, channels, forms and contents for government official communication are governed by the following: -

- i. Public Service Regulations of 2022;
- ii. Standing Orders for the Public Service of 2009; and
- iii. Other relevant circulars issued by the Government from time to time.

While abiding to the provisions of these correspondence governing instruments, the RS shall make communication with other institutions in the following manner: -

The Regional Commissioner's Office communication with PO-RALG.

Communication from **Regional Commissioner's Office** on technical and administrative matters shall be made directly to PO-RALG, addressing the Permanent Secretary. Similarly, communication from PO-RALG on technical and administrative matters shall be made directly to the **Regional Commissioner's Office** addressing the RAS. Where the communication is on establishment matters it shall be copied to the Permanent Secretary (Establishment).

The Regional Commissioner's Office communication with other Regional Commissioner's Office

Communication from **Regional Commissioner's Office** on technical and administrative matters to another **Regional Commissioner's Office** shall be made through PO-RALG, addressing the Permanent Secretary. The Permanent Secretary shall communicate the matters to respective **Regional Commissioner's Office** with a copy to the initiator. Where the communication is on establishment matters it shall be copied to the Permanent Secretary (Establishment).

The Regional Commissioner's Office communication with LGAs Communication from the **Regional Commissioner's Office** shall be made directly to the respective council, addressing the council director. Communication from the council shall be made directly to the **Regional Commissioner's Office** addressing The RAS. Where the communication is on establishment matters it shall be copied to the Permanent Secretary (Establishment) and the Permanent Secretary (PO-RALG).

The Regional Commissioner's Office communication with Other Ministries, Organizations, Independent Department and Executive Agencies

Communication from the **Regional Commissioner's Office** on professional and technical matters may be made directly to the Ministries, Organizations, Independent Departments and Executive Agencies concerned, provided that such communication is copied to the Permanent Secretary PO-RALG and the parent Ministry to which such Organizations, Independent Departments and Executive Agencies belong and vice versa.

The Regional Commissioner's Office communication with District Commissioner's Office

Communication between the **Regional Commissioner's Office** and the Office of the District Commissioner's Office (DC) is administrative in nature. The RAS will communicate direct to DAS and all other officers within the **Regional Commissioner's Office** will communicate on behalf of the RAS. The DC will communicate all his/her matters directly to the RC.

The Regional Commissioner's Office communication with Foreign Government and Agency PO-RALG shall facilitate this on behalf of the **Regional Commissioner's Office** and the correspondence shall be routed through the ministry responsible for foreign affairs.

The LGAs communication with other Ministries

Communication from LGAs on profession and technical issues may be made directly to the MDAs provided that such communication is copied to the RAS and Permanent Secretary PO-RALG. On administrative matters, communication should be routed through RAS.

CHAPTER EIGHT

INTERNAL AUDIT

Effective Auditing

The purpose of this chapter is to outline the internal auditing activities. Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of risk management, control and governance processes. It is a service to the organization. The Internal audit function must be well planned, organized, staffed and trained, directed and monitored. Internal audit must be conducted in accordance with the standards set by the Institute of Internal Auditors (IIA). These standards, together with the mission, principles, code of ethics, implementation guides and supplemental guides issued by the IIA provide much of guidance required by Internal Auditors to perform its work effectively.

Internal audit planning

Audit Planning helps to focus audit activities on the risks that prevent an organization from achieving its objectives and to align audit activities with management's strategic priorities.

Adequate internal audit planning:

- i. determines priorities and establishes the most cost-effective means of achieving audit objectives;
- ii. assists in the direction and control of audit work;
- iii. helps to ensure that attention is devoted to critical aspects of audit work and helps ensure that, work is completed in accordance with pre- determined targets;
- iv. identifies audit areas by:-
 - activity (payroll, income, purchasing);
 - nature of the audit (protective systems, value for money);
 - Level of audit required (degree of risk, frequency and extent).

Soundness, extent and suitability

The responsibilities of internal audit are therefore to review, appraise, report and recommend on:

- i. The soundness, adequacy and application of accounting principles and internal controls;
- ii. the extent to which the organization's assets and interests are accounted for and safeguarded from losses of all kinds, from fraud and other offences, waste, extravagance, and inefficient administration, poor value for money or other causes; and
- iii. The suitability and reliability of financial and other management data developed within the organization.

Independence

The internal audit process should have the independence which permits the performance of duties objectively. The status of the internal audit should enable it to function effectively. This means that it should be involved in the determination of its own priorities, in consultation with RAS. The internal auditor must have unrestricted access to all reports/documents and freedom to discuss with all technical staff of the secretariat. All internal audit reports are submitted to the accounting officer or audit committee and are copied to the technical personnel, as appropriate.

Strategic aim

In order to comply with the responsibilities outlined above, the aims of the internal audit process for each year should include:

- i. To undertake a systems based approach to auditing and to review all major systems within the one year period, with emphasis on improving internal controls;
- ii. To advise management on the checks needed to be built into the new system, especially any computerized systems;
- iii. To contribute towards achieving value for money in all RS activities;
- iv. To co-operate with the Controller and Auditor General's Office in optimising audit resources; and
- v. To continue to appraise and improve the present audit working methods with the objective of ensuring the most effective use of audit resources.

Within this general frame, there are specific types of audit work required, namely:

- i. Systems audit;
- ii. Protective audit;
- iii. Contracts audit;
- iv. Value for money;
- v. Fraud investigation; and

Stock verification. Each is explained in turn.

Systems audit

An appraisal of a system is to ensure that it is efficiently designed, contains adequate internal controls and produces sufficient and timely management information. All major systems should be reviewed during the year.

Protective audit

Routine checks on areas of RS activity should be done to ensure that good standards of financial management and administration are maintained. The audit should include checks to detect the existence of irregularities of any sort.

Contract audit

Where any contracts exist between the regional secretariat and a service provider of any kind, spot-checks should be conducted to ensure that the contract is being honored. Any contract audit should be conducted by a specialized technical officer (e.g. a quantity surveyor – QS).

Value for money (VFM)

It is the responsibility of each technical staff member of RS to achieve value for money in all actions undertaken by him or her. This includes all such officials in both the 'staff' and external 'advisory' clusters. Internal audit should be able to highlight where it sees areas for improved efficiency in general performance. Value for money is an increasing feature of modern management practice in the public service.

Fraud Investigation

Fraud investigation is the most common investigation normally associated with an internal audit service. All suspected financial irregularities, revealed through audit or reported to the RAS, should be investigated in sufficient depth. This will enable a conclusion to be drawn on whether there is a case to answer. If fraud is detected, advice on the need for disciplinary action and / or the involvement of the police will be presented. After the investigation, a report will be prepared showing whether the irregularity could have been prevented and making appropriate recommendations for improvements to controls.

Stock verification

Routine stock verification of RSs inventories should be undertaken in the context of the annual audit plan. Surprise checks should also be conducted; at least four in any one year.

Annual audit plan

An annual audit plan must be drawn up. It should concern the allocation of staff time to the plan, the function to be audited, the frequency and number of days to be devoted to each audit function. For the audit plan to be effective, each activity must be checked in terms of:

- i. Whether it is authorized?
- ii. The resources allocated were used for the correct purpose?
- iii. The resources came from the correct sub-vote line items?
- iv. Where statutory procedures are to be followed, were they?
- v. Whether value for money (VFM) is being achieved?
- vi. Whether the systems of operations are the most efficient in terms of cost effectiveness.

CHAPTER NINE

INSPECTION

The purpose of this chapter is to provide for outline the inspection function. Inspection involves the systematic assessment of input, outputs and processes against notably key policies and laws. More specifically, inspection concerns the delivery of statutory services as specified in the relevant policies and legislation (policy adherence and legal compliance) while also ensuring that resources are used in an economic, efficient and effective manner (value-for-money) and that capital projects are structurally sound (fit-for-purpose).

Policy Adherence

Policy adherence is defined as the degree to which the LGAs in their planning, budgeting and implementation are in line with the spectrum of policies of the government. In case LGAs are found not to comply with relevant policies, the reasons will be analysed with a view to make recommendations for both policy change as well as improved compliance.

Legal Compliance

Legal compliance entails the systematic assessment whether the rule of law is respected and observed by LGAs, in terms of management and service delivery. It involves assessing whether the LGAs conduct their affairs in compliance with D-by-D compliant laws and standards and whether they discharge their duties and responsibilities as required.

Value for Money

For the use of public funds to represent value for money, inputs will have to be procured at a reasonable cost, there has to be a reasonable proportion between the level of expenditure and outputs, and the outputs should contribute to the desired objective(s). These concerns are captured in the concepts economy, efficiency, effectiveness, and fit-for-purpose.

Fit-for-Purpose

Fit-for-purpose involves assessment of capital projects with a view to determine whether they are structurally sound and conform to government standards. The capital projects concern a wide variety of works and structures, spanning from service delivery units (schools, hospitals, clinics and dispensaries), markets etc.

For each of these capital projects, the inspection will be required to ascertain whether they are constructed according to relevant government standards, tender documents, feasibility studies, design documents, specifications, drawings, and/ or engineering estimates.

Reporting

The quarterly inspection reports shall be submitted to the Accounting Officer (AO)/Regional Administrative Secretary (RAS) and copied to the Permanent

Secretary - President Office Regional Administration and Local Government (PS – PORALG) within 30 days from the end of the quarter. The reports are also required to be submitted to Regional Revenue and Expenditure Committee for discussion, guidance and directives.

Annex 1 – Detailed activities to be performed under each Section and Unit of RS

1. Administration and Human Resource Management Section

This Section will perform the following activities: -

- i. Interpret Public Service Regulations; Standing Orders and other related registration;
- ii. Oversee the implementation of ethics and value promotion activities including corruption prevention education;
- iii. Administer Human Resource Planning;
- iv. Administer and oversee implementation of activities such as recruitment, selection, orientation, training and employee development, promotion, discipline, retention, motivation, performance management and general staff welfare in RS;
- v. Ensure optimal, efficient and effective management and utilization of human resource;
- vi. Coordinate Workers Council and Trade Union affairs;
- vii. Oversee the development and implementation of effective policies, procedures and guidelines for recruitment, training and development, deployment, retention of staff, promotions, performance management in RS;
- viii. Conduct regular human resources audit and staff inventory in RS;
- ix. Process and update leave records such as vacation, sick, maternity, study and terminal;
- x. Coordinate complaints and grievances handling;
- xi. Provide registry, messengerial and courier services; and manage Office records;
- xii. Handle protocol matters;
- xiii. Facilitate provision of security services, transport and general utilities;
- xiv. Facilitate maintenance of Office equipment, buildings and grounds;
- xv. Coordinate implementation of ethics and value promotion activities;
- xvi. Coordinate implementation of diversity issues;
- xvii. Provide advice on organizational efficiency of the Office; and
- xviii. Advise on implementation of employment, labour laws and related legislations.

This Section will be led by an Assistant Administrative Secretary.

2. Planning and Coordination Section

This Section will perform the following activities: -

- i. Conceptualize and interpret National and sectoral policies and strategies into Regional context and advise accordingly;
 - ii. Coordinate preparation and implementation of Strategic and action plans for RS;
 - iii. Scrutinize, consolidate LGAs Plans and Budgets and coordinate preparation of Regional plans and budget for RAS;
 - iv. Coordinate research activities in the Region;
 - v. Serve as a Secretariat to Regional Consultative Committees;
 - vi. Coordinate overall performance of public and private sector institutions in the Region;
 - vii. Coordinate population and other census exercises;
 - viii. Assist and advise LGAs on project identification, preparation and implementation;
 - ix. Coordinate Regional disaster management;
 - x. Assist LGAs budget preparations and expenditure; and
 - xi. Oversee the implementation of the Election Manifesto in the Region.
- This Section will be led by an Assistant Administrative Secretary.

3. Health, Social Welfare and Nutrition Services Section

This section will perform the following activities: -

- i. Coordinate and advise on implementation of health policies in the Region;
- ii. Coordinate planning and execution of health services, social welfare and environmental sanitation in the Region;
- iii. Coordinate management of health facilities in the Region;
- iv. Monitor and evaluate management of health services provided by public and private sector health facilities in the Region;
- v. Provide support for building capacity to LGAs in health service delivery;
- vi. Advise RS and LGAs on capacity development preparation to combat disease outbreak;
- vii. Provide advice on HIV/AIDS activities in the Region;
- viii. Promote community engagement and use of health insurance;
- ix. Provide backstopping support during health epidemics in the Region;
- x. Coordinate and update country data on health, social welfare and nutrition services for LGAs;
- xi. Provide technical support on nutrition interventions to LGAs;
- xii. Coordinate preventive health services;
- xiii. Facilitate and coordinate environment and sanitation issues in the Region; and
- xiv. Coordinate availability of pharmaceuticals, medical equipment and supplies for health facilities in the Region.

This Section will be led by an Assistant Administrative Secretary who will also be a Regional Medical Officer (RMO).

4. Education and Vocational Training Section

This Section will perform the following activities:-

- i. Coordinate administration of pre-primary, primary, secondary, adult, non-formal education and vocational training;
- ii. Identify and co-ordinate placement of teachers in pre-primary, primary and secondary schools in the Region in liaison with PO-RALG;
- iii. Co-ordinate implementation of education and vocational training qualities and standard;
- iv. Supervise primary and secondary examinations in the Region in liaison with NECTA;
- v. Oversee provision of conducive schools learning and teaching environment;
- vi. Guide availability of conducive learning environment for students with special needs;
- vii. Supervise delivery of adult and non-formal education in the Region;
- viii. Coordinate and supervise talents identification and their Development;
- ix. Establish and maintain Regional education and skills development database;
- x. Make follow up on implementation of school inspection recommendation reports;
- xi. Lead culture and sports development initiatives in school; and
- xii. Co-ordinate arts and sports activities in school.

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

5. Economic and Productive Sectors Coordination Section

This Section will perform the following activities:-

- i. Coordinate transformation of in economic and productive sectors;
- ii. Build capacity to LGAs in economic and productive sectors;
- iii. Advise and assist LGAs on appropriate and affordable technologies in economic and productive sectors;
- iv. Assist and advise LGAs on development, promotion and better production;
- v. Assist and advise LGAs on development, promotion and better production of fish;
- vi. Provide technical expertise pertaining to irrigation schemes and water harvesting technologies to the LGAs in liaison with RUWASA and the Irrigation Commission;
- vii. Promote technology development and innovation in economic and productive sectors; and

- viii. Coordinate implementation of forestry services, beekeeping and environment conservation related policies.

The Section will be led by an Assistant Administrative Secretary.

6. Management Monitoring and Inspection Section

This Section will perform the following activities;

- i. Manage, Monitor and evaluate the adherence to Government Policies, rules and regulations in LGAs;
- ii. Collate, analyze and confirm financial information from LGAs;
- iii. Conduct financial tracking, Assessment Monitoring and Evaluation in LGAs;
- iv. Make follow up on implementation of recommendation of the Controller and Auditor General in LGAs;
- v. Monitor and review LGA performance contracts;
- vi. Advise and facilitate proper utilization and management of public finances in LGAs;
- vii. Manage and develop revenue enhancement plans for LGAs and monitor their implementation;
- viii. Carryout management audit in LGAs;
- ix. Identify best practices from outstanding performing LGAs and customize the same to similar Other LGAs within Region;
- x. Monitor and evaluate the implementation of the approved functions and organization structures in LGAs; and
- xi. Monitor and evaluate effectiveness of LGAs statutory meetings and Good Governance adherence.

7. Infrastructure Section

This section will perform the following activities:-

- i. Coordinate and monitor implementation of policies on roads, buildings, energy, sewage, water and communication;
- ii. Supervise construction and rehabilitation of offices and residential buildings under RS;
- iii. Liaise with relevant authorities in the Central and Local Governments on engineering matters;
- iv. Oversee and advise on structural engineering works undertaken in the Region;
- v. Provide Secretarial Services to Regional Road Board; and
- vi. Monitor and Evaluate Roads, Building works in LGAs and TARURA. The Section will be led by an Assistant Administrative Secretary.

8. Industry, Trade and Investment Section

The section will perform the following activities:-

- i. Coordinate implementation of policies, laws, regulations and procedures related to industry, trade, marketing and investment;
- ii. Guide and Monitor Promotion of industrial, trade, marketing and investments in the Council;
- iii. Provide technical expertise pertaining to industries, Trade and Investment technologies to the LGAs in liaison with respective Ministry.
- iv. Guide and Plan for development of industrial sites and parks in collaboration with other key players;
- v. Supervise and advice on implementation of Business Development Strategy for small vendors and small business providers;
- vi. Coordinate activities related to Business formalization process at LGAs;
- vii. Guide on Plans for incentives for industrial, trade, marketing and investment promotion;
- viii. Guide on Development of investment proposals and projects;
- ix. Coordinate implementation of Private Sector Participation in the Region;
- x. Advance measures for private sector development;
- xi. Establish and manage database for industrial, trade, marketing and investments;
- xii. Promote value addition to primary produces;
- xiii. Coordinate business forum;
- xiv. Coordinate development and review of Regional investment and economic profiles; and
- xv. Guide on Provision of conducive Business and Investment Environment in order to promote Business and Investment.

The Section will be led by an Assistant Administrative Secretary.

9. Finance and Accounts Unit

This unit will perform the following activities:-

Accounts

- i. Prepare appropriation Accounts and Financial reports; and
- ii. Monitor expenditure.

Cash Office

- i. Submit voucher lists to Sub- Treasury;
- ii. Collect all cheques from Sub-Treasury;
- iii. Bank cash and cheques;
- iv. Prepare monthly cash reports;
- v. Prepare and facilitate payment of cash/cheques to employees/ customers (Service providers);

- vi. Batch paid vouchers; and
- vii. Maintain cash books.

Revenue

Collect and manage revenue.

Pension

Prepare and maintain pension papers in collaboration with Human Resource Management and Administration Section.

Pre-Audit/Examination

- i. Verify documentations to support vouchers, including authorization as per relevant Acts, Regulations and Circulars;
- ii. Reply all Audit Queries raised during the previous audit exercises; and
- iii. Monitor expenditure.

This Unit will be led by a Chief Accountant.

10. Internal Audit Unit

The unit will perform the following activities:-

- i. Prepare and implement strategic audit plans;
- ii. Review and report on proper control over the receipt, custody and utilization of all financial resources of RS;
- iii. Review and report on conformity with financial and operational procedures laid down in any legislation or any regulations or instructions for control over the expenditure of RS;
- iv. Review and report on the correct classification and allocation of revenue and expenditure accounts;
- v. Develop audit procedures to facilitate compliance with international standards;
- vi. Review and report on the reliability and integrity of financial and operation data and prepare financial statements and other reports;
- vii. Review and report on the systems in place used to safeguard assets, and verify existence of such assets;
- viii. Review and report on operations or programs to ascertain whether results are consistent with established objectives and goals;
- ix. Review and report on the reactions by the management to internal audit reports, and assist management in the implementation of recommendations made by reports and follow-up on the implementation of recommendations made by the Controller and Auditor General;
- x. Review and report on the adequacy of controls built into computerized systems in RS; and
- xi. Conduct performance audits on appraisal of development projects. This Unit will be led by a Chief Internal Auditor.

11. Legal Services Unit

This unit will perform the following activities:-

- i. Provide legal services in relation to interpretation of laws, terms of contract, terms of agreements, procurement contracts, guarantees, consultancy agreements;
- ii. Participate in various negotiations and meetings that call for legal expertise;
- iii. Translate legislations and provide advice on the same to RS;
- iv. Liaise with PO-RALG and the Office of the Attorney General on litigation of Civil cases and claims involving the RS and LGAs; and
- v. Prepare inputs during review of legal instruments such as contracts, memorandum of understanding, orders, notices, certificates, agreements and transfer deeds where the RS is an interested part.

This Unit will be led by a Head equivalent to a Principal Officer.

12. ICT Unit

This unit will perform the following activities:-

- i. Advise on matters pertaining to implementation of ICT and e-government policies;
- ii. Prepare and implement ICT strategic plan, guidelines and procedures in line with the National ICT Policies;
- iii. Coordinate and develop ICT standards for software and hardware acquisition;
- iv. Coordinate the designing, implementation and maintenance of web-based applications and database of the RS;
- v. Monitor ICT hardware and software and keep inventory at RS and LGAs;
- vi. Improve and monitor applications of ICT to meet RS and LGAs demands;
- vii. Manage risks management and control pertaining to ICT infrastructure; and
- viii. Develop and maintain Regional website.

The unit will be led by a Head equivalent to Principal Officer.

13. Procurement Management Unit

The unit will perform the following activities: -

- i. Develop an annual procurement plan;
- ii. Advise the Management on matters pertaining to the procurement of goods and services and logistics management;
- iii. Monitor adherence to procurement process and procedures as per Public Procurement Act;
- iv. Procure, maintain and manage supplies, materials and services to support the logistical requirements;
- v. Maintain and monitor distribution of office supplies and materials;

- vi. Maintain and update inventory of goods, supplies and materials;
- vii. Provide Secretariat services to the Tender Board as per Public Procurement Act;
- viii. Set specifications/standards for goods and services procured and monitor adherence to the same so as to them to ensure value for money; and
- ix. Coordinate formulation and preparation of the procurement plans. The Unit will be led by a Head equivalent to Principal Officer.

14. Government Communication Unit

This unit will perform the following activities:-

- i. Produce and disseminate documents such as brochures, articles and newsletters to inform the public on activities undertaken by the RS;
- ii. Coordinate press briefings for Region Commissioner's Office;
- iii. Engage in dialogue with the public as well as media on issues concerning the Region;
- iv. Up-date region information on the website;
- v. Facilitate provision of information and communication on Regional socio-economic development activities;
- vi. Mobilize and coordinate mass media to communicate to stakeholders and the general public on Regional undertakings and strategies.

This Unit will be led by a head equivalent to principal officer.

15. Management Monitoring and Inspection Section

This Section will perform the following activities;

- i. Manage, monitor and evaluate the adherence to Government Policies, rules and regulations in LGAs;
- ii. Collate, analyze and confirm financial information from LGAs;
- iii. Conduct financial tracking, assessment monitoring and evaluation in LGAs;
- iv. Make follow up on implementation of recommendation of the Controller and Auditor General in LGAs;
- v. Monitor and review LGA performance contracts;
- vi. Advise and facilitate proper utilization and management of public finances in LGAs;
- vii. Manage and develop revenue enhancement plans for LGAs and monitor their implementation;
- viii. Carryout management audit in LGAs;
- ix. Identify best practices from outstanding performing LGAs and customize the same to similar Other LGAs within Region;
- x. Monitor and evaluate the implementation of the approved functions and organization structures in LGAs; and
- xi. Monitor and evaluate effectiveness of LGAs statutory meetings and Good Governance adherence.

The Section will be led by an Assistant Administrative Secretary.

16. Community Development Unit

This Unit will perform the following activities: -

- i. Analyses, interpret and supervise implementation of policies, strategies, laws, guide lines and international conversions related to good governance, community development, gender and special needs groups, children, parenting and family development in the Region;
- ii. Facilitate community participation (self-help efforts and volunteerism) in planning, implementation, monitoring and evaluation of their projects in solving their social and economic challenges at LGA level;
- iii. Provide technical support to LGAs on Opportunities and Obstacles to Development (Improved O & OD) planning approach;
- iv. Track and evaluate Women, Youths and people with disability facilitation fund;
- v. Promote community sensitization programmes on patriotism, volunteerism and self-help spirit to bring social and economic local and national development in LGAs;
- vi. Coordinate and ensure sound Projects from the group of Women, Youths and People with Disabilities;
- vii. Coordinate implementation of diversities including gender, disability, HIV/AIDS at Regional level;
- viii. Facilitate and coordinate operations of economic empowerment programs/projects in LGAs;
- ix. Coordinate and monitor Civil Society Organizations (NGOs, FBOs, CBOs) programs/projects implementation at community in the Region; and
- x. Promote and facilitate Public Private Partnership initiatives in implementing programs/projects to meet community needs at LGAs.

This Unit will be led by a Head equivalent to Principal Officer.

17. Monitoring and Evaluation Unit

To provide expertise on monitoring and evaluation to RS This Unit will perform the following activities: -

- i. Monitor and evaluate implementation of RS and LGA plans;
- ii. Prepare periodic performance reports;
- iii. Provide inputs in preparation of plans, programs and budgetary activities including establishment of performance targets and indicators;
- iv. Provide technical advice including institutionalization of Monitoring and Evaluation Systems;
- v. Undertake impact studies on plans, projects and programs undertaken by RS and LGA;
- vi. Coordinate production of routine data and statistics across the Region;

- vii. Collaborate with NBS in data collection, data coding/entry, analysis and interpretation;
- viii. Develop and design data collection instruments;
- ix. Coordinate production of routine data and statistics across all sectors;
- x. Develop and design data collection instruments;
- xi. Collaborate with NBS in data collection, data coding/entry, analysis and interpretation;
- xii. Monitor and evaluate implementation of Ruling Party Manifesto and Government directives;
- xiii. Provide statistical backstopping support during planning and budget preparation;
- xiv. Coordinate implementation of performance contracting; and
- xv. Undertake service delivery surveys. This Unit will be led by a Head equivalent to Principal Officer.