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## **SUBSIDIARY LEGISLATION**

*to the Gazette of the United Republic of Tanzania No. 42 Vol 96 dated 16<sup>th</sup> October, 2015*

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GOVERNMENT NOTICE NO 454 published on 16/10/2015

### **THE CONSTITUTION OF THE UNITED REPUBLIC OF TANZANIA, 1977**

(CAP. 2)

### **INSTRUMENT**

*(Made under Article 36(1))*

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WHEREAS, Article 36(1) of the Constitution of the United Republic of Tanzania, 1977 vests in the President powers to establish and disestablish such offices in the service of the Government of the United Republic;

AND WHEREAS, the Government acknowledges the need for stimulating and promoting programs for improvement and advancement of cardiovascular health and general welfare of the people of the United Republic of Tanzania;

AND WHEREAS, the Government intends to establish a cardiac institute that would be responsible for advising the Government on measures for improving and strengthening cardiovascular services in Tanzania;

AND WHEREAS, the cardiac institute shall be:

- (a) responsible for coordination and provision of cardiovascular specialized and sub-specialized courses recognized internationally; and
- (b) capable of conferring higher education, fellowship awards, diploma and certificates;

AND WHEREAS, currently cardiovascular services are provided by the Muhimbili Cardiovascular Department which is under the organisation structure of the Muhimbili National Hospital; and whereas the Government acknowledges the need of giving autonomy to the Cardiovascular Institute to manage its affairs efficiently;

AND WHEREAS, for the purposes of recognizing and acknowledging devoted efforts and contribution by JAKAYA MRISHO KIKWETE towards establishing Muhimbili Cardiovascular Department by the Fourth Phase President of the United of Tanzania, the Government intends to name the cardiovascular institute after JAKAYA MRISHO KIKWETE;

NOW THEREFORE, in the exercise of the powers conferred on the President by Article 36(1) of the Constitution and all other powers enabling the President in that behalf, I, JAKAYA MRISHO KIKWETE, President of the United Republic of Tanzania, DO HEREBY, establish the Office of a cardiovascular institute to be known as the Jakaya Kikwete Cardiac Institute and directs a follows:

## PART I

### PRELIMINARY PROVISIONS

**Citation**

1. This Instrument may be cited as the Jakaya Kikwete Cardiac Institute (Establishment) Instrument, 2015 and shall come into operation on the 1<sup>st</sup> the day of September, 2015.

**Interpretation**

2. In this Instrument, unless the context requires otherwise-

“Board” means the Board of Trustees established under paragraph 6(1);

“Board Committee” means a committee established under paragraph 19(1);

“collaborating agent” means a person or body of persons

cooperating with the Institute in carrying out the objects and functions of the Institute;

“Executive Director” means the Executive Director of the Institute appointed under paragraph 9(1);

“Executive Committee” means a committee established under paragraph 12(3);

“Institute” means the Jakaya Kikwete Cardiac Institute established by paragraph 3;

“member” means a member of the Board and includes a Chairman and Vice-Chairman of the Board;

“Minister” means the Minister responsible for health and the term “Ministry” shall be construed accordingly.

## PART II

### THE JAKAYA KIKWETE CARDIAC INSTITUTE

Establishment  
of the  
Institute

3.-(1) The Jakaya Kikwete Cardiac Institute shall be a body corporate and shall-

- (a) have perpetual succession and a common seal;
- (b) in its corporate name, be capable of suing and being sued;
- (c) capable of taking, purchasing and otherwise acquiring, holding, charging and disposing of any movable or immovable property;
- (d) have power to borrow such sums as it may require for its purposes; and
- (e) entering into contracts and doing or performing all other things or acts for the proper performance of its functions under this Instrument or any other written law which may lawfully be done or performed by a body corporate.

(2) The provisions of the First Schedule shall have effect as to all matters relating to aim, vision, mission, objectives, performance and other affairs of the Institute.

(3) The Minister may, by notice published in the *Gazette*, amend the First Schedule.

Mandate of  
the Institute

4.-(1) The Institute shall be responsible for-

- (a) the control and management of the Institute and any other hospital providing cardiovascular health services as may be vested in the Institute under this Instrument or any other written law;
- (b) undertaking medical care of out-patients and in-patients in accordance with medical ethics;
- (c) stimulating and promoting programs for the improvement or advancement of cardiovascular health and general welfare of the people of the United Republic;
- (d) advising the Government and other public organizations or institutions in the formulation, implementation, review and revision of health education on cardiovascular programs for the benefit of members of the public;
- (e) equipping and managing the Institute as a national cardiovascular consultant and teaching Institute;
- (f) providing cardiovascular care, treatment and research normally provided by consultant and teaching hospitals and Institutes;
- (g) provide cardiology, cardiothoracic and vascular medical science education and training at acceptable university standards; facilities for, and encourage, study and research in the fields of cardiovascular medicine;
- (h) encourage the advancement and development of knowledge, and its application to Government, industry, commerce and the community in the cardiovascular medicine fields;
- (i) undertake, either alone or in association with any other person or body of persons within or outside the United Republic, the development or production of pharmaceuticals, reagents, medical instruments and equipment; and
- (j) prepare students for such examinations as may be conducted by the relevant competent authorities in respect of subjects related to cardiology and

cardiothoracic and vascular surgery training programs carried out by the Institute.

(2) The Hospital shall be a national cardiology, cardiothoracic and vascular referral Institute.

(3) In the performance of its functions, the Institute may enter into contracts or memorandum of understanding with other hospitals, colleges or institutions of health sciences for organizing teaching and research activities and integrating such hospitals, colleges and with clinical work.

Control and  
management  
of the  
Institute

5. The control and management of the Institute shall vest in the Board.

Board of  
Trustees

6.-(1) There shall be the Board of Trustees of the Institute which shall consist of-

- (a) a Chairman who shall be appointed by the President;
- (b) the Executive Director of the Muhimbili National Hospital;
- (c) the Vice Chancellor of the Muhimbili University of Health and Allied Sciences;
- (d) a Senior State Attorney representing of the Attorney General; and
- (e) not more than three other members who shall be appointed by the Minister.

(2) The Minister shall appoint members of the Board from amongst persons having qualifications set out in the Second Schedule to this Instrument.

(3) The Minister may, from time to time and by notice published in the *Gazette*, amend the Schedule.

(4) The provisions of the Second Schedule shall have effect as to the qualifications and tenure of office of members, termination of their appointments, the proceedings of the Board and other matters in relation to

the Board and its members.

Functions of  
the Board

7.-(1) The functions of the Board shall be to-

- (a) supervise the implementation of policies and objectives of and the overall management of the Institute in a way that ensures its proper performance;
- (b) manage and administer, on behalf of the Institute, all assets and properties movable and immovable of the Institute in such manner and for such purposes as in the opinion of the Board would promote the best interests of the Institute;
- (c) control the budget of the Institute and to administer its funds and other assets;
- (d) on behalf of the Institute, to receive gifts, donations, grants or other moneys;
- (e) do any act for the purpose of achieving any of the functions of the Institute.

(2) In the performance of its functions, the Board shall take into consideration the need to promote, establish and maintain a system of collaboration, consultation and co-operation with the Muhimbili National Hospital, the Muhimbili University of Health and Allied Sciences and any other person or body of persons established by or under any written law and having functions related to those of the Institute.

Powers of the  
Board

8. The Board shall have power to-

- (a) receive fees, grants, donations, gifts and other monies on behalf of the Institute and to make disbursements to other persons or directorates, departments, units or section of the Institute;
- (b) ~~subject to approval of relevant authorities~~ appoint, set terms and conditions of service or terminate the appointment of senior staff including the directors, heads of department, units and other employees of the Institute as it

may deem necessary;

- (c) subject to the approval of relevant authorities, establish directorates, departments, Units, section or disestablish any one or more of them as it may deem necessary;
- (d) determine and set up the Institute policies, approve the Institute business strategies and annual plans and monitor and review their implementations;
- (e) decide on conditions of service and employment packages for the staff of the Institute and to approve staff establishment and staff development plans prepared by the management within the financial resources of the Institute; and
- (f) do any such act or thing which is necessary for the better carrying out of its functions or as directed by the Minister or as provided in this Instrument.

**Executive  
Director**

9.-(1) There shall be an Executive Director of the Institute who shall be appointed by the President and shall, be responsible for the general conduct of the day to day operations, management and functions of the Institute and for any other duties as assigned by the Board.

(2) The Executive Director shall be appointed from among persons who possess the necessary qualifications, experience and competence to manage efficiently and effectively the affairs of the Institute in accordance with modern management standards.

(3) The Executive Director shall, subject to subparagraph (4), hold office on such terms and conditions of service as the Board may specify.

(4) The Executive Director shall hold office for three years and may be eligible for re-appointment.

(5) The Executive Director shall be the chief executive officer of the Institute and shall exercise any other functions as the Board may consider necessary to delegate to him to enable him transact all the day to day

business of the Institute, and in particular-

- (a) the Executive Director shall have power to exercise supervision and control over acts and proceedings of employees of the Institute; and
- (b) subject to any restrictions that may be imposed by the Board, he shall have power to deal with matters relating to terms and conditions of service of the employees of the Institute.

✓ (6) In the exercise of the powers vested in him by this paragraph or delegated to him by the Board, the Executive Director shall comply with any direction of policy or of a general nature given to him by the Board and shall not, without the prior approval of the Board, whether given generally or specifically, depart or permit departure from the approved establishment of the Institute or the normal procedures for dealing with a particular matter.

Staff and  
other  
employees

10. Subject to the provisions of this Instrument, the Board may, from time to time, appoint at such salaries and upon such terms and conditions as it may consider fit, the staff and other employees of the Institute as it may consider necessary for the proper and efficient conduct of the business and activities of the Institute.

Directorates,  
sections or  
units of the  
Institute

11.-(1) There shall be such number of directorates, sections or units of the Institute as the Board may subject to approval of relevant authority determine.

(2) The Board may empower directorates, sections, or units, in the Institute to operate as cost centres.

(3) All Directors of the Institute shall form a committee to be known as the Executive Committee and each directorate shall individually be responsible for the specific function of his respective directorate including giving support and supervise sections under his directorate.

(4) The Executive Director shall be the Chairman of the Executive Committee.

(5) The directors and heads of sections shall be appointed by the Board and shall be answerable to the Executive Director in the exercise of their functions.

**PART IV**  
**FINANCIAL PROVISIONS**

**Funds of the  
Institute**

12. The funds and resources of the Institute shall consist of such sums-

- (a) as may be appropriated by Parliament for the purposes of the Institute;
- (b) as the Board may borrow for the purposes of the Institute;
- (c) as may be payable to the Institute by way of donations, gifts, grants, loans or bequests; and
- (d) any other moneys legally payable to or vested in the Institute as a result of, or in the course of discharging its functions under this Instrument.

**Annual  
budget  
estimates**

13.-(1) At least three months before the commencement of any financial year, the Institute shall prepare or cause to be prepared for approval of the Minister annual estimates of the revenue and expenditure of the Institute for the ensuing financial year.

(2) The Board shall consider and approve subject to such modifications and amendments as it may consider appropriate, the estimates prepared in accordance with subparagraph (1) of this paragraph.

(3) The annual budget estimates shall contain provisions for all the estimated expenditure during the ensuing financial year and in particular-

- (a) for the payment of salaries, allowances and other charges in respect of the staff, Board and Board Committees;
- (b) for the payment of construction, improvement, maintenance and replacement of any building or other immovable property of the Institute;
- (c) for the proper maintenance and replacement of the furniture, equipment, medaines and supplies of the Institute; and
- (d) for the creation of such reserve funds to meet future contingent liabilities as the Board may

think fit.

(4) The expenditure shall not be incurred for the purposes of the Institute except in accordance with the provisions of the annual budget estimates, or any supplementary estimates approved by the Board.

(5) A copy of the annual estimates and of every supplementary estimate, if any, shall immediately after approval be forwarded to the Minister.

Investments  
of the  
Institutes  
funds  
Cap.53

14. The Board may, with the approval of the Minister responsible for finance, invest the funds of the Institute in such investments and subject to such conditions as are prescribed by the Trustees Investment Act in relation to investments of funds by a trustee.

Powers of the  
Board to  
borrow  
money

15. The Board may, from time to time and after consultation with the Minister for Finance, borrow moneys for the purposes of the Institute by way of loan or overdraft, and upon such security and such terms and conditions relating to repayment of the principal and payment of interest as the Board may consider fit.

Accounts and  
audit

16.-(1) The Board shall cause to be provided and kept pr. per books of accounts and records with respect to the receipt and expenditure of money by, and other financial transactions of the Institute, and assets and liabilities of the Institute and shall cause to be made out for every financial year a balance sheet and statement of income and expenditure.

(2) Within no more than three months after the close of each financial year, the accounts, in respect of that financial year shall, including the balance sheet of the Institute, be submitted to and audited by a competent authorised auditor.

(3) As soon as the accounts of the Institute have been audited, and in any case not later than six months after the close of the financial year, the Board shall submit to the Minister a copy of the audited statement of accounts together with a copy of the report made by the auditor on

the statement of accounts.

Annual report  
to be laid  
before the  
National  
Assembly

17. The Minister shall, as soon as practicable after receiving the report lay before the National Assembly a report, containing-

- (a) a copy of the audited accounts of the Institute;
- (b) a copy of the auditor's report on the accounts; and
- (c) a report on the activities of the Institute in the preceding financial year.

## PART V MISCELLANEOUS PROVISIONS

Fees and  
allowances

18. The Institute may, with the consent of the Minister issue directions prescribing fees and allowances payable to the members of the Board.

Board  
Committees

19. The Board may, in writing, appoint Committees of the Board and delegate, subject to such terms, conditions and restrictions as it may specify, to any such committee or to any employee of the Institute, all or any of the functions, powers or duties conferred to or imposed by or under this Instrument on the Board.

Indemnity for  
*bona fide* acts

20. An act or proceedings of the Board or Board Committee shall not, if *bona fide* made or issued, as the case may be, in the execution of the functions of the Board or Board Committee render such member personally liable for such act or thing.

Validity of  
acts of the  
Board or  
Board  
Committee

21. An act or proceedings of the Board or Board Committee shall not be invalid by reason only of any vacancy in the membership thereof, any defect in the appointment of any member or the fact that any member was at the time in question disqualified or disentitled to act as such.

Directions

22. The Minister may give to the Board directions of a general or specific nature which directions shall be consistent with the purposes and provisions of this Instrument, as to the performance by the Board of any of its functions under this Instrument, and the Board shall give effect to every direction given by the Minister.

(2) Without prejudice to the generality of subparagraph (1), may make regulations-

- (a) prescribing conditions and terms upon which any specified facility or service within the scope of the functions of the Institute shall be provided to the public and other persons;
- (b) setting fees, rates and other charges for or in connection with the provision by the Institute of any facilities or services;
- (c) prescribing for the proper management, control and administration of the Institute;
- (d) prescribing for and regulating discipline amongst staff and other members of the Institute and disciplinary proceedings against them; and
- (e) prescribing for any matter which may be prescribed under this Instrument.

(3) Regulations made under this paragraph shall be published in the *Gazette*.

Transitional provisions

24.-(1) Upon the date of coming into operation of this Instrument, the Muhimbili Cardiovascular Centre shall be dissolved and-

- (a) all assets and liabilities of the Muhimbili National Hospital under the custody and use of the Department of Cardiovascular Medicine shall be transferred and vest in the Institute without further assurance and the Institute have all powers necessary to take possession of, recover and deal with such assets and discharge such liabilities;

(b) every agreement, whether in writing or not, and every deed, bond or other instrument to which the Muhimbili Cardiovascular Center was a party or which affected the Muhimbili Cardiovascular Center, and whether or not of such a nature that the rights, liabilities and obligations under such agreement could be assigned, shall have effect as if the Institute were a party to or affected by that agreement, instead of the Muhimbili Cardiovascular Center and as if, for every reference, however worded that whether express or implied, in the agreement to the Muhimbili Cardiovascular Center there were substituted in respect of anything to be done on or after such date of coming into operation, a reference to the Institute;

(c) any proceedings pending immediately before such date of coming into operation to which the Muhimbili Cardiovascular Centre was a party shall be continued as if the institute was a party to the proceedings thereto in lieu of the Muhimbili Cardiovascular Center; and

(d) all officers of the Muhimbili Cardiovascular Center shall become the corresponding officers of the Institute and, subject to the provisions of this Instrument shall continue in office for the period for which they were appointed or elected as officer of the Muhimbili Cardiovascular Center.

(2) The Minister shall, within twelve months from the date of coming into operation of this Instrument and by notice in the *Gazette*, determine the assets and liabilities allocated to the Institute.

Transitional  
Management  
Committee

25.-(1) There is hereby established a Transitional Management Committee which shall consist of -

(a) the Director of Procurement Management in the Ministry or his representative who shall be the

Chairman;

(b) Six members from the Institute as follows:

- (i) Executive Director of the Institute;
- (ii) Head of Cardiology Section;
- (iii) Head of Out Patient Section.
- (iv) Representative of Paediatric Section.
- (v) Representative of Nursing Section; and
- (vi) Representative of Cardiovascular Section.

(c) Five members from the Muhimbili National Hospital-

- (i) Executive Director or his representative;
- (ii) Director of Administration and Human Resources;
- (iii) Senior Legal Advisor;
- (iv) Director of Finance and Planning; and
- (v) Director of Medical Services.

(2) The Committee shall, subject to guidance and directives of the Permanent Secretary of the Ministry, be responsible for determining assets and liabilities of the Institute.

(3) The Committee shall work for a period of six month and may upon approval of the Minister, work for another four months.

(4) The Report of the Committee shall be submitted to the Minister for publication in the *gazette*.

## FIRST SCHEDULE

*(Made under paragraph 3(2))*

### 1.0. AIM AND OBJECTIVES, VISION, MISSION, KEY RESULTS AREAS

#### 1.1. The Aims and Objectives of the Jakaya Kikwete Cardiac Institute.

The Jakaya Kikwete Cardiac Institute aims at-

- (a) reducing overall mortality and morbidity associated with cardiac conditions across all demographic groups at all levels within the health system by improving Human Resource capacity, training opportunities, procurement of supplies and equipment, strengthening of referral networks, and conducting operations research;
- (b) establishing a qualified pool of specialists and support staff at all cadre levels through in-service training, continuing education seminars, and onsite mentoring programs in medical management of Cardiovascular Disease (CVD), performance of invasive and non-invasive procedures and research methods. Currently, there exists a human resource crisis within the Tanzanian health sector to staff qualified cardiac doctors and specialists at within the Tanzanian health sector to staff qualified cardiac doctors and specialists at all levels. The Centre will look to increase the number of qualified staff to manage, treat, and refer CVD patients through in-service training and formal MSc programs in collaboration with Muhimbili University of Health and Allied Sciences;
- (c) strengthen CVC referral systems at all levels (dispensary, health centre, district hospital, and regional hospitals). Standardized care and treatment will be established through development of national CVD guidelines as well as a system to monitor and evaluate cardiac care treatment outcomes. The Center will establish mentored in service training programs for staff at identified regional and district level satellite centers to reinforce referral networks and strengthen human resource capacity in medical management of CVD;
- (d) strengthen data collection and reporting on CVD to improve medical and patient management by reporting upon clinical outcomes and resource utilization between Jakaya Kikwete Cardiac and all satellite referral centers;
- (e) attend both in patient and out patient within the Institute;
- (f) build capacity to other hospital in terms of training on cardiovascular issues;

- (g) conduct research; and
- (h) to become fully fledged institute.

**1.2. Vision**

"An interminably accredited Institute of excellence offering affordable cardiovascular care, training in Tanzania."

**1.3. Mission**

"To provide high quality affordable cardiovascular care to patients/clients, facilitate sustainable delivery of tertiary cardiovascular care services, training specialized and super specialized postgraduate courses in the fields' of cardiovascular medicine and offering a conducive environment for internationally-acclaimed cardiovascular research."

**1.4. Key Results Areas**

The Jakaya Kikwete Cardiac Institute has the following Key Result Areas that represent its major business functions.

**1.4.1. Reducing overall mortality and morbidity associated with diseases**

This Key Result Area reflects the Institutes efforts towards reducing overall mortality and morbidity associated with cardiac diseases across all demographic groups at all levels within the health system by improving Human Resource capacity, training opportunities, procurement of supplies and equipment, strengthening of referral networks, and conducting operations research.

**1.4.2. Establishing a qualified number of cardiac specialists and support staff at all cadre levels**

This Key Result Area reflects the Institutes efforts towards establishing a qualified number of cardiac specialists and support staff at all cadre levels through in-service training, continuing education seminars, and onsite mentoring programs in medical management of CVD, performance of invasive and non-invasive procedures and research methods.

**1.4.3. Strengthen CVD referral systems at all levels (dispensary, health centre, district hospital, and regional hospitals)**

This Key Result Areas reflects the Institutes efforts towards strengthening CVD referral systems at all levels (dispensary, health centre, district hospital, and regional hospitals). Standardized care and treatment will be established though development of national CVD guidelines as well as a system to monitor and evaluate cardiac care treatment outcomes. The Institute will establish mentored in service training programs for staff at identified regional and district level satellite centers to reinforce referral networks and strengthen human resource capacity in medical management of CVD.

**1.4.4. Strengthen data collection and reporting on CVD**

This Key Result Areas reflects the Institutes efforts towards strengthening data collection and reporting on CVD to improve

medical and patient management by reporting upon clinical outcomes and resource utilization between Institute and all satellite referral centers.

**2.0. KEY RESULTS AREAS AND STRATEGIC OBJECTIVES**

**2.1. KEY RESULT AREA 1** reducing overall mortality and morbidity associated with cardiac condition

Strategic objective	Key performance indicator
Providing high quality clinical care focus on evidence medicine	Reduction of 24hours mortality.
Develop treatment quid line and treatment protocol	Ensure that 80% of all clinical diagnostic and treatment services provided by the Hospital are based on evidence and agreed standards.
Established Clinical Quality Audit for monitoring the Quality Improvement Programme	Develop and use standard operating procedure, ensure clinical auditing is done every quarter Number of staff trained for clinical auditing Number of staff trained infection and prevention control measure.
Conducting research for evidence based clinical practices and policies	Developed and started to implement a Research Policy Established a research management unit Enhanced research capacity.

**2.2. KEY RESULT AREA 2** Establishing a qualified number of cardiac specialist and support staff at all cadre levels

Strategic Objectives	Key Performance Indicator
Training medical and allied health personnel	Number of students obtaining their certificate.
Providing workshop and seminar	Number of students attending workshop

**2.3. KEY RESULTS AREA 3** Strengthen CVD referral system at all levels (dispensary, health center, district hospital and regional hospitals).

Strategic Objective	Key Performance Indicator
Establishing and Maintain relationship with other partner such as all referral Hospital, and community	Number of referral cases from other Hospital Number of outreach services provided by the institute.

**3.0. Performance criteria.**

The Board of Trustees shall regularly assess the performance of the Institute in the light of strategic plan based on regular performance reports with particular attention paid in the following areas-

**3.1. Quality of service**

- (a) Customers satisfaction result/increase;
- (b) Number of mortality and morbidity per services delivered;
- (c) Percentage of customers served on time/on schedule;
- (d) Maintenance of equipment (will be measured quantitatively),
- (e) Level of awareness and service demanded increase.

**3.2. Operational efficient**

- (a) Minimum downtime of the information network system;
- (b) Increase in percentage of employee satisfaction;
- (c) Timely outputs achieved against set targets;
- (d) Element of information shared with the Institute's stakeholders (portability);
- (e) Element of the Institute information networks security and data consistency and reliable; and
- (f) Percentage coverage of eligible people in regions and border regions.

**3.3. Financial performance**

- (a) Timely and accurate production of financial reports;
- (b) Percentage of revenue self-generated/amount *visa-vis* the target;
- (c) Financial resource use- percentage of expenditure within budget;
- (d) Clean audit report from the National Audit Office; and
- (e) Effectiveness and transparency of the procurement and stock control systems.

**3.4. Managerial performance**

Non-financial and financial management reports presented quarterly to the Minister.

**4.0. Responsibilities of the Minister**

The Minister is responsible for determining the policy framework and boundaries within with the Institute operates and the financial resources that are to be made available to the Institute.

The Minister shall be responsible for the general direction of the Institute in carrying out and encouraging measures for the development of a sustainable Institute and in respect, the Executive Director may consult the

Minister on the handling of operational matters which are likely to give rise to significant public or parliamentary concern.

**5.0. Accountability**

The Permanent Secretary who is the principal accounting officer of the Ministry shall also be responsible for ensuring effective and efficient management of financial and physical resources allocated to the Institute.

The Executive Director is the Institute's Accounting officer, and is therefore accountable for ensuring the propriety and regularity of revenue and expenditure, for prudent and economical administration. He shall ensure that the Institutes' Financial Regulations and Accounting Manual adhere to the requirements of the Ministry of Finance.

The Executive Director shall be responsible for establishing proper management system for the purposes and as such, shall take due account of the financial guidance issued by the Ministry of Finance, the human resources management guidance issued by the President's Office -Public Service Management- (PO-PSM) and other directives as issued by the Treasury Registrar and other relevant authorities. The Executive Director shall also put into effect the recommendations acceptable by the government from the Public Accounts Committee and other Parliamentary Committees.

The Executive Director shall provide information to the public as may be required.

**6.0. Finance, Planning and Strategic Control**

**6.1. Funding**

The Institute's resources requirement will be met from subvention funds allocated by the Government at the initial stages subsequently revenues will be collected from cost sharing of services rendered.

The Institute's expenditures will be subject to monthly, quarterly and annual monitoring and evaluation as well as review.

**6.2. Strategic plan**

The Strategic Plan shall cover a three -year term and be rolled forward and updated each year. In addition, there shall be a mid-term review of the plan. The Strategic Plan shall be approved by the Board and the Minister.

**6.3. Business plan**

The Business Plan will set out in more details Institute's activities for each year of the strategic plan period. The strategic plan shall be approved by the Board and the Minister.

**6.4. Annual Reports**

The Executive Director shall submit annual reports including statements of financial accounts to the Board and Minister after the end of each financial year. The annual report shall be published and circulated to relevant authorities, and shall contain-