

THE ZANZIBAR HOUSE OF REPRESENTATIVES

STRATEGIC PLAN 2021-2025

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LIST OF ABBREVIATIONS

APNAC:	African Parliamentarian's Network Against Corruption
CCM:	Chama cha Mapinduzi
CPST:	Center for Parliamentarian Studies and Trainings
CSOs:	Civil Society Organizations
GNU:	Government of National Unity
HoR:	House of Representatives
ICT:	Information Communication Technology
MDAs:	Ministry Department and Agencies
NDPs:	National Development Plans
URT:	United Republic of Tanzania
UWAWAZA:	Umoja wa Wawakilishi Wanawake wa Zanzibar
ZDV:	Zanzibar Development Vision
ZHoR:	Zanzibar House of Representatives
ZPC:	Zanzibar Planning Commission
ASPP:	Annual Staff Performance Plan
CAG:	Controller and Auditor General
CDF:	Constituency Development Fund
CO:	Constituency Office
DMC:	Department of Media and Communication
DPP:	Director of Public Prosecutions
LSP:	Legislature Support Project
MKUZA:	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Zanzibar
NPS:	National Development Plan



FOREWORD

It is an honour and a privilege to present to you the five years (2021-2025) House of Representatives Strategic Plan. This document will serve as a blue print that will guide the operations of the House and its Secretariat in fulfilling its duties. The purpose of this strategic plan is to construct a medium-term strategy that has a clear focus, commitment and a set of defined programmes with measurable goals and accountabilities.

The Zanzibar House of Representatives derives its powers from the Constitution of Zanzibar, 1984. Section 78 of the Zanzibar Constitution states that the legislative powers for non-union matters for Zanzibar are vested in the House of Representatives.

Other legislations and regulations that guide the operation of the House Business include; the House of Representatives, Immunities, Powers and Privileges, Act No. 4 of 2007, The Administration of the House of Representatives, Act No. 6 of 2019 and the Standing Orders of the House of Representatives, 2020 edition.

This five-year strategic plan lays out the vision, mission and strategies through which the House seeks to continue evolving into an independent, accountable, effective and ICT-ready legislature of the 21st Century. In articulating its strategy for improved representation of citizens, there is a need for more effective oversight of the executive and improved legislative processes that will bring impact to the electorates. In attaining this ambition, members and officials of the House should make a commitment to uphold the core values of transparency, accountability, integrity, service excellence, professionalism and unity.

Honourable Zubeir Ali Maulid

Speaker, ZHoR



ACKNOWLEDGEMENT

The development of this Strategic Plan was done in a participatory and consultative manner and has been possible through contributions of several stakeholders and partners. This was done, inter alia, in recognition of the fact that the successful implementation of the plan, as well as the achievement of the desired impacts through effective and timely delivery of the expected outcomes, will necessarily require full participation in the plan; as well as collective responsibility, partnership and ownership by all stakeholders of the House .

I thank the Ministry responsible for Finance and Planning for the guidance given through the Zanzibar Planning Commission (ZPC) which set the requirement for all MDAs to align their strategic plans to the National Development Plans (NDPs). Secondly, I appreciate the valuable contribution from Honorable Speaker, Deputy Speaker and other members and staff of the House who were actively involved in the formulation of this Plan. I also acknowledge the contribution made by all heads of Departments, Divisions and Units, for providing insightful input to the roadmap and strategic direction spelt out in this Plan.

I further wish to thank the technical team from the House Planning Division which worked under tight timelines to produce this plan. In the same breath I appreciate the valuable contributions received from our various stakeholders that enriched this plan. I am confident that the five years Strategic Plan will be implemented as endorsed as it is, considering that it is in line with Zanzibar Development Vision 2050 (ZDV).

In view of this, the Zanzibar House of Representatives will continue to collaborate with the Executive arm of Government and Development Partners in ensuring that the required resources are mobilized to ensure successful implementation of its core functions. The House makes its plea to the Executive and the Development Partners to continue supporting the objectives contained in this Plan.

Finally, on behalf of the ZHoR, I wish to express our appreciation to everyone that helped to shape this Strategic Plan. It is my sincere request that the cooperation, commitment and determination exhibited during the formulation of the Plan, be manifested during its implementation.

Raya Issa Msellem
Clerk, ZHoR

EXECUTIVE SUMMARY

This Strategic Plan intends to guide the management of ZHoR to provide a basis for institutional capacity development of Members and Staff of the House for the next five years. This Plan will serve as a framework for the Institution's decision making and operations in order to achieve its mission and make progress towards its vision. The Strategic Plan was informed by a comprehensive situational analysis which included the review of the previous Strategic Plan; analysis of the Institution's strengths, weaknesses, opportunities and challenges.

The Plan is guided by the House vision and mission which adhere to the principles of democracy and good governance for the development and welfare of people of Zanzibar. It is complemented by institutional core values that emphasize Transparency, Accountability, Integrity, Service Excellence, Professionalism and Unity.

The overall goal of the Plan is to improve the institutional capacity of the House in order to effectively perform its functions, meet the aspirations of the Zanzibar people and contribute to national development. In addition, the plan focuses on improving the administrative service delivery of the institution to support the legislative, representative, oversight and budget approval functions.

The House will therefore, over a period of five years, focus on six strategic issues, namely;

- Effective representation, legislation and oversight
- Strengthening the Institutional Capacity of the House Office for the Excellence in Service Delivery
- Public Trust and Reinforcing Parliamentary Collaboration and Partnership
- Embrace and Implement an e-House
- Gender Mainstreaming in the House of Representatives
- Improve and sustain financial resource base and accountability

This Strategic Plan is organized into eight chapters as follow;

Chapter One, gives a brief about organization description and it includes organization background information, mandate, major roles, organizational structure and the context of the Strategic Plan.

Chapter Two is about Organizational Strategic Assessment.

Chapter Three describes the Internal Strategy Implementation Process.

Chapter Four explains the Strategic Plan Framework that includes Vision statement, Mission statements, Core values, Strategic Objectives, Strategy Map and The Balanced Scorecard Matrix,

Chapter Five presents budgeting and financing of a Strategic Plan.

Chapter Six contains Monitoring, Evaluation and Reporting.

Chapter Seven gives details about Resource Mobilization, Risks and its Management Plan.

Chapter Eight describes the Implementation of the Strategic Plan.

The cost of this Strategic Plan is estimated to be TZS 25,784,640,000 billions, of which TZS 16,911,400,000/- billions will come from Zanzibar Government annual budget allocations to the House and TZS 8,873,240,000/- billions will be mobilized from Development Partners.

CHAPTER ONE

1.1 Introduction

1.1.1 Description of The House of Representatives of Zanzibar

The House of Representatives of Zanzibar came into being in 1980 following enactment of Zanzibar Constitution of 1979. The constitutional development resulted in repealing the 1979 Constitution and instead, the new constitution was enacted in 1984, which is referred to as the Zanzibar Constitution, 1984. This document is still in existence to date and has become the legal foundation of the House of Representatives of Zanzibar.

Section 63 of The Zanzibar Constitution, 1984 vested legislative mandates to The House of Representatives of Zanzibar as a measure of interpreting and strengthening the doctrine of separation of powers as propounded under section 5A of the Constitution. In addition to that, Article 106 of The Constitution of the United Republic of Tanzania (URT) of 1977 does recognize the House of Representatives of Zanzibar. The two Constitutions provide for a parliamentary democracy based on the Commonwealth model with three arms of government: the Legislature, the Executive and the Judiciary.

Like most legislatures, the House of Representatives Zanzibar has got core functions of legislating, oversight and representation. In realizing the major role of the House of Representatives, section 88 of the Zanzibar Constitution stipulates the functions of the House as follows:

- i. To enact legislations where implementation of the matter requires legislation;
- ii. To debate the performance of each Ministry during the annual budget session in the House of Representatives;
- iii. To put various questions to the Revolutionary Government of Zanzibar in the House of Representatives;
- iv. To approve and oversee development plans of the Government in a similar manner that Government budget is approved.

1.1.2 Alignment to the National Development Plans

Although the Zanzibar House of Representatives operates within the aforementioned legal framework, it also works in line with the National Development Visions such as the Zanzibar Development Vision (ZDV) 2050 and the Revolutionary party (CCM) manifesto. The House is expected to enhance good governance, the rule of law, national unity, accountability, high and sustainable economic growth, the realization of political and social justice, among other development goals. The core functions of the House are essential for the implementation and attainment of the national goals. As representatives of the people, the members of the House are the mouth piece of the people in Zanzibar to oversee and advise the Executive which ultimately leads to guarantee participatory and equitable development.

The contribution of the House of Representatives of Zanzibar to the Vision 2050 is in terms of legislation, oversight, participatory representation and appropriation of funds for expenditure.

These functions contribute to the realization of Vision priority area of Good Governance and Public services which intends to upholding transparency, accountability and the rule of law in government and society, supported by an efficient bureaucracy for public service delivery.

The House therefore, supports the critical sectors identified as enablers of political, economic and social development by providing an enabling environment for socio-economic development. The House Strategic Plan takes cognizant of the expectations to bring development in Zanzibar.

1.1.3 Structure of the House of Representatives of Zanzibar

The structure of The House is set out under section 63(1) of the Zanzibar Constitution. As stipulated under that provision of the Constitution, the House of Representatives of Zanzibar is constituted by the President of Zanzibar on one part and Members of the House of Representatives on the other part.

According to section 64 of the Zanzibar Constitution, there are five (5) categories of members of the House of Representatives of Zanzibar. The categories are provided below with their respective number of Members.

- Members from electoral Constituencies through direct elections; (50 members)
- Members appointed by the President of Zanzibar; (10 members)
- Women special seats from political parties; (20 members)

- The Speaker if he/she is not elected from among Members of the House; (1 member) and
- The Attorney General (Ex–Officio); (1 member).

This makes the total number of all Members within The House of Representatives Zanzibar when all vacancies are filled to be 82.

In undertaking functions of the House of Representatives of Zanzibar as stipulated under section 88 of the Zanzibar Constitution, two different administrations namely the House of Representatives and the Office of the House of Representatives play critical roles towards ensuring that such functions are discharged effectively and efficiently. The House of Representatives is under the stewardship of the Speaker of the House of Representatives and his immediate assistants including Deputy Speaker and other presiding officers and all members of the House. The Speaker and all other members of the House, through sessions of the House, discharge the functions stipulated under section 88 of the Zanzibar Constitution.

On the other part, the Office of the House of Representatives under the leadership of the Clerk of the House plays a facilitating role through offering technical and administrative assistance to members of the House towards ensuring that members of the House of Representatives discharge their functions efficiently. This support is offered in facilitating House sessions, committee sessions and other forums.

1.2 Structure of the House Administration

Figure 1. 1: The House Administration



Speaker
Hon. Zubeir Ali Maulid



Deputy Speaker
Hon. Mgeni Hassan Juma



Chairperson of The House
Hon. Mwanaasha Khamis
Juma

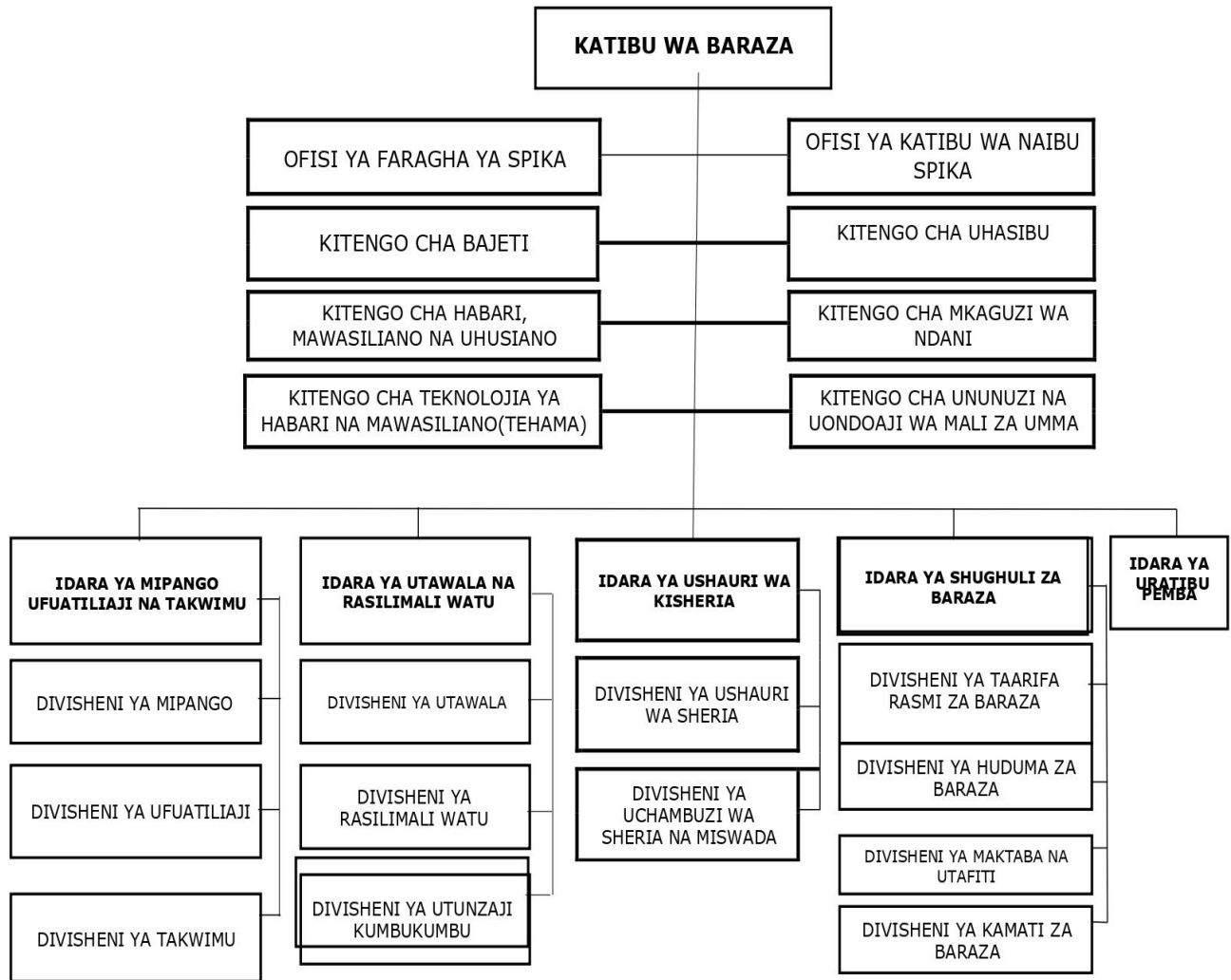


Chairperson of The House
Hon. Abdulla Hussein Kombo

1.2.1 Structure of the Office of the House of Representatives

Figure 1. 2: Office of the House of Representatives

MCHORO WA MUUNDO WA AFISI YA BARAZA LA WAWAKILISHI ULIOIDHINISHWA NA SERIKALI YA MAPINDUZI ZANZIBAR



1.3 Context of the Strategic Plan

This Strategic Plan is a product of a collaborative process between the Strategic Plan Development Team (Department of Planning, Monitoring and Statistics) and primary stakeholders in the Zanzibar House of Representatives including the Speaker’s Office, the Deputy Speaker’s office, the House Clerk’s Office, the House Service Commission, the House Departments, the House Office –Pemba,

Divisions and various Units of the House in order to ensure ownership and acceptance by all stakeholders to guarantee its implementation. The process also entailed the review of several documents including; the Zanzibar Constitution, 1984, the House of Representatives Standing Orders, 2020 Edition and the previous House of Representatives of Zanzibar Strategic Plan (2014-2018)

CHAPTER TWO

2.1 Organisational Strategic Assessment

The purpose of organizational strategic assessment is to analyze the broad overview of the state of the institution by reviewing the previous Strategic Plan 2014-2018. The review contains achievements, challenges encountered and seeks to build on the lessons learnt. It also describes the internal and external environment through performance review; SWOC analysis and the stakeholder's analysis.

2.2 Organisation Performance Review Of The 2014-2018 Strategic Plan

The 2014-2018 Strategic plan prioritized four (4) Strategic Issues towards a common vision of making the House effective, efficient and self-sustaining institution as one of the prerequisites of good governance. During the review period, various achievements were realized, challenges noted as well as lessons learnt.

2.2.1 Major achievements from the previous Strategic Plan (2014 – 2018)

During the implementation of the previous Strategic Plan, the House managed to realize some achievements, notably strengthened oversight capacity of members of the House over public finance by providing additional specialized trainings to Public Accounts Committee (PAC) Members and other oversight committees with their respective committee clerks and other staff with expertise in various disciplines.

During induction of the 9th House, Members were equipped with various capacity building trainings including law making process, the salient features of the Constitution of Zanzibar, Standing Orders, Speaker's Rules, Legislative and Procedural Manuals for the House of Representatives. On the same lines, the House in collaboration with Ministry responsible for Finance provided trainings on annual pre-budget to the members.

Furthermore, the House organized benchmark tours to other parliaments within the Commonwealth countries. As a measure to improve public image and constituency representation, the House also managed to establish annual youth parliament as a forum for Youths to familiarize with the process of public policy making and through that familiarization process, the youths had an opportunity to engage with members of the House of Representatives. The 2016 amendments of the House Standing Orders offered Members of the public who are aggrieved by utterances made in the House by any member of the House, a right to reply by writing to the Speaker of the House. Also, the House succeeded to establish live coverage of House proceedings and recorded radio and television programs which aimed at raising awareness and understanding of the Public on the key roles of the House including decisions of the affairs of the public.

Additionally, the House managed to conduct capacity building of women representatives by Institutionalizing Women Representatives Caucus (UWAWAZA) and provided trainings on gender mainstreaming, legislations, oversight, representation, leadership and public communication which increase involvement of women in political leadership. Moreover, the House managed to institutionalize ICT services in the ZHoR by formulating a comprehensive ICT policy.

2.2.2 Pending issues

Although the House managed to achieve a number of planned activities, there were still some important issues that could not be accomplished during the implementation of the previous Strategic plan which needs consideration in the new strategic plan. Most of the pending issues could not be accomplished due to limited resources caused by the absence of the supporting project to compliment the funds from the government. Over the last five years, there was no any project to support the House; thereby a number of initiatives could not be sustained. Other strategies couldn't be accomplished because they were not realistic according to the existing Zanzibar environment.

The following are the pending issues observed from the previous strategic plan

- Inadequate trainings for members and staff especially after the lapse of the House Project.
- The House could not establish the Centre for Parliamentary Studies and Training (CPST)
- The Research Unit has not been well utilized
- The House Budget Office has not been established
- The House could not establish and institutionalize Questions without notice session with the leader of the government business in the House
- The House internet pool was not improved and not well utilized
- There was no Public- Representatives engagement through the House website and social media accounts.
- Inconsistence of Youth Parliament
- The House could not improve the remuneration to attract brain drain
- Lack of implementation of ICT Policy and Master Plan
- Low use of library facilities
- The Strategic Plan Implementation Committee was not effective
- Staff Performance Evaluation and Career Development Plan were not well implemented.
- The Mini Press Unit has not been established
- Inadequate staff capacity building trainings and attachments
- The House quarterly newsletter, Radio and T.V programs were not sustainable
- The House Communication Strategy was not effectively implemented
- The minimum education level of members could not be upgraded
- The House could not establish constituency offices for representatives
- The House could not introduce public access to standing oversight committees proceedings during evidence gathering

2.2.3 Emerging Challenges

This part presents major challenges that are highly associated with the failure of meeting some targets set in 2014-2018 Strategic Plan, as highlighted below;

- During the performance review of this Strategic Plan, it was discovered that there was no active team to oversee the implementation of the strategic Plan as the established team did not sustain.
- Limited flow of funds highly impacted the implementation of the Plan. The House depended on the support from development partners for the smooth implementation of the Strategic Plan.

- Significant number of staff and representatives were not aware of Strategic Plan thereby impacting its implementation.
- Unrealistic strategies and targets setting leading to pending activities such as, minimum qualification for members and allowing public access to Oversighting Committees proceeding during evidence gathering.

2.2.4 Lessons Learnt

Lessons Learnt presented hereunder arise from the experiences of implementing the 2014 – 2018 Strategic Plan. The new Strategic Plan borrowed lessons that subsequently informed during the development and implementation of the previous Plan. These are:

- The designing of the House Plans including the Annual House Budgets should always reflect the Strategic Plan.
- To effectively implement the Strategic Plan, departments, divisions and units will require appropriate guidance and effective monitoring
- Broader ownership of the Strategic Plan calls for a participatory bottom up approach to its development.
- There is a need to set up Strategic Plan Implementation Committee (SPIC) to monitor day to day implementation of the plan.
- Addressing human resource issues is a key to successful implementation of the Strategic Plan. The House may need to address any emerging issues like rewards and sanctions, promotions, re-designations, salary reviews, organisational structure review, succession management, among others. This calls for an efficient staff management system.
- There is a need to improve information flow and feedback on the House decisions and Plans.
- Team spirit is a key to the successful delivery of services within the House.

2.3 Swoc Analysis

The table below provides a summarized representation of the House analysis on its Strengths, Weaknesses, Opportunities and Challenges.

Table 2. 1: Swoc Analysis

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> • Constitutional mandate and powers 	<ul style="list-style-type: none"> • Limited budget

<ul style="list-style-type: none"> • Establishment of e-House • Parliamentary website in place • Established partnerships with civil society organizations (CSOs) • Strong history and precedence of the House practices and procedures. • Strategic linkage with other parliaments and parliamentary associations. • Existence of young recruited and qualified staff 	<ul style="list-style-type: none"> • Shortage of transport facilities (for House Committees) • Inadequate office space to accommodate House business • Shortage of office equipment i.e. computers, laptops, chairs, tables, etc • Inadequate library and internet facilities • Limited Representatives' commitment especially during trainings • Limited proper Government oversight • Inability to optimize the use of ICT among Representatives and staff • Lack of reading culture among Representatives and staff • Lack of monitoring and evaluation framework • Inadequate capacity building trainings for staff and Representatives
OPPORTUNITY	CHALLENGES
<ul style="list-style-type: none"> • Goodwill of the development partners • Good working relationship with the executive • Active engagement with the media, civil societies and stakeholders. • Membership to regional and International Parliamentary Associations • Opportunity to interact with other parliaments/institutions 	<ul style="list-style-type: none"> • Negative perception on the image of the House • Limited public participation in the House program • High turnover of representatives after investing on them • Lack of financial autonomy • High public expectations and demands on

<ul style="list-style-type: none"> • Political will 	<p>Representatives</p> <ul style="list-style-type: none"> • Limited understanding by citizens on the role of the House
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2.4 Stakeholders Analysis

The House of Representatives recognizes the importance of stakeholders in the implementation of the Strategic Plan. In addition, the House provides itself a strong linkage, partnership and collaborations with other stakeholders in facilitating the House to play its major roles of representation, legislation and oversight.

The matrix below is an analysis of some of the key stakeholders and their expectations on the House of Representatives.

Table 2. 2: Stakeholders analysis framework

Stakeholders	Stakeholders expectations	ZHoR Expectations
1. Members of the House of Representatives	<ul style="list-style-type: none"> ▪ Efficient services. i.e. Legislative and administrative services ▪ Capacity building programs ▪ Adequate remuneration ▪ Conducive and secure working environment 	<ul style="list-style-type: none"> ▪ Enactment of more and quality laws ▪ Improved quality of debate ▪ Improved oversight role
2. Staff	<ul style="list-style-type: none"> ▪ Improved remuneration ▪ Staff welfare ▪ Conducive and secure working environment ▪ Trainings and career development 	<ul style="list-style-type: none"> ▪ Staff satisfaction and loyalty ▪ Timely implementation of programs ▪ Adherence to rules and regulations ▪ Improved performance and services delivery

<p>3. Ministries and other Public Institutions including Local Governments</p>	<ul style="list-style-type: none"> ▪ Better and effective communication and participation on all issues ▪ Debate and scrutiny of bills and budget on timely basis ▪ Enactment of laws for operationalisation of policies 	<ul style="list-style-type: none"> ▪ Implementation of enacted laws and resolutions ▪ Effective and efficient utilization of resources on all issues. ▪ Implementation of committee's recommendations ▪ Prudent public finance management ▪ Effective and efficient feedback from the executive on debated issues
<p>4. Media</p>	<ul style="list-style-type: none"> ▪ Access to information ▪ Good working environment in the House ▪ Timely information ▪ Availability of information on the website 	<ul style="list-style-type: none"> ▪ Improved public knowledge of the House activities ▪ Accurate reporting, ethical and responsible journalism.
<p>5. Civil Society Organizations</p>	<ul style="list-style-type: none"> ▪ Inclusiveness in the legislative process ▪ Consideration of their inputs in bills and budget discussions ▪ Availability of information ▪ Enhanced public outreach programmes 	<ul style="list-style-type: none"> ▪ Participation to the legislative process ▪ Professional inputs in bills ▪ Constructive criticisms ▪ Timely feedback ▪ Enhanced civic engagement.

<p>6. Development partners</p>	<ul style="list-style-type: none"> ▪ Growth in democracy ▪ Spending in accordance with project budget. ▪ Efficient and effective implementation of projects ▪ Result based project implementation 	<ul style="list-style-type: none"> ▪ Support for capacity building for Members and staff of the House ▪ Access to financial support ▪ Improved strategic partnerships for knowledge and information sharing and capacity building development
<p>7. Public</p>	<ul style="list-style-type: none"> ▪ Effective Oversight ▪ Effective Representation ▪ Good governance ▪ Improved legislation ▪ Appropriate utilization of resources ▪ Transparency and accountability ▪ Effective Budget discussions 	<ul style="list-style-type: none"> ▪ Participation in the legislative process ▪ Feedback on performance of the House ▪ Improved understanding of representatives duties
<p>8. Global partners and other regional and international parliaments</p>	<ul style="list-style-type: none"> ▪ Active participation in international meetings ▪ Implementation of resolutions 	<ul style="list-style-type: none"> ▪ Sharing of best parliamentary practices ▪ Capacity building for Members and Staff of the House

CHAPTER THREE

12.1 Internal Strategy Implementation Process

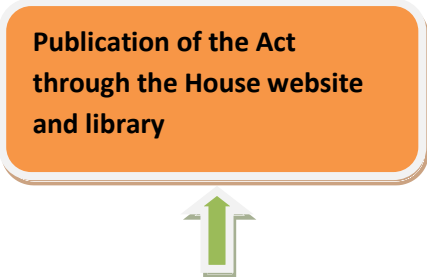
Internal Strategy Implementation Process is an organized set of functions that arise out in an institution in order to see how it works or performed to reach the intended results. The key functions

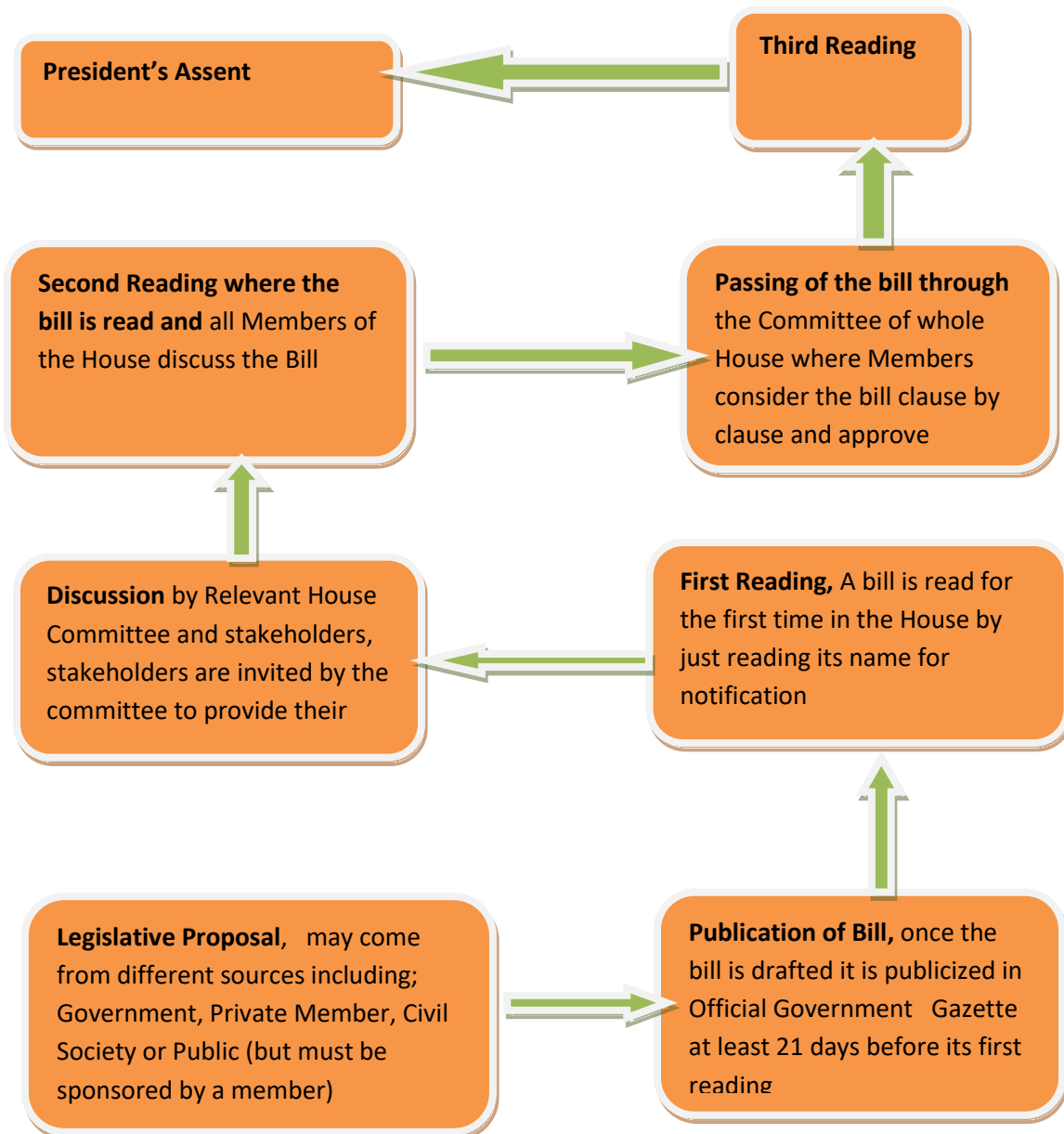
of the Parliament are to enact legislation, to oversee the executive functions and scrutiny of the national budget, and to represent the citizens. These major functions of the Parliament, which in Zanzibar are exercised by the House of Representatives, can not merely be done through the sittings and sessions of the House, but also outside the House premises through making a follow up of the Government Institutions operation where they perform and spend the public money, as well as engaging with citizens to seek public opinion.

12.2 Legislative Function

Through legislative function, the House contributes to developing fair and equitable laws that govern the country. In this context, the House has the ability to amend or assert control over the passage of legislation to provide the public with the wise proposals which seeks to safeguard the rights of citizens. Strengthening the capacity of the House to effectively exercise legislative process can contribute significantly to reducing abuses of power and ensuring that, the rights of citizens are protected. The diagram below shows the Legislation Process:

Figure 3. 1: Legislative Process





12.3 Oversight Function

In oversight function, the House is responsible of two main tasks; budget approval and overseeing the implementation of the approved budget. The House of Representatives approves the government annual budget and when necessary, supplementary budget for effective collection of the Government revenues and lawful public expenditures. In budgeting, a vital role of the House is to review and

approve the budget. The executive branch (The Revolutionary Government of Zanzibar) proposes an annual budget, while the House scrutinizes and amends the proposed budget to ensure that funding reflects the priorities of the country and its citizens.

The oversight function of the House is mainly done through standing committees as established in the Standing Orders of the House. Financial scrutiny performed by the House Committees, mostly the Public Accounts Committee is done to ensure both Public Finance collection and utilization is done in accordance with the existing principles, rules and regulations. Below diagrams show the Budget Process and Oversight Process:

Figure 3. 2: Oversight Process done by Oversight Committees

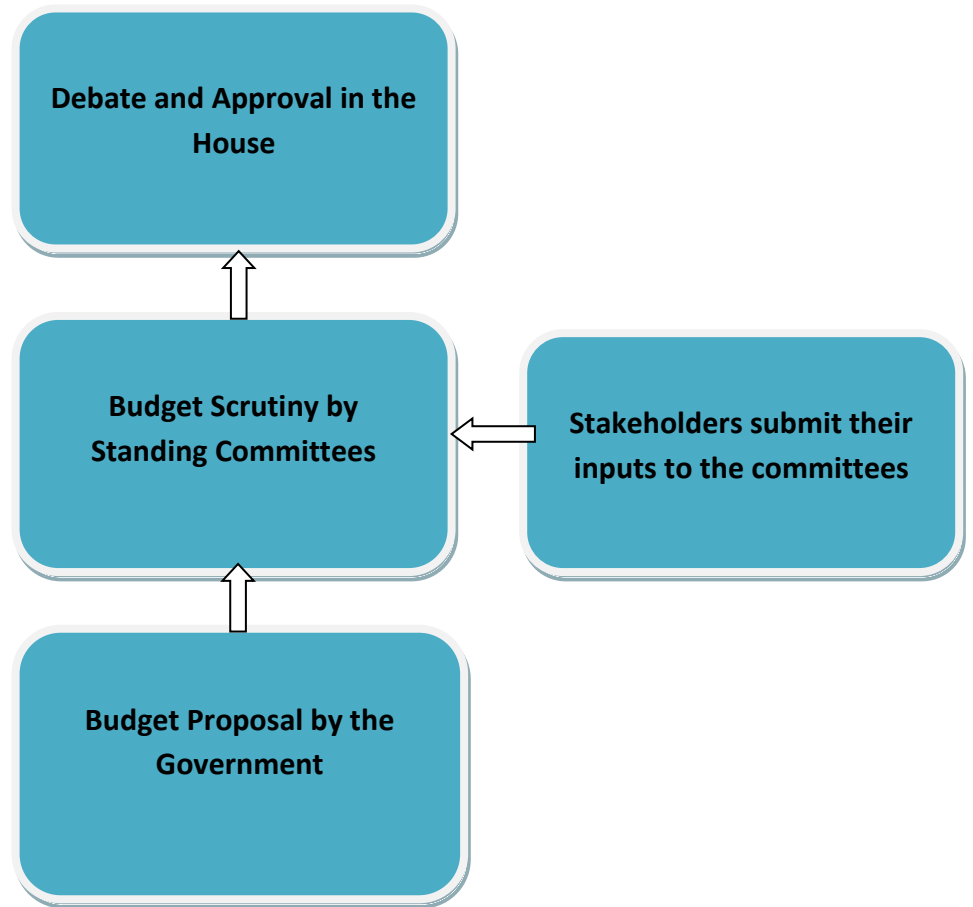




12.4 Budget process

The budget process in the House of Representatives starts at the committee level where each sector committee receives the proposed budget from the Government for their relevant ministries, whereas the House Budget Committee accounts for the whole national budget, followed by sectoral committees. Thereafter, the House starts the budget discussion and approval, ministry by ministry followed by the main Government budget.

Figure 3. 3: The Budget Process in the House of Representatives



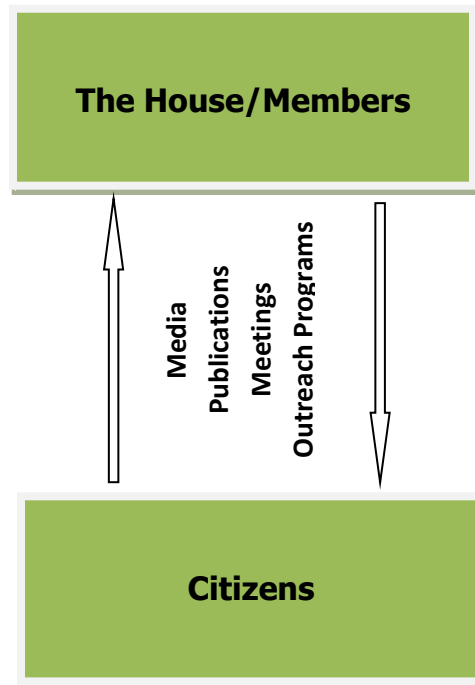
12.5 Representation Function

Parliament is a representative organ of the people. Hence, the House members must have continuous communication with the public; there must be a mechanism through which members can take public opinions from their constituencies and making decision based on the interest of the people they represent. Creating an environment where citizens have trust in their elected officials and their governing institutions promotes a shared commitment to democratic values. Establishment of e-House will provide opportunities for expanding the lines of communication between members and the people they represent, thereby enabling a better informed citizenry, increasing transparency and

developing new channels for the public to express their views to the House.

Furthermore, The ZHoR has its own website to keep citizens abreast of the House proceedings and to provide a record of legislations. The below diagram shows the Representation Process:

Figure 3. 4: Representation Process



In order for the House to exercise its primary functions of legislation, oversight, and representation; The Strategic Plan will be a roadmap to support the House core businesses of legislation, oversight and representation, as well as the general House administration.

CHAPTER FOUR

13.1 Strategic Plan Framework

13.1.1 Vision statement

“To be an effective democratic institution and enhance democracy for development and welfare of the people of Zanzibar.”

13.1.2 Mission statement

“Maintain a truly democratic Parliamentary forum in Zanzibar that empowers the public through representative democracy to participate in Parliamentary and other democratic processes so as to achieve sustainable development and good governance.”

13.1.3 Core Values

The ZHoR is committed to upholding the following core values:

- **Transparency:** We strive to achieve openness in the discharge of our duties
- **Accountability:** We strive to achieve accountability to the public and in the utilisation of public resources as well as be responsible for our actions
- **Integrity:** We uphold the highest level of integrity through demonstrating high ethical standards, fairness and objectivity in decision-making
- **Service Excellence:** We strive to achieve and maintain the highest standard of quality service and delivery in our duties
- **Professionalism:** We strive to act on the basis of sound and established rules of procedures as well as teamwork
- **Unity:** We strive to uphold unity of all Zanzibaris through the GNU

13.2 Strategic Issues and Objectives

The Strategic Issues are set to achieve the desired strategic outcomes. The objectives put forward in this plan will aim to bring about significant change and improvement in services delivered to Members, thereby seeking to increase the overall efficiency and effectiveness of the House.

STRATEGIC ISSUE 1: EFFECTIVE LEGISLATION, OVERSIGHT AND REPRESENTATION

Objective 1: To Strengthen the Legislative Capacity of Representatives

Expected outcome: Representatives play the role of legislating effectively

Strategies:

- To strengthen the capacity of members and staff of the House of Representatives in areas of the Law-making Process, Public Law, Constitutional and Administrative Law, Criminal Law and Legislative Drafting and statutory interpretation
- Sensitization of members of the House on the House procedures and regulations

- Set out a plan to establish a Centre for Parliamentary Studies and Training (CPST) in collaboration with Universities in Zanzibar¹
- Facilitation of Parliamentary attachments and study visits to other parliaments for both Members and Staff.

Objective 2: To Enhance the Oversight Capacity of the House of Representatives

Expected outcome: Improved accountability and transparency of the Government operations

Strategies:

- Develop and implement guidelines² for budget scrutiny
- Strengthen the capacity of oversight committees through frequent trainings
- Provide specialised trainings for committees' secretariat and recruit additional staff with different disciplines.
- Establishment of the ZHoR Budget Office
- Strengthening collaboration between the House committees and civil society organisations
- Enhancing capacity of members to effectively participate in the budget cycle
- Improve transport facilities for oversight committees

Objective 3: To Improve the Processes of Representation of Members of the House of Representatives

Expected outcome: Improved Representatives' accountability and representation to their constituents.

Strategies:

- Sensitize Representatives to organise regular public meetings in constituencies
- Establish Public-Representatives engagement mechanisms through the House website and social media accounts
- Embrace the annual Youth Parliament as a forum for youth engagement in public policy making discourse and engagement with Representatives
- Establish caucuses in special interest areas

¹ Once established, the Centre shall be responsible for training and capacity-building of Representatives and staff of the House and other institutions.

² Similar to the Public Hearing Guidelines, the guidelines will outline the legal and regulatory framework for the budget process critical areas for budget scrutiny, and will be distributed to all Representatives, staff, civil society and the public in general

STRATEGIC ISSUE 2: STRENGTHENING THE INSTITUTIONAL CAPACITY OF THE HOUSE OFFICE FOR THE EXCELLENCE IN SERVICE DELIVERY

Objective 1: To Enhance the Working Environment and Staff Welfare

Expected Outcome: Improved working efficiency

Strategies:

- Provide adequate office space for staff
- Improve the remuneration for staff to counter brain drain
- Provide office equipment and facilities
- Renovate the House building
- Upgrading the House security systems and infrastructure
- Improve the independence and performance of procurement and audit units of the House
- Improve office cleaning and physical environment

Objective 2: To Strengthen the Capacity and performance of Staff

Expected Outcome: Enhanced staff performance to support Members in discharging their Constitutional duties in an effective and efficient manner.

Strategies:

- Enhance communication, transparency and accountability of the office
- Review of organisation structure and staff job description
- Establish and operationalise a professional staff development plan and Staff Performance Evaluation Plan.
- Improve staff professionalism, integrity and competence through attachment, online courses and exchange visits.

Objective 3: To Strengthen the House of Representatives Research Services

Expected Outcome: Enhanced production and dissemination of research findings to be utilized by members of the House of Representatives to make informed decisions and deliberations.

Strategies:

- Build capacity for Research Unit in areas of parliamentary research skills, writing and presentation
- Improve skills of staff in the Research Unit to undertake applied research
- Establish, use and maintain networks with research institutions at the national, regional and international level
- Make effective use of the Research Unit

Objective 4: To Strengthen the Processes of Hansard Productions

Expected Outcome: Efficiency in Hansard production

Strategies:

- Procurement of hansard equipment
- Improve the efficiency of hansard unit

Objective 5: Improve the effectiveness of Speaker's Private Office

Expected Outcome: Improved status of Speaker's Office

Strategies:

- Improve the efficiency and working environment of Speaker's private office

STRATEGIC ISSUE 3: PUBLIC TRUST AND REINFORCING PARLIAMENTARY COLLABORATION AND PARTNERSHIP

Objective 1: To Enhance the Involvement of the Public in Legislation, Oversight and Representation.

Expected Outcome: Improved quality of Bills and budget through public participation

Strategies:

- Update and promote the utilisation of the stakeholders' database by all Standing Committees
- Organise regular consultative meetings with civil society groups
- Timely sharing of Bills with civil society groups and the public for effective and informed input

- Utilise the Public Hearing Guidelines to promote public participation in law-making process
- Make effective use of House's website and media to disseminate Bills for effective feedback
- Encourage civil society to introduce and publish a non-partisan Parliamentary Score Card

Objective 2: To enhance public image of the House

Expected Outcome: Enhanced the House image for sustained public engagement

Strategies:

- Establish a modern press unit
- Publish and disseminate regularly, the ZHoR newsletter
- Effectively implement the ZHoR Communication Strategy³
- Upgrading and making the House website resourceful and more interactive
- Establish online TV and radio station for the ZHoR
- Raising public awareness and understanding on House business
- Improve accessibility and quality of services for visitors

Objective 3: To Enhance the Collaborations and Partnership with other Parliamentary Institutions

Expected Outcome: Effective participation in international engagement

Strategies:

- Improve members' participation in regional and international parliamentary engagement.
- Reinforce working relationship with other parliaments and parliamentary institutions towards strengthened members' inter parliamentary experiences

STRATEGIC ISSUE 4: EMBRACE AND IMPLEMENT AN E-HOUSE

Objective 1: To enhance the use of ICT in all processes and operations of the House

Expected Outcome: Effective and efficient operation of the House and committees business through the use of ICT.

Strategies:

³ The document provide details on various strategies to be used by the HoR to communicate with its stakeholders

- Review and implement ICT Policy and Master Plan
- Strengthen the ICT capacity of members and staff of the House of Representatives through continuous trainings
- Strengthen the capacity of ICT Unit
- Install e-house system in the House⁴ including in the production and dissemination of the Hansard
- Improve library facilities, including establishment of e-library

STRATEGIC ISSUE 5: GENDER MAINSTREAMING IN THE HOUSE OF REPRESENTATIVES

Objective 1: To Empower Women Representatives of ZHoR

Expected Outcome: Improved women Representatives' competencies in legislation, oversight and representation, and enhanced gender mainstreaming in the ZHoR

Strategies:

- Facilitate sustained mutually beneficial linkages and exchange visits between women Representatives and regional and international women parliamentarian associations and networks
- Capacity building for women representative in gender issues, leadership and House business
- Enhance capacity of standing committees to take account on gender issues on committees functions
- Enhance staff capacity of ZHoR on gender issues
- Institutionalise Women Representatives Caucus (UWAWAZA) into the ZHoR's institutional structure

STARTEGIC ISSUE 6: IMPROVE AND SUSTAIN FINANCIAL RESOURCE BASE AND ACCOUNTABILITY

Objective 1: To Enhance resource mobilization and efficiency in utilization

Expected Outcome: Effective resource mobilization and utilization and improved performance of the House operations

Strategies:

⁴ The HoR spends huge amount of money to print various documents which would have been circulated in soft copies (Observation during field work)

- Enhance Engagement with development partners for effective resource mobilization
- Enhance efficient and effective utilization of resources and other assets
- Enhance and implement regular monitoring and evaluation

13.3 Strategic Map

Vision	ZHoR shall strive to be an effective democratic institution enhancing democracy for development and the welfare of the people of Zanzibar.
Mission	Maintain a truly democratic Parliamentary forum in Zanzibar that empowers the public through representative democracy to participate in Parliamentary and other democratic processes so as to achieve sustainable development and good governance.
Vision 2050: Cluster 4: Governance and Resilience	Priority Area : Good Governance and Public Services
Stakeholders	<pre> graph BT A[Improve Financial Resource Base and Accountability] --> B[Strengthening the Institutional capacity of the House Office Excellent in service delivery] B --> C[Gender mainstreaming in the House of Representatives] B --> D[Embrace and Implement an e-House] C --> E[Effective representation, legislation and oversight] E --> F[Public Trust and reinforcing Parliamentary Collaboration and partnership] D --> F </pre>
Internal Process	
Learning and Growth	
Finance	

13.4 Balanced Score card Matrices

PESPECTIVE: STAKEHOLDERS

STRATEGIC ISSUE 3: PUBLIC TRUST AND REINFORCING PARLIAMENTARY COLLABORATION AND INTERNATIONAL PATNERSHIP

OBJECTIVE 1: TO ENHANCE THE INVOLVEMENT OF THE PUBLIC IN LEGISLATION, OVERSIGHT AND REPRESENTATION

No	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVE	INITIATIVE OWNER
1.	Promote the utilization of the stakeholders' database by all Standing Committees	Number of CSOs involved in legislation, oversight and representation	About 80 CSOs in involved in legislation, oversight and representation	100	June 2025	Identify and incorporate the new CSOs	Committees Coordinator
2.	Organise regular consultative meetings with civil society groups	Number of individual stakeholders involved in legislation, oversight and representation	About 64 stake holders invited	96	June 2025	House committees engaged CSOs on house business Utilise the Public Hearing Guidelines	Committees Coordinator

3.	Make effective use of House's website and media	Number of social media accounts opened Establish data base for users of website	one account opened No database	At least 4 account Database established	December 2021 July 2022	Open accounts on social media (YouTube, Twitter, Facebook) Improve the ZHoR website Publicize the website in media Develop a guideline for the House social media	ICT Unit
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OBJECTIVE 2: TO ENHANCE PUBLIC IMAGE OF THE HOUSE

No	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVE	INITIATIVE OWNER
1.	Publish and disseminate regularly the ZHoR newsletter	Frequency of the House publication	None	Quarterly	June 2022 Continuous	Publication	Public Relation division
		Number of publications categories produced	No publication produced	4	June 2024	Publication	Public Relation division
2.	Establish a mini press Unit	Existence of equipment	No equipment procured	Equipment procured	September 2023	Procurement of press equipment	Procurement Unit Hansard division
		Number of trainings conducted	No trainings provided	At least 2 trainings	June 2023	Special Trainings provided	Procurement Unit Hansard division
3.	Raising public awareness and understanding on the House business	Number of radio and TV programs produced	No TV and Radio programs produced	280	June 2025	Establish online radio and T.V station for the House	Public Relation Division
		Number of outreach programs conducted	No outreach programs	32	June 2025	Conducting outreach programs	House Business Department Procurement Unit
		Marking of Baraza day	Baraza day has not established	Annually	July 2022 Continuous	Marking of Baraza day	House Business Department

4.	Improve accessibility and quality of services for visitors	Existence of visitors' guidelines	No guidelines established	A guidelines established	May 2022	Prepare visitor guidelines	Public Relation Division
		Number of trainings conducted	No trainings conducted	2	June 2025	Provide a customer care trainings	Human resource Division

OBJECTIVE 3: TO ENHANCE THE COLLABORATIONS AND PARTNERSHIP WITH OTHER PARLIAMENTARY INSTITUTIONS

No	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVE	INITIATIVE OWNER
1.	Improve members' participation in regional and international parliamentary engagement	Number of members and Staff participate in International conferences	25 members and 10 staff	all members and 25 staff	June 2025	Facilitate members and staff to participate international conference	Public Relation Division
2.	Initiate a database to recognize all Parliamentary exchange programs and visits	Existence of tracking mechanism (database).	None	Mechanism (database). established	June 2022	Establish mechanism for tracking and coordinating incoming and outgoing delegations	Public Relation Division

PESPECTIVE: INTERNAL PROCESS

STRATEGIC ISSUE 1: EFFECTIVE REPRESENTATION, LEGISLATION AND OVERSIGHT

OBJECTIVE 1: STRENGTHEN LEGISLATIVE CAPACITY AND PROCESSES OF THE HOUSE OF REPRESENTATIVES

S/N	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVE	INITIATIVE OWNER
1.	To strengthen capacity of members and staff on legislative process	Number of trainings on legislative process for Members	80	140	June 2025	Organize trainings, seminars and workshops	House Business Department
2.	Sensitization of Representatives on House procedures and regulations	Number of Members' contributions per bill	15	60	June 2025	Organize workshops	House Business Department
3.	Establish a Centre for Parliamentary Studies and Training (CPST)	Existence of CPST proposal	None	CPST established	December 2024	Comprehensive proposal on the matter Engage Universities in Zanzibar on the matter	House Business Department and Planning Division
4.	Facilitate study visits for members	Number of study visits for members conducted	5	20	June 2025	Conduct study visits	Planning and Finance Department

OBJECTIVE 2: TO ENHANCE THE OVERSIGHT CAPACITY OF THE HOUSE OF REPRESENTATIVES

No	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVE	INITIATIVE OWNER
1.	Develop and implement guidelines for budget scrutiny	Existence of budget scrutiny guidelines	None	1	April 2023	Establish a team of experts to develop guidelines	Clerk
2.	Strengthen the capacity of oversight committees	Number of trainings to oversight committees	55	170	June 2025	Organize frequent trainings	Committee Coordinator
		Number of experts attached to oversight committees	2	8	June 2024	Establish a tendency of attaching expert into oversight committees	Clerk
	Establish Parliamentarians Network Against Corruption (APNAC) Chapter	Number of trainings conducted to members	1	At least 2 trainings	April 2023	Orientation Seminar for Parliamentarians Network Against Corruption (APNAC) Chapter	House Business Department
3.	Recruit additional staff with different disciplines	Number of professional staff recruited	63	85	June 2025	To announce vacancies	Human Resource Division

4.	Establishment of ZHoR Budget Office	Percentage of Implementation of the consultant's recommendations	20	100	June 2023	Implement consultant's recommendations	Clerk
5.	Improve transport facilities for oversight committees	Number of available mini buses for oversight committees	3	7	June 2025	Procurement of committees' mini buses	Procurement Unit Transport and Logistics Unit

OBJECTIVE 3: TO IMPROVE THE PROCESSES OF REPRESENTATION OF MEMBERS OF THE HOUSE OF REPRESENTATIVES

No	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVES	INITIATIVE OWNER
1.	Sensitize Representatives to organize regular public meetings in their constituencies	Number of sensitization seminars to members conducted	1	5	June 2025	Conduct awareness seminars	House Business Department
2.	Establish web-based Public-Representative engagement mechanisms	Number of engagements through the House website	0	250	June 2023	Update the web site of the House to allow public engagement	ICT Unit
3.	Embrace the annual Youth Parliament	Number of Youth parliaments conducted	Over the ⁵ last five years there was no, youth Parliament conducted	Annually	June 2022	Conduct Youth parliament annually	Legal Division

⁵ The House largely depended the support of Development partners to conduct Youth Parliament through LSP project which laps since 2015

PESPECTIVE: INTERNAL PROCESS

STRATEGIC ISSUE 4: EMBRACE AND IMPLEMENT AN E-HOUSE

OBJECTIVES 1: TO ENHANCE THE USE OF ICT IN ALL PROCESSES AND OPERATIONS OF THE HOUSE

S/N	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVE	INITIATIVE OWNER
1.	Implement ICT Policy and Master Plan	The existence of reviewed document	The Policy has not been reviewed	The Policy reviewed and updated	June 2023	Review ICT Policy and Master Plan	ICT Unit
		Percentage of implementation of ICT Policy and Master Plan	20	80	June 2025	Update the existing ICT Policy and Master Plan	ICT Unit
2.	Strengthen the capacity of ICT Unit	Number of ICT trainings conducted	0	10	June 2025	Conduct ICT trainings for both members and staff	ICT Unit and Procurement Unit
		Number of computers procured	34	76	June 2025	Purchase additional computers for staff use	ICT Unit and Procurement Unit
		Existence of ICT Department	None	ICT department established	June 2022	Promote ICT Unit to Department	Human Resource Division

3.	Establish e- House System	Number of tablets procured	0	120	June 2021	Procurement of Tablets	ICT Unit and Procurement Unit
		Percentage of installation of e- House system	0	100	June 2025	Install e- house system	ICT Unit and Procurement Unit

PESPECTIVE: INTERNAL PROCESS

STRATEGIC ISSUE 5: GENDER MAINSTREAMING IN THE HOUSE OF REPRESENTATIVES

OBJECTIVE 1: TO EMPOWER WOMEN REPRESENTATIVES OF ZHoR

No	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVE	INITIATIVE OWNER
1.	Facilitate sustained mutually beneficial linkages and exchange visits	Number of study visits conducted by Women Representatives	2	10	June 2025	Conduct study visits	UWAWAZA /Planning Division
		Frequency of attending the meeting	0	Annually	December 2022 (continuous)	Increased participation in Women Parliamentarian Associations (CWP) meeting	The House Clerk/UWAWAZA
2.	Capacity building for women Representatives in gender issues, leadership and House business	Number of trainings offered to Women Representatives	34	50	June 2025	Organise frequent trainings	UWAWAZA /Planning Division
3.	Enhance capacity of standing committees to take account on gender issues on committees functions	Number of trainings conducted on gender issues to oversight committees	10	20	June 2025	Organize trainings	UWAWAZA /Planning Division

4.	Enhance staff capacity of ZHoR on gender issues	Number of Staff trainings conducted	0	2	June 2025	Organize Staff trainings on gender issues	UWAWAZA /Planning Division
5.	Institutionalise Women Representatives Caucus (UWAWAZA) into the ZHoR's institutional structure	Existence of budget allocation to support UWAWAZA	No budget allocation	Budget allocated	July 2022	Set out budget to support UWAWAZA	Finance Department
		Inclusion of UWAWAZA in ZHoR Organogram and operation	No proposal submitted	Proposal submitted and discussed	June 22	Clerk establishes a team to prepare a proposal	The House Clerk

PESPECTIVE: LEARNING AND GROWTH

STRATEGIC ISSUE 2: STRENGTHENING THE INSTITUTIONAL CAPACITY OF THE HOUSE OFFICE FOR THE EXCELLENCE IN SERVICE DELIVERY

OBJECTIVE 1: TO ENHANCE THE WORKING ENVIRONMENT AND STAFF WELFARE

No	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVES	INITIATIVE OWNER
1.	Renovation of the House buildings	Percentage of repair of the House chamber (Pemba)	0	100	June 2025	Repair of the House chamber (Pemba)	Head of House office Pemba and Procurement Unit
		Percentage of annual maintenance of the House building (Unguja)	25	100	June 2022 Annually	Maintenance of the House building (Unguja)	Head of service Division and Procurement Unit
		Percentage of annual maintenance of the House building (Pemba)	25	100	June 2022 Annually	Maintenance of the House building (Pemba)	Head of House office Pemba and Procurement Unit
2.	Provide adequate office space	Percentage of completion of the House building extension	0	100	June 2025	Extension of the House building	Procurement Unit and Real Estate Manager
		Existence of comprehensive proposal	None	Comprehensive proposal developed	February, 2022	Develop a comprehensive proposal with an architectural design and	Head of service Division and Procurement

						budget	Unit
3.	Provide office equipment and facilities	Percentage of office equipment purchased	50	100	2022 (annually)	Purchase office equipment	Procurement Unit
4.	Improve the remuneration for staff to counter brain drain	Completion of staff needs assessment	No staff needs assessment prepared	The assessment is done	December, 2022	Carry out staff needs assessment	Human Resource Division
		Existence of proposed document	No Proposal prepared	Proposal is completed and submitted to the House Service Commission	February, 2022	Propose new salary scale and remuneration for House staff	Human Resource Division
5.	Upgrading the security systems and infrastructure at the House Office Buildings	Number of modern CCTV camera and security lights installed	None	60 CCTV Cameras and 150 Security Lights	August 2022	Procurement and installation of modern CCTV cameras and security lights	Service Division/ Procurement Unit
		Frequency of maintenance of security screening machine	Annually	Quarterly	2022 (continuous)	Maintenance of security screening machine	Service Division/ Procurement Unit

6.	Improve the independence and performance of Procurement and audit units of the House	Percentage of adherence to law and procedures guiding Audit and Procurement operation	80	100	June 2023	Adherence to law and procedures guiding Audit and Procurement operation	Procurement Unit and Audit Unit
		Percentage of availability of working equipment	50	100	June 2025	Procurement of operational equipment	Procurement Unit
7.	Improve office cleaning and physical environment	Number of training offered to House staff and gardeners	No trainings offered	Annually	June 2022 Continu ous	Provide special trainings for gardeners	Human Resource Division
		Percentage of availability of gardening equipment	10	100	June 2025	Improve availability of modern gardening equipment	Service Division and Procurement Unit

OBJECTIVE 2: TO STRENGTHEN THE CAPACITY AND PERFORMANCE OF STAFF TO SUPPORT MEMBERS IN DISCHARGING THEIR CONSTITUTIONAL DUTIES IN AN EFFECTIVE AND EFFICIENT MANNER

S/N	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVE	INITIATIVE OWNER
1.	Enhance communication, transparency and accountability of the office	Frequency of Inter department meetings conducted	None	Quarterly	August 2022	Frequently inter departmental meetings	Heads of Departments
		Existence of suggestion box	No suggestion box established	A suggestion box is established	June 2022	Establish a suggestion box	Service Division
		Percentage of implementation of Communication Strategy	40	80	June 2025	Review of implementation of Communication Strategy	P. Relation Division
2.	Improve staff professionalism, integrity and competence	Existence of career development plan	None	Career development plan initiated	July 2022	Initiate a career development plan	Human resource division
		Number of short term trainings for staff	0	30	June 2025	Organize short term trainings	Human resource division
		Existence of reviewed scheme of service and staff job description	No review has been done	Review is completed	November 2022	Review of scheme of service and staff job description	Human resource division

OBJECTIVE 3: TO STRENGTHEN THE HOUSE OF REPRESENTATIVES RESEARCH SERVICES

No	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVE	INITIATIVE OWNER
1.	Build capacity for Research Unit in areas of parliamentary research skills, writing and presentation	Number of attachments	2	5	June 2025	Attachment and study visits of the House researchers to local and international institutions	Research Division
2.	Improve skills of staff in the Research Unit to undertake applied research	Number of trainings conducted for Researchers	0	5	June 2025	Conducting trainings for researchers	Research Division
3.	Establish, use and maintain networks with research institutions at the national, regional and international level	Number of links established	0	At least 3 local and 2 international networks	September 2024	Establish links with research institutions	Research Division
		Number of research institution membership attained	0	At least 1	June 2022	Request membership from international and regional research association	Research Division
4.	Make effective use of the Research Unit	Number of trainings conducted for members	None	1	October 2022	Conduct trainings to introduce research to members	Research Division

OBJECTIVES 4: TO STRENGTHEN THE PROCESSES OF HANSARD PRODUCTIONS

No	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVE	INITIATIVE OWNER
1	Improve the efficiency of hansard unit	Percentage of available hansard equipment	60	100	June 2025	Procurement of hansard equipment	Hansard Division and Procurement Unit
		Number of parliamentary attachments and study visits	1	10	June 2025	Conduct parliamentary attachments and study visits	Hansard Division
		Number of Parliamentary Hansard institution membership attained	0	At least 1	June 2023	Request membership from international and regional research association	Hansard Division

OBJECTIVE 5: IMPROVE THE EFFECTIVENESS OF SPEAKER’S PRIVATE OFFICE

No	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVES	INITIATIVE OWNER
1	Improve the efficiency and working environment of Speaker’s private office	Number of trainings provided	None	6 trainings	June 2025	Provide special trainings to the staff of Speaker’s private office	Human Resource/Planning Division
		Existence of link with other private offices	No link established	A link with two private offices established	May 2023	Establish a link with other private offices under the RGoZ	Speaker’s Personal Secretary
		Existence of accountant to Speaker’s Office	No accountant attached	Permanent accountant is attached at Speaker’s Office	December 2023	Consider attaching accountant for the Speaker’s Private Office	Clerk
		Number of Staff Recruited to Speakers Private Office	Currently there are 8 staff	At least 12 Staff	December 2023	Recruit additional staff to Speaker’s Private Office	Clerk

PERSPECTIVE: FINANCE

STRATEGIC ISSUE 6: IMPROVE AND SUSTAIN FINANCIAL RESOURCE BASE AND ACCOUNTABILITY

OBJECTIVE 1: TO ENHANCE RESOURCES MOBILIZATION AND EFFICIENCY IN UTILIZATION

No	STRATEGIES	MEASURE (KPI)	BASELINE	TARGET	TIME FRAME	STRATEGIC INITIATIVES	INITIATIVE OWNER
1.	Enhance engagement with development partners for effective resource mobilization	Existence of framework	No framework established	Framework is established	June 2022	Establish framework to engage with development partners	Planning Division
		Number of development partners engaged	2	10	June 2025	Establish engagement with development partners	The House Clerk
2.	Enhance efficient and effective utilization of resource and other assets.	Existence of Financial performance report framework	No Framework established	Framework is established and approved	September 2022	Develop and implement Financial performance report framework	Finance Division
		Existence of Budget Implementation report	No quarterly report produced	Budget Implementation report produced	September 2022 (Quarterly)	Establish Budget Implementation report	Finance Division
		Existence of Asset register book	No assets register book established	Assets register book established	July 2021 (Annually)	Establish and update asset register book	Finance Division
		Percentage of utilization	40	80	June 2021 and	Enhance the use of Procurement	Procurement Unit

		of resource as planed			continues	Plan	
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CHAPTER FIVE

14.1 Budgeting And Financing Of A Strategic Plan

The successful implementation of this Strategic Plan will require the continued support of the Government and various Development Partners. The House of Representatives will therefore ensure that the resources available are properly utilized in order to reach the intended objectives. It should be noted that resources mobilization is not exclusively about securing additional resources but effective utilization of available resources. Appropriate deployment of resources will determine the successful and smooth implementation of the plan.

The financial resources required to effectively implement the Strategic plan, funds that will be used in various activities such as trainings, attachments, purchase of new equipment will largely improve the institution's working environment.

The strategic plan is expected to be funded by the Revolutionary Government of Zanzibar through the Annual House Budget and it is envisaged that the Institution will seek the support of Development partners through the parliamentary diplomatic initiatives to fund some aspects of the strategic plan

Table 5. 1: Projected funds required for the implementation of the 2021-2025 Strategic Plan

Source of Funds	Estimated 2021/2022	Estimated 2022/2023	Estimated 2023/2024	Estimated 2024/2025	Estimated 2025/2026
RGoZ	3,594,000,000	3,435,600,000	3,285,600,000	3,361,900,000	3,234,300,000
Donors	-	2,313,185,000	2,136,685,000	2,282,185,000	2,141,185,000
Total	3,594,000,000	5,748,785,000	5,422,285,000	5,644,085,000	5,375,485,000

The House of Representatives is modernizing its operations so as to go along with the government wish of evolving all public institutions to electronic-operated institutions and hence e-Government. Modern Physical facilities are required to evolve to e-House. This calls for an increase of capital and other resources required to reach our intended objectives.

CHAPTER SIX

15.1 Monitoring, Evaluation And Reporting

15.1.1 Monitoring Plan

In order to ensure that the implementation of the Strategic Plan is carried out in a planned and coordinated manner, the House of Representative will put in place a monitoring and evaluation framework. The objectives of monitoring the strategic plan are to;

- i. Determine whether implementation is focused on the fulfillment of the Vision and Mission of the ZHoR
- ii. Ensure that SP objectives are being accomplished within the expected time-frame and taking necessary measures for timely implementation
- iii. Ensure that the strategic initiatives are carried out as planned, and that any deviations are corrected promptly
- iv. Ensure that wise use of resources is sustained throughout the implementation of the Strategic Plan

Monitoring of the Strategic Plan will be conducted by Strategic Plan Implementation Committee (SPIC). The House clerk will be responsible for facilitating the overall monitoring and evaluation of the implementation of the Strategic Plan. In this regard, all heads of departments, units and divisions will be required to prepare annual work plans that will reflect the strategic objectives and activities under their jurisdictions as outlined in the implementation plan. The work plans will be submitted to the Strategic Plan Implementation Committee.

The Strategic Plan Implementation Committee will coordinate and present the monitoring reports to the House Clerk for information and action. Monitoring reports will be prepared quarterly and annually. A quarterly progress report will be in the following format;

Table 6. 1: A Quarterly Progress Report Format

Objectives	Strategies	Planned activities	Planned budget	Actual expenditure	Planned targets	Achievements	Remarks

15.2 Evaluation Plan

15.2.1 Annual evaluation

The Strategic Plan of the House should be subjected to an annual evaluation based on reports made by the Strategic Plan Implementation Committee (SPIC) and submit it to the House Clerk. Further, the report will be distributed to all Heads of departments of the House of Representatives.

15.2.2 Mid-term evaluation

This evaluation is planned to trigger an opinion on the level of implementation of the Strategic Plan, to assess the progress of activities and to formulate necessary recommendations in light of problems encountered during implementation and the objectives of the Strategic Plan. The evaluation and possible orientation shall be carried out under the supervision of Strategic Plan Implementation Committee (SPIC), with the assistance of an external expert.

15.2.3 Final evaluation

The objective of the final evaluation is to assess the overall results and the analysis of the major factors that have contributed to the success and possibly to the weaknesses that may have been identified in the performance. The final evaluation also offers the opportunity to compare the achievements of the House of Representatives over a long period through the use of integrative indicators for the achievements linked to the mission of the ZHoR. It must be carried out by an external expert.

This evaluation will enable the adoption of new measures for the success of future Strategic Plans.

CHAPTER SEVEN

16.1 Resource Mobilization And Risk Management

The successful implementation of this Strategic Plan is largely depending upon the resources that the House will be able to collect during the Plan period. The adequacy of the resources will therefore, have a direct bearing on the successful realization of the stated objectives. Usually, the house activities funded by the government.

Against the above background and due to the strategic focus and the amount of funds required to implement this Strategic Plan therefore, the House has to identify other specific sources of funding including Development Partners to help finance its operations. The inadequacy, calls for dual focus on efficient utilization of the available resources and prioritization of activities for more sustainable outcomes. Adherence to prudent utilization of resources and prioritization of activities will, to a large extent, determine the extent to which the strategic objectives are achieved and thereby lead to smooth implementation of the Strategic Plan.

16.2 Strategic Plan Risks and Its Management Plan

The process of risk identification assessment and prioritization is very important where the organization takes a holistic approach to assess the risk of business in order to ensure that both strategic and operation risk are identified and managed to an acceptable level

In implementing this strategic plan (2021-2025), there are several risks that may affect its execution. Proactive risk management is expected to yield better results. The ZHoR will apply more proactive risk management strategies for better results.

The matrix below indicates the possible risks, description of risks, and likelihood of occurrence, impact and risks management.

Table 7. 1: Risk Analysis

RISK	DESCRIPTION OF RISK	LIKELIHOOD OF OCCURRENCE	IMPACT	RISK MANAGEMENT
Lack of political will	Some objectives may not be in the interest of the politicians and may lead to lack of support to achieve the strategic plan objectives	Low	High	Effective participation and communication with politicians.
Limited financial resources	Inadequate financial resources due to pre determined budget ceilings.	High	High	Prioritize allocation and effective utilization of available resources. Establishment of ZHoR special Fund Identify alternative funding sources such as development partners
Delay of Financial resources	Financial resources may not be available on time during the implementation of strategic objectives	Medium	High	Special Fund will be allocated in the House budget so as to cover any kind of delaying or missing funds
High demand for staff development	The effective implementation of the strategic plan will be attained if the House use high effort and funds to improve staff capacity	High	High	Clear staff development, regular trainings, benchmark tours and sponsorship
Ineffective coordination	Inability to coordinate and communicate (among departments, divisions and units) may slow the efficiency of delivering the strategic objectives	Low	High	Development of mechanisms to enhance collaboration and co-ordination among departments.

Poor organizational Culture	Improper system of shared assumption, value, behavior, outcomes, staff interactions may result staff failure to perform their jobs	Low	Medium	Institutionalize organization briefing meetings. Prepare staff for motivation; avoid group interest, team work and trainings of new Strategic Plan.
Donor dependency	Abundance reliance on development partners to fund the strategic plan may result in ineffective implementation of the strategic plan activities	Medium	High	Improve the House Budget and allocate special Fund in the House Budget to facilitate the smooth implementation of the strategic plan. Prioritize strategic activities and effective utilization of available resources.
Procurement constraints	Improper procurement procedures will hinder the effective execution of the strategic plan	Medium	Medium	Strengthening the procurement system Efficient and effective procurement processes
High turnover of Representatives	Lack of parliamentary experience of Members may slow down the process of legislation	High	High	Provide frequent trainings to Members of the House Enhance awareness of the public about the role of representatives to minimize their unreasonable expectations
Poor public perception to the House	Negative perception of stakeholders may result insufficient participation	High	Medium	Enhance positive publicity through outreach programs
Low level of education among	Low level of education among representatives may lead to ineffective participation in the House	Medium	High	Regular trainings, orientation and study tours for Representatives

Representatives	programs			Arise awareness of this obstacle to the responsible organs to consider to increase minimum entry requirement for the members
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CHAPTER EIGHT

17.1 Implementation of the Strategic Plan

In order to ensure that the implementation of the Strategic Plan is carried out in a planned and coordinated manner, it shall be established a Strategic Plan Implementation Committee (SPIC). The Committee will be responsible for facilitating the overall monitoring and evaluation of the implementation of the Strategic Plan. In this regard, all departments, divisions and units will be required to prepare annual work plans that will reflect the strategic objectives and activities under their jurisdictions as outlined in the Balanced Score Card Matrices. The Balanced Score Card Matrices is a Strategic Plan Implementation Roadmap; it does broadly explain how and when the activities outlined in this Strategic Plan will be implemented.

All annual work plans prepared will be submitted to the SPIC for consolidation and making records. The SPIC will monitor the implementation of the work plans and the reporting.

The SPIC will be comprised of representatives from each division and unit of the House and will be chaired by the Clerk or one among Senior Officials (Head of Departments). The head of Monitoring and Evaluation division will be the secretary of this committee.

The SPIC will ensure that:

- Information on all indicators is available annually
- A database is established on all implemented activities, projects and programmes
- A database is established on actual expenditures in the implementation of activities, projects and programmes
- It undertakes a strategic plan implementation review twice a year.
- It undertakes a mid-term review of the strategic plan after two years with a view to updating the second half of the strategic plan
- It meets the Budget Planning team before the preparation of the ZHoR budget to ensure that the budget is fully aligned with the strategic plan
- Prepare and submit to House Clerk an annual performance report.

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