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EXECUTIVE AGENCIES ACT,
(CAP. 245)

ORDER

(Made under section 3)

THE EXECUTIVE AGENCIES (THE TANZANIA GOVERNMENT PRINTING AGENCY
(ESTABLISHMENT) ORDER, 2025

Citation

1. This Order may be cited as the Executive Agencies (the Tanzania Government Printing Agency) (Establishment) Order, 2025.

Establishment of
Agency

2.-(1) There is hereby established an agency to be known as the Tanzania Government Printing Agency also known by its acronym "TGPA".

(2) The functions, aims, objectives, authority, performance standards and other matters relating to the administration and management of the Tanzania Government Printing Agency shall be as specified in the Framework Document set out in the Schedule.

SCHEDULE



UNITED REPUBLIC OF TANZANIA

**FRAMEWORK DOCUMENT FOR THE TANZANIA
GOVERNMENT PRINTING AGENCY**

FEBRUARY, 2025

Chief Government Printer,
Tanzania Government Printing Agency (TGPA),
P.O. Box 982,
DODOMA.
Website: www.tgpa.go.tz

SCHEDULE

(Made under paragraph 2(2))

FRAMEWORK DOCUMENT FOR THE TANZANIA GOVERNMENT PRINTING
AGENCY

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1.0 INTRODUCTION

The Government Press was established in 1905 in Tanga Region during the Germany colonial era. Soon after the Second World War (WWII) the British inherited and expanded it to be the main Government printing facility for the country. After independence (1961) the Press was inherited by the Government and transformed into the Official Government Printing Press – responsible for production of all Government printing matter in the country. The Press has been operating under various Ministries such as the Ministry of Culture, Information and Youth; President’s Office; and The Prime Minister’s Office (PMO) where it is operating to date.

Government Press has been unable to meet Government entities printing and publishing demands because of the operational and structural challenges it faces. The operational challenges that face the press include: outdated and worn out machines and equipment’s; shortage of personnel with special printing and publishing skills; dilapidated buildings; and lack of enough funds for the purchase of raw materials, reinvestment, rehabilitation of buildings and maintenance of machines and equipment’s. Currently the Government Printer does not have a mandate to retain own revenue and therefore its operations are entirely financed through the Ministry’s Other Charges (OC).

In order to address these challenges, several strategies have been developed including transformation of the Government Printing Division to Tanzania Government Printing Agency (TGPA) to make it semi-autonomous and legally recognized body. PMO as a parent Ministry remains with the role of policy formulation, monitoring performance of the Agency and other obligations of supporting and nurturing the Agency to achieve its establishment goal.

On 5th April, 2024 the new Organization Structure of Prime Minister’s Office – Policy, Parliament and Coordination was approved. Among the changes which occurred to the structure is transformation of the Government Printing Division to an Executive Agency.

This document describes the framework within which TGPA will operate as a semi-autonomous Executive Agency with full delegated power in executing its functions under the Prime Minister’s Office. It sets out the responsibilities, powers and accountability of those involved in management of the Agency. This document will likely be updated in future in the light of TGPA operational experience.

2.0 LEGAL STATUS, GOVERNANCE AND ORGANISATION STRUCTURE

2.1 *Legal Status*

With effect from the date the Order establishing the Tanzania Government Printing Agency or its acronym” TGPA as an Executive Agency under the Prime Minister’s Office in accordance with the provisions of the Executive Agencies Act, Cap. 245 came into force. The Agency takes over the functions of Government Printing Division as expressed in this Framework Document.

The Tanzania Government Printing Agency or its acronym” TGPA” is established under the provisions of the Executive Agencies Act, Cap. 245, as a body corporate that may under section 3 (6) of the Act-

- (a) enter into contracts in its own name;
- (b) sue or to be sued;
- (c) upon approval of the Permanent Secretary of the Prime Minister’s Office and upon such terms and conditions as he/she may specify either generally or in any particular case, borrow money, and acquire, hold or dispose of movable and immovable property; and
- (d) do all other things that are necessary or desirable for the efficient and effective discharge of its functions.

Organization Structure

TGPA will be headed by Chief Government Printer who shall be the Chief Executive of the Agency assisted by two functional Directors, six Heads of Units and five Managers of Sections. The number and responsibilities of Directors and the Head of Units may be reviewed as need arises. The Chief Government Printer, the Directors and Head of Units shall constitute the Management Team of the Agency.

The broad functions of each Directorate and Units are outlined below-

2.2.1 Directorate of Production

The Directorate of Production is responsible for effective and efficient printing of Government documents. The Directorate will be led by a Director and will have two Sections led by Managers as follows:

- (a) Printing Section; and
- (b) Engineering Section.

2.2.2 Directorate of Business Support Services

The Directorate will be responsible for provision of expertise on administration and human resources management; finance and accounts; and planning, monitoring and evaluation. The Directorate will be led by the Director and will have three Sections led by Managers as follows:

- (a) Human Resource Management and Administration Section;
- (b) Finance and Accounts Section; and
- (c) Planning, Research and Innovation Section.

2.2.3 Monitoring and Evaluations Unit

The overall responsibility of the Unit is to provide expertise and advice in monitoring and evaluation of planned resources of the Agency. This Unit will be led by a Head of Monitoring and Evaluation.

2.2.4 Internal Audit Unit

The overall responsibility of the Unit is to provide expertise and advice in prudent use of Agency's resources. This unit will be led by a Chief Internal Auditor.

2.2.5 Marketing and Public Relations Unit

The main function of the Unit is to provide expertise and services on marketing, sales, information and communication services. The Unit will be led by Manager.

2.2.6 Procurement Management Unit

The main function of the Unit is to provide procurement services to the Agency. The Unit will be led by Head of Procurement Management.

2.2.7 Legal Services Unit

The main function of the Unit is to provide legal expertise services to the Agency. The Unit will be led by Head of Legal Services.

2.2.8 Information and Communication Technology Unit

The main function of the Unit is to provide expertise and services on application of ICT to the Office. The Unit will be led by Head of ICT.

2.2.9 Review of the Organization Structure

The Agency's Organization Structure may be reviewed when need arises. The Chief Government Printer through the Permanent Secretary and the Ministerial Advisory Board (MAB) shall advise the Minister on the changes required. The proposed structure shall be submitted to the President's Office – Public Service Management and Good Governance for approval.

Staffing

The Chief Government Printer shall recruit a number of employees as he may consider necessary as desirable for the efficient and effective discharge of the functions of the Agency and on such terms and conditions of service as he/she may determine in accordance with Public Service Act, Cap. 298 any direction issued by the Ministry responsible for Public Service Management.

Governance

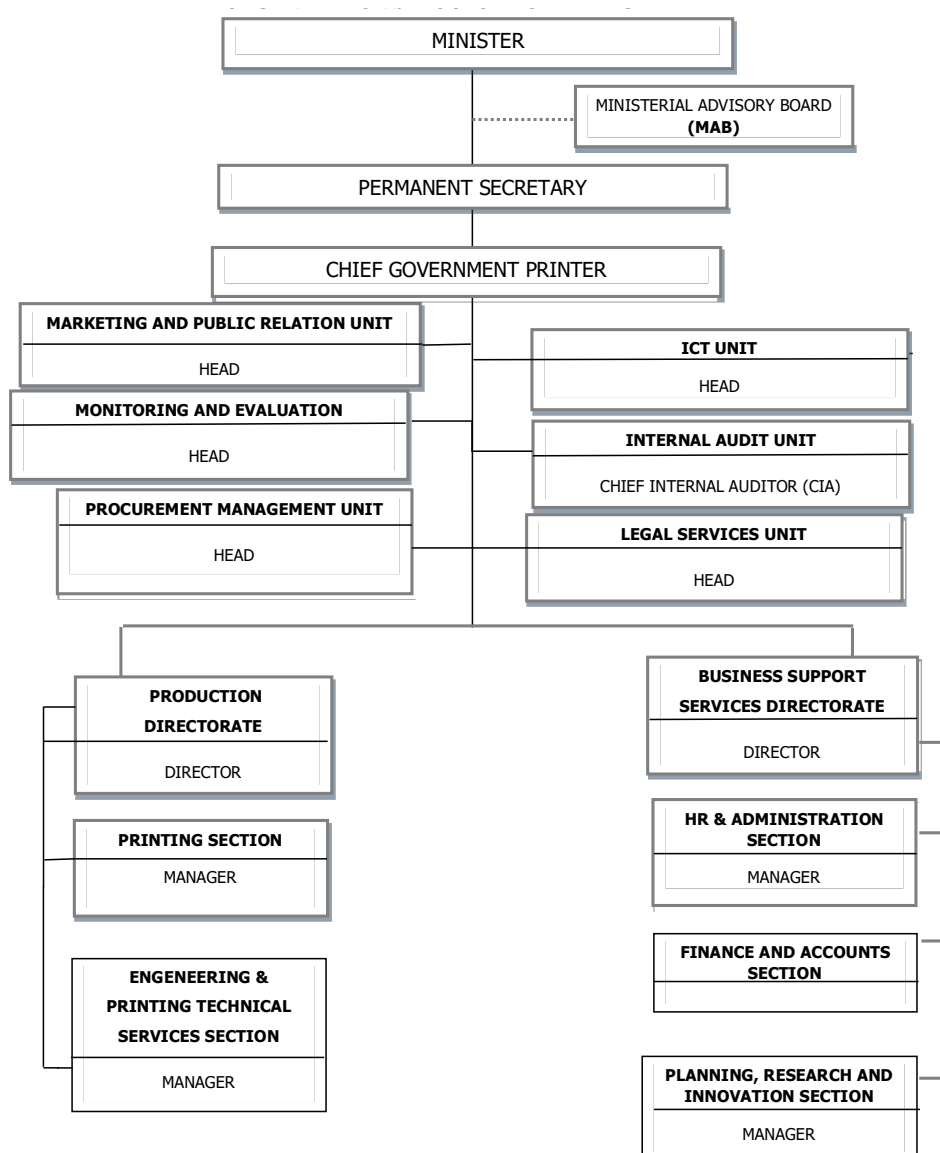
The Permanent Secretary shall oversee the implementation of the Ministerial Policies by TGPA. The Chief Government Printer shall be appointed by the Minister in consultation with President's Office, Public Service Recruitment Secretariat and Public Service Management and shall hold the office for a term of not exceeding five years or for such shorter period as may be specified in the instrument of appointment and shall be eligible for re-appointment based on performance.

The Chief Government Printer is responsible for management of TGPA and shall be directly answerable to the Permanent Secretary. The Permanent Secretary shall oversee the interest of the Government in general. There shall be Ministerial Advisory Board (MAB) that will advise the Minister on the performance of TGPA. The composition of the members of the Board shall be as stipulated under the Executive Agencies Act, Cap. 245

Machinery and Buildings

The Chief Government Printer shall ensure that machines and equipments are acquired and maintained and that buildings are well maintained and new ones constructed when needs arise.

THE ORGANIZATION STRUCTURE OF THE TGPA



1.6 AIM, VISION, MISSION, OBJECTIVES, AND FUNCTIONS OF THE AGENCY

3.1 Aim

The aim of TGPA is to provide quality and secure printing and publishing services to the Government.

3.2 Vision

“Centre of Excellence in Printing and Publishing Services”

3.3 Mission

“To provide high quality and secure Printing and Publishing Services to the Government entities through efficient and effective use of standard facilities and technology”

3.4 Objectives

With regard to the vision and mission, the main objective of TGPA shall be to print and publish Government documents and Private sector and manage their quality and security; and to be a custodian of National Flag and Coat of Arms.

3.5 Functions

The Functions of the TGPA are: -

- (i) print all Government documents in the country;
- (ii) make Government Seals and Stamps;
- (iii) custodian for the National Flag and Coat of Arms;
- (iv) advise the Government on issues pertaining to technological changes in the printing industry;
- (v) oversee the printing and publication of all Government documents and related official materials in traditional and acceptable print formats;
- (vi) disseminate all Government printed matters through Government bookshops;
- (vii) provide printing and publishing services to the private sector where need arises;
- (viii) advise MDAs and LGAs on all matters and aspects of official printing and publishing;
- (ix) control the typography and security of the government documents; and
- (x) manage and regulate the use and re-use of all printed matters produced by the Government.

3.6 Performance Criteria

Performance criteria are the general areas in which TGPA performance will be measured. Specific performance targets will be set each year and clearly stated in the Performance Agreements for management of printing and publishing. The performance criteria shall be

based on quality in service provided; financial performance; and operational efficiency as briefly explained below: -

(i) **Quality Services**

The Agency is expected to provide a high quality services in achieving its objectives. The quality of services shall be as per agreed standards, specifications and customer needs.

(ii) **Financial Performance (improved management systems)**

For accountability purposes, the Agency is expected to develop systems which will comply with the best financial management practices. There will be timely preparation and submission of accurate financial reports and the trend of Agency's financial position.

(iii) **Operational Efficiency**

The Agency is expected to develop planning and management tools to achieve high quality of printed materials. There will be compliance to the specified standards and use of transparent internal processes and procedures in the service delivery.

4.0 ROLES, RESPONSIBILITIES AND ACCOUNTABILITY OF THE MINISTER, PERMANENT SECRETARY, MAB AND CHIEF GOVERNMENT PRINTER.

4.1 The Minister

The Minister is responsible for determining and maintaining the policy framework for the Agency, general direction and functional boundaries within which TGPA operates. Specifically, the Minister is responsible for:

- (a) establishing the Agency;
- (b) discipline and Control of the Chief Government Printer;
- (c) appointing the Chief Government Printer of the Agency in consultation with President's Office, Public Service Recruitment Secretariat and Public Service Management;
- (d) appointing Chairperson and other members of the Ministerial Advisory Board; and
- (e) ensuring that the Government and the public derive maximum benefits from the creation of the Agency.

Furthermore, the Minister shall meet the Management of TGPA in person at least once in a year to discuss Agency's strategies, its performance and how risks can best be managed. The Minister shall also work to safeguard the interest of TGPA to ensure its maximum contribution to the National economic growth and keep the Agency aware of high level Government strategic thinking.

4.2 The Permanent Secretary

The Permanent Secretary, as the Accounting Officer of the Ministry, is responsible for the funds disbursement to the Agency and the principal policy adviser to the Minister on matters related to the Printing and Publications. The Permanent Secretary, in discharging his duties,

shall at all-time uphold the autonomy of the Agency in the day to day management of its affairs and also respect the delegation of powers in respect of financial accountability as delegated to the Chief Government Printer.

The Permanent Secretary shall be responsible for approving TGPA Strategic Plans, Business Plans and its annual budget. The Permanent Secretary shall mobilize and coordinate funding for maintenance and development works and advice on the overall financial resources to be made available to TGPA for such works. In addition, the Permanent Secretary shall meet the Management of the Agency in person at least twice a year to discuss TGPA's plans, its performance and how risks can best be managed.

4.3 The Ministerial Advisory Board

The responsibilities of the Ministerial Advisory Board, as provided for under the Executive Agencies Act, Cap. 245 shall include providing advice on:

- (a) development and maintenance of a strategic framework;
- (b) objectives of TGPA;
- (c) agency's plans and budgets;
- (d) setting priorities and annual performance targets for TGPA
- (e) TGPA' annual reports and accounts;
- (f) evaluation of TGPA' performance;
- (g) salaries, wages and allowances of employees of the Agency; and
- (h) any other matter in the promotion and furtherance of the objectives of Executive Agencies Act, Cap. 245.

4.4 The Chief Government Printer

The Chief Government Printer is responsible for managing the Agency within the terms of this Framework Document and the Executive Agency Act, Cap/ 245. He is the Agency's Accounting Officer responsible for day-to-day operations of the Agency. He is accountable to the Permanent Secretary.

The Chief Government Printer is specifically responsible for:

- (a) preparation and submission of Strategic Plans, Business Plans and associated budgets to the Permanent Secretary for approval;
- (b) implementation of the approved plans, including the achievement of performance targets;
- (c) concluding procurement contracts in accordance with Public Procurement Act, Cap. 410 ;
- (d) organizations and management of assets and resources allocated to him in an efficient and cost effective manner;
- (e) human resources management, organization, control and discipline of the Agency's employees;

- (f) managing the procurement and control of supplies for the Agency,
- (g) ensuring that all aspects of the management and organization are kept under review and that they enable best possible performance of the Agency;
- (h) providing performance report to the Prime Minister's Office and other relevant institutions; and
- (i) preparation of Annual Reports and Audited Financial Statement for submission to the relevant authorities.

5.0 POWERS OF THE CHIEF GOVERNMENT PRINTER

5.1 *Personnel Management*

The powers of the Chief Government Printer in relation to personnel and related matters are prescribed in the Executive Agencies Act, Cap. 245, the Public Service Act, Cap. 298 and other relevant legislations.

5.2 *Financial and Related Matters*

The powers of the Chief Government Printer in relation to financial and related matters are prescribed in the Executive Agencies Act, Cap. 245, the Finance Act and other relevant legislations. The Chief Government Printer may in writing delegate any powers given to him to an employee of TGPA, but is not thereby relieved of a duty or responsibility to him in terms of this Framework Document or any other legislation.

6.0 ACCOUNTABILITY

The accountability of key players of TGPA is stipulated below:

6.1 Minister

6.2The Minister shall be accountable to the Parliament for all aspects of TGPA. The Minister shall be assisted, in the discharge of his responsibility, by the Permanent Secretary and the Chief Executive.

6.2 Permanent Secretary

The Permanent Secretary who is the Principal Accounting Officer of the Ministry and as such, is responsible for assuring a high standard of financial management, conduct and performance of the Agency in carrying out responsibilities as per the approved Agency's plans.

6.3 Chief Government Printer

The Chief Government Printer is the Agency's Accounting Officer, and is therefore accountable for ensuring the propriety and regularity of revenue and expenditure, for prudent and economical administration, and

ensuring that requirements set by the Ministry responsible for finance are met in accordance with the existing financial laws and regulations.

The Chief Government Printer is responsible for establishing proper management systems and this purpose shall take due account of financial management guidance issued by the Ministry responsible for finance and human resource management guidance issued by the President's Office - Public Service Management. Chief Government Printer shall also put into effect recommendations acceptable to the Government from the Public Accounts Committee and other Parliamentary Committees.

6.4 Public accounts committee, Parliamentary and other inquiries

The Chief Government Printer (Agency's Accounting Officer) may be required to appear before the Public Accounts Committee (PAC) to represent the Agency at a hearing related to the Agency. Chief Government Printer may also be required to prepare the response to the Parliamentary questions and inquiries that fall under the responsibility of TGPA. The Chief Government Printer shall advise the Permanent Secretary and the Minister on other Parliamentary matters as may be required.

7.0 FINANCE, PLANNING AND STRATEGIC CONTROL

7.1 Funding, Expenditures and Accounting

The funds of TGPA shall consist of:

- (i) Government Subventions;
- (ii) Loans and Grants; and
- (iii) Revenue received by TGPA for goods or services provided under the authority of the Executive Agencies Act, CAP 245. (Such goods and services include Government license, Certificates, Identity cards, Rubber stamps, Ballot papers, Books, Sheets and forms, Files and folders, Government notices & Circulars, government burners, Stickers and Government gazettes).

Expenditures incurred by TGPA shall be in accordance with the Business Plan approved by the Permanent Secretary and shall be accounted for in such a manner that it shall be possible to link all expenditure to the source of funding and for which purposes the fund has been spent. The Chief Government Printer shall therefore ensure that the Agency's Financial Management System can meet these requirements. The Chief Government Printer shall prepare and submit quarterly reports to the relevant authorities/bodies.

7.2 Strategic Plan

The Chief Government Printer shall prepare a Strategic Plan covering a period of five years. The purpose of the Strategic Plan is to state the objectives of TGPA over the next five years and outlining the actions to be taken by TGPA in delivering the services.

7.3 Business Plan

The Chief Government Printer shall prepare and submit to the Permanent Secretary for his/her approval a Business Plan that includes the estimates of the income and expenditure for the next ensuing year. The CEO may, at any time before the end of a financial year, prepare and submit to the Permanent Secretary for approval any estimates supplementary to estimates of a current year. The Business Plan shall give details of operations based on the approved Strategic Plan and the annual resource allocations.

7.4 Approval

The Chief Government Printer shall submit Strategic and Business Plans to MAB and thereafter to the Permanent Secretary for approval. The Chief Government Printer may seek to review the Business Plan in the course of the year to reflect changes in policies, resources or priorities. Approval of these plans will constitute authority for TGPA to conduct its operations accordingly.

7.5 Performance Agreement

Chief Government Printer shall enter into Performance Agreement with Permanent Secretary at the commencement of each financial year and evaluate the performance at the end of each financial year.

7.6 Procurement Procedures

Procurement procedures for goods and services shall be in accordance with Public Procurement Act, CAP 410 and its regulations.

7.7 TGPA's Tender Board

TGPA shall have its own Tender Board. The composition of the Tender Board shall be as provided in Public Procurement Act, CAP 410 and related Regulations.

7.8 Reports and Accounts

Within two months after the end of each financial year, the Chief Government Printer shall submit Annual Reports and audited statements of accounts to the Prime Minister's Office. Subsequently the Annual Reports and statements of accounts will be published and made available to the public. The Annual Report shall contain:

- (a) A copy of the audited accounts of TGPA together with the auditor's comments and recommendations;
- (b) A report on performance against targets and other related information;
- (c) A report on the operations of TGPA during that financial year; and
- (d) Such other information that the Permanent Secretary may require.

7.11 Financial Delegation

The Chief Government Printer has the authority to approve all expenditure which are consistent with the approved Strategic and Business Plans and which are in accordance with the letter of delegation.

The Chief Government Printer shall ensure that appropriate investment appraisal of all capital expenditure projects is carried out. Taking account of such guidance as provided by relevant authorities.

Major capital expenditure areas will be considered in the context of approved Strategic and Business Plans. TGPA will undertake post implementation reviews to determine whether projects have achieved the set objectives.

7.10 Value for money

The Chief Government Printer is responsible for obtaining value for money in the procurement of goods and delivery of services. The Chief Government Printer shall implement a range of efficiency measures in accordance with agreed programs and timeframe as set out in the strategic and business plan. The Chief Government Printer is responsible for maintenance of standards and value for money for any contracted out and ensuring that security and confidentiality are maintained.

7.11 Internal Audit

The Chief Government Printer shall be responsible of ensuring that adequate arrangements exist for the provision of an internal audit service that accords with the standards set by the ministry responsible for finance and in accordance with the TGPA Accounting Manual.

7.12 External Audit

The audits relating to allocations from the Government of Tanzania shall be carried out by the Controller and Auditor General or such other person registered as an Auditor under Auditors and Accountants (Registration) Act, CAP 286 appointed for the purpose by the Permanent Secretary, subject to the approval by the Controller and Auditor General on such terms and conditions as the Controller and Auditor General may determine.

7.13 Budgetary Flexibilities

The Chief Government Printer shall have powers in relation to budgetary flexibility, which shall be exercised in accordance with guidelines of the Ministry responsible for Finance, and the limits set out in the existing financial laws and regulations.

7.14 Capital Expenditure

The Chief Government Printer shall have the powers in relation with the capital expenditure to: -

- (i) Authorize capital expenditure on individual capital projects
- (ii) Transfer resources allocated to one item in the budget to another; and
- (iii) Carry over full to the next financial year any unspent funds on running (operations) costs from the previous financial year.

7.15 Running (Operational) Costs

The Chief Government Printer shall have the powers to:

- (i) Manage all Running (Operational) costs allocation as a single budget
- (ii) Transfer resources allocated to one item in the budget to another; and
- (iii) Carry over-full to the next financial year any unspent funds on running (Operational) costs from the previous financial year.

7.16 Assets and Liabilities

In regard to assets and liabilities the Chief Government Printer may:-

- (i) Authorize special payments, write-offs and disposal of assets in accordance with the existing financial and procurements laws and regulations;
- (ii) Authorize expenditure on consultancy services according to the TGPAA internal regulations, guideline and policy;
- (iii) Authorize expenditure on various projects and single sourcing in accordance with financial regulations, Procurement Act and related Regulations;
- (iv) Procure goods and service as per Procurement Act and Regulations; and
- (v) TGPA of its own name, can acquire, hold or dispose of movable and immovable property as per applicable laws and guidelines.

8.0 HUMAN RESOURCES

8.1 Status and Conditions of Service

TGPA's staff shall be public servants charged with the responsibilities for delivering public services more effectively and efficiently within the available resources. Their terms and conditions of service will be approved by the Ministry responsible for the Public Service in accordance with the Executive Agencies Act, Cap. 245. Remuneration levels will be set in accordance with policy guidance issued by the Ministry responsible for Public Service Management, and will take into account the need to attract and retain staff of the required caliber.

8.2 Human Resource Management

The Chief Government Printer is responsible for the human resource management of the Agency as set out in this Framework Document. The Chief Government Printer shall be responsible for fostering positive attitudes towards responsibility, accountability and productivity. There must be effective channels of communication throughout the organization and a willingness to work as a team to achieve the Agency's Objective. The Chief Government Printer is required to set up training schemes and Human Resource Development programs that improve the technical ability of staff and familiarize them with new working practices.

8.3 Staff Relations

The Chief Government Printer is responsible for staff relations within the Agency. The Chief Government is required to foster good staff relations as an important aid to the achievement of the Agency's objectives and ensure effective communications and consultation with staff and with their recognized Trade Unions.

8.4 Health and Safety

The Chief Government Printer is responsible for health and safety of TGPA's staff in the work place and for complying with all relevant legislations.

8.5 Risk Conditions Mitigation

The Chief Government Printer shall take appropriate measures to Agency staff working in risky conditions and shall not expose them to danger or radiation, toxic reagents, flammable chemicals, wild dangerous animals, rough weather and tough field conditions. The Chief Government Printer shall comply with all relevant legislation and in this regard, shall consult with staff and their Trade Union representatives and relevant authorities on risk working conditions.

8.6 Equal opportunities

The Chief Government Printer shall create suitable environment to ensure equal opportunities for every staff as stipulated in the Public

Service Management and Employment Policy of 1999 and Public Service Act, Cap. 298.

8.7 Fight against Corruption

The Chief Government Printer shall play a leading role in developing and implementing strategies to address corruption and other malpractices in the Agency.

9.0 AMENDMENTS, REVIEW AND PUBLICATION

9.1 Review and Amendment

Any proposed amendment to this document shall be made by the Minister in consultation and advice from the Permanent Secretary and the Chief Government Printer. Any proposed changes shall be subject to Ministry responsible for Public Service Management before being affected by the Ministry.

9.2 Publications

The This Framework Document and the Order establishing PBPA will be published in accordance with existing laws and regulations. This Document may be accessed through Agency' website and copies with other information about TGPA can be obtained from the address below

Chief Government Printer,
Tanzania Government Printing Agency (TGPA),
P.O. Box 982,
DODOMA.
Website: www.tgpa.go.tz

Dodoma,
25th February, 2025

WILLIAM V. LUKUVI,
Minister of State,
Prime Minister's Office,
(Policy, Parliament and Coordination)