

UNITED REPUBLIC OF TANZANIA
PRIME MINISTER'S OFFICE

LABOUR, YOUTH, EMPLOYMENT AND PERSONS WITH DISABILITY



OCCUPATIONAL SAFETY AND HEALTH AUTHORITY (OSHA)



STRATEGIC PLAN
2021 - 2026

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LIST OF ABBREVIATIONS

BRN	Big Results Now
CAG	Controller and Auditor General
CMA	Commission for Mediation and Arbitration
DBS	Directorate of Business Support
DOSH	Directorate of Occupational Safety and Health
DTRS	Directorate of Training Research and Statistics
GCLA	Government Chemist Laboratory Agency
GIS	Geographical Information System
GPSA	Government Procurement and Supply Agency
HCMIS	Human Capital Management Information System
HIV & AIDS	Human Immunodeficiency Virus & Acquired Immune Deficiency Syndrome
HQ OSHA	Head Quarters
HR	Human Resources
IAU	Internal Audit Unit
ICU	Information Communication Unit
ICT	Information and Communication Technology
IFMS	Integrated Financial Management System

LIST OF ABBREVIATIONS

IIA	Institute of Internal Auditors
ILO	International Labour Organization
IAU	Information Technology Unit
ITO	Information Technology Officer
LAN	Local Area Network
LSU	Legal Services Unit
LYEPDs	Labour, Youth, Employment and Persons with Disability's
MAB	Ministerial Advisory Board
M&E	Monitoring and Evaluation
MKUKUTA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Tanzania
MUHAS	Muhimbili University of Health and Allied Sciences
NEMC	National Environment Management Council
OPRAS	Open Performance Review and Appraisal System
OSHA	Occupational Safety and Health Authority
OSH	Occupational Safety and Health
PMIS	Procurement Management Information System
PMU	Procurement Management Unit
PO-PSM	President's Office, Public Service Management
PPE	Personal Protective Equipment
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Agency
PRU	Public Relations Unit
PSRP	Public Service Reform Programme
SHIMIWI	Shirikisho la Michezo ya Wizara na Idara
SME's	Small and Medium Enterprises
SP	Strategic Plan
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TBS	Tanzania Bureau of Standards
TEMESA	Tanzanian Electrical, Mechanical and Electronics Services Agency
TIN	Taxpayer Identification Number
TNA	Training Needs Assessment
TRA	Tanzania Revenue Authority
TTCL	Tanzania Telecommunication Company Limited
VETA	Vocational Education and Training Agency
WAN	Wide Area Network

MESSAGE FROM THE CHAIRPERSON OF MINISTERIAL ADVISORY BOARD (MAB) - OSHA

On behalf of the Ministerial Advisory Board (MAB), I am privileged to present a new Strategic Plan of OSHA for the period of five years starting from fiscal year of 2021/22 to 2025/26.

The Plan outlines the strategic direction that OSHA intends to take during the referred period. This Plan has incorporated interventions and indicated resources to be made available by OSHA, Government, stakeholders and Development Partners. OSHA's new vision, mission and objectives have been revised to focus on the primary mandate of the Authority. OSHA's vision is "To have a safe and healthier workforce for sustainable national development"

The OSHA's mission is "To regulate, enforce and promote safe and health workplaces by implementing effective systems for prevention of occupational diseases, ill health, accidents and damage to property in order to reduce the cost of production and improve productivity in all sectors of economy" The MAB shall provide necessary support including liaising with the parent Ministry, other organizations and various stakeholders to facilitate implementation of this plan.

I urge the Management to make close monitoring and control of OSHA's resources so that the agreed objectives are achieved accordingly.

I wish the Management and Staff of OSHA success in the implementation of this Strategic Plan.

Dr. Adelhelm Meru
CHAIRPERSON
MINISTERIAL ADVISORY BOARD (MAB)

STATEMENT OF THE CHIEF EXECUTIVE

This (2021/22 to 2025/26) Strategic Plan (SP) is a shared vision of Occupational Safety and Health Authority OSHA) for the next five years.

Our vision is to “To have a safe and healthier workforce for sustainable national development”. Having a motivated workforce in OSHA, is a valuable opportunity for us to work as a team while professionally maintaining our core values for the fulfillment of our mission which is “To regulate, enforce and promote safe and health workplaces by implementing effective systems for prevention of occupational diseases, ill health, accidents and damage to property in order to reduce the cost of production and improve productivity in all sectors of economy.”

Strategic Planning is a powerful and useful management tool that can be used by Management to manage OSHA and obtain better results. Strategic Planning provides the necessary link between inputs, outputs and outcomes, and clearly shows responsibilities of various Departments/Sections/Units within OSHA in achieving agreed organizational objectives.

This Strategic Plan is a result of a series of consultations, meetings and workshops that involved senior and middle level managers of OSHA. The rationale for this strategic plan is to enable OSHA to perform its functions, as an effective and efficient institution to overseeing Occupational Safety and Health at all workplaces in the country. The plan came up with the five objectives:

- ✓ Health Services improved and HIV & AIDS infections reduced;
- ✓ Effective implementation of National Anti-Corruption Strategy enhanced and sustained.
- ✓ Workplace Registration and OSH Compliance increased;
- ✓ Occupational Accidents and Diseases reduced;
- ✓ Institutional capacity and Infrastructure improved;

This new Strategic Plan is an indication of an organization that is ambitious and focused on the needs of all its stakeholders. We have made progress in transforming our services and the way we do business, now we need to go further and faster. We must deliver excellent services, provide value for money, and focus on promoting Tanzania as a preferred destination for serious investment. We recognize that providing a healthy and safe workplace that promotes economic growth of the nation is one of our critical obligations.

We also note that development of occupational safety and healthy culture among workers is very important if the nation wants to achieve the intended goal. To deliver on this obligation, over the past few years OSHA has been undergoing a steady change in the thinking about health and safety approach. OSHA no longer accepts ignorance of the OSH legislation among the employers as an excuse if an incident occurs. OSHA has now embarked on a more proactive approach in requesting the employers to anticipate, recognize, and prevent unsafe working conditions and work practices among workers, through the implementation of a systemic approach to managing OSH issues. It is essential that we respond to priorities and work closely together with other relevant authorities and stakeholders to make certain that OSHA delivers the required services.

We are aware of the challenges and opportunities in front of us and are also in a position to deliver improvements over the next five years and beyond. We want to capitalize on the energy and commitment of OSHA staff and development partners. The thrust of OSHA in the next five years will be to work with all relevant stakeholders to identify and register workplaces that were unregistered for so long. The success of this Plan will largely depend on the commitment of and teamwork of all OSHA employees at all levels in implementing the plan. In relation to our services, we must improve our reputation and we want all our service users to not only receive excellent services but also to expect them. As such, we must turn our attention outward to reconnect with our stakeholders and deliver on economic development.

This Strategic Plan would not have been in this position without combined efforts from the Directors, Managers, Heads of Units, and other personnel within the departments and OSHA in general.

I wish to thank all of them for facilitating the groundwork of this Strategic Plan.

I also wish to make a unique request to the Government its institutions and all stakeholders to provide moral, material and financial support that OSHA needs so as to realize the vision and mission expressed in this Strategic Plan.

Khadija H. Mwenda
CHIEF EXECUTIVE
OCCUPATIONAL SAFETY AND HEALTH AUTHORITY (OSHA)

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Strategic Planning is a powerful and useful management tool that can be used by Directors, Managers, Heads and other personnel to better manage organizations and obtain better results. Strategic planning provides the necessary link between inputs, outputs and outcomes, and clearly shows responsibilities of various Departments/Sections and Units within an organization in achieving agreed organizational objectives.

Strategic planning concept is a tool mostly used by the private sector in defining the direction of their business; however, it is now also increasingly being used in the Public Sector as a planning tool. There are two main ingredients in both the approach and methodology of strategic planning. The first ingredient is the need to conduct a systematic assessment of the kind of services customers need from the organization. Secondly, a strategic plan must be a product of joint effort of all line directors, managers, and heads which; in order to succeed they must be spearheaded by the top leadership. A good strategic plan must therefore include the organization's priorities, desired results that are tied to the clients' expectations, and has to be owned by the organization's management.

This document is the fifth Strategic Plan (SP) to be developed by the Occupational Safety and Health Authority. The plan covers a period of five years; from 2021/22 to 2025/26 and it conforms to the Five-Year Development Plan issued by the Government. This chapter describes the methodology used in preparing the plan; the purpose of the plan and the layout of the entire document.

The Plan has been developed in accordance with the Medium-Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania. Reference was also made to labor sector policies and directives, ruling party manifesto and other National Planning Frameworks. The document also refers to CAG Special report on OSHA and other official performance sector reports on activities conducted by the Authority, past versions of the Strategic Plan (SP) and Medium - Term Expenditure Framework (MTEF) for the years 2014/15 – 2020/21.

1.1 Methodology

In preparation of this Plan, a consultative workshop was held involving OSHA Management team under the facilitation of Tanzania Global Learning Agency. The process involved performance review of previous (2014/15 to 2020/21) strategic plan, conducting a situational analysis of the organization and review of stakeholder's analysis that resulted in fine-tuning the mission and vision statements of Occupational Safety and Health Authority. After determining Vision and Mission of OSHA, five Objectives together with their Strategies, Targets and Key Performance Indicators within the time frame of the new Strategic Plan were also identified.

1.2 Purpose of the Plan

The Strategic Plan will set the ambition level of the Authority and will guide the preparation of the annual operational plans. The strategic plan will equally enable management to discuss with sector development partners how the authority will contribute to meet capacity building needs in the sector and eventually attract additional resources to deliver qualitative inspection and OSH compliance programs in a cost-effective way. It is also aimed at developing a common understanding between OSHA management and staff in order to enhance their collective contributions to realization of the Plan. Furthermore, this Strategic Plan forms a foundation for accountability to our customers.

1.3 Layout of the Strategic Plan

The Plan contains chapter one which covers Introduction, Methodology, Purpose and layout of the whole document. Chapter two consists of Situation Analysis as an overview of the context in which the WI is operating. This chapter provides an analysis on review of information such as, stakeholders' analysis, Strengths, Weaknesses, Opportunities and Challenges (SWOC) as well as an assessment of the past Performance. This chapter ends up by identifying critical issues. Chapter three of the plan presents the Vision, Mission, Core Values, and Objectives. This chapter also explains rationale for all stated Objectives, various Strategies employed, Targets and Key Performance Indicators. Chapter four is all about Results Framework. This chapter explains how the plan will be monitored and evaluated at the appropriate time.

1.4 General Assumptions:

During the time when this Plan was being developed it was assumed that:

1. OSHA Strategic Plan that will cover the period of 2021/22 to 2025/26 would be implemented to its end and the Strategic Plan of the parent Ministry – Prime Minister's Office, Labour, Youth, Employment and Persons with Disability; that covers years 2021/22 to 2025/26, will provide extracts of the areas of intervention from the Ministerial approved SP as part of its mandate.
2. Financial situation within the Agency, parent Ministry and Nation at large will have no substantial changes to affect OSHA's operations.
3. After operations of more than eighteen years as an Executive Agency, OSHA faces challenges that require changes in the way it operates. This has called for re-examining the way OSHA has been operating for all this time. In this plan emphasis has been firmly placed on automation of operations so as to reduce human contact and reduce corruption.

CHAPTER TWO

SITUATION ANALYSIS

2.1 HISTORICAL BACKGROUND OF OCCUPATIONAL SAFETY AND HEALTH AUTHORITY

Occupational Safety and Health Authority (OSHA) was established on the 31st August 2001 by government notice number 332-Executive Agencies (The Occupational Safety and Health Authority (Establishment) as published on 9th November 2001 under the Executive Agencies Act Number 30 of 1997. Before the establishment of OSHA, safety and welfare of workers at workplaces was administered by the Factories Inspectorate Unit (FIU) which was in Labour Commissioner's Office since colonial era. During that time the Factories Ordinance CAP 297 seemed to be adequate.

However, it had a number of limitations in terms of scope and enforcement. Some of the limitations were the fact that the ordinance addressed only industrial safety and not occupational health and safety. The ordinance further addressed only specific categories of workplaces such as "factories" or "workshops". Its capacity during that time was inadequate and could not cope with the demands of the whole nation. Further, FIU was not technically competent to the standards specified by World Labour Organization. The change of global perspective from industrial safety to occupational safety and health, which followed the formulation of ILO OSH Convention 155 of 1985 and the need to improve service delivery through public service reforms program (PSRP), necessitated OSHA to be established. The main purpose of establishing OSHA was therefore to enable the government to supervise and control all issues arising from occupational safety and health of its workforce and subsequently reduce cost of production and improve its productivity.

2.2 MANDATE

The Occupational Safety and Health Authority (OSHA) was established in August 2001 under the Executive Agencies Act CAP 245 under the supervision of the Ministry responsible for Labour matters, is mandated to regulate, enforce, and promote sound Occupational Safety and Health standards with the aim of improving health, safety and wellbeing of workers and of workplaces in Tanzania mainland

2.3 ROLE AND FUNCTIONS

The role of OSHA is to improve health, safety and wellbeing of workplaces by promoting occupational health and safe practices in order to eliminate accidents and occupational diseases and hence achieve better productivity in the workplaces.

OSHA undertakes the following main functions:

- i. Registering and keeping register of workplace;
- ii. Conduct workplaces health and safety inspections;
- iii. Conduct Health and Safety audits and issuing of Compliance licenses;
- iv. Conduct specific statutory Inspections (Electrical, Plants, Pressure Vessels and Lifting Equipment inspections);
- v. Conduct and review workplaces Risk Assessments;
- vi. Organize and conduct trainings on Occupational safety and Health;
- vii. Disseminate information on occupational health and safety;
- viii. Carry out researches and surveys on OSH;
- ix. Offer Consultancy and Advice services on OSH matters including in courts of law;
- x. Scrutinize and approve workplace safety drawings and plans;
- xi. Conduct fitness to work medical examinations for workers;
- xii. Conduct workplace occupational Hygiene surveys and monitoring;
- xiii. Authorize and Accredite OSH Private practitioners
- xiv. Carry out occupational accidents and diseases investigations;
- xv. Undertake ergonomic inspections;

2.4 POLICY CONTEXT

This section puts forward what OSHA considers as their relevant policies drawn from different sources ranging from international, national to sector areas. Most of these policy documents gives a general guidance which OSHA needs to follow as indicated hereunder:

The Five-Year Development Plan III 2021/22-2025/26

The Five-year Development Plan III 2021-2026 aims at providing a roadmap and a dream towards nurturing an Industrial Economy. The National Occupational Safety and Health Policy, National Health Policy, Ruling Party Manifesto are geared towards achieving Vision 2025; therefore, OSHA Strategic Plan will reflect the five-year Development Plan III 2021-2026 by providing for safety and health working environment for all Tanzanians who are aiming at achieving the plan.

CCM Party Manifesto 2020-2025

The CCM Party Manifesto aims to protect and strengthen the principles of human dignity, equality, justice and good governance in order to maintain peace, unity and solidarity in the country. OSHA Strategic Plan has been developed to ensure that Appropriate Institutional arrangements for efficient and effective OHS services delivery is developed so as to foster the safety and health of the Tanzanian workforce.

Presidential Inaugural Speech in the 12th Parliament

The President Samia Suluhu Hassan's speech during the inauguration of the 12th Parliament on 12th April, 2021 revolved around improving business environment and investment climate in the country necessary for a private sector – led economy. The speech also addressed quality and quantity of hard and soft infrastructure, hard and soft skills and talents in the market, national values, corruption, union matters, unnecessary bureaucracy, complications in tax matters, speed of getting various permits and access to government contracts in the context of emerging government to government business. OSHA Strategic Plan took in to account the need for continuous improvement in the business environment and the legal, policy and regulatory frameworks in order to achieve the President's vision.

International Labor Organization (ILO) Conventions

In the consideration of the ILO Conventions this plan has been developed to ensure the ratification and implementation at the National level of the core OHS ILO Conventions through the National Occupational Safety and Health Policy.

National Occupational Safety and Health Policy

The National Occupational Safety and Health Policy focuses on Sustainable safe and healthy working conditions and environment at all workplaces for the entire diversity of the workforce contributing to broad based economic growth with the mission of ensuring Prevention and control of hazards at workplaces and adaptation of work processes and environment to workers so as to increase their productivity. OSHA Strategic Plan has been developed to ensure that Appropriate Institutional arrangements for efficient and effective OHS services delivery is developed, a clear and comprehensive legal and regulatory framework is in place, Reliable system for collection, recording, notification and reporting and dissemination of OHS information is in place, adequate funding arrangements to fund OHS activities are established, Existing research capacity most effectively used and in addition capacity is developed, Occupational health and safety skills and resources in public and private sector are improved, Education and training on occupational health and safety at all levels is enhanced and Cross– cutting and cross sector issues are mainstreamed.

Sustainable Development Goals (SDGs)

SDGs is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. SDGs recognize that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development. All countries and all stakeholders, acting in collaborative partnership, will implement this plan. It is resolved to free the human race from the tyranny of poverty and want and to heal and secure our planet. It is also determined to take the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path. As SDGs embark on this collective journey, it pledges that no one will be left behind. OSHA Strategic Plan needs to have effective interventions to ensure that workplaces develop programs on different hazards at workplaces and their health effects to workers depending on their gender together with creating a safe and health-working environment with the aim of increasing productivity.

Blueprint for Regulatory Reforms to Improve the Business Environment (April 2018)

The Blueprint document aims at improving business environment in Tanzania by analysing and suggesting eradication of duplications and overlaps of some of the government Ministries, independent departments and Agencies (MDAs) in regulating business environment. The aim is to reduce cost and improve efficiency in doing business in Tanzania. This Strategic Plan referred to this document in order to avoid the duplications and overlaps that were mentioned. The aim is to improve efficiency in doing business in Tanzania.

Performance Audit Report on the Management of Occupational Health and Safety in Tanzania (January 2013).

During the time, CAG issued recommendations at the end of his report which were critical on areas of operations of OSHA. The past Strategic Plan 2015/16 to 2019/2020 attended some issues and left some issues unattended. This Plan 2020/21 to 2024/25 considered this report and attended most of the issues raised by the CAG report and incorporated them in the plan.

2.5 PERFORMANCE REVIEW

This section reviews the implementation performance of the Strategic Plan that comes to the end on 30th June 2020 (2015-2020) through which achievements and outcomes, constraints and way forward are analysed accordingly:

PERFORMANCE REVIEW OF STRATEGIC PLAN 2015-2020							
S / N	OBJECTIVES	TARGETS	ACHIEVEMENTS & OUTCOME	% ACHIEVEMENTS	CONSTRAINTS	WAY FORWARD	R
1	Occupational accidents, diseases and Fatalities Reduced	80% of registered workplaces inspected annually	(8,000 workplaces were inspected)	50%	Inadequate number of inspectors Insufficient number of measuring equipment Some registered workplaces were not active Lack of professional development on the part of inspectors Lack of strategies to identify w/places	Number of inspectors to be recruited Number of measuring equipment to be increased The Register of workplaces will be updated Online registration	DOSH/ Zonal Managers
		50% of inspected workplaces comply with minimum OSH requirements by March 2020	(600 workplaces have complied)	15%	Inadequate number of inspectors Insufficient number of measuring equipment Unwillingness of stakeholders to comply with the law Lack of guidelines to be used in inspection/compliance (flexibility)	Number of inspectors to be recruited Number of measuring equipment to be increased Employers awareness creation to OSH matters will be increased Enforcement mechanisms will be increased Automation of the compliance process	DOSH/ Zonal Managers

PERFORMANCE REVIEW OF STRATEGIC PLAN 2015-2020

S / N	OBJECTIVES	TARGETS	ACHIEVEMENTS & OUTCOME	% ACHIEVEMENTS	CONSTRAINTS	WAY FORWARD	R
		4 Regulations and 9 standards	(4 Draft Regulations already reviewed)	85	Waiting for further approvals This target was allocated to two sub-vote holders and that	Continuing making follow-ups	DOSH /LSU
		reviewed by June 2020	No standards were developed/reviewed		brought confusion as to who was responsible for it.	Separate target so that only one sub-vote holder becomes responsible for the target.	
		9 Regulations, 3 guidelines, 5 standards, developed by 2020	12 draft Regulations prepared and submitted 3 draft guidelines prepared and submitted Initiations for preparation of OSH standards were done	50	Waiting for further reviews and approvals of Regulations and Guidelines	Continuing making follow-ups of Regulations approvals Final review of the guidelines completed by Dec 2019 Separate target Clarify number and names of guidelines to be developed	DOSH /LSU
		6 ILO OSH conventions initiated for ratification by June, 2020	6 ILO OSH conventions initiated and submitted to the parent ministry	95	Lack of appreciation on OSH issues and low priority	Increase awareness of ratifying ILO conventions	LSU
		National OSH policy Implementation strategy endorsed by June 2020	Draft of policy implementation strategy	45	prioritization by management	Increase Commitment of management	LSU

PERFORMANCE REVIEW OF STRATEGIC PLAN 2015-2020

S / N	OBJECTIVES	TARGETS	ACHIEVEMENTS & OUTCOME	% ACHIEVEMENTS	CONSTRAINTS	WAY FORWARD	R
		National OSH council established by June 2019	Draft bill submitted to the relevant authority	75	Draft Bill not yet passed.	Increase awareness of on benefits the reviewed OHS Act	LSU
		20,000 workers and 5,000 employers trained on various OSH related matters March 2020	21587 Workers Trained Review and printing of teaching manuals Training to trainers on teaching methodology and class management	86.3	Absence of certification system of trainers Few and poor standard of existing venues, Lack of teaching facilities (PA system, PPE etc.) Difficult in getting enough trainees	-Trainers should be trained both theory and practical - Construction of training venue for each zone (6 venue) -Renovation of existing venue - Procuring of teaching facilities & Equipment - Recruit zonal training officers All training to be part of compliance license depending on the nature of work	DTRS
		Communication strategy developed by August 2019 and implemented annually		50	Difficult of implementation some of items due to high cost of media program	Reviewing OSHA strategic plan	PRU
		Guidelines for OHS use by Training Institution Developed by March 2020	Not done	0	Lack of mandate to prepare the guidelines for OHS training users	OSHA should be given the mandate to formulate and approve OHS teaching guidelines	DTRS

PERFORMANCE REVIEW OF STRATEGIC PLAN 2015-2020

S / N	OBJECTIVES	TARGETS	ACHIEVEMENTS & OUTCOME	% ACHIEVEMENTS	CONSTRAINTS	WAY FORWARD	R
		Regulation for accreditation of OSH providers developed by June, 2016	Not done	75	Not prioritized	For the time being the Regulations will not be prepared; therefore, the target is removed	DOSH
		OHS Inspection Manual Developed by June 2016	Draft inspection manual completed and submitted	90	Waiting for final reviewing of the Draft manual and approval	Final review meeting is prepared by July 2019 for approval	DOSH
		Guidelines for OSH provision developed by June, 2016	3 draft guidelines prepared and submitted W/P Risk	90	<ul style="list-style-type: none"> - Waiting for final reviewing of the Drafts - Lack of clarity of the target in number of guidelines required -Lack of clarity on what guidelines were supposed to be developed 	<ul style="list-style-type: none"> - Final review meeting is prepared by July 2019 for approval - Finalize the 3 mentioned guidelines -Clarify number and names of guidelines to be developed 	DOSH
		HIV&AIDS and tuberculosis prevention programmes are incorporated in 50% of registered workplaces OSH policies by March 2020.	None	25	<ul style="list-style-type: none"> - Preparations not completed due to time constraints - Lack of HIV&AIDS knowledge to Inspectors 	<ul style="list-style-type: none"> - To be started by March 2020. - Target to be defined clearly - HIV&AIDS to be incorporated in general inspection 	DOSH
		Training on preparation of workplace HIV&AIDS policy	Not done	0	There are other institutions dealing with HIV trainings e.g. TACAIDS	This responsibility should be left to other	DTRS

PERFORMANCE REVIEW OF STRATEGIC PLAN 2015-2020

S / N	OBJECTIVES	TARGETS	ACHIEVEMENTS & OUTCOME	% ACHIEVEMENTS	CONSTRAINTS	WAY FORWARD	R
		conducted in each zone by March 2020				institutions to avoid duplications and overlaps	
		OSH research priority areas identified annually	3 Research Areas were identified -Determination of the prevalence of occupational accidents in Tanzania, Impact of safety and Health in industrial economy and Effectiveness and Impacts OSHA activities	100	Unavailability of data and other information on OHS	More researches to be identified	DTRS
		One OSH research conducted out annually	Proposal developed		- Lack of funds - Insufficient staff for conducting research	- Setting enough funds for research - Recruiting more Researchers -Initiate Researcher collaboration with consultants/ University students	DTRS
2	Institutional capacity to deliver services improved	Human resources plan developed by August 2020 and implemented annually	PE prepared in every financial year.	100	Non approval of the employment permits		DBS-HR

PERFORMANCE REVIEW OF STRATEGIC PLAN 2015-2020

S / N	OBJECTIVES	TARGETS	ACHIEVEMENTS & OUTCOME	% ACHIEVEMENTS	CONSTRAINTS	WAY FORWARD	R
		OSHA training programme reviewed and implemented annually	Training program in place and implemented.	90	Poor response of the staff requesting long term training programs	Establishment of training program management system	DBS-HR
		Staff welfare implemented annually	Staff welfare have been implemented.	90			DBS-HR
		Incentive scheme reviewed by	The old one is implemented but not reviewed	50	Bureaucracy in reviewing and approving process		DBS-HR
		Financial and Accounts services managed annually	Financial statements, Replies to Audit Queries and Report of OSHA Assets produced annually	100%	Reports are produced manually; they are not linked to government reporting system. The GEPG is very generic and needs to be customized to	WIMS on progress Customization of GEPG system	DBS-MFA
		Audit plan prepared and implemented annually	<ul style="list-style-type: none"> - Four Quarterly Internal Audit Report prepared and submitted to respective Authority - Internal Audit Charter Revised by June 2018 - Audit Programme prepared by June 2018 - Zonal and Regional Offices Audited and report prepared and submitted on time 	80	<ul style="list-style-type: none"> - Failure to adopt a stronger risk focus - Failure to get management response on Audit Findings on time - Shortage of manpower 	<ul style="list-style-type: none"> - To Provide assurance where it mattered - To Help the Audit Committee better understand the organisation's risk environment - To Improve risk management awareness and controls in the organisation. To improve the user experience of internal audit (primarily through better reporting). 	IAU

PERFORMANCE REVIEW OF STRATEGIC PLAN 2015-2020

S / N	OBJECTIVES	TARGETS	ACHIEVEMENTS & OUTCOME	% ACHIEVEMENTS	CONSTRAINTS	WAY FORWARD	R
		All Non-core functions outsourced, and contracts managed annually	All non-core functions have been outsourced and managed.	80		Establishing the contract management system.	DBS-HR
		OSHA complex constructed by June 2019			Not clear Responsible person (sub vote)	It will be divided to two sub vote HR and PMU	DBS
		Plots for two zonal offices (Mtwara, Dodoma) secured by June 2019	3 plots for zonal offices secured (Mwanza, Dodoma and Arusha)	150	Plot for Zonal office in Mtwara was not available in suitable areas	Follow up Mtwara zonal plot	PMU
		Head office renovated and rehabilitated by June 2020	Already done Still some areas especially class training.	80			DBS
		Office equipment and furniture required are provided annually	Office equipment and furniture required have been provided	80	Submission requirements at a time Lake of specification		DBS-HR
		Participate in OHS exhibition and Media activities annually	Participated in Sabasaba Nanenane, CRB/ERB almost every year, World Safety and Health at work places every year	80	Attendants are few and far between as other exhibitions are conducted at the same time	Program needs to be synchronized with other related exhibitions to avoid collisions.	PRU

PERFORMANCE REVIEW OF STRATEGIC PLAN 2015-2020

S / N	OBJECTIVES	TARGETS	ACHIEVEMENTS & OUTCOME	% ACHIEVEMENTS	CONSTRAINTS	WAY FORWARD	R
		11 Motor vehicles procured by March 2020	1.23 vehicles procured 2.Other 10 vehicles procurement on progress	209			PMU
		Accidents and occupational diseases notification and recording system established by March 2020	Occupational Accident (OA) Register system was established, Reporting Form was posted on website and available OA Notification Guidelines have been initiated	40	Reliable disease/accident information have not been available due to exorbitant fines attached to late reporting of accidents, Medical information also has not been available due to inadequate reporting format	Reporting format must be reviewed to highlight the important medical information. MOU to share information Use of new information systems to incorporate all information Penalty should be used as the last resort	DOSH
		Workplace database re-established by June 2018	Workplace registration database achieved by using SPSS & Excel, Compliance database using excel, Occupational accident and diseases database using SPSS & excel	50	- Difficult to obtain OHS information from zonal offices to HQ such as Inspection report are not clear, Inspection Items, Medical reports, Diseases notification, - Lack of checklist for every report, Management commitment, lack of staff	- Checklist on OHS Design - OSHA management system implement & functioning, strength the statistical section, recruit more staff - Introduce inspection report standard format to cover all requirements	DTRS

PERFORMANCE REVIEW OF STRATEGIC PLAN 2015-2020

S / N	OBJECTIVES	TARGETS	ACHIEVEMENTS & OUTCOME	% ACHIEVEMENTS	CONSTRAINTS	WAY FORWARD	R
		Human Resource Administrative Monitoring System	OPRAS operationalize. Time attendance established Car track	80		Establishing staff retention system/program	DBS-HR
		Monitoring and evaluation system reviewed and operationalized by June 2020	PE prepared and implemented annually as planned	100	Non approval of the employment permit.	Employ contract employees to curb the situation using own source.	DBS-SPO
		Risk Management Framework Institutionalized by Aug 2019	-OSH risk management policy in place -Institutional risk register in place (identification sheet and treatment action plan) -2 training sessions conducted to risk champions and coordinator	80	Risk champions have not been able to link their daily activities and associated risk	Automation of business process will take care of that	DBS-PME
		OSHA plans & budgets prepared and submitted annually	5 annual business plans, action plans and MTEF prepared and submitted accordingly	100	Frequent re-allocation of budget activities Inadequate staff to prepare cash flows	Training of extra staff on cash flows Adherence to the budget guidelines and timing of preparation of budgets	DBS-PME
		Procurement plan prepared and implemented annually	- Four (4) procurement plans prepared - Four (4) procurement plans implemented	70	Some procurements under certain activities were not implemented due to lack of sufficient funds	- This target should be divided into two targets so as to allow its measurement during performance	PMU

PERFORMANCE REVIEW OF STRATEGIC PLAN 2015-2020

S / N	OBJECTIVES	TARGETS	ACHIEVEMENTS & OUTCOME	% ACHIEVEMENTS	CONSTRAINTS	WAY FORWARD	R
			One (1) procurement plan preparation on progress			reviews: - Procurement Plan prepared annually - Procurement Plan implemented annually	
		OSHA PMIS established and implemented by Aug 2018	- Training - Uploading annual procurement plan	20	This due to the failure of system designed and hosted by PPRA	The failed system will be replaced by Tanzania National electronic Procurement System (TANePS)	PMU
		ICT plan developed and implemented annually	-Members of ICT steering Committee have been appointed -Draft ICT Policies in place for reviews and necessary approvals. -ICT equipment's procured and installed. -4. Training for ICT Governance to OSHA Management was conducted	75	-Low Priority and inadequate resources -Insufficient manpower and required skills.	-Formulation of ICT strategies and priorities -Finalization of ICT policies ICT unit improved	ITU
		LAN, Website, Internet and EPICOR (IFMS), HIMS rehabilitated and serviced annually	-EPICOR is operational at OSHA'S HQ offices. -HCIMS is accessed and operational. -LAN is installed at all zonal offices including		-Frequently breakdown of ICT infrastructure. (Internet breakdown) -Equipment failure/ malfunctioning. Underutilization of Epicor system (Only accounts payable is used	- Improve (Upgrade) ICT infrastructure. -Use of ERP developed by eGa activate and use different module including fixed asset register, Account	ITU

PERFORMANCE REVIEW OF STRATEGIC PLAN 2015-2020

S / N	OBJECTIVES	TARGETS	ACHIEVEMENTS & OUTCOME	% ACHIEVEMENTS	CONSTRAINTS	WAY FORWARD	R
			new established office Dodoma Website is operational.			payable, HR Management etc. -Continues improving e-OSHA services by Upgrade website and use of social media. Website needs to be upgrade and operationalized	
		WAN and intranets Establish by June 2019	-6 ZONAL offices and HQ are connected to the National Backbone -and internet services are available -All zonal offices are connected to the LAN Active Directory and File server established	20	Inadequate resources	-Connect Regional offices to the national backbone. -Establish Intranets for the OSHA Name the targets to fit that activity	ITU
3.	HIV & AIDS Services Improved, and infections reduced	HIV&AIDS programme established and implemented annually	Program implemented as planned		No Committee was elected for the function	New committee is required	DBS-HR
		Non-communicable chronic diseases programme established and implemented annually	The Office have been established the gym for all staff in HQ and financing the Zonal staff to participate in exercise to different gyms		Lack of awareness on part of the staff as they are busy due to nature of their duties	- Increase awareness by means of seminars - Encourage more staff to participate	DBS-HR

PERFORMANCE REVIEW OF STRATEGIC PLAN 2015-2020

S / N	OBJECTIVES	TARGETS	ACHIEVEMENT S & OUTCOME	% ACHI EVE MEN TS	CONSTRAINTS	WAY FORWARD	R
4	Effective implementation of National Anti-Corruption Strategy enhanced and sustained	Good Governance and Anti-corruption plan developed and implemented annually	Program implemented as planned		Non closure of corruptions information/report	Increase awareness on the importance of the programs	DBS-HR
		OSHA ethics and integrity committee established and functional annually	The committee established and functioning	80			DBS-HR
		Compliant handling mechanism operationalized annually	Desk office has been assigned work and complaints are directed to the concerned offices accordingly via e-mails	50%	Other means of complaining are not well organized. SMS and on-line are not attended,	Development of Management system once completed must solve all complaints problems	DBS-PR

Key to abbreviations: **DTRS**-Director of Training Research and Statistics, **DOSH**-Director of Occupational Safety and Health, **DBS**-Director of Support Services, **PMU**-Procurement Management Unit, **-PRU**-Public Relations Unit, **LSU**-Legal Services Unit, **ITU**-Information Technology Unit

2.6 STAKEHOLDERS ANALYSIS:

This subsection of the Situation Analysis chapter gives analysis of OSHA's stakeholders in which all stakeholders are matched with their respective needs. OSHA is a regulatory and service delivery entity with a wide range of stakeholders. The following is the list of stakeholders

1. Workplaces owners
2. Workplace employees
3. Learning Institutions
4. Informal Sector
5. Approved Inspection Authorities
6. Government Chemist Laboratory Authority (GCLA)
7. Tanzania Bureau of Standards (TBS) -
8. National Environment Management Council (NEMC)
9. Private Inspectors
10. Public and Media
11. Prime Minister's Office, Labour, Youth, Employment and Persons with Disability
12. Development partners
13. Police and Courts
14. Social Security schemes
15. Tanzania Revenue Authority (TRA)
16. OSHA Staff and management
17. Tanzania Pesticide Research Institute (TPRI)
18. The Office of Treasury Registrar (OTR)
19. Engineers Registration Board (ERB) and Contractors Registration Board (CRB)
20. Bank of Tanzania (BOT)
21. Energy and Water Utilities Regulatory Authority (EWURA)
22. Tanzania Trade Development Authority (Tan trade)
23. Tanzania Investment Centre (TIC)
24. Tanzania National Business Council (TNBC)
25. President's Office, Regional Administration and Local Government (TAMISEMI)
26. Employers' and Employees' Association apexes

The table below provides the services offered and respective expectations for each stakeholder.

S/N	STAKEHOLDER	SERVICE OFFERED	STAKEHOLDER EXPECTATIONS
1	Workplaces owners	<ul style="list-style-type: none"> • Registration of workplace • Statutory Inspections and Enforcement of OSH Standards and legislation • OSH Risk Assessment • Training and Information on Occupational safety and Health (OSH) • Consultancy and Advice on OSH matters • Drawings/plans Scrutiny and Approval • OSH Legislation Abstracts • Occupational Medical Examinations and Diagnosis of Occupational Diseases • Environmental Monitoring • Expert opinion in courts of law on OSH matters • Investigation of accidents • OSH guidelines • Post tender OSH qualification certification • Timely, accurate, quality OSH services delivery 	<ul style="list-style-type: none"> • Timely, accurate, quality OSH services delivery • Consistency and fairness in enforcement of standards and regulations • Quality and accurate risk assessment • Accurate analysis inspections carried out • Fast delivery of drawings after scrutiny • Timely registration and issuance of certificates • OSH abstracts on the legislation readily available when required • Timely and proper Medical examination and early detection of occupational deceases • Quality, accurate and timely industrial hygiene measurements • Establishment of root cause of accidents • Implementable recommendation of preventing the reoccurrence of similar accidents • Timely delivery of accidents investigation reports
2	Workplace employees	<ul style="list-style-type: none"> • Training and Information on Occupational safety and Health (OSH) • Advice on OSH matters • Occupational Medical Examinations and Diagnosis of Occupational Diseases • Expert opinion in courts of law on OSH matters • Accreditation of workplace safety officer 	<ul style="list-style-type: none"> • Timely and relevant Medical examination, • Early detection of occupational diseases • Relevant trainings • Appropriate advice • Appropriate and fair Legal opinion

3	Learning Institutions	<ul style="list-style-type: none"> • Advice on OSH training curriculum • Practical training of students • OSH expert opinion Appropriate advice • OSH expert opinion 	Quality and Reliable training programs
4	Informal Sector	<ul style="list-style-type: none"> • Training and Information on Occupational safety and Health (OSH) • Advice on OSH matters • Occupational Medical Examinations and Diagnosis of Occupational Diseases • Expert opinion in courts of law on OSH matters • Accreditation of workplace safety officer 	<ul style="list-style-type: none"> • Timely and proper Medical examination, • Early detection of occupational diseases • Relevant trainings • Appropriate advice • Appropriate and fair legal opinion
5	Government Chemist Laboratory Authority (GCLA)	Expert Advice on OSH Issues	Proper and timely advise
6	Tanzania Bureau of Standards (TBS)	Advise in formulation of OSH National Standards	Proper and timely cooperation
7	National Environment Management Council (NEMC)	Advice on OSH issues with respect to environmental management;	Proper and timely cooperation
8	Private inspectors	<ul style="list-style-type: none"> • Consultancy and Advice on OSH matters • Occupational Medical Examinations and Diagnosis of Occupational Diseases • Training on OSH, 	<ul style="list-style-type: none"> • Timely, accurate, quality guidance on OSH services delivery • Consistency enforcement of standards and regulations
9	Public and Media	Relevant OSH information	Timely and accurate Information on OSH

10	PMO(LYEPD)	<ul style="list-style-type: none"> • Advice on OSH issues (Policy, Legislation), • Guidance on OSH Physical and Financial Performance 	<ul style="list-style-type: none"> • Timely submission of reports, • Adherence to Appropriate Advice • Joint OSH Inspections at workplaces
11	Development partners	<ul style="list-style-type: none"> • OSHA long/medium/short term Plans, • Implementation of the plans 	<ul style="list-style-type: none"> • Financial reports • Realistic long/medium/short plans • Resolutions of challenges faced during implementation • Timely reports
12	Police and Courts	Expert opinion in OSH cases	<ul style="list-style-type: none"> • Timely Expert opinion • Consistency and fairness in enforcement of standards and regulations
13	Social Security Schemes	Various respective payments	<ul style="list-style-type: none"> • Timely payment • OSH Training and inspections • Medical examinations
14	Tanzania Revenue Authority (TRA)	Various respective payments	<ul style="list-style-type: none"> • Timely payment • OSH Training and inspections • Medical examinations
15	OSHA Staff and Management	<ul style="list-style-type: none"> • Remuneration, • Incentives and Welfare • Appropriate working tools, • Appropriate working offices, • Transport for inspection, • Capacity building 	<ul style="list-style-type: none"> • Timely remuneration • Timely incentives and welfare, • Timely recognition, • Good leadership, • Appropriate working tools, • Relevant promotion, • Relevant OSH trainings

16	Tanzania Pesticide Research Institute (TPRI)	<ul style="list-style-type: none"> • Advice on OSH matters • Training and inspections • Medical examinations • Expert opinion and advice 	<ul style="list-style-type: none"> • Timely medical examinations • Regular training • Collaboration of medical examination results • Appropriate advice
17	Office of the Treasury Registrar (OTR)	<ul style="list-style-type: none"> • Submission of relevant documents for approval • Advice on OSH issues (Policy, Legislation), • Cooperation on Guidance and Audits on Physical and Financial Performance • Submission of Relevant plans and Budgets 	<ul style="list-style-type: none"> • Timely submission of relevant plans and budgets • Timely Submission of Relevant Reports • Adherence to advice and recommendations from Guidance and Audits on Physical and Financial Performance
18	Engineers Registration Board (ERB) and Contractors Registration Board (CRB)	<ul style="list-style-type: none"> • Advice on OSH matters • OSH guidelines • Registration of members workplaces • OSH risk assessment 	<ul style="list-style-type: none"> • OSHA engineer's registration • Relevant advice • Timely registration and compliance certificate • Timely resolution of OSH matters
19	Bank of Tanzania (BOT)	<ul style="list-style-type: none"> • Registration of workplace • Expert opinion • Medical examination • Training • OSH guidelines 	<ul style="list-style-type: none"> • Timely registration and compliance certificate • Timely medical examination and diagnosis of occupational diseases • Regular and appropriate training • Appropriate guidelines
20	Energy and Water Utilities Regulatory Authority (EWURA)	<ul style="list-style-type: none"> • Registration of workplace • Expert opinion • Medical examination • Training • OSH guidelines 	<ul style="list-style-type: none"> • Timely and proper Medical examination, • Early detection of occupational diseases • Relevant trainings, coordination • Appropriate advice • Appropriate and fair legal opinion • Timely resolution of OSH matters
21	Tanzania Trade Development Authority (Tan trade)	<ul style="list-style-type: none"> • Participation of Business clinics • Collaboration on improving business environment 	<ul style="list-style-type: none"> • Timely and regular participation • Regular participation on improving business environment

22	Tanzania Investment Centre (TIC)	<ul style="list-style-type: none"> • Registration, compliance and inspection for investors • Collaboration on improving business environment 	<ul style="list-style-type: none"> • Timely registration, inspections • Regular participation on improving business environment
23	Tanzania National Business Council (TNBC)	<ul style="list-style-type: none"> • Registration and inspection for investors • Medical examination • Training • OSH guidelines • Collaboration on improving business environment 	<ul style="list-style-type: none"> • Timely and proper Medical examination, • Early detection of occupational diseases • Relevant trainings and coordination • Appropriate advice • Timely resolution of OSH matters • Regular participation on improving business environment
24	President's Office, Regional Administration and Local Government (TAMISEMI)	<ul style="list-style-type: none"> • Registration and inspection • Medical examination • Training • OSH guidelines • Risk assessment 	<ul style="list-style-type: none"> • Jointly scrutinize industrial drawings • Timely registration, compliance and inspection reports • Timely diagnosis of occupational diseases • Relevant training and certificates
25	Employers' and Employees' Association Apexes	<ul style="list-style-type: none"> • Training and Information on Occupational safety and Health (OSH) • Advice on OSH matters • Registration of workplaces and OSH risk assessment 	<ul style="list-style-type: none"> • Timely and proper Medical examination, • Early detection of occupational diseases • Relevant trainings and coordination • Appropriate advice • Appropriate and fair legal opinion • Timely resolution of OSH matters

2.7 SWOC ANALYSIS

This sub-section of the Situation Analysis covers SWOC analysis, showing OSHA's strengths, weaknesses, opportunities and challenges in both internal and external environment. The analysis is made with regard with occupational safety and health, OSHA's internal core competencies and external cooperation within public-private partnerships and other supporting institutions.

a) Strengths:

These are internal things. They are advantages that OSHA has or things that OSHA does well. They may be relevant resources that OSHA has access to.

- i. Availability of management systems in areas of personnel, car track and Government payment and mail systems, internal communication system
- ii. Strong and good leadership
- iii. Availability of 121 well qualified permanent and pensionable staff
- iv. Presence of integrated Human Capital Information Management system (LAWSON) that facilitate HR management processes
- v. Availability of national policy on Human resources management
- vi. Availability of In-house training to newly recruited staff to equip them with OSH skills
- vii. Availability of more sources of funds (Revenue collection, Development Partners' fund, Government subvention)
- viii. Availability of financial management system (EPICOR)
- ix. Availability of appropriate working spaces and facilities
- x. Presence of effective Internal auditing system that ensure adherence of laid down policies and procedures
- xi. Presence of operational OPRAS to all staff
- xii. Presence of Client Service Charter
- xiii. Existence of workers social and credit facilities (SACCOS)
- xiv. Presence of various committees that oversee and advise on Agency operations. These includes Ethics; Employment & promotion; safety and health; audit committees, tender Board; MAB; Workers Council and trade union.
- xv. Presence of Inspection Procedure and checklist that guide inspectors in OSH practice
- xvi. Presence of safe working manual that guides stakeholders on implementing OSH at their workplaces
- xvii. Presence of Accidents reporting register book for employers to record all accidents that occur at their workplace
- xviii. Existence of corporate inspection arrangement
- xix. Availability of OSH reporting format for inspectors
- xx. Availability of registration process which facilitate classification of industries and hazards profile
- xxi. Availability of data capturing and analysis system that provide information on OSH
- xxii. Availability of local OSH training programs and curricular that enhance OSH skills of workers and employers
- xxiii. Existence Public Relations Unit to conduct OSH awareness to the public
- xxiv. Presence of functional legal unit
- xxv. Presence of Business Process Improvement initiative
- xxvi. Presence of functional procurement unit
- xxvii. Availability of technical and IT equipment
- xxviii. Presence of upgraded and maintained of OSHA Website
- xxix. Available funds for acquiring more technical equipment
- xxx. Enhanced customer care skills among OSHA staff and private inspectors
- xxxi. Availability of wide range of services which are identified and documented
- xxxii. Existence of Competency in regulating OSH services
- xxxiii. Quick retrieval of available OSH information
- xxxiv. Cordial relationship with Political leaders such as Parliamentary committee, social welfare committee
- xxxv. Availability of Safe working Guidelines, Occupational Accident and Diseases Register book and Abstract
- xxxvi. Existence of Sixteen OSH regulations

b) Weaknesses

Weaknesses are internal things that could be changed or improved. OSHA's weaknesses are listed below as follows:

- i. Inadequate managerial skills among OSHA leaders
- ii. Inadequate internal financial control system for example billing system for tracking revenue
- iii. Unexploited sources of revenue e.g. some unregistered workplaces across the nation.
- iv. Lack of Geographical Location System (GIS) for workplaces registered.
- v. Absence of Title Deed for the Head office land space
- vi. Inadequate office space at zone level
- vii. Inadequate confirmed positions for official's at zones
- viii. Shortage of enough means of transport, working technical equipment at zone level
- ix. Use of poor manual record management system
- x. Insufficient mechanisms for capturing critical findings in the inspection reports.
- xi. Inadequate OSH data analysis skills
- xii. Absence of local server and non-operationalization of internal IT policy
- xiii. Absence of Services Delivery Survey so as to understand what the stakeholders say about OSHA's services
- xiv. Inadequate regulations supporting the main OSH legislation
- xv. Resistance to change by some staff that lead to inefficiency in OSHA service delivery

c) Opportunities:

Opportunities are external value creating factors that an Agency cannot control but emerge from either the competitive dynamics of the industry or market or from demographics, economic, political, technical, social, legal, or cultural factors. OSHA's opportunities are listed below as follows:

- i. Availability of leadership and managerial trainings offered by local and external qualified institutions
- ii. Availability of training institutions that can be used to enhance staff skills
- iii. Existence of development partners who are willing to support OSH activities
- iv. Availability of integrated money transfer systems of revenue collection such as M-PESA, TIGO PESA, HALO PESA, TTCL PESA EZY MONEY and AIRTEL MONEY
- v. Availability of centralised government financial management systems
- vi. Availability of space (plots) to build OSHA buildings around the country
- vii. Availability of local investors in infrastructure development.
- viii. Availability of Modern IT in the local and international market
- ix. Opportunity to suggest restructuring on the organization structure
- x. Availability of centralised government record management system and tailor-made software

- xi. Presence of other institutions to collaborate with in identification of workplaces e.g. TRA, TIC, BRELA, GCLA, ERB, CRB, LGAs and GPSA
- xii. Provision of Approved Inspection Authorities and legal framework that can be used to increase scope and coverage of services
- xiii. Availability of mass and social media to publicize OSH issues
- xiv. Presence of legal officers in other institutions in the zones who can collaborate with OSHA
- xv. Availability of Authorities that can be used to raise OSH awareness and guidance on OSH compliance issues.
- xvi. Presence of registered service providers in GPSA that shorten procurement process
- xvii. Availability of IT support and training from e-government agency
- xviii. Availability of new technologies for OSH and support services in the markets
- xix. High demand of OSH services due to an increase in number of new workplaces/ investors
- xx. Presence of PPP legal framework (policy and legislation)
- xxi. Willingness of OSHA staff to take part in social events like SHIMIWI, BONANZA
- xxii. Presence of grounds that can be used for recreational and awareness activities (leaders club area)
- xxiii. Support from Political figures and Government Higher Authority
- xxiv. Presence of current legislation in Financial; Procurement; Public Service and e-government
- xxv. Availability of National OSH policy and draft policy implementation strategy

d) Challenges:

These are obstacles that are faced by OSHA and are external to the institution in a way OSHA has no control over them.

- i. Delay of recruitment permits from PO-PSM leading to a current shortage of 121 staff in all sections and Units
- ii. Delay in recruitment process by Public Service Recruitment secretariat
- iii. Inadequate training institutions that offer higher level OSH profession
- iv. Lack of permanent address for majority of informal business operators which lead to difficulty in tracing, registration and thus offering OSH services
- v. Reluctance of operators to provide/ disclose necessary information for registration
- vi. Low awareness on OSH issues including top Government leaders and politicians
- vii. Inadequate OSH management system at enterprise level
- viii. Scarcity of some OSH technical equipment in the local market and equipment calibration
- ix. Rapid pace of technology change and presence of counterfeit OSH equipment and goods
- x. Some of the new technical equipment are expensive
- xi. Inadequate allocation of fund from Government for OSH activities
- xii. Unaffordable OSH services fees to informal sector
- xiii. Political interference during provision of statutory OSH services
- xiv. Unclear cross cutting issues from different existing legislation for example the Mining Act regulation; Contractors Registration Act and by- laws on OSH are addressing OSH at workplace but are being administered by different actors

xv. Establishing OSH standards mandate is vested to another institution which leads to weak ownership of the standards by OSHA and inadequate OSH standards to support OSH legislation

xvi. Lack of OSHA HQ plot title deed and existence of encroacher surrounding OSHA HQ.

xvii. Conflict of interest where OSHA is providing and regulating OSH services at the same time.

2.8 RECENT INITIATIVES FOR IMPROVING PERFORMANCE

Outlook email system for all OSHA staffs and an internal telephone system have been operationalized. This has improved internal communication and more efforts are in place to increase the size of the domain host so as to include all new OSHA employees.

Memorandum of Understanding with WCF has been entered in exchanging OSH data on number of workers at workplaces, occupational accidents and diseases. This MoU will also cover carrying out joint researches on OSH related issues

The Agency has amended the Occupational Health and Safety Act, 2003 through GN.719 of November 16th, 2018 by removing various charges as follows;

- Workplace Registration fee that was previously charged between Tshs. 50,000 to Tshs.1, 800,000;
- Workplace registration form fee of Tshs. 2,000;
- Fine relating to firefighting equipment of Tshs. 500,000 which was seen to interfere with procedures overseen by the Fire and Rescue Force;
- OHS Compliance License fee which was previously charged at Tshs. 200,000 per annum; and
- Occupational Safety and Health consultation fee of Tshs. 450,000 per hour for one expert.

To do away with unnecessary steps in service provision, the Agency has conducted a Business Process Review to identify areas causing delays in delivering OHS services to clients and has achieved the following:

- Registration of workplace and issuance of Registration Certificate is now being completed in a day from former fourteen (14) days upon fulfilment of all necessary registration requirements.
- OHS Compliance License is currently being processed within three (3) days from the previous 28 days also upon fulfilment of necessary compliance requirements.

Establishment of electronic system.

- OSHA is finalising the process of establishing a Workplace Inspection Management System (WIMS) whereby the registration of workplaces will be conducted electronically and eventually taking services closer to clients and reduce the process of obtaining certificate and other OHS services. In addition, the system will be able to integrate with other systems within the government thus facilitating easy access to information.
- To increase accountability, OSHA has enhanced management systems including setting up a specific desk for handling clients concerns and complaints. This includes ensuring that all Occupational Safety and Health (OSH) workplace inspections are performed by teams of inspectors instead of individual inspectors.

Corporate Inspections: The Agency has continued to influence workplace occupiers with several offices and branches in different regions of the country to jointly coordinate OHS inspections of their workplaces, training and workers fitness to work surveillance through their Head Offices.

Raising awareness on Safety and Health issues among stakeholders especially in the informal sector.

- Currently, the government through OSHA has been providing Occupational Safety and Health (OHS) training to small and medium enterprises, entrepreneurs and groups of persons with disabilities who are engaged in food processing, sewing and manufacturing; small-scale miners, technicians, craftsmen, small-holder farmers, cleaners etc. A total of 28,275 small-scale entrepreneurs benefited from this training programme in the regions of Tabora, Mtwara, Ruvuma, Dodoma, Arusha, Mbeya, Mwanza, Iringa, Shinyanga, Pwani, Songwe, Singida, Kilimanjaro, Rukwa and Dar es Salaam.

Strengthen partnerships with other public and private institutions. Among the challenges identified in the Blueprint includes overlapping of OSHA's duties with other institutions such as TBS, TFDA, ERB, etc. In dealing with this challenge, OSHA is doing the following;

- Enhance collaboration with other public and private institutions such as Workers Compensation Fund (WCF), Tanzania Bureau Standards (TBS); in setting standards, Government Chemist Laboratory Authority; in an exchange of necessary information, ERB and CRB; in acquiring information regarding construction projects being initiated in the country as well as NBS, BRELA and TRA; in obtaining necessary workplace information and statistics.
- To provide awareness on Safety and Health issues since the main challenge is the limited understanding concerning these issues.
- Collaborate with other institutions within the Prime Minister's Office (Labor, Youth, Employment and Disability (OWM-KVA)) to conduct joint inspections such as WCF, Labour Department, NSSF, PSSSF and others.
- To participate fully in providing services at an integrated desk under the Tanzania Investment Centre (TIC).
- OSHA is partnering with the Ministry of Industry, Trade and Investment and other institutions particularly in offering OHS services at Business Clinic programme which is coordinated by the Tanzania Trade Development Authority (TANTRADE).

Efforts to improve OSHAs infrastructure at different levels included acquisition of four office building plots in Arusha (1), Mwanza (1) and Dodoma (2) Municipalities.

New organization was proposed by OSHA and approved by PO-PSM for better performance

New western zone office at Tabora region was recently launched

2.9 CRITICAL ISSUES

After conducting Performance Review, carry out stakeholders and SWOC analysis; you will note that OSHA cannot implement everything in an effort to move from where it is to where it want to be. There are many issues, some are minor some are very crucial and important. Listed below are issues collected across the situation analysis chapter and are considered to be critical to the existence of OSHA in its future plans.

- i. Establishing systemic approach on occupational safety and health management
- ii. Raising public awareness on OSH matters to the main stakeholders and public at large
- iii. Introducing OSH issues in education systems as part of raising awareness to the public
- iv. Developing strong collaboration with other government agencies on locating unregistered workplaces across the country
- v. Developing collaboration with umbrella of employer's associations on educating employers on OHS compliance.
- vi. Enhancing OSH competency and skills of employers (workplace owners)
- vii. Updating OSH register and modifications to capture all OSH statistics.
- viii. Automating registration process-Online registration.
- ix. Acquisition of modern and appropriate OSH equipment to improve OSHA capacity
- x. Strengthening M&E system to supervise Strategic Plan implementation
- xi. Enhancing capacity of OSHA staff including capacity to cope with change in technology
- xii. Improving working condition and welfare for OSHA staffs.
- xiii. Strengthening management systems by automation of various management systems and link them up with all zone offices for efficiency
- xiv. Developing various administrative policies and regulations to improve transparency
- xv. Mobilization and Strengthening of financial resource and control mechanism
- xvi. Confirmation of acting positions of officials at the head office and zone level.

CHAPTER 3

THE PLAN

Lessons from performance review, taken together with challenges and opportunities and critical issues emanating from the review of strategic context have necessitated reviewing and clarifying the future institutional direction of OSHA. This Strategic Plan articulates the direction through the Vision, Mission and Objectives for the period of 2021/22- 2025/26. It is therefore, expected that the effective and efficient implementation of this plan will be achieved if employees will adhere to OSHA Core Values indicated below.

3.1 VISION:

“To have a safe and healthier workforce for sustainable national development”

3.2 MISSION:

“To regulate, enforce and promote safe and health workplaces by implementing effective systems for prevention of occupational diseases, ill health, accidents and damage to property in order to reduce the cost of production and improve productivity in all sectors of economy”

3.3 CORE VALUES:

Integrity: OSHA staff as part of public servants shall demonstrate highest level of honesty, fairness and free from bias and favouritism in delivering services to all of our customers, such that customers trust the service they receive;

Quality Customer Service: OSHA staff shall demonstrate high level of respect, impartiality, courtesy, timeliness in the course of discharging their duties so that customers will leave OSHA with better experience than expected at all time.

Transparency: OSHA staff shall exercise openness, accuracy and promptness in sharing the information with all the stakeholders.

Accountability and Responsibility: OSHA employees shall be accountable and responsible for their actions, exercise diligence to duty and optimum use of public resources.

Competence, Discipline and Team Spirit: OSHA employees shall demonstrate high level of commitment, by working together, collaborating and coordinating among themselves in discharging their duties, while striving to achieve the highest standard of work efficiently and actively seek for opportunities to improve those standards through competence and skills training;

3.4. OBJECTIVES, STRATEGIES, TARGETS AND KEY PERFORMANCE INDICATORS

3.4.1 OBJECTIVE 1:

Health Services improved and HIV & AIDS infections reduced

Rationale

HIV&AIDS epidemic and non-communicable chronic diseases (NCCD) in our society are issues of major concern. A working population in Tanzania including OSHA staff are vulnerable to HIV infections and are subjected to poor lifestyles. Workers living with diseases such as HIV&AIDS and non-communicable chronic diseases may suffer from psychological problems due to victimization and stigmatization from fellow workers. Workplaces are experiencing different problems such as loss of skilled labour, increasing recruitment and sick-leave costs and ultimately reduced service delivery capacity. Since prevention of HIV&AIDS and non-communicable chronic diseases is a national strategy; programs to improve staff health care service delivery are inevitable to increase productivity.

Strategies:

- Encourage voluntary HIV&AIDS and NCCD testing
- Implementing HIV&AIDS and NCCD programs
- Support people living with HIV& AIDS and NCCD and provide ways and means for staff to exercise.
- Arrange for staff sport Activities

Targets (in priority order):

1.	One sensitization seminar on HIV /AIDS and NCCD conducted in HQ and all zonal offices annually by June 2026
2.	HIV/AIDS and NCCD committee established and implemented annually by June 2022
3.	Declared staff living with HIV/AIDS and NCCD supported annually by June 2026

Key Performance Indicators

- i. Number of staff tested voluntarily
- ii. Infection rate at OSHA
- iii. Prevalence of Chronic Non-communicable diseases

3.4.2 OBJECTIVE 2:

Effective implementation of National Anti-Corruption Strategy enhanced and sustained

Rationale: Managing public service is increasingly becoming a complex activity where different types of organizations are involved in the delivery of service. OSHA as an institution is involved in delivering public service and is likely to face corruption challenges. OSHA staff should be ethical with a sense of integrity, probity, accountability and impartiality. Therefore, there is great need for effective implementation of National Anticorruption Strategy.

Strategy:

Adopt and develop programme for implementation of National Anti-Corruption Strategy

Targets (in priority order):

1.	Good Governance and Anti – corruption plan developed and implemented annually by June 2026
2.	Complaints handling mechanism operationalized annually by June 2026
3.	OSHA ethics and integrity committee meetings conducted quarterly by June 2026

Key Performance Indicator:

- Level of customers satisfaction
- Number of Solicited bribe complaints
- Number of staff trained on good governance and ethics

3.4.3 OBJECTIVE 3:

Workplace Registration and OSH Compliance increased

Rationale:

Currently the number of registered workplaces in the Chief Inspector's register is about 22,000 whereby estimated premises qualifying to be workplaces under the law in Tanzania mainland is higher than that (said by NBS-2016 to be over 140,000 workplaces).

The current workplaces compliance is also low compared to low number of the registered workplaces. OSHA intends to increase workplace registration by involving other stakeholders in sharing data that will facilitate increased number of the registered workplaces. More registration of workplaces will eventually facilitate undertaking more inspections that leads OSH legislation compliances increase.

Strategies:

To use MOU in forming collaborations with other government authorising agencies to locate and identify unregistered workplaces

To use MOU with Apex associations to raise awareness on importance of workplaces registration and compliance of OSH.

To encourage workplaces to adapt OSH systemic prevention approach;

To adapt Geographical Information System (GIS) technology to workplaces identification and registration.

To initiate on-line registration process.

Targets (in priority order):

1.	Registrations and Compliance guideline developed by June 2022
2.	4 regulations (OHS (General Administrative rules), OH Services rules 1985, OHS building and Construction rules, Dock rules 1962) reviewed by June 2022
3.	10 MOUs agreed with other institutions (BRELA, TRA, TIC, MITI, MHA, MHESW (Hospitals, Pharmacy Council), TIRA, BOT, TAMISEMI (LGAs), GPSA, TEMESA, CRB, GCLA, EWURA) on the identification of workplaces process by June 2024
4.	35,000 unregistered workplaces identified and registered by June 2026.
5.	9 Regulations (pesticides fertilizers, power piping, premises of establishment(workplaces), unfired pressure vessels, personal protective equipment, machine guarding, elevation and related equipment, safety and health committee, work at height) drafted by June 2026
6.	200,000 employers and employees trained on OSH matters by June 2026
7.	Workplace Register updated by March 2022
8.	4 OSH guidelines (medical surveillance, risk-based inspections, occupational diseases diagnosis, accident recording and notification) reviewed by 2023
9.	Registrations and Compliance guidelines updated by 2023
10.	OSH workplaces training needs assessment developed by June 2022
11.	OHS Act 2003 revision facilitated by June 2022
12.	GIS of workplaces established by June 2022
13.	2010 OSH Policy Revision facilitated by June 2022.
14.	4 MOUs agreed with umbrella institutions (ATE, CTI, TPSF, TCCIA,) on OSH awareness by June 2022
15.	OHS Policy implementation strategies endorsed by June 2022
16.	5 ILO OSH Conventions initiated for ratification by March 2026.

Key Performance Indicators:

- i. Number of registered workplaces
- ii. Number of compliance licence issued
- iii. Updated workplace register

3.4.4 OBJECTIVE 4:

Occupational Accidents and Diseases reduced

Rationale:

Currently there is relative high rate of accidents reported to some of the existing reporting systems. However, there is also high unreported number of accidents and diseases due to lack of comprehensive mechanism for recording and reporting of the same. It is therefore of paramount importance to establish comprehensive OSH programmes which will lead to the reduction of occupational accidents and occupational diseases at workplace. Reduction of occupational accidents and Occupational diseases will reduce the cost of production to individual enterprise and ultimately increase economic growth to the whole nation.

Strategies:

- To enforce the OSH legislation and standards
- To promote OSH prevention culture at workplace
- To ensure every workplace conducts OSH risk assessment.
- To encourage workplaces to adapt OHS VISION ZERO strategy

Targets (in priority order):

1.	150,000 Workers Medically Examined Annually by June 2026
2.	3 Collaborations with National and International training and Research institutions on OSH issues established by June 2023
3.	Workplace employees register established by June 2022
4.	OSH (Notification of Diseases, Injuries and Dangerous Occurrences) rules reviewed by June 2022.
5.	OSH Research guideline developed by June 2022
6.	1 OSH Research conducted annually by June 2026
7.	OSH Statistical Indicators produced annually by June 2026
8.	Guideline for OSH Training endorsed by June 2022.
9.	1 OSH Conference conducted annually by June 2026
10.	10,000 informal sectors and SME trained on OSH matters annually by June 2026
11.	920,000 Inspections (General- 120,000 & Specific- 800,000) conducted by June 2026.
12.	VISION ZERO strategy monitored annually by June 2026
13.	10,000 Workplaces adopted systemic OSH prevention approach by June 2026.
14.	OSH Scientific equipment for 6 Specific Inspections provided by June 2026

Key Performance Indicators:

- I. Number of occupational accidents occurred and reported
- II. Number of OSH complaints reported
- III. Number of employees with Occupation diseases reported
- IV. Number of workplaces adopted OSH systemic approach

3.4.5 OBJECTIVE 5:

Institutional capacity and Infrastructure improved

Rationale:

Occupational Safety and Health Authority (OSHA) is mandated to facilitate OSH matters at workplaces and provide adequate services for socio-economic development in the whole country. Based on the size of the country, complexity and diversity of workplaces, OSHA has not been able to undertake that responsibility fully due to inadequate management systems, office accommodation, tools, equipment and insufficient staffs. With this regard, OSHA will have to improve its financial and human resources, install better management systems and improve working environment for its staff. OSHA will also need to employ more professional staff to improve its capacity to deliver required services which will ultimately improve OSH Compliances thus improving productivity and customer satisfaction.

Strategies:

- To improve Administration and Human Resource Management
- To strengthen financial Management system
- To improve working environment
- To improve internal policies and management systems
- To Improve and monitor planning at all levels

Targets (in priority order):

1.	Human Resources Plans Reviewed and Implemented annually by June 2026
2.	OSHA Training Programme Reviewed and Implemented Annually by June, 2026
3.	OSHA plans (Action Plan and Business Plan) and budget (MTEF) prepared and submitted annually by June 2026
4.	ICT systems and platforms for OSH management processes upgraded by June 2026
5.	Procurement plan prepared and Implemented annually by June 2026
6.	Office working tools (Motor Vehicles, furniture and equipment) procured annually by June 2026
7.	Non-core functions outsourced, and subsequent contracts managed annually by June 2026
8.	Computerized Financial management system (MUSE) operationalised by June 2022.
9.	Staff welfare program reviewed and implemented annually by June 2026
10.	Financial and Accounts Services Managed Annually by June 2026

11.	Accounting Manual and Financial policy and regulations reviewed by June 2022.
12.	Computerized records Management systems developed and implemented by June 2022.
13.	OSHA HQ (Dodoma) and 5 Zonal offices (Tabora, Mwanza, Arusha, Mtwara and Mbeya) buildings constructed by June 2026
14.	ICT infrastructure Maintained annually by June 2026
15.	ICT plan developed and implemented Annually by June 2026
16.	Risk Management programs reviewed and implemented annually by June 2026
17.	Monitoring and Evaluation system reviewed and implement by June 2022.
18.	Audit plan prepared and implemented annually by June 2026
19.	Statutory and other reports produced and submitted to relevant bodies annually by June 2026
20.	Corporate Social responsibility Policy developed and Implemented annually by June 2022.
21.	Communication Strategy reviewed and implemented annually by June 2026.
22.	Computerized Fixed Assets Register established by June 2022.
23.	2 Newsletters prepared and published annually by June 2026
24.	1 OSH Stakeholders' meetings conducted quarterly by June 2026
25.	50 Media programs Coordinated annually by June 2026

Key Performance Indicators:

- I. OPRAS Rating
- II. External Audit Rating
- III. Number of staff Complaints
- IV. Level of Customer satisfaction
- V. Number of processes automated

CHAPTER 4

RESULTS FRAMEWORK

4.1. INTRODUCTION

This Chapter shows how the results envisaged in this Strategic Plan will be measured as well as the benefits that will accrue to OSHA clients and stakeholders. The framework intends 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 and to which stakeholders. The chapter also shows the Results Chain; the Results Framework Matrix, the Monitoring Plan, the Planned Reviews, the Evaluation Plan and finally the Reporting Plan.

4.2. BENEFICIARIES OF OSHA SERVICES

The direct beneficiaries of OSHA services offered are workplace owners, OSHA employees and service providers. Indirectly OSHA serves general public who are the ultimate consumers of better economy in terms of goods and services they receive out of better performing economy.

4.3. RESULTS CHAIN

OSHA's Results Chain consists of outcomes, outputs, activities and inputs. A combination of the objectives, targets, in this SP forms OSHA Results Chain. The basic assumption is that, there is causal linkage in the various elements of OSHA Results Chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of targets. Achievement of targets will lead to achievement of objectives that will lead to realization of OSHA's Development Objective. This chain of results will justify OSHA's mandate through the use of better workplaces into various sectors of economy and thus contribute to the development of the country through improved public service delivery.

4.4 THE RESULTS FRAMEWORK MATRIX

This matrix contains OSHA's overall Objectives, planned outcomes and outcome indicators. The matrix envisions how the 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.

Objective	Description	Planned Outcomes	Indicators
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A	HIV & AIDS Services improved, and infections reduced	<p>Improved knowledge on HIV/AIDS and non-communicable diseases prevention.</p> <p>Increased number of OSHA staff attending HIV and non-communicable diseases voluntary testing.</p> <p>Reduced stigma on OSHA staff living with HIV/AIDS and non-communicable diseases</p>	<p>Number of staff tested voluntarily</p> <p>Number of staff satisfied with HIV and AIDS supportive services</p> <p>Number of staff participating in keep-fit sports</p> <p>Infection rate at OSHA</p> <p>Prevalence of Chronic Non-communicable diseases</p>
B	National Anti-Corruption Strategy implementation enhanced and sustained	<p>Strengthened and functioning Integrity Committee</p> <p>Integrated governance and accountability</p> <p>Transparency in service delivery processes.</p> <p>Improved knowledge on Anti-corruption Strategy to employees' students and stakeholders</p>	<p>Level of customers satisfaction</p> <p>Number of Solicited bribe complaints</p> <p>Number of staff trained on good governance and ethics</p>
C	Workplace Registration and OSH Compliance increased	<p>Registered workplaces increased</p> <p>More inspections carried out and</p> <p>More workplaces complied to OSH requirements</p>	<p>Number of registered workplaces</p> <p>Number of compliance licences issued</p> <p>Updated workplace registered</p>
D	Occupational Accidents and Diseases reduced	<p>Cost of production reduced</p> <p>Property damage reduced</p> <p>Productivity improved</p>	<p>Number of occupational accidents occurred and reported</p> <p>Number of OSH complaints reported</p> <p>Number of employees with Occupation diseases reported</p> <p>Number of workplaces adopted OSH systemic approach</p>

Objective Description		Planned Outcomes	Indicators
E	Institutional capacity and Infrastructure improved	Increased coverage of provision of OSH services Improved financial and human resources management Reduced bureaucracy and Improved efficiency OPRAS Rating	External Audit rating Number of staff Complaints Level of Customer satisfaction Number of processes automated Number of contract employees engaged

4.5 MONITORING, REVIEWS AND EVALUATION PLAN

Monitoring the implementation of the Strategic Plan constitutes systematic tracking of activities and actions to assess progress. Progress is measured against specific objectives, targets and schedules included in the plan. This is followed by analyzing and reporting of information to various users. This helps them to remain alert to any shortfalls or deviations and take early corrective action. Effective monitoring helps to identify difficulties and problem areas, and to take immediate remedial action, thereby ensuring that objectives and targets are achieved.

4.5.1 Monitoring Plan

SN	Indicator and Indicator Description	Baseline Indicator Target Value							Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Frequency of Means of Verification	Frequency of Reporting	Responsibility for Data Collection and Analysis
		Date	Value	YR 1	YR 2	YR 3	YR 4	YR 5						
1	Number of registered workplaces	2019	22k	100	100	100	100	100	OSHA Records	OSHA Forms	Daily	Workplace register	Monthly	WRQ AU
2	Number of compliance license issued	2019	5K	30	30	30	30	30	OSHA Records	Documentary review and Survey	Daily	Compliance Register	Quarterly	DOSH
3	Level of Updated workplace registered	2019	15%	20%	25%	30%	40%	50%	OSHA Records	Documentary review and Survey	Quarterly	System report	Annually	WRQ AU
4	Number of occupational accidents occurred and reported	2019	3K	1k	1k	1k	1k	1k	Workplaces	Documentary review and Survey	Monthly	Occupational accident and fatalities register, survey report	Quarterly	DOSH
5	Number of OSH complaints reported	2019	32	40	50	55	60	75	OSHA Records	Documentary review and Survey	Monthly	OSHA Complaint Register	Quarterly	DBS
6	Number of employees with Occupation diseases reported	2019	45	35	30	20	10	5	OSHA Records	Documentary review and Survey	Monthly	Occupational diseases register, survey report	Annually	DOSH
7	Number of workplaces adopted OSH systemic approach	2019	7K	8K	10K	15K	20K	25K	OSHA Records	Documentary review	Monthly	Workplace Register	Annually	DTRS

4.5.1 Monitoring Plan

8	Number and type of audit reports produced	2019	5 clean Reports	5 clean Reports	5 clean Reports	5 clean Reports	5 clean Reports	5 clean Reports	CAG Report	Documentary review	Annually	Management Letter	Annually	DBS
9	Number of staff Complaints	2019	12	5	4	3	2	1	OSHA Records	Documentary review	Daily	Complaint Register	Monthly	DBS
10	Level of Customer satisfaction	2019	35%	35%	50%	70%	80%	90%	OSHA Records	Survey	Every Two years	Survey Report	Every two years	DBS
11	Labour turn over	2019	12%	10%	8%	6%	4%	2%	OSHA Records	Documentary review	Annually	HR Reports	Annually	DBS
12	Number of processes automated	2019	2	3	3	3	3	3	OSHA Records	Documentary review	Annually	System report	Annually	HICT
13	HIV infection rate	2019	1%	1%	1%	1%	0%	0%	Survey	VCT	Every two years	Test Results	Every two years	DBS
14	Prevalence of non-communicable diseases	2019	23%	20%	15%	10%	5%	5%	Survey	Voluntary testing	Every two years	Test Results	Every two years	DBS
15	OPRAS Rating	2019	3 Score	3 Score	3 Score	3 Score	3 Score	3 Score	OSHA Records	Staff appraisal Meeting	Annually	Completed OPRAS forms	Annually	DBS
16	Number of solicited bribe complaints	2019	20	Less by 40%	Less by 40%	Less by 40%	Less by 40%	Less by 40%	OSHA Records	Documentary Review	Quarterly	Complaint register	Quarterly	DBS

4.5.1 Monitoring Plan

17	Number of staff trained on good governance and ethics	2019	30	40	40	40	40	OSHA Records	Documentary Review	Annually	HR reports	Annually	DBS
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4.5.2 Planned Reviews

This consists of planned review meetings and milestones reviews.

4.5.3 Review Meetings

This involves various meetings that will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of Authority objectives. The plan shows type of meetings, frequency, designation of chairpersons and members in each meeting.

SN.	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Ministerial advisory Board (MAB)	Quarterly	Board Chairperson	Board Members
2.	Management Meeting	Twice per monthly	CE	Directors, Head of Units and Managers
3.	Department/ Units Meetings	Twice per monthly	CE, Directors, Managers	OSHA staff in their respective units/department
4.	Tender Board Meeting	Twice Quarterly	Tender Board Chairperson	Tender Board members
5.	Auditing committee Meeting	Quarterly	Audit Committee chairperson	Audit Committee Members
6	Employment committee Meeting	Quarterly	Employment committee Chairperson	Employment committee members
7.	Workers Council Meeting	Twice per year	CE	Council members
8.	Staff meeting	Once per year	CE	All staff

9.	External Audit Meeting	Twice per year	CE	Management and External Auditors
10.	Safety and Health committee meeting	Quarterly	DOSH	Safety committee members
11	Review meetings	Twice a year	CE	Directors, Managers, Head of Units.
12	Budget Committee meeting	Twice a year	CE	Directors, Managers, Head of Units.
13	Integrity Committee meeting	Quarterly	DBS	Integrity Committee members

4.5.4 Planned Milestone Reviews

The plan is to carry out a total of five (5) formal reviews during the Strategic Planning Cycle. The reviews will be tracking progress on targets on annual basis. During the first year (2021/22), one formal review (Annual) will be conducted in June 2022. The reviews will focus on determining whether the planned activities are moving towards achieving the targets and will find out whether they are on track, off track, unknown or at risk.

The reviews will be based on pre-planned annual targets. In addition, the reviews will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective heads of sections will take a lead in the review process. During the second year (2022/23), third year (2023/24) fourth year (2024/25) and fifth year (2025/26), one evaluation at end of each year will be undertaken. Like in the first year of the plan, the reviews in these years will also focus on performance against planned activities. OSHA may decide to carry out a mid-term review and evaluation, which will be on December 2024. This review may replace annual reviews as it is more appropriate given the resources that may be required for the above said review.

Additionally, the reviews to be conducted during the fifth-year focus on determining whether the planned outputs over the five years period have been achieved against the indicators, and if not, what could have been the reasons for the under achievement. All the five-year targets and outcomes will be reviewed. The review will also assess as to what extent the achieved targets have contributed towards achievement of five-year outcomes as well as issues, challenges and lessons learnt over the five years period. The Accounting Officer (Chief Executive Officer) will take a lead in the review process on the completion of the Strategic Plan cycle. The specific planned reviews, milestones timeframes and the responsible sections are detailed below:

4.5.5 Planned Milestone Reviews Matrix:

YEARS	OBJECTIVES	MILESTONES	TIMEFRAME	RESPONSIBLE PERSON(S)
Year 3 2023/24	Objective 3	10 MOU signed with (BRELA, TRA, TIC, MITI, MHA, MHESW (Hospitals, Pharmacy Council), TIRA, BOT, TAMISEMI (LGAs), GPSA, TEMESA, CRB, GCLA, EWURA) on the identification of workplaces process	over by June 2024	WRQAU
		25,000 workplaces registered on-line	over by June 2024	ICTU
		50,000 registered workplaces issued with compliance licences by June 2024	over by June 2024	DOSH
		On-line compliance application launched	over by June 2024	DOSH
		Workplaces GIS launched by June 2024	over by June 2024	ICTU
	Objective 4	30,000 workplaces adapted systemic approach on OSH matters	over by June 2024	DTRS
		Electronic Occupation Accidents, Disease and Injuries Register launched	over by June 2024	DTRS
		Online/Mobile reporting of Occupation Accidents, Diseases and Injuries launched	over by June 2024	DTRS
		At Least 2 researches published	over by June 2024	DTRS
	Objective 1	At least three zone office building launched	over by June 2024	DBS
		e-office and computerized management system launched	over by June 2024	DBS
		Reviewed Client Service Charter launched	over by June 2024	PRU
	Objective 2	Non-communicable chronic diseases programmes launched	over by June 2024	DBS
	Objective 3	Service Delivery Survey Report on corruption launched	over by June 2024	DBS
Year 5 2025/26	Objective 3	35,000 unregistered workplaces identified and registered.	over by June 2024	WRQAU
		200,000 employers and employees trained on OSH matters	over by June 2024	DTRS
		6 ILO OSH Conventions initiated for ratification	over by March 2024	LSU
	Objective 4	920,000 inspections (general- 120k, specific- 800k) conducted.	over by June 2026	DOSH
		50,000 Workplaces adopted systematic prevention approach	over by June 2026	DTRS

YEARS	OBJECTIVES	MILESTONES	TIMEFRAME	RESPONSIBLE PERSON(S)
		management and OSH processes installed and Integrated	over by June2026	DBS
		At least three zone more office building launched	over by June2026	DBS
		Corporate social responsibility policy launched	over by June2026	DBS
	Objective 1	HIV/AIDS status report for all staff launched	over by June2026	DBS
	Objective 2	Service Delivery Survey on Corruption Report launched	over by June2026	DBS

4.5.6 EVALUATION PLAN

The Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Planning Cycle. The description of each study, evaluation questions, methodology, timeframe and the responsible person is detailed in the plan. A total of six evaluation studies with a total of fifteen evaluation questions 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 detailed below:

S/N	EVALUATION STUDY	DESCRIPTION	EVALUATION STUDY QUESTIONS	METHODOLOGY	TIMEFRAME	RESPONSIBLE PERSON
1	HIV/AIDS Assessment Study.	Assesses the HIV and AIDS status at OSHA, and efforts undertaken to prevent more infections.	<ul style="list-style-type: none"> To what extent are the HIV and AIDS interventions implemented by WI effective? Are they reducing the incidence of HIV and AIDS? 	Documentation Review of existing staff medical records	Annually	HR
2	Implementation of OSHA Anti - Corruption Strategy.	The study assesses implementation of the OSHA's Anti - Corruption Strategy.	<ul style="list-style-type: none"> What is the status of corruption at OSHA? To what extent does bureaucracy & red tape in the delivery of services promote corruption? Are the systems & structures in place enhancing access & efficiency of service delivery to OSHA customers? Are customers aware of their rights described in OSHA's ClientService Charter? 	Conduct mini survey that will include interviews, administer questionnaire analyze results and compile report.	Annually	HR
3.	Quality of Audit queries	he study will explore quality of audit queries and their response from OSHA	<ul style="list-style-type: none"> What is the number of repeated queries to OSHA? When the last time internal control was reviewed? 	Done as a survey using questionnaires, discussions with	Annually	IAU

S/N	EVALUATION STUDY	DESCRIPTION	EVALUATION STUDY QUESTIONS	METHODOLOGY	TIMEFRAME	RESPONSIBLE PERSON
4.	Prevalence of non-communicable diseases	The study will explore the prevalence of non-communicable diseases in OSHA	<ul style="list-style-type: none"> What is the most common body mass index of all the existing staff? When was the last time their health was examined? 	Done as survey	Every six months	DBS-HR
5.	Level of Customer satisfaction	The study will explore the level of satisfaction of the customers on services	<ul style="list-style-type: none"> What things do customers like about OSHA? Are they happy with the service that they provide? Are the Customers happy to ask more about OSHA? 	Done as survey	Annually	PRU
6	Level of Updated workplace register	This study will explore the level at which the workplace register is in terms of cleanness	<ul style="list-style-type: none"> What is the level of dormant workplaces in WP register? What is the level of active workplaces in the WP register? 	Done as mini survey	Every six months	DTRS

4.5.7 REPORTING PLAN

This subsection details the Reporting Plan which contains the internal and external reporting plan. The reporting plan is in accordance with statutory requirements as stated in the Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time by any relevant authorities.

4.5.8 Internal Reporting Plan

This plan will involve preparation of types of reports namely sections, quarterly progress reports and annual reports. These reports will be submitted to various internal stakeholders including OSHA-CEO and Directors. The reports will be prepared on monthly, quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan is detailed below:

S/N	Type of Report	Recipient of the report	Frequency	Responsible Person
1	Section Reports	Directors	Monthly	Heads of Sections
2	Quarterly Reports	CEO	Quarterly	Planning and Monitoring
3	Annual Report	CEO	Annually	Planning and Monitoring
4	Annual Financial Report	CEO	Annually	Finance and Accounting

4.5.9 External Reporting Plan

This plan will involve preparation of five types of reports namely Program Implementation report, performance reports, financial statements, Annual reports and Five year Outcome report to be submitted to various external stakeholders, including Ministry of Labor and Employment, Controller and Auditor General, the Parliament 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 and details are given here below:

S/N	TYPE OF REPORT	RECIPIENT	FREQUENCY	RESPONSIBLE
1	Performance Reports	PMO(LYPDs), OSHA-MAB	Quarterly/Annually	CEO
2	Financial Statements	CAG	Annually	CEO
3	Annual Reports	MoF/PO-PSM/ OSHA-MAB	Annually	CEO
4	Procurement report	PPRA	Annually	CEO
5	Five Years Outcome Reports	MoF/PO PSM/PMO(LYPDs)	Five years	CEO

4.6 STRATEGIC PLAN MATRIX 2021 – 2026

S/N	OBJECTIVES	STRATEGIC TARGETS	TARGETS	RESPONSIBLE	KEY PERFORMANCE INDICATORS
1(A)	HEALTH SERVICES IMPROVED AND HIV/AIDS INFECTIONS REDUCED	<ul style="list-style-type: none"> - Encourage Voluntary HIV/AIDS and NCCD Testing -Implementing HIV&AIDS and non-communicable chronic diseases program - Support people living with HIV& AIDS and provide ways and means for staff to exercise. -Arrange for staff sports Activities 	One sensitization seminar on HIV /AIDS and NCCD conducted in HQ	DBS-HR	<ul style="list-style-type: none"> - Number of staff tested voluntarily - Number of staff satisfied with HIV and AIDS supportive services - Number of staff participating in keep-fit sports - Infection rate at OSHA - Prevalence of Chronic Non-communicable diseases
			HIV/AIDS and NCCD committee established and implemented annually by June 2022	DBS-HR	
			Declared staff living with HIV/AIDS and NCCD supported annually by June 2026	DBS-HR	
2(B)	EFFECTIVE IMPLEMENTATION OF NATIONAL ANTI-CORRUPTION STRATEGY	Adopt and develop programme for implementation of National Anti-Corruption Strategy	Good Governance and Anti – corruption plan developed and implemented annually by June 2026	DBS-HR	<ul style="list-style-type: none"> - Level of customers satisfaction - Number of Solicited bribe complaints -Number of staff trained on good governance and ethics
			Complaints handling mechanism operationalized annually by June 2026	PRU	
			OSHA ethics and integrity committee meetings conducted quarterly by June 2026	DBS-HR	

S/N	OBJECTIVES	STRATEGIES	TARGETS	RESPONSIBLE	KEY PERFORMANCE INDICATORS
3 (C)	ENHANCED AND SUSTAINED WORKPLACE REGISTRATION AND OSH COMPLIANCE INCREASED;	<ul style="list-style-type: none"> - To use MOU in forming collaborations with other Government authorising agencies to locate and identify unregistered workplaces - To use MOU with Apex associations to raise awareness on importance of workplaces registration and compliance of OSH. - To encourage workplaces to adapt OSH systemic prevention approach; - To adapt GIS technology to workplaces identification and registration. 	Registration and Compliance guidelines developed by June 2022	DOSH	<ul style="list-style-type: none"> • Number of registered workplaces • Number of compliance licences issued • Updated workplace registered
			4 regulations (OHS (General Administrative rules), OH Services rules 1985, OHS building and Construction rules, Dock rules 1962) reviewed by June 2022	LSU	
			10 MOUs agreed with other institutions (BRELA, TRA, TIC, MITI, MHA, MHESW (Hospitals, Pharmacy Council), TIRA, BOT, TAMISEMI (LGAs), GPSA, TEMESA, CRB, GCLA, EWURA) on the identification of workplaces process by June 2024	WRQAU	
			35,000 unregistered workplaces identified and registered by June 2026.	WRQAU	
			9 Regulations (pesticides fertilizers, power piping, premises of establishment(workplaces), unfired pressure vessels, personal protective equipment, machine guarding, elevation and related equipment, safety and health committee, work at height) drafted by June 2026.	LSU	
			200,000 employers and employees trained on OSH matters by June 2026.	DTRS	
			Workplace Register updated by March 2022	WRQAU	
			4 OSH guidelines (medical surveillance, risk-based inspections, occupational diseases diagnosis, accident recording and notification) reviewed by 2023	DOSH	
			Registrations and Compliance guidelines updated by 2023	DOSH	
			OSH workplaces training needs assessment developed by June 2022.	LSU	
			OSH Act 2003 revision facilitated by June 2022.	DTRS	

S/N	OBJECTIVES	STRATEGIES	TARGETS	RESPONSIBLE	KEY PERFORMANCE INDICATORS
4 (D)	OCCUPATIONAL ACCIDENTS AND DISEASES REDUCED;	To initiate on-line registration process.	GIS of workplaces established by June 2022.	WRQAU	Number of occupational accidents occurred and reported
			2010 OHS Policy revision facilitated by June 2022.	LSU	
			4 MOUs agreed with umbrella institutions (ATE, CTI, TPSF, TCCIA,) on OSH awareness by June 2022	LSU	
		To enforce the OHS legislation and standards	OHS Policy implementation strategies endorsed by June 2022.	LSU	Number of OSH complaints reported
			5 ILO OSH Conventions initiated for ratification by March 2026.	LSU	
			150,000 Workers medically examined annually by June 2026	DOSH	
		To promote OSH prevention culture at workplace	3 Collaborations with National and International training and Research institutions on OSH issues established by June 2023	DTRS	Number of employees with Occupation diseases reported
			Workplace employees register established by June 2022	DOSH	
			OSH (Notification of Diseases, Injuries and Dangerous Occurrences) rules reviewed by June 2022.	LSU	
		To ensure every workplace conducts OSH risk assessment.	OSH Research guideline developed by June 2022	DTRS	Number of workplaces adopted OSH systemic approach
			1 OSH research conducted annually by June 2026	DTRS	
			OSH Statistical indicators produced annually by June 2026	DTRS	
		To encourage workplaces to adapt OHS VISION ZERO strategy	Guidelines for OHS Training endorsed by June 2022.	DTRS	OPRAS Rating
			1 OHS Conference conducted annually by June 2026	DTRS	
			10,000 informal sectors and SME trained on OHS matter annually by June 2026	DTRS	
			920,000 inspections (general- 120k, specific- 800k) conducted by June 2026.	DOSH	
			VISION ZERO strategy monitored annually by June 2026	DTRS	
			10,000 Workplaces adopted systematic prevention approach by June 2026	DTRS	
5 (E)	INSTITUTIONAL CAPACITY	To improve Administrative Human Resource Management	Human Resources Plans Reviewed and Implemented annually by June 2026	DOSH	External Audit rating
				DBS-HR	

S/N	OBJECTIVES	STRATEGIES	TARGETS	RESPONSIBLE	KEY PERFORMANCE INDICATORS
	TURE IMPROVED	- To strengthen financial management system - To improve working environment - To improve internal policies and management systems - To improve and monitor planning at all levels	OSHA Training Programme Reviewed and Implemented Annually by June, 2026 OSHA plans (Action Plan and Business Plan) and budget (MTEF) prepared and submitted annually by June 2026 ICT systems and platforms for management and OSH processes upgraded by June 2026 Procurement plan prepared and implemented annually by June 2026 Office Working tools (Motor vehicles, furniture and equipment) procured annually by June 2026 Non-core functions outsourced, and subsequent contracts managed annually by June 2026 Computerized Financial management system (MUSE) operationalised by June 2022. Staff welfare program reviewed and implemented annually by June 2026 Financial and Accounts Services Managed Annually by June 2026 Accounting Manual and Financial policy and regulations reviewed by June 2022. Computerized records management systems developed and implemented by June 2022. OSHA HQ (Dodoma) and 5 zonal offices (Tabora, Mwanza, Arusha, Mtwara and Mbeya) buildings constructed by June 2026 ICT infrastructure Maintained annually by June 2026 ICT Plan developed and Implemented annually by June 2026 Risk management programs reviewed and implemented annually by June 2026 Monitoring and Evaluation system reviewed and implement by June 2022. Audit plan prepared and implemented annually by June 2026 Statutory and other reports produced and submitted to relevant bodies annually by June 2026 Corporate Social responsibility Policy developed and implemented annually by June 2022. Communication strategy reviewed and implemented annually by June 2026. Computerized Fixed Assets Register established by June 2022. 2 newsletters prepared and published annually by June 2026 1 OSH Stakeholders' meetings conducted quarterly by June 2026 50 media programs coordinated annually by June 2026	DBS-HR DBS-PME ICTU PMU PMU DBS-HR DBS-MFA DBS-HR DBS-MFA DBS-MFA DBS-HR PMU ICT ICT DBS-PME DBS-PME IAU DBS-PME PRU DBS-MFA PRU PRU PRU PRU	·Number of staff Complaints ·Level of Customer satisfaction ·Number of processes automated Number of contact employees engaged

Key to abbreviations to the matrix above:

DTRS-Director of Training Research and Statistics, **DOSH**-Director of Occupational Safety and Health, **DBS**-Director of Business Support Services, **PMU**-Procurement Management Unit, **PRU**-Public Relations Unit, **LSU**-Legal Services Unit, **ICTU**-Information Communication Technology Unit, **WRQAU**-Workplace Registration Quality Assurance Unit, **IAU**-Internal Audit Unit.

4.7 ORGANISATION STRUCTURE 2021 – 2026



