

THE UNITED REPUBLIC OF TANZANIA+



THE NATIONAL ELECTORAL COMMISSION (NEC)

Strategic Plan

2016/17 to 2020/21

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ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
BRIDGE	Bringing Resource in Democracy, Governance and Election
CAG	Controller and Auditor General
CBOs	Community Based Organisations
CMS	Candidates Management System
FBOs	Faith Based Organisations
FYDP	Five Years Development Plan
GIS	Geographical Information System
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technology
KPI	Key Performance Indicator
LTE	Local Technical Experts
MDAs	Ministry Departments and Agencies
MS	Management System
NEC	National Electoral Commission
NGOs	Non-Governmental Organisation

OMS	Observers Management System
OPRAS	Open Performance Review Appraisal System
PLWHA _s	People Living With HIV&AIDS
PO-PSM	President Office Public Service Management
PNVRS	Permanent National Voters' Register
RMS	Result Management System
RS	Registration System
SWOC	Strength, Weakness, Opportunity and Challenges
SDG _s	Sustainable Development Goals
UN	United Nation
URT	United Republic of Tanzania
VIS	Voters Interaction System
VRS	Voters Registration System

MESSAGE FROM THE CHAIRMAN

On behalf of the National Electoral Commission (NEC), I am honoured to table before the Public, a five-year Strategic Plan for the Commission for the 2016/17 to 2020/21 period. This is the fourth Strategic Plan in the history of NEC since its establishment of this organization in 1993. The plan summaries strategic direction the Institution intends to take in the next five years.

The current Government demands that, MDAs should have a long or medium term direction or focus to match with guiding policies, National Planning frameworks such as The Tanzania National Development Vision (2025), Sustainable Development Goals (SDGs - 2025) and The Tanzania National Five Year Development Plan II (2016/17 - 2020/21). Thus, to comply with Government directives, NEC has formulated Strategic Plan which will serve for the next five years (2016/17 -2020/21).

In order to map out its destination, that of strengthening of democracy and good governance through Elections, NEC needs a comprehensive Strategic Plan. Therefore, this Plan is significant as it will serve as a benchmark for implementation of NEC objectives and will also assist in decision making and monitoring performance of the Commission.

Moreover, a need for another Strategic Plan is significant to the Commission since its operations have been expanding substantially and are expected to expand further in the next five years. Currently the Commission has 150 employees compared to 120 in 2013/14. However, NEC is expected to increase manpower substantially due to the increasing activities of the Commission, complexities in managing Elections and the anticipated decentralization to enable the Commission to have employees at grass root levels. The anticipated increase of resources (human, material, financial and systems) must be managed more scientifically vide a Strategic Plan to increase productivity and realize value for money for the benefit of the nation.

The plan will allow for a comprehensive assessment of the performance of NEC during the last five years, which, in turn, allows the Commission to strategize its operations during the coming five years. It provides yet another opportunity to translate Government policies, supporting democratic principles and building a strong democratic state.

In this Strategic Plan, Vision and Mission statements together with strategies for NEC have been reviewed. We urge the staff and Management of NEC to commit themselves to the Vision, Mission, Strategic Objectives and Strategies contained in this plan. We specifically urge the Management and staff of NEC to ensure that the targets agreed upon in this plan, or those adjusted from time to time are achieved. This is possible with close monitoring and control of NEC's operations.

On behalf of the Commission, I promise the Public and our stakeholders to improve for better services geared at strengthening democracy in Tanzania.

We wish the Management and NEC's Staff success in the implementation of this Strategic Plan.

(Justice Semistocles Kaijage)
CHAIRMAN

PREFACE

The Commission has prepared a five-year Strategic Plan for the period 2016/17 - 2020/21 taking into account development initiatives stipulated in the National Five Year Development Plan II 2016/17 - 2020/21 (FYDP II), Development Vision 2025, challenges encountered in the 2015 General Election, other National policies and planning frameworks and directives from the government.

This plan has set out the Vision, Mission, Core values and Objectives of NEC for the next five years, commencing July, 2016 through June, 2021. It also outlines strategies to be employed and targets to be achieved in order to realize the set objectives. The key performance indicators, as standard measures of our anticipated performance have also been outlined.

The Plan intends to enable NEC effectively and efficiently conduct and coordinate General and By- Elections in Tanzania so as to have free, fair and credible Elections at National and Council levels. To achieve this, the Commission intends to strengthen Elections processes by ensuring provision of continuous Voters' Education, improving Voters' Registration and other related election activities. More emphasis will be on the management of human and financial resources as they are very critical for effective implementation of all other objectives.

The preparation of this plan have been possible due to valuable contributions from various members. I applaud the role played by facilitators from President's Office, Public Service Management (PO-PSM) for their tireless guidance which led to the production of this document. Furthermore, special thanks extended to Heads of Departments, Units and staff whose valuable efforts and commitments made preparation of this document possible.

To realize the planned objectives, it is worthwhile to plead for support from all stakeholders including the Government, Parliament, Political Parties, Voters,

NGOs, CBOs, FBOs, Development Partners, Media and the Public at large in supporting the implementation of this Plan.

To efficiently implement the Plan, I call upon each of us to be transparent, responsive, accountable and working as a team in carrying out our day to day business in providing quality service to the public. I wish therefore, to urge all NEC's Management and staff to fully commit themselves to the implementation of this Plan.

Kailima R. K.
DIRECTOR OF ELECTIONS

EXECUTIVE SUMMARY

The National Electoral Commission of Tanzania is an Independent Department established in 1993 in accordance with the article 74(1) of the Constitution of the United Republic of Tanzania, 1977. The Commission is charged with the functions of conducting and supervising the Presidential and Parliamentary Elections in the United Republic of Tanzania and Councillors' Election in the Mainland Tanzania.

The Commission reviewed its previous Strategic Plan to develop a five years Strategic Plan (2016/2017 - 2020/2021) to map its future direction. The plan has been developed in a participatory manner with an involvement of the Commission's technical team, management, staff members, and other stakeholders under the facilitation of a team from the President's Office Public Service Management (PO-PSM) as resource persons.

The previous Strategic Plan was reviewed in order to come up with the achievements and challenges of its implementation. The internal and external environments of the Commission were scanned to determine the institutional strengths, weaknesses, opportunities and challenges (SWOC) that the plan should take into considerations for the better way forward. The SWOC analysis resulted into identification of critical issues and priorities to be addressed by the 2016/17 - 2020/21 Strategic Plan. Among the critical issues identified, include low voter's turnout currently at 67.34 percent, absence of sustainable financial resources to support Election activities, low coverage of Voter's Education, addressing cross cutting issues, absence of NEC Act resulting in challenges in implementation of Election activities, delays in disbursement of funds to support Election activities, some electoral stakeholders having negative perceptions on NEC structure and operations, the need to employ advanced technology in Election activities and absence of unified electoral laws.

The plan has a revised Vision, Mission, Core Values, Objectives, Strategies, Targets and the Key Performance Indicators as a means of measuring the achievement of

the Plan. The Vision of the Commission is **a credible Electoral Management Body in Africa** while the Mission of the Commission is **to coordinate and supervise General and By-Elections through Voters Registration, Constituencies Demarcation and Voters Education in collaboration with key stakeholders to safeguard democracy.**

The Core Values of the Commission are on Accountability, Integrity, and Team work, Impartiality, Professionalism and Transparent.

In addressing the critical issues identified in Chapter Two, five objectives were developed. The objectives are Effective Implementation of National Anti-Corruption Strategy enhanced and sustained; HIV/AIDS Infections reduced and support services Improved; Credibility of NEC in conducting General and By-Elections enhanced; Financial Sustainability to support Election activities strengthened; Systems, structures and resources to support Election activities strengthened.

The plan outlines strategies and targets to be pursued to attain the developed objectives while the Key Performance Indicators (KPIs) are the signs, outcomes and impacts of the interventions envisaged when the developed objectives are implemented to the required standards. There are annexes attached in the Plan and they include Organization Structure and the Strategic Plan matrix. The Strategic Plan Matrix summarises all major components of the Plan. These annexes are attached in the main document as **annex I and II** respectively.

CHAPTER ONE

1.0 INTRODUCTION

This Chapter gives the background, the approach used to prepare the plan, the purpose and layout of the plan.

1.1 BACKGROUND

In the year 2002, the Government of Tanzania introduced Strategic Planning in Ministries, Independent Departments and Agencies (MDAs) as part of installation of Performance Management Systems (PMS). The aim is to improve transparency and communication between management, employees and stakeholders and establish priorities for efficient and effective resource allocation.

The National Electoral Commission (NEC) being one of the government organs developed its first Strategic Plan that ran between 2003/04 to 2005/06. The Plan was then reviewed in 2006/07 and ran between 2006/07 to 2010/11 before its second review in 2013/14 which ran between 2013/14 to 2017/18. This therefore is the fourth Strategic Plan to be formulated by NEC which will run for five years from 2016/17 to 2020/21. The timing for this plan is rightly done after the 2015 General Election of which Post-Election Evaluation was conducted for the first time whereby, a comprehensive assessment of the performance of Commission was done. This helped the Commission to re-invigorate and strategize its operation during the next five years within which there will be an Election for the 6th phase Government.

The plan provides another opportunity to translate the Government policies, aspirations and perspectives on democracy and good governance. The objectives and strategies being proposed in this Plan are intended to contribute to the strength of democracy, good governance, peace and tranquillity. The guiding forces of this plan are therefore, The Tanzania Development Vision 2025 and National Five Year Development Plan II (FYDP II) which among other things, emphasize on good governance and accountability.

1.2 APPROACH

This Strategic Plan was developed in a participatory working sessions involving NEC Commissioners and staff under the facilitation of the President's Office and Public Service Management (PO - PSM). The exercise involved review of the 2013/14 - 2017/18 Strategic Plan with reference to SDGs, Tanzania Development Vision 2025 and the Five Year Development Plan II.

Situation analysis was done by reviewing of relevant information, performance review, stakeholders' analysis and SWOC analysis. These enabled the Commission to derive Critical Issues that formed the basis for developing the Vision, Mission, Core Values, Objectives, Strategies, Targets and Key Performance Indicators. The Plan includes Result Framework for enabling the Plan to be monitored and evaluated in a focused way.

1.3 PURPOSE OF THE STRATEGIC PLAN

Strategic Plan is a fundamental and useful management tool that guides the organization in achieving better results in implementing its objectives while defining overall means to achieve better service delivery. The process helps the organization to decide what it wishes to accomplish and the main actions it intends to undertake in future by looking at the big picture from longer-term perspectives. Therefore, the purpose of reviewing this Plan is to map out the strategic direction of NEC to improve performance and service delivery, it creates more relevant structures and a shared vision of the Commission, what it aims to achieve in the medium-term and long term perspectives, the strategies it will use to achieve them and the expected results. The Plan also intends to improve transparency and communication, develop common understanding between management, employee, clients and other stakeholders; nonetheless establish priorities for efficient and effective resource allocation.

1.4 LAYOUT OF THIS PLAN

Chapter one is an introduction to the Plan and planning process. Chapter Two provides a Situation Analysis of the service delivery environment, assess achievement, identify some constrains and critical issues that must be addressed in the Plan. Chapter Three presents the Strategic Plan by outlining the objectives of the Commission, its Principle Strategies, targets and its Performance Indicators. Chapter Four details a Results Framework that is the basis for monitoring and evaluating the Commission's performance. The Plan has two Annexes; **Annex I** presents the Strategic Plan Matrix that is the summary of the plan and **Annex II** provides an Organisation Chart of the Commission.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

This chapter gives historical background, review of relevant information....., analysis of performance based on the previous Strategic Plan and identification of strength and weaknesses within the Commission; opportunities and the challenges outside the Commission. The end result of the analysis is the list of critical issues which need to be addressed as elaborated in chapter three.

2.1 HISTORICAL BACKGROUND

The National Electoral Commission of Tanzania (NEC) was established in 1993 in accordance with Article 74(1) of the Constitution of the United Republic of Tanzania of 1977. This came as a result of the re-introduction of multiparty system in 1992 after almost 27 years of single party system. Before the establishment of the Commission, Elections were held and supervised By the Office of the Speaker of the National Assembly of Tanzania.

The Commission is an Independent Department which in exercising its constitutional functions is not obliged to comply with orders or directives of any person or any Government Department or the views of any Political Party. It has a Chairman, Vice-Chairman and Five (5) other Commissioners all appointed by the President of the United Republic of Tanzania. The Director of Elections is the Chief Executive and Secretary to the Commission who is also appointed by the President. The Commission has been operating from its' headquarter offices in Dar es Salaam. During Election, the Commission operates at Regional and Local Government Authority level through the offices of the Regional Secretariats and the office of the Council Executive Directors respectively. Since its establishment in 1993, the Commission has supervised and coordinated five (5) General Elections in the years 1995, 2000, 2005, 2010 and 2015.

The organizational structure has been reviewed several times to meet and address the prevailing needs. Currently, the structure of NEC has three (3) Departments which correspond to the core functions of the Commission. The Departments are Elections Management; Voter's Education and Public Information; and Permanent National Voters Registration. The organizational structure also has two (2) support Departments and four (4) Units which are Administration and Human Resources; Planning; Internal Audit; Legal Services; Finance and Accounts; and Procurement Management and Logistics as depicted in the attached Organogram (**Annex I**).

2.2 REVIEW OF RELEVANT INFORMATION

2.2.1 Mandate and Statutes

According to Article 74 (6) and 78 of the Constitution of the United Republic of Tanzania of 1977, the functions of NEC are:

- a) To supervise and Co-ordinate the registration of Voters in Presidential and Parliamentary Elections in the United Republic;
- b) To supervise and co-ordinate the conduct of the Presidential and Parliamentary Elections;
- c) To review the boundaries and demarcate the United Republic into various areas for the purpose of Parliamentary Elections;
- d) To supervise and co-ordinate the registration of Voters and the conduct of the Election of Councillors ; and
- e) To perform any other functions in accordance with a law enacted by Parliament.

Other functions of the Commission in accordance with the National Elections Act, Cap 343, and the Local Authorities (Elections) Act, Cap 292 are:

- a) Provision of Voters' Education, co-ordination and supervision of institutions and other Stakeholders dealing with provision of Voters' Education and
- b) Nominate and announce Members of Women Parliamentary Special Seats and Councillors for Women Special Seats

2.2.2. National Planning Frameworks and Strategies

The following are some of the National Planning Frameworks and Strategies related to Election process.

(a) Development Vision 2025

The Tanzania Development Vision 2025 indicates the intended future direction to be taken through mobilizing people and other resources towards achieving better livelihoods of Tanzanians by year 2025. One of the attributes towards implementation of the Vision 2025 is **Democratization and popular Participation**. In order to achieve this, the society needs to be more sensitized to use their constitutional right to elect their leaders. In sensitising and educating the society, NEC provides Voters' Education, co-ordinate and supervise institutions and other Stakeholders dealing with provision of Voters' Education.

Second Five Year Development Plan (FYDP II) 2016/17 - 2020/21

One of the highlighted results from the assessment of FYDP I and MKUKUTA II towards FYDP II is **Good governance and Accountability**. The government has continued to support democratic principles as observed in the past four competitive multi party general elections. As one of its objectives, Commission has continued to supervise and co-ordinate its activities in a manner of free, fair, transparent, credible and participatory Elections at National and Council levels.

2.2.3 Mission and Vision

Among the attributes of a good Vision and Mission are to justify existence of the institution, derive and cover the relevant statutes, be easily internalized and recalled, to provide a clear sense of direction, be inspirational and captured by imagination of the staff. During the review process, it was realized that the previous Vision and Mission Statements could not be easily internalized and recalled by staff. Therefore, we need to shorten them while maintaining the incorporated NEC's Core Values, direction and scope of work.

2.2.4 International Experiences for benchmarking purposes

There are International Elections standards which are universal principles and guidelines to promote democratic Election processes. They have evolved from protocols, declarations, treaties, and other international instruments that safeguard democracy and human rights. Those standards for democratic Elections are not prescriptive norms. They do not mandate that a particular Election system or explicit laws be applied. Instead they are principles to guide the development and implementation of Election systems, laws, policies and procedures concerning democratic Election processes.

All international Election standards can be traced back to the cardinal principle that citizens have right to take part in the governance and public affairs of their countries. Article 21, Section 3 of the United Nations (UN) Universal Declaration of Human Rights (1948) enshrines this cornerstone precept.

These standards are;

- Periodic Elections;
- Genuine Competitive Elections;
- Free and Fair Elections;
- Guarantee Universal and Equal suffrage;

- Voting by secret ballot;
- Honest counting and reporting of results;
- Ensure elected candidate is installed in office;
- Fair and open political campaign atmosphere;
- Ensure unimpeded media access on a non-discriminatory basis.

At regional level there is African Union Declaration on the Principles Governing Democratic Elections in Africa, which provides that:-

Democratic Elections should be conducted:

- a) Freely and fairly;
- b) Under democratic constitutions and in compliance with supportive legal instruments;
- c) Under a system of separation of powers that ensures in particular, the independence of the judiciary;
- d) At regular intervals, as provided for in National Constitutions and
- e) By impartial, all-inclusive competent accountable electoral institutions staffed by well-trained personnel and equipped with adequate logistics

Key Findings

In conducting Election in Tanzania, NEC to a large extent has adhered to International, Regional and Sub regional standards as provided in the International instruments. However, there are shortcomings that need to be addressed towards achieving a credible Election in accordance to international and regional standards.

Way Forward

- To review Legal Framework so as to accommodate International electoral standards as enshrined in International and Regional Instruments;
- NEC Staff to engage in Election Observer Missions at regional, Sub-Regional and International level so as to build capacity and exchange experience in Electoral process management.

2.3. PERFORMANCE REVIEW

This performance review is on the achievement of intermediate and immediate outcomes planned in the 2013/14 to 2017/18 Strategic Plan.

2.3.1 Objective A: HIV and AIDS Infections Reduced and Supportive Services Improved

Achievement:

- Training on HIV was conducted to 42 members of workers councils in 2015;
- Protective gears were provided to 122 staff; and
- Nutritious supplements were provided to one staff.

Constraints:

- Inadequate financial resources to support HIV Platforms in NEC; and food supplement to PLWHAs
- Stigmatization

Way forward:

- Continuous sensitization on HIV/ AIDS and non-communicable diseases;
- Establishing HIV/ AIDS committee that will reduce and combat HIV;
- Introduce and establish Peer Educators Program at workplace;
- HIV Training to the untrained staff so as to meet the planned target; and

- Sensitization to staff for Voluntary Counseling and Testing.

2.3.2 Objective B: Effective Implementation of the National Anti-corruption Strategy Enhanced and Sustained.

Achievement:

- The office provided Anti-corruption awareness through workers councils meeting; all staff meetings, management meetings and NEC meetings.

Constraints:

- Not implemented effectively due to Inadequate time; and
- Inadequate financial and human resource to facilitate/support relevant training

Way forward:

- Institutionalizing workplace interventions on anti-corruption.

2.3.3. Objective C: Free, fair and credible Elections and referenda at National and Council levels successfully enhanced

Achievement:

- All electoral management systems (RMS,CMS,PNVRS,OMS,GIS,WMS)were updated and increased accuracy and efficiency in electoral management systems;
- ICT Infrastructures i.e. Server and storage improved in 2015 General Elections;
- The PNVRS updated in 2015 whereby 23,161,444 (96.9%) voters were registered;
- Voter Education materials for Election were provided and disseminated throughout the country;
- Voter Education Strategy prepared;

- Voter Education guideline was provided to the Institutions that sought to provide Voters' Education;
- NEC information has been regularly updated in the NEC website;
- NEC website structure has been improved;
- The infrastructure has been improved ie. internet facilities;
- The National Elections (Presidential and Parliamentary Elections) Regulation, Local Authorities (Councilors Elections) Regulations and Electoral Code of Conduct were reviewed and Directives were prepared;
- A total of 281 complaints during Election were submitted to Commission and 52 post-Election complaints were determined;
- New 25 Constituencies were formed;
- Election guidelines were disseminated in 30 regions during the 2015 General Election;
- A total of 65,105 Registration centers in 264 constituencies for the 2015 General Election were established;
- A total of 65,105 Polling Stations in 264 constituencies were established;
- Presidential, Parliamentary and Councilors' Election were conducted and By-Election of 12 constituencies and 146 wards were conducted;
- Monitoring and Evaluation on registration process covered 14 regions, 15 regions as training Centre of Election officials , 10 regions during voting and counting votes day and 22 regions during Post Election Evaluation of the General Election 2015; and
- Monitoring and Evaluation report on registration process for 2015 General Election were produced and submitted.

Constraints:

- The Commission had insufficient funds and Delay of disbursement of funds for updating PNVR and Voters Education;
- Time constraint for Training due to delay of funds disbursement;
- Time for updating voter register was limited and the process did not take place in time;
- Some Political Party Leaders /media misleading statements to the public relating to Voters registration process;
- Voter Education was not adequately provided in rural areas;
- Delay of funds resulted delay of printing and dissemination of Voter Education materials;
- Shortage of enough skilled staff to support various Electoral Management system; and
- Currently, unintegrated Systems hinder swift operation.

Way forward:

- Continuous Systems Maintenance and support;
- Capacity building through knowledge transfer from vendor to Local Technical Experts (LTE) rather than depending from outside;
- The need for system integration;
- Harmonization of the Systems;
- Allocation enough/adequate funds for continuous Voters Education;
- Regular Update of the website;
- Regular review and maintenance of the website;

- The need to review laws and regulations so as to incorporate the stakeholders' opinions;
- Establishment of registration centers near the residence and;
- Timely solicitation fund and man power for registration and election activities.

2.3.4. Objective D: Administrative and Human Resources Management Enhanced

Achievements:

- Reviewed NEC Organization structure;
- Established NEC Risk Management System;
- NEC Conducted Risk Management awareness to its staff;
- Established NEC training programme;
- 7 NEC Staff facilitated to attend long term training and 10 staff for short term training;
- Various trainings were conducted such as Computer Applications (108 staffs), Report writing skills (50 staffs) and Election related activities through BRIDGE program (48 staffs);
- Employment benefit to staff and other incentives to Commissioners and staff provided e.g. 9NEC staff were awarded for the best workers';
- Various working tools were provided to NEC's staff such as Laptop, Computer Printer, Vehicles and stationaries;
- Construction of NEC Office building in progress at Dodoma;
- Implementation of OPRAS to NEC staff.

Constraints:

- Inadequate fund for implementing staff Development Programmes; and
- Insufficient Office space to accommodate staff and the working tools.
- Technological advancement

Way forward:

- To provide more training to the staff;
- Increase On job training;
- Conduct staff satisfaction survey on Human resource motivation;
- Ensure availability of office building by 2018;

2.3.5. Objective E: Financial Resource Management Improved**Achievement:**

- 3 NEC Annual Plans and Budget prepared and submitted and approved to MoFP;
- NEC Financial report submitted to relevant authority on quarterly basis;
- Internal Auditing Charter prepared;
- Annual Audit Reports submitted to the relevant Authorities for further actions; and
- Participatory implementation of Annual plans and Budget;
- Asset Register prepared and maintained.

Constraints:

- Frequently changing of the budget ceiling affecting preparation and submission of the plans and budget;
- Failure to implement some activities due to insufficient of fund;
- Delay of disbursement of fund; and
- High maintenance cost of NEC fixed assets.

Way forward:

- Prepare proposal for seeking funds from different sources; and
- NEC need to insure the finalization of the Internal Audit charter.
- To allocate fund for assets maintenance.

2.3.6. Stakeholders Analysis

S/No	Stakeholders	Service offered	Stakeholders' Expectations
1	Government	<ul style="list-style-type: none"> • Annual and quarterly progress reports • Estimates on Voters' registration and Election budget • Proposal for electoral boundaries demarcation • Election, Voters registration and Evaluation reports 	<ul style="list-style-type: none"> • Adherence to financial Acts and regulations • Adherence to Laws • Clear, timely and accurate reports
2	Political Parties	<ul style="list-style-type: none"> • Voter Register and list of Voters • Election and Registration guidelines • Election and Registration timetable • Electoral Code of Conduct 	<ul style="list-style-type: none"> • Credible Voters' Register that guarantees free and fair Elections • Clear and Easy to understand Guidelines • Conformity with the Laws in issuance of

S/No	Stakeholders	Service offered	Stakeholders' Expectations
		<ul style="list-style-type: none"> • Polling, counting and tallying agents • Sample Ballot Papers • Nomination Forms • Election and Evaluation reports 	<ul style="list-style-type: none"> • Election timetable, Electoral code of conduct and Nomination Forms, and Sample Ballot Papers • Clear and timely reports
3	Voters	<ul style="list-style-type: none"> • Voter Education and information; • Timely registration of Voters • Voting processes facilitation. • Evaluation reports 	<ul style="list-style-type: none"> • Credible Voters' Register • A transparent, credible and accurate voter register • Simplified voting process • Error free and durable Voters Identity card • High quality and contain all necessary information
4	Media	<ul style="list-style-type: none"> • Media Accreditation • Guidelines for Voter Education • Law and Regulation Related to Elections • Information related to Electoral process • Guideline for Media related to elections 	<ul style="list-style-type: none"> • Timely and transparent accreditation process • Clear and comprehensive guideline, Laws and Regulations • Timely and Accurate information from reliable source
5	Development Partners (DONOR)	<ul style="list-style-type: none"> • Need Assessment reports (Budget Proposal and logistics) • Quarterly and Annual Financial progress reports during project implementation 	<ul style="list-style-type: none"> • Adherence to MOU needs assessment • Timely and Accurate submission of Financial progress reports

S/No	Stakeholders	Service offered	Stakeholders' Expectations
		<ul style="list-style-type: none"> • Election reports 	<ul style="list-style-type: none"> • Timely and Accurate Election reports
6	Election Observers	<ul style="list-style-type: none"> • Constitution of URT, Election Laws, Regulation, Guideline for Election observers, Election Code of Conduct and map of Tanzania • Invitation to prospective Election observers • Accreditation and assurance of Observers Identity Cards • Election, Voters registration and Evaluation reports • Registration and Election time tables 	<ul style="list-style-type: none"> • Timely provision of relevant working documents and services • Timely invitation and accreditation of observers and issuance of cards with relevant information
7	Election supporting staff	<ul style="list-style-type: none"> • Capacity Building • Facilitation of working tools and election materials 	<ul style="list-style-type: none"> • Conducive working environment
8	Non-Governmental Organizations (CSO, FBOs, CBOs)	<ul style="list-style-type: none"> • Accreditation for provision of voters Education • Voter Education guidelines • supervision of accredited voters education providers 	<ul style="list-style-type: none"> • Timely accreditation and approval of education materials • Election reports
9	Election Candidates	<ul style="list-style-type: none"> • Nomination of candidates • Coordinated election campaign programme 	<ul style="list-style-type: none"> • Timely and transparent nomination process

S/No	Stakeholders	Service offered	Stakeholders' Expectations
		<ul style="list-style-type: none"> • Issuance of Election certificates to elected candidates • Access to electoral code of conduct committee 	<ul style="list-style-type: none"> • Fair and equal access to public media by the Presidential Candidates • Fair treatment from the committee
10	Police and security forces	<ul style="list-style-type: none"> • Election Laws, Regulations and Election Code of Conduct • Information regarding Electoral process • Election Timetable 	<ul style="list-style-type: none"> • Timely provision of materials with adequate information concerning electoral process • Clear understanding of the Electoral process • Timely provision of timetable
11	Non Voters/	<ul style="list-style-type: none"> • Voter Education and information; 	<ul style="list-style-type: none"> • Awareness on importance of participating in electoral process
12	Registrar of Political Parties	<ul style="list-style-type: none"> • Election Law, Regulations and Election Code of Conduct • Invitation into stakeholders meeting • Election timetable • List of candidates • Election reports • List of accredited voter education providers • Election results 	<ul style="list-style-type: none"> • Timely provision of Election laws, regulation and code of conduct. • Timely provision of timetable • Timely and accurate provision of list of candidates • Election reports • Election results
13	Special Groups in the Society	<ul style="list-style-type: none"> • Voter education and information • Braille language materials • Involvement in the electoral process 	<ul style="list-style-type: none"> • Conducive environment

2.4. SWOC ANALYSIS

2.4.1 Strengths:

The NEC strengths are its resources and capabilities that can be used as basis for developing a competitive advantage. Such strengths are:

- i. Good relation with stakeholders;
- ii. Existence of Client Service charter which stipulates services offered and Standards;
- iii. Provision of voters Education on continuous basis;
- iv. Existence of committed and experienced leaders;
- v. Existence of competent and committed staff;
- vi. Existence of support programme for people leaving with HIV/ AIDS;
- vii. Presence of incentives for staff;
- viii. Ability to register high percent of voters (Currently (96.9%));
- ix. Ability to conduct free, fair and transparent Election;
- x. Ability to coordinate and conduct voters Education;
- xi. Employment of technology in some business processes (RMS, CMS, VIS, PNVRS, OMS and GIS);
- xii. Existence of Electoral laws;
- xiii. Independence of Commission as stipulated in the Constitution;
- xiv. Presence of financial Act & procurement Act with their regulations; and
- xv. Application of update technology in Election conduct.

2.4.2. Weaknesses:

Apart from the strengths stated earlier, there also some weaknesses observed as:

- i. Inadequate voters Education especially on rural areas;
- ii. Absence of updated Service Client charter;
- iii. The current structure is centralized and reduce accessibility of our services for some stakeholders;
- iv. Absence of human Capital Development Plan;
- v. Inability to monitor all voters Education providers;
- vi. Existence of Gaps in electoral laws; and
- vii. Inadequate resource mobilization initiatives

2.4.3 Opportunities:

External environmental analysis reveals new opportunities for the NEC to take advantage of, such opportunities include:

- i. Government support;
- ii. Presence of committed, qualified and competent staff ready to work in adverse environment condition;
- iii. Possibility to change stakeholders/ voters perception;
- iv. Availability of stakeholders in provision of voters Education;
- v. High Level of understanding of stakeholders;
- vi. Willingness of political parties to create awareness on election processes to the citizens
- vii. Existence of regional & international forum for human capital development and technical cooperation;
- viii. Good relationship with stakeholders;
- ix. Opportunity of using new technology to improve business process;
- x. Possibility of amendment of electoral laws;

- xi. Existence of knowledge sharing with other EMBs; and
- xii. Financial support from development partners.

2.4.4 Challenges:

Changes in the external environment may also pose challenges to the Commission's activities, such challenges include the following:

- i. Negative perception towards NEC by some stakeholders;
- ii. Difficulty in handling the needs of all stakeholders;
- iii. Non-existence of institution to oversee the conduct of civic Education;
- iv. Delegation of Returning Officers shortly before Election;
- v. Scarcity of fund for human capital development;
- vi. Inadequate office accommodation;
- vii. Inadequate human resource to carry out NEC's mandated functions in District level;
- viii. Poor infrastructure to some areas;
- ix. Inadequate public building to establish polling stations;
- x. Low voter turnout;
- xi. Absence of NEC's Act;
- xii. Presence of contradicting provisions of electoral laws {National Elections Act, Cap. 343 and Local Government (Elections) Act, Cap. 292;
- xiii. Delays in disbursement of funds;
- xiv. Inadequate financial resources;
- xv. Absence of Election Fund;
- xvi. High cost to cope with rapid technological changes;

- xvii. lack of political tolerance to some of the political parties;
- xviii. Vastness of the area of operation during voting and poor connectivity due to infrastructure problems;
- xix. Unforeseen contingencies related to weather and other bottlenecks
- xx. Continuous capacity building to NEC staff;
- xxi. Improving working environment; and
- xxii. Lack of ICT Strategic Plan;
- xxiii. Absence of unified electoral laws;
- xxiv. Absence of Organization Manual and Procurement Manual.

2.5 RECENT INITIATIVES:

- NEC meetings with stakeholders to review the Electoral Code of Conduct;
- Construction of NEC office building in Dodoma;
- Provision of continuous Voter Education;
- Establishment of NEC office at Zanzibar;
- Review of Service Client Charter and Organization Structure; and
- Amendment of Electoral Laws.

2.6 CRITICAL ISSUES

- 32.66% of registered voters did not turnout on 2015 General election
- Absence of sustainable financial resources for Election activities;
- Low coverage of Voter's Education;
- Addressing cross cutting issues such as HIV/AIDS and corruption;
- Delays in disbursement of funds to support Election activities;
- The Need to employ advanced technology in Election activities;

CHAPTER THREE

3.0 THE PLAN

3.1 VISION

A credible Electoral Management Body in Africa.

3.2 MISSION

To coordinate and supervise General and By-Elections through voters Registration, Constituencies demarcation and Voters Education in collaboration with key stakeholders to safeguard democracy.

3.3 CORE VALUES

Accountability: We are responsible and answerable for the quality of our goods and services we provide;

Integrity: We adhere to moral values, work ethics, respect and honour in executing our duties;

Team work: We play our roles in a participatory manner to achieve our goals;

Impartiality: We devote ourselves to serve every stakeholder without discrimination;

Professionalism: We demonstrate highest standard of work by continuously improving competence and skills through training;

Transparency: We provide a platform for access to information that citizens expect;

Participatory: We involve Election stakeholders to ensure successful conduct of Election; and

Innovativeness: We use new methods, techniques, devices and processes in coordinating and supervising Election process.

3.4 OBJECTIVES

- (a) HIV/AIDS Infections reduced and support services Improved;
- (b) Effective implementation of National Anti-Corruption Strategy enhanced and sustained;
- (c) Credibility of NEC in conducting general and by-Elections enhanced;
- (d) Systems, structures and resources to support Election activities strengthened; and
- (e) Financial sustainability to support Election activities strengthened.

3.4.1 HIV/AIDS Infections reduced and support services Improved

Rationale;

HIV/AIDS is a pandemic human disease which for a long time has undermined staff's performance capacity in the organizations as well as society at large. Some of the affected staff have low productivity as they use their time and other resources to attend their illness or need support from the organization.

The purpose of this objective is to ensure a consistent approach to the prevention of HIV and AIDS among employees and also the management of the consequences of HIV and AIDS including care and support of employee living with HIV. The following strategies have been developed to fight against HIV and AIDS.

Strategies:

- i. Strengthening work place HIV/AIDS intervention programmes;

- ii. Creating awareness on HIV/AIDS; and
- iii. Improving care and support services for identified staff living with HIV/AIDS.

Targets:

- i. Annual HIV/AIDS programme implemented by 2021;
- ii. HIV/AIDS Preventive services and awareness campaign to 151 staff facilitated by June 2021; and
- iii. Support services to PLHIV provided by June 2021.

Key Performance Indicators:

- i. Perception of staff on preventive programme.

3.4.2 Effective Implementation of National Anti-Corruption Strategy enhanced and sustained

Rationale:

Corruption is generally understood as abuse of entrusted authority for illegal gain. The purpose of this objective is to create administrative capacity and conducive environment in combating corrupt practices among employees. More effort will be directed towards anti – corruption campaigns, seminars and training among NEC employees. To address the above issue, the following strategies have been developed.

Strategies:

- i. Sensitization and creating awareness on the effect of corruption; and
- ii. Improve capacity on anti-corruption initiatives.

Targets:

- i. National anti-corruption strategy institutionalized by June 2021; and

- ii. Institutional interventions programme on National anti-corruption strategy imparted to 151 staff by June 2021.

Key Performance Indicators:

- i. Knowledge of staff on Anti-Corruption Strategy; and
- ii. Stakeholder's perception.

3.4.3 Credibility of NEC in conducting general and by-Elections enhanced.

Rationale

Since its establishment in 1993, The National Electoral Commission (NEC) has supervised and coordinated the conduct of five General Elections which were held in 1995, 2000, 2005, 2010 and 2015. In the same period, NEC has also supervised several Parliamentary By-Elections in the United Republic of Tanzania and Councillors By-Elections in Mainland Tanzania.

Due to complexity, nature of Elections and the current political environment, NEC has been experiencing complaints from some of its stakeholders that, its credibility in conducting both General and By- Election is not optimal.

As a result of stakeholder's outcry on the Commissions credibility in conducting Elections, NEC has taken this critical issue as one of the top priorities to be addressed in its five years Strategic Plan. The focus is on areas of Electoral Legal Management and Frameworks that can efficiently guarantee credibility in Election. This will enable all qualified citizens to be registered and vote; to have a reliable and credible Permanent National Voters Register all the time and to reduce number of spoilt votes.

Strategies

- i. Improving legal framework;
- ii. Providing continuous Voter Education;
- iii. Improving provision of public information;

- iv. Improving monitoring and evaluation of election activities;
- v. Maintain accuracy of Permanent National Voters Register;
- vi. Enhance capacity building on election processes;
- vii. Mainstream diversity issues in election process;
- viii. Improving election processes and procedures; and
- ix. Improving election management systems.

Targets

- i. Proposal to amend electoral laws submitted by September, 2021;
- ii. Concept paper on establishment of NEC Act submitted by June, 2021;
- iii. Communication strategy implemented by June, 2021;
- iv. Voter Education strategy implemented by June, 2021;
- v. Service delivery survey conducted by June, 2021;
- vi. Monitoring and Evaluation plan implemented by June, 2021;
- vii. PNVR information updated by June, 2021;
- viii. Demarcation of constituency's boundaries in 31 regions completed by December, 2021;
- ix. Registration Centers in 264 constituencies reviewed by June, 2021;
- x. Integrated Election Management systems (RMS, PNVRs, OMS, VRS, CMS, WMS, GIS and VIS) updated by June, 2021;
- xi. The plan for maintenance of Voters registrations equipment's implemented by June, 2021;
- xii. ICT roadmap developed by December, 2021;
- xiii. 100 NEC staff facilitated to participate on Observation Missions by June, 2021;
- xiv. About 270,000 Electoral staff trained on Election Issues by June, 2021;
- xv. 10 Workshops to Election Stakeholders on Election issues conducted by June, 2021;
- xvi. Election Guidelines reviewed and distributed by June, 2021;

- xvii. Presidential, Parliamentary and Council Election facilitated by June, 2021;
- xviii. Parliamentary and Council Election by-Election facilitated by June, 2021;
- xix. Election materials reviewed and distributed by June, 2021.

Key Performance Indicators

- i. Percentage of Voters Turn out in the general election;
- ii. Time for results declaration; and
- iii. Percentage of spoiled votes.

3.4.4 Systems, structures and resources to support Election activities strengthened.

Rationale;

The organization systems, structures and human resources are the key elements in achieving institution's objectives. Currently, NEC officials are confirmed at the Head quarter while services are needed all over the country. It is foreseen that NEC will keep on expanding as its operations are envisaged to trickle down to the grassroots to enhance democracy. It is therefore, expected that more offices will be established in zones, regions, districts even at wards to cope with the future need of democracy.

Strategies

- i. Strengthening administrative internal control system;
- ii. Carry out organization system analysis;
- iii. Strengthening performance management system;
- iv. Improving working condition; and
- v. Improving data management.

Targets

- i. Organization Structure reviewed by June, 2021;
- ii. Human Resource Development Plan developed and implemented by June, 2021;
- iii. Working tools and facilities acquired by June, 2021;
- iv. New Office building in Dodoma completed by June, 2019;
- v. Annual performance management plan implemented by June, 2021; and
- vi. NEC statistical Guidelines established by June, 2018.

Key Performance Indicators

- i. Stakeholders perception on Election process
- ii. Staff satisfaction level
- iii. Retrieval time for information

3.4.5 Financial Sustainability to support Election activities strengthened

Rationale

Financial resources are important aspect to facilitate the implementation of the Commission's plans and programs. These plans and programs are implemented through various activities. Some of these activities require massive investments which are well advanced in technology. During updating of the PNVR, NEC uses majority of the electoral facilities and equipment which require huge financial resources.

The main source of finance for the Commission has been the Government and Development partners. Section 122 of the National Election Act Cap. 343 and Section 120 (1) of the Local Authorities (Elections) Act Cap. 292, requires that, all expenses incurred in Election process shall be charged on, and paid out of the Consolidated Fund.

The Constitution of the United Republic of Tanzania (1977): Chapter seven contains the provisions regarding the finance of the United Republic. It stipulates the need to prepare estimates of revenue and expenditure of the Government on yearly basis and submit to Parliament.

Despite being in the Act, financial resource has been very limited and erratically disbursed to the Commission hence shortage of funds to meet the requirement. To address that, the Commission developed the following strategies to improve financial base: -

Strategies:

- i. Improving resource mobilization
- ii. Review and develop NEC internal controls and guidelines

Targets:

- i. Annual resource mobilization plan implemented by June, 2021;
- ii. Internal control systems reviewed by June, 2021;
- iii. Risk Register reviewed by June, 2021;
- iv. Annual Internal Audit programme implemented by June, 2021;
- v. Annual Procurement Plan implemented by June, 2021; and
- vi. Distribution of election equipment and materials facilitated by June, 2021.

Key Performance Indicators:

- i. Audit opinion; and
- ii. Percentage of activities funded from alternative source.

CHAPTER 4:

4.0 RESULT FRAMEWORK

4.1 INTRODUCTION

This Chapter intends to show how the intended results in this Strategic Plan will be measured together with the benefits that will be accrued by its clients and other stakeholders. It also shows how the Development Objectives and other interventions will be monitored, planned reviews, evaluations and reports to be produced over the period of the Strategic Plan. The remaining part of this chapter shows how NEC objectives are linked to the National frameworks.

4.2 DEVELOPMENT OBJECTIVE

The overall development objective of NEC is to enhance democracy and good governance which will lead to peace, security and harmony thus contributing to social, political and economic development in the country. The achievement of this development objective will be contributed by other players and availability of financial resources, competent staff, top management commitment and readiness of the citizens to pursue their constitutional rights.

4.3 BENEFICIARIES OF THE NEC SERVICES

The beneficiaries of NEC services are categorised into two levels which are direct and indirect beneficiaries. Direct beneficiaries include Voters, Political Parties, Candidates and Observers while indirect beneficiaries includes MDAs, RSs, LGAs, Business Community, General Public, Development Partners, Non-State Actors and Media.

4.4 LINKAGE WITH NATIONAL PLANNING FRAMEWORKS

This Strategic Plan has five objectives which contribute directly to Tanzania Development Vision 2025 through strengthening infrastructures for peace, political stability and national unity and social cohesion that are important pillars for realisation of vision. With regards to the Five Year Development Plan II, the

Strategic Plan contributes to Good Governance and Accountability in upholding of democratic elections.

4.5 RESULT CHAIN

NEC result chain consists of outcomes, outputs, activities and inputs which broadly contribute to the achievement of intended results. The basic assumption is that, there is fundamental linkage in the various elements of NEC result chain i.e. the inputs (utilization of resources) will lead to achievement of the activities, which will contribute to achievement of outputs; achievement of outputs will lead to achievement of objectives which will lead to realization of NEC development objective. Realization of NEC development objective in the medium term will contribute to the achievement of the Five Year Development Plan II and the Vision 2025. This results chain will justify NEC use of the public funds vested to it for various interventions and thus contribute to democracy which is a necessity for a peaceful society.

4.6 THE RESULT FRAMEWORK MATRIX

This matrix contains the National Electoral Commission Overall Development objective (i.e. the Goal), objectives, planned outcomes and outcome indicators. The matrix visualises how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of planned outcomes and objectives. The result framework matrix is detailed below.

Table 3: Results framework Matrix

Development Objective	Objective Code	Objective Description	Planned Outcomes	Indicators
<p>The overall development objective of NEC is to enhance democracy and good governance which will lead to peace, security and harmony contributing to social, political and economic development in the country. The achievement of this development objective will be influenced by other players and</p>	<p>A</p>	<p>HIV/AIDS Infections reduced and support services Improved</p>	<ul style="list-style-type: none"> ▪ Improved knowledge of staff on HIV/AIDS ▪ Increased staff undergoing voluntary HIV testing ▪ Reduced stigmatization ▪ Improved staff attendance and productivity ▪ Staff declaring their 	<ul style="list-style-type: none"> ▪ Perception of staff on preventive programme

Development Objective	Objective Code	Objective Description	Planned Outcomes	Indicators
<p>availability of financial resources, competent staff, top management commitment and the demand for accountability on the part of citizens.</p>			<p>HIV/AIDS status</p>	
	<p>B</p>	<p>Effective implementation of national anti-corruption strategy enhanced and sustained</p>	<ul style="list-style-type: none"> • Improved capacity to combat corruption • Credibility of NEC as an institution • Improved integrity among NEC staff/officials 	<ul style="list-style-type: none"> • Knowledge of staff on Anti-Corruption Strategy • Stakeholder's perception

Development Objective	Objective Code	Objective Description	Planned Outcomes	Indicators
	C	Credibility of NEC in conducting General and by elections enhanced.	<ul style="list-style-type: none"> • Increased voter's awareness on election process • Accuracy of voters information and polling stations • Experience sharing on electoral process from other countries • Increased number of registered voters 	<ul style="list-style-type: none"> • Percentage of Voters Turn out in the General Election • Time for Results Declaration • Percentage of spoiled votes

Development Objective	Objective Code	Objective Description	Planned Outcomes	Indicators
	D	Systems, structures and resources to support Election activities strengthened.	<ul style="list-style-type: none"> • Improved services accessibility • Improved working environment • Improved reliable information • Reduced operational cost 	<ul style="list-style-type: none"> • Stakeholders perception on election process • Staff satisfaction level • Retrieval time for information
	E	Financial Sustainability to support Election activities strengthened	<ul style="list-style-type: none"> • Reduced Risk occurrence • Increased financial sources 	<ul style="list-style-type: none"> • Audit opinion • Percentage of activities funded from

Development Objective	Objective Code	Objective Description	Planned Outcomes	Indicators
			<ul style="list-style-type: none"> • Increased efficiency and effectiveness in the use of resources • Improved financial reporting 	<p style="text-align: center;">alternative sources.</p>

4.7. MONITORING, REVIEWS AND EVALUATIONS

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years of a strategic planning cycle which is 2016/17 -2020/21.

4.7.1 Monitoring Plan

The Monitoring Plan matrix consist of indicators, indicator description, baseline value, indicator targets values, data collection and methods of analysis, frequencies reporting and the responsibility of data collection. This Plan is comprised of 11 indicators which will be tracked and reported quarterly, semi-annually, annually, once in two years or in five years as detailed below:

Table 4: Monitoring Plan

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
1.	<p>Perception of staff on preventive programme.</p> <p>The indicator intends to show staff attitude towards HIV/AIDS preventive programme. The attitude will be measured as $X/Y * 100$ whereas X=Number of staff with $\geq 50\%$ positive response and Y= Total number of surveyed staff.</p>	2017	0	N.A	N.A	N.A	N.A	XX	NEC	Survey/Questionnaire	Semi annually	Raw Data from Survey/Questionnaire	Annually	DAHRM
2.	<p>Knowledge of staff on Anti-Corruption Strategy.</p>	N.A	N.A	X	X	X	X	X	NEC	Questionnaire and Interview	Once in two years	Raw data from Questionnaire and Interview	Once in two years	DAHRM

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	The indicator intends to show understanding of staff on Ant-Corruption Strategy. It will be calculated as $X/Y * 100$ whereas X=Number of staff who are $\geq 50\%$ aware of Ant-Corruption Strategy and Y=Total number of staff interviewed													
3.	Stakeholders' perception. The indicator intends to show stakeholders opinion on corruption practice among NEC officials during election process. The attitude will	N.A	N.A	X	X	X	X	X	NEC	Interview/ Questionnaire	Once in 5 years	Raw data from Questionnaire/ Interview	Once in 5 years	DLS

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	be measured as $X/Y * 100$ whereas X =Number of stakeholders with $\geq 50\%$ positive response and Y =Total number of interviewed stakeholders.													
4.	<p>Percentage of Voters Turn out in the general election.</p> <p>The indicator intends to show Effectiveness of Voters Education. It will be calculated as $X/Y * 100$ whereas X=Number of Turn out Voters and Y=Number of Registered Voters.</p>	2015	67%	N.A	N.A	N.A	N.A	1.6%	NEC	Review of Election Report and Materials	Once in Five years	Constituency Election Reports	Once in Five years	DSI
5.	<p>Time for Results Declaration.</p>	2015	72 Hours	NA	NA	NA	NA	NA	NEC	Review of Election	Once in 5 years	Election Reports	Once in 5 years	DSE

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	This indicator intends to show the efficiency of NEC in announcing General election results within 72 hours. It will be determined by $X \leq 72$ hours whereas $X =$ time taken to announce the result.									Report and Materials				
6.	<p>Percentage of spoiled votes</p> <p>The indicator intends to examine the effectiveness of Voter Education on how to vote.</p> <p>It will be calculated as $X/Y * 100$ whereas $X =$ Number of spoiled</p>	2015	2.58%	N.A	N.A	N.A	N.A	1.6%	NEC	Document Review	Once in 5 years	Constituency Election Reports	Once in 5 years	DSI

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	votes and Y=Number of total Votes.													
7.	Stakeholders' perception on election process. This indicator intends to establish the opinion of our stakeholders in our role of managing the election process. It will be calculated as $X/Y * 100$ whereas X= Total number stakeholders with $\geq 50\%$ positive opinion. Y= Total number of stakeholders interviewed.	2016	N.A	N.A	N.A	N.A	N.A	N.A	NEC	Questionnaire and Interview	Annually	Raw data from Questionnaire and Interview	Annually	DSE/DPP
8.	Staff satisfaction level This indicator intends to show staff morale. It will be calculated as $X/Y * 100$	N.A	N.A	N.A	N.A	N.A	N.A	N.A	NEC	Survey/Questionnaire	Once in 3 years	Raw data from Survey/Questionnaire	Once in 3 years	DAHRM

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	whereas X=Number of staff who are satisfied and Y= Number of staff interviewed.													
9.	<p>Retrieval time for information</p> <p>The indicator intends to measure promptness for extracting electoral data for intended users.</p> <p>It will be determined by number of days taken to receive information.</p>	N.A	7 Days	7 Days	5 Days	4 Days	2 Days	2 Days	NEC	Document Review	Quarterly	Register of requested and given information	Quarterly	DSI

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
10.	<p>Audit opinion.</p> <p>This indicator intends to show compliance with laws, regulations, standards and practices in management of resources. It will be determined from CAG issued opinion.</p>	2015/2016	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	CAG	Document review	Annually	CAG Reports	Annually	CA
11.	<p>Percentage of activities funded from alternative sources.</p> <p>The indicator intends to show the engagement development partners in institutional activities. It will be calculated as $X/Y * 100$ whereas X=Number of activities funded from</p>	2015	0.3%	N.A	N.A	N.A	N.A	XX	0.2	Data Review	Annually	Financial statements	Annually	DPP

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2016/17	2017/18	2018/19	2019/20	2020/21	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
	alternative sources and Y=Total number of activities													

4.7.2 Planned Reviews

This subsection consists of review meetings, planned milestone review and rapid appraisal including their frequencies.

4.7.2.1. Review Meetings

This will involve various meetings that will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of institutional objectives. A total of four (4) meetings will be conducted as detailed below;

Table 5: Review meetings

S/N	Type of Meeting	Frequency	Designation of Chairperson	Participants
1	Departmental	Monthly	Head of Department/Unit	Departmental/Unit Staff
2	Management	Weekly	Director of Election	Head of Department/Unit
3	Plan and Budget Review	Bi Annually	Director of Election	Head of Department/Unit
4	Workers Council	Bi-Annually	Council Chairperson	Members of Workers' Council
5	Commission	Monthly	NEC Chairman	Commissioners

4.7.2.2. Planned Milestone Review

The plan is to carry out a total of 10 formal reviews during the Strategic Planning Cycle through the annual budget. The reviews will be tracking progress on implementation of the milestones and targets on semi-annual and annual basis. A total of 38 milestones will be tracked during the period of five years.

Table 5: Planned Milestone Review

YRS	Description of Review	Milestone	Timeframe	Responsible Person
Year 1-2016/17	TWO Reviews Per Year - (Mid-Year and Annual Reviews)	i. Voter education strategy developed	December, 2016	DSI
		ii. Proposal for Revised Organization Structure Prepared and present to PO -PSMG	June, 2017	DAHRM
		iii. Contractor for Building NEC Office Procured	June, 2017	DPM
		v. Risk register Prepared	June, 2017	CIA

YRS	Description of Review	Milestone	Timeframe	Responsible Person
Year 2-2017/18	TWO Reviews Per Year-(Mid-Year and Annual Reviews)	i. Prone areas towards corruption identified in each department.	December, 2017	DAHRM
		ii. Human Resources Development Plan prepared	June, 2017	DAHRM
		iii. Voter education strategy implemented by 50%	June, 2018	DSI
		iv. Registration materials and equipment procured and transported to registration centres	December, 2017	DPM
		v. Workshop on Anti-Corruption strategy to 50 staff conducted.	June, 2018.	DAHRM
		vi. ICT Strategic Plan developed	June, 2018	DSR
		vii. Proposal to amend electoral law prepared	June, 2018	DLS
		viii. Situational Analysis for Non - Communicable Diseases conducted	June, 2018	DAHRM
		ix. Election management systems integrated	June, 2018	DSR
		x. Registration centres for 264 constituencies reviewed	June, 2018	DSR
		xi. M&E guidelines prepared	June, 2018	DPP
		xii. Substructure for NEC Building constructed	June ,2018	DAHRM
		xiii. Client Service Charter Reviewed	June, 2018	DAHRM
		xiv. NEC statistical Guidelines Established	June, 2018	DPP

YRS	Description of Review	Milestone	Timeframe	Responsible Person
		xv. NEC staff Trained on Budgeting	June,2018	DPP
		xvi. Internal Control System reviewed	June, 2018	CIA
		xvii. Procurement Plan Prepared	June, 2018	DPM
		xviii. HIV/ AIDS Programme Prepared	June, 2018	DAHRM
Year 3-2018/19	TWO Reviews Per Year-(Mid-Year and Annual Reviews)	i. Voter education strategy implemented by 80%	December, 2019	DSI
		ii. ii. PNVR information updated by 98%	June, 2019	DSR
		iii. Installation of Infrastructures to NEC buildings	June, 2019	DAHRM
		iv. Service Delivery Survey Conducted	June, 2019	DAHRM
		v. Registration Fund Auditing Conducted	June, 2019	CIA
Year 4, 2019/20	TWO Reviews Per Year-(Mid-Year and Annual Reviews)	i. Proposal for Demarcation for constituencies prepared	December, 2019	DLS
		ii. Election guideline reviewed and distributed	June, 2020	DSE
		iii. Voter education conducted	December, 2019	DSI
		iv. Voter registration conducted	June, 2020	DSR
		v. NEC office Transferred to Dodoma	June, 2020	DAHRM
		vi. NEC statistical Database Developed	June, 2020	DPP
		vii. Programme for inclusion of diversity issues in Election Developed	June, 2020	DSE

YRS	Description of Review	Milestone	Timeframe	Responsible Person
Year 5, 2020/21	TWO Reviews Per Year-(Mid-Year and Annual Reviews)	i. Display of preliminary Voters register	August, 2020	DSR
		ii. Voter education conducted	June, 2020	DSI
		iii. Election materials and equipment procured and transported to election centres	September, 2020	DPM
		iv. General Election Evaluation Conducted	June, 2021	DPP
		v. Election Fund Audit Conducted	June, 2021	CIA

4.7.2.3. Rapid Appraisals

A total of four (4) Rapid appraisals will be conducted to gather information on various interventions in the Strategic Plan. Details of Rapid Appraisals to be conducted are as follows;

Table No. Table 6: Rapid Appraisal

S/N	Rapid Appraisal	Description	Appraisal Question	Methodology	Timeframe	Responsible Person
1	Baseline Study	This intends to gather baseline values of all indicators in the monitoring plan	Survey question will cover current status/level of respective indicator.	Document review, Survey	December 2017	DPP
2	Pilot study on Election Management system and procedures	This intends to test applicability and Efficiency of Election Management systems (RMS, PNVR, CMS) and Procedure before the conduct of Election	The study will Cover Voting Exercise and Transfer of Results	Testing	August, 2020	DSE/ DSR

S/N	Rapid Appraisal	Description	Appraisal Question	Methodology	Timeframe	Responsible Person
3	Assessment of Voters Education	This intends to establish effectiveness of Voter Education provision to public.	The study will cover institutions, voters understanding and tools used in providing Voter Education	Survey	June, 2019	DSI
4	Assessment of prone areas towards corruption	This intends to identify areas vulnerable to corruption	Assessment question will cover NEC functions and business processes	Document review, Survey	December, 2017	DAHRM

4.8. EVALUATION PLAN

Evaluations intend to obtain evidence as to whether the interventions and output have led to the achievement of the outcomes as envisioned in the Strategic Plan. Two evaluations will be conducted over the period of five years as detailed in the Table No. 7 Below

Table No. 7: Evaluation Plan

S/N	Evaluation	Description	Evaluation Question	Methodology	Timeframe	Responsible Person
1	Assessment of the impact of Voter Education	Assessment of the impact of Voter Education in improving election process	Evaluation questions will be based on realization of objectives/goals of Voter Education strategy	Survey	January, 2021	DSI
2	Post-Election Evaluation	The evaluation intends to Establish conduct of the 2020 general election	Evaluation question will cover the conduct of General Election	Survey	November, 2020	DPP

4.9 REPORTING PLAN

This sub-section details the reporting Plan which contains internal and external reporting plans.

4.9.1 Internal Reporting Plan

This will involve preparation of various reports, to be consumed within the institution as detailed in the table below;

Table 8: Internal Reporting

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Monthly progress Report	Director of Election	Monthly	Heads of Divisions/Units
2.	Quarterly Progress Report	Director of Election	Quarterly	Director of Planning
3.	Quarterly audit report	Director of Election	Quarterly	Internal Audit Unit
4.	Mid - Year Review Report	Director of Election	Semi-Annually	Director of Planning
5.	Annual progress report	Director of Election	Annually	Director of Planning

4.9.2 External Reporting Plan

This will involve preparation of various types of reports to be submitted to various external stakeholders. A total of 8 reports will be prepared.

Table 9: External Reporting

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Quarterly Plans and Budget Execution	MoFP/PMO	Quarterly	DE
2.	Monthly Financial Budget Execution	MoFP	Quarterly	DE
3.	Mid - Year progress	PMO	Midyear	DE
4.	Annual progress	PMO	Annually	DE
5.	Human Resource	POPSC	Quarterly	DE
6.	Final Accounts	CAG	Annually	DE
7.	Procurement Performance	PPRA	Quarterly	DE
8.	Audit	MoFP	Quarterly	DE

4.10 RELATIONSHIP BETWEEN RESULTS FRAMEWORK, RESULTS CHAIN, M&E AND REPORTING ARRANGEMENTS

4.10.1 Level 1- Inputs

The first level of the Results Framework tracks the allocation and use of resources on the various activities. Resources availability will be reviewed on weekly or monthly basis and will be reported on respective implementation reports. At this level indicator will focus on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff, information flow between various levels, time spent on resolving problems, quality and timeliness of decisions and staff as well as predictability of resource flows, the alignment of resource flow to the activities and outputs.

4.10.2 Level 2 - Activities

The second level of the Results Framework focuses on realization of activities and linkage between activities and outputs. At this level indicator will focus on processes, activities and timeliness of implementation. Activities will be reviewed on weekly or monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time to the expected quality and if are not contributing to outputs.

4.10.3 Level 3 - Outputs

The third level of the Results Framework tracks the realization of the outputs that NEC produces and which are attributed solely to NEC. The outputs at this level will be measured by output Indicators and milestones. Data collection and analysis will be done quarterly. Outputs or Milestones which have significant impact on achievement of objectives will be reviewed and their reports submitted on quarterly basis. Quarterly reports will focus on how the outputs produced are delivering the outcomes, if the outputs are not being delivered effectively or are not contributing to outcomes proper corrective action will be proposed.

4.10.1 Level 4 - Outcomes

The fourth level of the Results Framework tracks the realization of the planned outcomes for every objective, in principle achievement of these outcomes may not be attributed to

NEC alone as there will be several players contributing to them. These planned outcomes or impact will be measured through outcome indicators whose data collection, analysis and reporting are stipulated in the monitoring plan.

STRATEGIC PLAN MATRIX

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
1.	HIV/AIDS Infections reduced and support services Improved	Strengthening work place HIV/ AIDS intervention programmes	Annual HIV/ AIDS programme implemented by 2021	DAHRM	<ul style="list-style-type: none"> Perception of staff on preventive programme
		Creating awareness on HIV/ AIDS	HIV/ AIDS Preventive services and awareness campaign to 151 staff facilitated by June 2021		
		Improving care and support services for identified staff living with HIV/ AIDS	Support services to PLHIV provided by June 2021		
2.	Effective implementation of national anti- corruption	Sensitization and creating awareness on the effect of corruption.	Workplace interventions programme on National anti-	DAHRM	<ul style="list-style-type: none"> Knowledge of staff on Anti-Corruption Strategy

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
	strategy enhanced and sustained		corruption strategy imparted to 151 staff by June, 2021;		<ul style="list-style-type: none"> Stakeholder's perception
		Improve capacity on anti-corruption initiatives	National anti-corruption strategy institutionalized by June 2021		
3.	Credibility of NEC in conducting general and by elections enhanced.	Improving legal framework;	Proposal to amend electoral laws submitted by September, 2021;	DLS	<ul style="list-style-type: none"> Percentage of Voters Turn out in General Election Time for Results Declaration Percentage of spoiled votes
			Concept Paper on establishment of NEC Act submitted by June,2021;		
		Providing continuous Voter Education;	Voter Education strategy implemented by June, 2021;	DSI	

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
		Improving provision of public information ;	Communication strategy implemented by June 2021;		
		Improving monitoring and Evaluation of Election activities;	Monitoring and Evaluation plan implemented by June 2021;	DPP	
		Maintain accuracy of Permanent National Voters Register;	PNVR information updated by June, 2021;	DSR	
			The plan for maintenance of Voters registrations equipment implemented by June, 2021;		
		Enhance Capacity Building on Election processes;	Service delivery survey conducted by June 2021;	DAHRM	
			270,000 Electoral staff trained on Election Issues by June, 2021;	DSE	

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
			100 NEC staff facilitated to participate on Observation Missions by June, 2021;		
			10 Workshops to Election Stakeholders on Election issues conducted by June, 2021;		
		Mainstream Diversity issues in Election process;	Programme for inclusion of diversity issues in Elections implemented by June, 2021	DSE	
		Improving Election Processes and Procedures;	Demarcation of constituency's boundaries in 31 regions completed by December, 2021;	DLS	
			Registration Centres in 264 constituencies reviewed by June, 2021;	DSR	
			Election Guidelines reviewed and distributed by June, 2021;	DSE	

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
			Conduct of Presidential, Parliamentary and Council Election facilitated by June, 2021		
			Conduct of Parliamentary and Council Election by-Election facilitated by June, 2021		
			Conduct of Referendum facilitated by June, 2021; and		
			Election materials reviewed and distributed by June, 2021	DPM	
		Improving Election management systems.	Integrated Election Management systems (RMS, PNVRS, OMS, VRS, CMS, GIS and VIS) updated by June, 2021;	DSR	
			ICT Strategy developed by December, 2021;	DSR	

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
4.	Systems, structures and resources to support Election activities strengthened.	Strengthening administrative internal control system;	Proposal for revising organization Structure submitted by June, 2021;	DAHRM	<ul style="list-style-type: none"> • Stakeholders perception on election process • Staff satisfaction level • Retrieval time for information
		Carry out organization system analysis;	Human Resource Development Plan developed and implemented by June, 2021;	DAHRM	
		Strengthening performance management system;	Working tools and facilities acquired by June, 2021;	DAHRM	
			Annual performance management plan implemented by June, 2021		
		Improving working condition	New Office building in Dodoma completed by June, 2018	DAHRM	
		Improving data management.	NEC statistical Guidelines established by June, 2018.	DPP	
5.		Improving resource mobilization	Annual resource mobilization Plan implemented by June, 2021;	DPP	<ul style="list-style-type: none"> • Audit opinion • Percentage of activities funded

S/N	OBJECTIVE	STRATEGY	TARGET	RESPONSIBLE	KPI
	Financial Sustainability to support Election activities strengthened		Annual Procurement Plan implemented by June, 2021; and	DPM	from alternative source
			Distribution of Election equipment and materials facilitated by June, 2021		
		Review and develop NEC internal controls and guidelines	Internal Control systems Reviewed by June, 2021;	CA	
		Strengthening internal control system	Risk Register reviewed by June, 2021	CIA	
			Annual Internal Audit programme implemented by June 2021;		

ORGANIZATION STRUCTURE

