
STRATEGIC PLAN 2021/22 – 2025/26

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ABBREVIATIONS

AI	: Artificial Intelligence
AIDS	: Acquired Immunodeficiency Syndrome
BoT	: Bank of Tanzania
BRIDGE	: Building Resources in Democracy, Governance and Elections
CA	: Chief Accountant
CAG	: Controller and Auditor General
CAP	: Chapter
CBOs	: Community Based Organizations
CCM	: Chama Cha Mapinduzi
CIA	: Chief Internal Auditor
CMS	: Candidate Management System
COVID - 19	: Corona Virus Disease 2019
DAHRM	: Director of Administration and Human Resource Management
DE	: Director of Elections
DEMA	: Director of Election Management
DIVE	: Director of Information and Voters' Education
DLS	: Director of Legal Services
DP's	: Development Partners
DPM	: Director of Procurement Management
DPME	: Director of Planning, Monitoring and Evaluation
DRIT	: Director of National Voters' Registration and Information Communication Technology
DSE	: Dar es Salaam Stock Exchange
DZO	: Director of Zanzibar Office

EMBs	: Electoral Management Bodies
eGA	: Electronic Government Authority
FBOs	: Faith Based Organizations
GIS	: Geographical Information System
GCU	: Government Communication Unit
HCMIS	: Human Capital Management Information System
HIV	: Human Immunodeficiency Virus
ICT	: Information and Communication Technology
IDs	: Identity Cards
IEMS	: Integrated Election Management Systems
IR 4.0	: Fourth Industrial Revolution
IT	: Information Technology
LGA	: Local Government Authorities
M&E	: Monitoring and Evaluation
MDAs	: Ministries, Departments and Agencies
MoFP	: Ministry of Finance and Planning
MUSE	: Mfumo wa Uhasibu Serikalini
NAOT	: National Audit office of Tanzania
NBS	: National Bureau of Statistics
NCDs	: Non Communicable Diseases
NEC	: National Electoral Commission
NGOs	: Non-Governmental Organizations
OMS	: Observers Management System
PESTEL	: Political, Economic, Social ,Technological, Environmental, Legal
PNVR	: Permanent National Voter’s Register
PO-PSC	: President’s Office and Public Service Commission

PO-PSMGG	: President's Office Public Service Management and Good Governance
PO-RALG	: President's Office Regional Administration and Local Governments
PPRA	: Public Procurement Regulatory Authority
PMO	: Prime Minister's Office
R.E	: Revised Edition
RMS	: Results Management System
Rtd	: Retired
SWOC	: Strengths, Weaknesses, Opportunities and Challenges
TANePS	: Tanzania National e-Procurement System
TDV	: Tanzania Development Vision
TV	: Television
VIS	: Voter's Interaction System
VRS	: Voter's Registration System
WLMS	: Warehouse and Logistics Management System
ZEC	: Zanzibar Electoral Commission

SUMMARY OF THE STRATEGIC PLAN

The National Electoral Commission's Strategic Plan 2021/22 – 2025/26 is organized in four chapters. Each chapter is briefly presented hereunder;

Chapter one presents background information and brief on the Commission's profile. It explains the mandate and main functions of the Commission. The chapter also provides information on the purpose of the Strategic Plan, methodology involved in the process of developing the Strategic Plan and the structure of this document.

Chapter two brings into light details on the situational analysis whereby internal and external environment affecting the Commission's operations were scanned. Methodologies employed in the situation analysis include Performance Review of the previous Strategic Plan; SWOC Analysis, PESTEL Analysis and Stakeholders' Analysis. On the other hand, the scanning of external environment involved review of various policies, Acts and regulations relating to Commission's operations. Among other documents, the Tanzania Development Vision 2025, the National Five Years Development Plan 2021/22 – 2025/26, the Constitution of the United Republic of Tanzania 1977, the National Elections Act, Cap. 343 (R.E, 2015) and the Local Authorities (Elections) Act, Cap. 292 (R.E 2015) were reviewed. The chapter ends by providing critical issues to be addressed in the coming five years.

Chapter three discloses the Plan by providing the vision, mission statement and core values of the Commission. The chapter proceeds by providing details on service areas, strategic objectives, strategies, targets

and indicators. There are four strategic objectives of the Commission to be realized by June 2026. These include; A: HIV/AIDS infections and Non-Communicable Diseases (NCDs) reduced and supportive services improved, B: Implementation of national anti-corruption strategy enhanced and sustained, C: Capacity of NEC to implement mandated functions enhanced; and D: Tanzania electoral system enhanced.

Chapter four dwells on the Result Framework which shall help the Commission's management to ensure realization of planned outcomes and expected results. This involves result chain matrix for each of the strategic objective, the monitoring plan, planned reviews, evaluation plan and reporting plan.

The Strategic Plan is concluded by two annexes which are the Organisation Structure and Strategic Plan Matrix that provide detailed information on monitoring aspect.

STATEMENT OF THE CHAIRMAN

This Strategic Plan succeeds the 2016/17 - 2020/21 plan which has just been concluded. Having taken stock on past successes and challenges, with concerted efforts of relevant stakeholders, the 2021/22 - 2025/26 Plan has been formulated. Our vision for the coming five years is “A credible electoral system that ensures free and fair elections.” This vision shall be realized by supervising and coordinating the conduct of Presidential, Parliamentary and Councilors’ elections in accordance with the law for the benefit of Tanzanians, political parties and candidates with a view to ensuring an electoral process which safeguards democracy.

By realizing this vision, the National Electoral Commission will be setting up the standard bar to be emulated by other electoral management bodies in developing countries and elsewhere across the globe. The Commission is ready to be challenged by its own vision. We shall take to our hearts all our core values and live them. We shall be accountable and responsible in whatever we do, uphold effectiveness and efficiency, always work as a team in words and deeds and do our best to sustain integrity.

We are here to serve, therefore, our stakeholders will be the main focus in whatever we do. We shall also sustain professionalism by letting each member of our team effectively use his skills, knowledge, and judgment in providing quality services for the betterment of democracy and the rule of law. Indeed, we shall always be open to learn from best practices and new areas of interest.

It is my hope that, through commitment of my talented team and cooperation from relevant election stakeholders, we shall achieve all the targets which are meant to attain our four strategic objectives, namely; A: HIV/AIDS infections and NCDs reduced and supportive services improved, B: Implementation of national anti-corruption strategy enhanced and sustained, C: Capacity of NEC to implement mandated functions improved and, D: Tanzania electoral system enhanced.

I wish the NEC team and stakeholders success in the implementation of this Strategic Plan for the period of 2021/22 - 2025/26 which is our roadmap for the next five years.



Hon. Jacobs C. M. Mwambegele (Justice of Appeal)

CHAIRMAN

PREFACE

The National Electoral Commission has since its inception in 1993 continued to uphold the conduct of free, fair and credible elections. The Commission has made progress in a number of areas including review of the laws, regulations, electoral code of conduct as well as several guidelines to enhance the capacity of election actors and the institution itself. The Commission has continued to offer voter's education, improve infrastructure and ICT for effective implementation of the Commission tasks in response to various relevant stakeholders' recommendations.

Therefore, the five year Strategic Plan of 2021/22 – 2025/26 has been prepared in consideration of various development initiatives stated in the National Development vision 2025, the National Five Year Plan III of 2021/22 – 2025/26, challenges encountered in the 2020 General Election, National Policies, Planning frameworks and other Government Directives related to Policy issues.

The Strategic Plan intends to enable and enhance the Commission to effectively and efficiently supervise and coordinate the conduct of General and By - Elections in Tanzania so as to attain free, fair and credible elections. To achieve this, the Commission intends among others, to strengthen the provision of voter's education, improving voters' registration and enhancing the legal framework for better conduct of election management in the United Republic of Tanzania.

Furthermore, the Commission intends to enhance the communication strategy and the engagement of various election stakeholders for better understanding of various electoral processes. The emphasis will focus on proper utilization and Management of human and financial resources as they are critical for efficient and effective implementation of all

intended objectives of the Commission. The Commission will need to have a clear strategy for soliciting the finances and recruitment of competent staff required for proper and effective implementation of this Plan.

The preparation of this Plan has been possible due to useful contributions received from various stakeholders. I appreciate the contribution made by facilitators from the President's Office, Public Management and Good Governance (PO – PSMGG) and the Institute of Rural Development Planning alike for their tireless efforts and exerted during the preparation of this Plan. In a special way the Commission extends its appreciation to the Prime Minister's Office and the Ministry of Finance and Planning for the guidance and timely financing of the activity. I am highly indebted to the heads of Divisions, Units and all staff of the Commission whose valuable contributions and commitment made the preparation and completion of this Plan.

For better and effective implementation of this Plan, the Commission will establish a robust monitoring and evaluation framework. A special committee will be established to monitor and evaluate the implementation process of this Plan. The team will advise on strategic areas of implementation and the resources available and where possible ring – fencing of funds for selected priority areas will be done.

The Commission will put much emphasis on the use of ICT in the implementation of the Plan. Knowing that ICT is a key enabler of efficient functioning of the Commission, we shall leverage on the availability of Optic Fiber Cable in order to scale up the broadband access, connectivity and provision of efficient services of the Commission.

I humbly, take this opportunity to invite all stakeholders to extend their support in order to enable the Commission attain smoothly the planned objectives. In addition, to efficient implement this Plan, I call upon each of us to be enthusiastic, hard worker, patriotic, responsive, accountable and maintaining integrity and work in a team by carrying out our day to day duties in providing quality services to our clients. I therefore, urge NEC's Management and staff to fully commit themselves to the maximum implementation of the Plan.



Dr. Wilson Mahera Charles
DIRECTOR OF ELECTIONS

CHAPTER ONE

1.1 Historical Background

The National Electoral Commission of Tanzania was established on 13 January, 1993 in accordance with article 74(1) of the Constitution of the United Republic of Tanzania 1977. According to article 74(7) of the Constitution, the Commission is an independent department and makes decisions on the discharge of its functions through its meetings. Since its establishment NEC has supervised and coordinated the conduct of six (6) General Elections.

According to sections 35F (8) and 80(1) of the National Elections Act, Cap 343, Tanzania has an electoral system under which a candidate with the highest score of valid votes is declared the winner (first-past-the-post). It also has a proportional representation system for members of parliament and councilors for women special seats as provided for under articles 66 and 78 of the Constitution, read together with section 86A of the National Elections Act, Cap 343 and section 86A of the Local Authorities (Elections) Act, Cap 292. Article 66(1) (b) of the Constitution states that the number of members of parliament for women special seats shall not be less than 30% of all elected members of parliament (MPs). In 2010, the Government made a decision to increase the proportion of special seats for women MPs to 40% of all MPs. The number of councilors for women special seats shall not be less than one-third of all elected councilors of a particular council. This is in accordance with the provisions of section 86A of the Local Authorities (Elections) Act, Cap 292 read together with section 35(1)(c) of the Local Government

(District Authorities) Act, Cap 287 and section 19(1)(c) of the Local Government (Urban Authorities) Act, Cap 288.

The electoral cycle in Tanzania is stipulated in article 42(2) and 65 of the Constitution of the United Republic of Tanzania read together with section 12(1) of the Local Authorities (Elections) Act, Cap. 292 which direct that; the elections of the President, Parliamentarians and Councilors should be held after every five (5) years. The election activities in Tanzania are procedurally divided into three phases. These are; pre - election, during election and post - election.

1.2 Functions of the National Electoral Commission

According to articles 74(6) and 78 of the Constitution of the United Republic of Tanzania, 1977, read together with section 4C of the National Elections Act, Cap 343, and section 86A of the Local Authorities (Elections) Act, Cap 292, the functions of the Commission are: -

- (i) to supervise and co-ordinate the registration of voters in presidential and parliamentary elections in the United Republic;
- (ii) to supervise and co-ordinate the conduct of the presidential and parliamentary elections;
- (iii) to review the boundaries and demarcate the United Republic into various areas for the purposes of parliamentary elections;
- (iv) to supervise and co-ordinate the registration of voters and the conduct of the election of councilors;

- (v) to nominate and declare members of parliament for women special seats;
- (vi) to provide voter education in the United Republic;
- (vii) to coordinate and supervise persons who conduct such education; and
- (viii) to nominate and declare councilors for women special seats.

1.3 The Purpose of the Strategic Plan

The purpose of this Strategic Plan is to lay down a management tool that will enable the Commission to focus its resources to ensure that its staff and other stakeholders are working towards the same direction in response to the changing environment. This Strategic Plan of 2021/22 to 2025/26 has been prepared after taking stock of the achievements and constraints of the previous plan. It is expected that, this Plan will create a common understanding among Commission's management, staff and other stakeholders with the aim of enhancing their collective contribution in attaining the core functions of the Commission.

In addition, this Plan is expected to be a guiding tool to Management and staff on direction of the Commission's operations; reference document in preparation of the Commission's Annual Plans and Budgets and resource allocation; tool for allocating tasks and activities among various coordinating units in timely and planned manner; as well as a tool for coordination and monitoring of the Commission's operations.

1.4 Approach

This is the fifth plan prepared by the Commission since the introduction of the Strategic Plan system. In preparation of the Plan, the team employed a participatory approach which involved representatives from all divisions and units working in a consultative manner to develop the new plan for 2021/22 – 2025/26.

In preparation exercise, situation analysis was done involving performance review, review of relevant information, PESTEL, recent initiatives for improving performance, stakeholders' analysis and SWOC analysis. These enabled the Commission to derive Critical Issues that formed the basis for developing reviewed Vision, Mission, Core Values, Objectives, Strategies, Targets and Key Performance Indicators.

1.5 Layout of the Plan

This Strategic Plan document is organized into four chapters. The **first Chapter** covers introduction focusing on historical background, roles and functions of the Commission. The **second Chapter** presents situational analysis outlining findings of key approaches used. The **third Chapter** presents the Plan in which the Commission's vision, mission, core values, objectives, targets, strategies and outcome indicators were set based on critical issues identified in chapter 2. The **fourth Chapter** presents result framework for enabling the Plan to be monitored and evaluated in a focused way together with reporting arrangements. The Plan has two appendices, one presenting Organization Structure of the Commission and the second one is the Strategic Plan Matrix summarizing the plan.

CHAPTER TWO

SITUATIONAL ANALYSIS

Chapter two covers analysis of internal and external environment in which the Commission operates. The chapter documents result of performance review; review of relevant information; legal framework; PESTEL analysis; stakeholders' analysis; SWOC analysis and critical issues after thorough analysis.

2.1 Performance Review

Performance review presents performance of the previous Strategic Plan 2016/17 - 2020/21 on the achievement of intermediate and immediate outcomes planned. Achievements are reported on the basis of objectives.

2.1.1 Achievements

The part explains the achievements which have been recorded in the implementation of the last Strategic Plan. These achievements include the following:

Objective A: HIV/AIDS infections reduced and supportive services improved

- (i) Increased number of staff undergoing voluntary HIV testing and counseling; and
- (ii) Improved staff awareness through training on HIV prevention which was conducted to 100 staff in 2017 and 2018.

Objective B: Effective implementation of national anti-corruption strategy enhanced and sustained

- (i) Improved capacity to combat corruption through seminars and meetings; and
- (ii) Improved integrity among NEC staff and officials through anti-corruption awareness sessions provided at the workplace.

Objective C: Credibility of NEC in conducting general and by-elections enhanced

- (i) Successfully updating of the PNVR supported by the update of delimitation and demarcation structure;
- (ii) Attained accurate voters' information during updating of the PNVR for the 2020 General Elections, whereby NEC registered 6,560,587 new voters while 3,548,846 voters updated their particulars. Furthermore, 30,487 voters were deleted from the PNVR for either being ineligible or dead
- (iii) Acquisition of reliable electoral information through updated and Integrated Electoral Management Systems (RMS, CMS, PNVRs, OMS, GIS, WLMS, VIS and VRS);
- (iv) Improved coordination and supervision of the 2020 Presidential, Parliamentary, and Councilors elections in Mainland Tanzania and the conduct of Parliamentary and Councilors by-elections through review of guidelines and directives and amendment of electoral regulations;

- (v) Enhanced knowledge and experience sharing on electoral process from EMBs of other countries whereby 20 staff participated in observation missions. Capacity building in election observation was conducted to commissioners and NEC's staff;
- (vi) Increased voters' awareness on election process by providing voter's education through: meetings with election stakeholders; media; social media platforms; participation in exhibition and festivals; art and entertainment; civil society institutions; education and communication materials; voters help line and call center; and voters education van; and
- (vii) Increased efficiency in supervision and coordination of election activities through review of laws and regulations.

Objective D: Systems, structures and resources to support election activities strengthened

- (i) Improved information reliability through procurement of ICT equipment to support data management and successful distribution of all election materials and equipment's such as ballot papers, indelible ink, electoral forms, ballot boxes, and polling booths;
- (ii) Improved service availability through conducting meetings with stakeholders to discuss challenges in general and by-elections, monitoring and evaluation of campaign activities and voters' education;
- (iii) Improved working environment through good staff-work relationship, availability of transport services, working tools

for staff, provision of incentives such as leave-travel and entitlements to staff, procurement of office consumables, vehicle maintenance and payment of entitlements to department leaders;

- (iv) Improved security and working environment through construction of the Commission's own headquarters buildings in Dodoma city and acquiring NEC's office building in Zanzibar; and
- (v) Staff attendance and productivity has improved through facilitation of 7 NEC staff to attend long term training programmes. Likewise, series of short term programmes including general skills to 32 staff, Computer Applications to 108 staff, Report writing skills to 50 staff and Building Resources in Democracy, Governance and Elections (BRIDGE) programme to 58 staff were facilitated.

Objective E: Financial sustainability to support election activities strengthened

- (i) Fund mobilization for carrying out general elections, by-elections, Updating of PNVR and other activities was done;
- (ii) Proper follow-up on the use of funds has increased the Government's commitment to timely release of funds to fully fund the conduct of the General Election; and
- (iii) Timely disbursement of funds to the lower level for implementation of election activities.

2.1.2 Constraints

Despite achievements recorded, implementation of the previous Strategic Plan faced the following constraints:-

- (i) Staff in some user departments face difficulties in the use of Integrated Electoral Management Systems (RMS, CMS, PNVRs, OMS, GIS, WLMS, VRS and VIS);
- (ii) Inadequate capacity building on career development of staff;
- (iii) Inadequate programme to support and implement HIV intervention;
- (iv) Lagging behind of some staff in coping with technological advancements;
- (v) Low participation in international forums;
- (vi) Hindered smooth acquisition of materials from tenderers which led to reschedule of delivery dates due to COVID-19 quarantine;
- (vii) Inadequate provision of voters' education in some areas; and
- (viii) Inadequate working tools in some departments.

2.1.3 The Way Forward

The way forward proposed to address constraints faced are as follows:

- (i) Build capacity of staff in various skills such as: - adaptation and use of electoral management systems; database development and administration; ICT security and auditing; programming on the selected languages; systems administration; project and contract management; monitoring and evaluation; and election issues;

- (ii) Improve the existing Integrated Election Management System (IEMS) as per emerging requirements;
- (iii) Improve working environment (working tools, facilities and services);
- (iv) Enhance sensitization on HIV/AIDS and NCDs to staff;
- (v) Establish peer educators program at workplaces;
- (vi) Institutionalize workplace interventions on anti-corruption;
- (vii) Conduct staff satisfaction surveys to establish staff satisfaction levels;
- (viii) Increase NEC's participation in international forums;
- (ix) Improve legal framework for managing elections (harmonize National Elections Act, Cap. 343 and Local Authority (Elections) Act, Cap. 292 into a single election statute for easy implementation);
- (x) Translate electoral laws from English to Swahili language;
- (xi) Establish database to store information on electoral matters;
- (xii) Construct rest houses, sub-offices and maintenance of buildings;
- (xiii) Construction of warehouses at zones and Zanzibar;
- (xiv) Develop guidelines framework for ICT;
- (xv) Continuous provision of voter's education;
- (xvi) Improve provision of updated election information to the public through media; and

- (xvii) Review Client Services Charter which stipulates services offered and standards.

2.2 Review of Relevant Information

2.2.1 Tanzania Development Vision 2025

The Development Vision 2025 (TDV 2025) was developed with the aim of transforming the country into a middle-income country by 2025. It's vision statement indicates that; such transformation will take place through a gradual industrialization of the present agriculture-based economy. One of the ways to achieve the TDV 2025 is through development and implementation of Strategic Plans at various levels. As such, this plan will be one of the contributing tools of the Commission to achieve the TDV 2025. Based on the assumption that, the national development vision strives to enhance rational and equitable distribution of development resources; election of leaders in a democratic process will foster the realization of the Vision 2025.

2.2.2 National Five Year Development Plan 2021/22 – 2025/26

This is the final plan in the implementation of the Tanzania Development Plan Vision 2025 at the National overall development framework. As our country has achieved the status of a middle-income economy which is an incentive that is placed on continuing to build a competitive and industrial economy for human development to achieve the goals of the Vision with the following attributes: improving the living conditions of Tanzanians; the existence of peace, security and unity; good governance and the rule of law.

In achieving the vision of the Commission reflecting to the National Five-Year Development Plan 2021/22 - 2025/26, the Commission involves various stakeholders such as police and other security forces, political parties together with religious leaders to ensure election activities are held in an environment that is peaceful and secure. The Commission does its due diligence in compliance with the existing laws to avoid biasness towards political parties and provide room for unity. The Commission's vision of conducting credible, free and fair election shall act as the guiding principle in the implementation of this strategic plan. Through that, good governance shall be achieved as it is an attribute to the National Five Years Development Plan

2021/22 - 2025/26.

2.2.3 Legal Framework

The Commission in discharging its duties is governed by the Constitution of the United Republic of Tanzania of 1977, electoral and other laws. The laws are explained hereunder:-

(i) The Constitution of the United Republic of Tanzania, 1977

This is the supreme law of the United Republic of Tanzania which creates the foundation on the basis of which the right to elect and be elected for all eligible Tanzanians is built. It is the duty of the National Electoral Commission to conduct free, fair and credible elections. Through elections, leaders are given consent by the citizens to exercise their powers.

(ii) The National Elections Act, Cap. 343

The Act regulates Presidential and Parliamentary elections in Tanzania by stating in detail the composition of the National Electoral Commission. It provides for the voters' registration procedures, management of the Permanent National Voters' Register, polling districts and polling stations and nominations for the Presidential and Parliamentary Elections. It further provides in detail for all matters related to management of election campaigns, procedures for voting, counting of votes and declaration of results. Furthermore, the Act provides procedures to nominate and declare women for parliamentary special seats.

(iii) The Local Authorities (Elections) Act, Cap. 292

It provides for the procedures of voters' registration, management of PNVR, polling districts, polling stations and nominations of candidates for councilors' elections. It also stipulates election campaigns, procedures for voting, counting of votes and declaration of results. Furthermore, the Act provides for the procedures of nomination and declaration of councilors' women special seats.

(iv) The Elections Expenses Act, Cap. 278

The Election Expenses Act, among other things, provides for funding of the nomination processes within political parties, election campaigns and elections in a bid to control the use of funds and prohibited practices. Furthermore, it provides for allocation, management and accountability of funds by candidates and political parties. The law is enforced by the Registrar of Political Parties who has the mandate to make objections against any candidate or political

party that contravenes the provisions of the Election Expenses Act.

(v) Political Parties Act, Cap. 258

The Act regulates registration and management of political parties. The Act is enforced by the Office of the Registrar of Political parties.

(vi) Tanzania Citizenship Act, Cap. 357

The Act regulates issues of citizenship status and loss of citizenship in Tanzania. It relates to the electoral processes during registration of voters and qualifications of Presidential and Vice Presidential candidates who are required to be citizens of Tanzania by birth. Parliamentary and Councilors aspirants are required to be citizens to qualify as candidates in elections. During registration of voters, the Commission collaborates with the Immigration Department to identify citizens. This Act is managed and implemented by the Immigration Department.

2.3 Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis

PESTEL is an analytical tool that uses external factors as components of strategic management and provides an overview of different macro environmental factors to be taken into consideration.

(i) Political

From 1992 to date, several elections have been held in Tanzania at the local and national level. Currently, there are 19 registered political parties which participated in the 2020 General Elections and some do participate in By-Elections. Each election was observed by local and

international observers. Reports from the majority of these observers declared that the elections were free and fair. However, some of the stakeholders were not satisfied with the way the elections were conducted. Some of the shortcomings raised by the stakeholders include: inadequate training to the political parties; party agents and polling staff before elections; the need to review the procedure for the introduction of political party agents; unsustainable participation of people with disabilities in electoral processes; and the need to amend the electoral laws. In the coming five years, the Commission is challenged to work on the shortcomings addressed by the election stakeholders.

(ii) Economical

In accordance with section 122 of the National Elections Act, Cap.343 and section 120 of the Local Authorities (Elections) Act, Cap.292, all election expenses shall be charged from the Consolidated Fund. In that vein, all expenses incurred in conducting the election process is paid by the Government of United Republic of Tanzania.

For the last two years, the world economy has been highly devastated by COVID-19 pandemics. For instance, Tanzania's economic growth has dropped from 5.5% to 4.8% in 2020 (Bank of Tanzania, 2020. Economic Bulletin for the Quarter Ending December 2020, Vol LII No.4). The decline of the world's economy means countries will seriously prioritize their spending, including overseas assistance. This will pose a challenge for Government's efforts to diversify its sources of fund.

(iii) Social

Tanzania has witnessed gradual growth in public participation in democratic processes. This participation involved NEC with election stakeholders such as political parties, religious institutions, media, special groups and voters. Eighty Five percent (85%) of stakeholders who responded to the post-election evaluation for General Elections, 2020, expressed satisfaction with their election participation (*Post-election evaluation for General Election 2020, NEC*).

Although there has been an increase in participation of election stakeholders in democratic processes, voters' turnout has been fluctuating from election to election. Some of the reasons for this trend are preconceived notion that a certain party would win, an indication that voters are satisfied with what it is delivered and failure of some candidates to fulfill previous campaign promises. Moreover, age and gender seem to affect the turnout in elections as mostly the youth tends to not be willing to vote. Conversely, women tends to be more willing to participate in voting than men. Therefore, in the coming five years, NEC will work to ensure satisfactory engagement of the public in electoral processes and increase voters' turnout.

(iv) Technological

The world is now in the fourth Industrial Revolution (I.R 4.0) characterized by the fusion of advancements in Artificial Intelligence (AI), robotics, the Internet of things (IoT), Quantum Computing, 3D Printing and other technologies. As such, there is a greater potential to solve a broad spectrum of challenges facing institutions and the society in general.

The National Electoral Commission can harness the benefits of the IR 4.0 by digitizing, integrating and systematically automating most of its business processes through advanced election management systems. Adoption of such technologies has the potential to improve the efficiency of NEC's operations. However, caution will be exercised as advancement to such newer technologies is associated with a broader spectrum of security risks that may potentially affect trust and privacy crucial to election processes.

(v) Environmental

Tanzania is a vast country with different weather conditions. Some areas have heavy rains that pose a challenge in electoral processes particularly in transportation of election materials. Tanzania has tried its best to connect the country through infrastructure development, specifically all - weather tarmac road network. However, coverage at the ward and village level where registration and polling stations are found is still very inadequate. The ward and villages are mostly still covered by un- tarmacked seasonal roads where dissemination of the electoral materials and distribution of electoral officials is done through the same roads. This has been challenging to the dissemination of electoral materials and the collection of electoral results. In the coming five years, the Commission will have to device better ways on how to use technology for the dissemination and collection of electoral materials such as use of drones.

(vi) Legal

The introduction of multiparty democratic system in Tanzania led to enactment of various laws to support smooth operation and

implementation of democratic processes. Among others, the electoral Acts were amended to meet the Constitutional requirement on multiparty democracy. Apart from some amendments done to some provisions of those Acts, there is still a need to harmonize these Acts to better suit the current situation.

The National Election Act Cap. 343 and the Local Authorities (Election) Act, Cap. 292, need to be harmonized in some provisions which provide for the same processes differ or contradict each other. The Acts need to be considered for consolidation to become one Act to provide electoral processes for the Presidential Parliamentary and Councilors Elections.

2.4 Recent Initiatives for Improving Performance

During the implementation of the previous Strategic Plan, there were also implementation of some activities which were not part of the plan. These include:-

- (i) Construction of Commission's headquarter office at Njedengwa - Dodoma that has improved the working environment;
- (ii) Acquisition and renovation of Commission's office in Zanzibar which has improved working environment and service delivery;
- (iii) Acquisition and renovation of Commission's warehouses in Zanzibar which has improved storage of electoral equipment and materials;
- (iv) Provision of voter's education through the voter education van; and

- (v) Establishment of a call center which has improved customer care and voter's education.

2.5 Stakeholders Analysis

Stakeholders' analysis enables the institution to identify services it offers to its key stakeholders and their expectations. The Commission's key stakeholders and their expectations are described below:-

Table No. 1: Stakeholders' Roles, Expectations and Potential Impacts to the Plan

S/N	Name of Stakeholders	Service offered	Expectations of the Stakeholders	Potential impact if the expectations are not met	Rank H = high M= medium L = low
1.	Central Government (Ministries, Departments and Agencies-MDAs)	<ul style="list-style-type: none"> • Election, Voters registration and Evaluation reports • Annual and quarterly progress reports • Estimates on Voters' registration and Election budget • Proposal for electoral boundaries demarcation 	<ul style="list-style-type: none"> • Accurate and timely reports • Value for money budget estimates • Rational /objective electoral boundaries demarcation proposals 	<ul style="list-style-type: none"> • Tarnish the image of the Commission • Funds may not be disbursed on time/at all 	H
2.	Voters	<ul style="list-style-type: none"> • Voters' Education and information 	<ul style="list-style-type: none"> • Relevant voter's 	<ul style="list-style-type: none"> • Low voters' turnout on 	H

S/N	Name of Stakeholders	Service offered	Expectations of the Stakeholders	Potential impact if the expectations are not met	Rank H = high M= medium L = low
		<ul style="list-style-type: none"> • Voting processes facilitation • Election, Voters' registration and Evaluation reports • Voters' cards 	education and information <ul style="list-style-type: none"> • Free, fair and credible elections • Timely issuance and accuracy of voters' cards • Conducive environment on election day 	Election Day <ul style="list-style-type: none"> • Countermanding of election(s) • Election petitions and complaints • Election related violence 	
3.	Political Parties and Party Agents	<ul style="list-style-type: none"> • Provision of Electoral Laws and Regulations • Provision of election timetable • Approved election campaigns timetable • Provision of Election and Registration guidelines • Provision of election time table • Provision of electoral Code of Conduct • Delivery of sample Ballot Papers • Delivery of nomination Forms 	<ul style="list-style-type: none"> • Credible Voters' Register that guarantees free and fair Elections • Clear and Easy to understand election guidelines • Conformity with the Electoral Laws in issuance of Election timetable, Electoral code of conduct and Nomination Forms • Involvement in election processes • Clear and 	<ul style="list-style-type: none"> • Tarnish the image of the Commission • Lack of trust from political parties • Election boycotts and violence • Complaints and election petitions 	H

S/N	Name of Stakeholders	Service offered	Expectations of the Stakeholders	Potential impact if the expectations are not met	Rank H = high M= medium L = low
		<ul style="list-style-type: none"> • Provision of election and evaluation reports 	timely reports		
4.	Election Candidates	<ul style="list-style-type: none"> • Nomination of election candidates • Electoral Code of Conduct and Election guidelines • Coordination for campaign coverage in government owned media for Presidential candidates • Provision of Election certificates 	<ul style="list-style-type: none"> • Timely issuance of nomination forms and other related forms • Fair media coverage • Timely issuance of election certificates 	<ul style="list-style-type: none"> • Violence and disruption during electoral processes • Complaints and election petitions 	H
5.	Registrar of Political Parties	<ul style="list-style-type: none"> • Electoral Laws, Regulations and Code of Conduct • Seminars/Training • Election timetable • List of candidates • Election, Voters registration and Evaluation reports 	<ul style="list-style-type: none"> • Free, fair and credible elections • Support in the implementation of Election Expenses Act • Accurate election results from NEC so as to provide subsidies to political parties • Collaboration in election process 	<ul style="list-style-type: none"> • Unfair competition between political parties and candidates • Increase in election petitions 	H
6.	Security Organs	<ul style="list-style-type: none"> • Information regarding electoral 	<ul style="list-style-type: none"> • Timely and accurate 	<ul style="list-style-type: none"> • Acts of misconduct 	H

S/N	Name of Stakeholders	Service offered	Expectations of the Stakeholders	Potential impact if the expectations are not met	Rank H = high M= medium L = low
		processes <ul style="list-style-type: none"> • Facilitation in safeguarding of peace and security during election activities 	electoral process information <ul style="list-style-type: none"> • Timely facilitation 	during election processes <ul style="list-style-type: none"> • Loss of electoral materials and equipment 	
7.	Media	<ul style="list-style-type: none"> • Accreditation to cover elections • Voter's education • Information related to electoral process • Guidelines for voter education • Laws and regulations related to elections 	<ul style="list-style-type: none"> • Timely accreditation • Timely and accurate information • Adherence to electoral laws and regulations 	<ul style="list-style-type: none"> • Low voters' turnout • Misleading information (fake news) • Non legal compliance • High number of spoilt votes 	H
8.	Civil Society Organizations (e.g. NGOs and CBOs)	<ul style="list-style-type: none"> • Accreditation to participate in election activities • Voter's education guidelines • Censorship of voters education materials • Election, voters registration and evaluation reports 	<ul style="list-style-type: none"> • Timely access to accurate information • Relevant engagement in election processes 	<ul style="list-style-type: none"> • Low Voter turn out • Low numbers of registered voters during registration • High number of spoilt votes • Tarnishing of Commission's image • Complaints as regard to the processes 	M

S/N	Name of Stakeholders	Service offered	Expectations of the Stakeholders	Potential impact if the expectations are not met	Rank H = high M= medium L = low
9.	Special groups in the society (Women, Youth and People with Disability)	<ul style="list-style-type: none"> • Sensitization to participate in electoral processes • Provision of special needs voter education • Facilitation of special needs voting materials and services on election day 	<ul style="list-style-type: none"> • Conducive environment to participate in election processes such as provision of tactile ballot folders • Increased number of women and youth in election activities 	<ul style="list-style-type: none"> • Low voters turnout of marginalized groups during election processes 	H
10.	Local Government Authorities	<ul style="list-style-type: none"> • Supervision of election activities • Capacity building on election matters • Provision of election materials • Disbursement of funds 	<ul style="list-style-type: none"> • Full supervision and involvement in election activities • Timely provision of election materials, equipment and funds 	<ul style="list-style-type: none"> • Countermanding elections • Post-election Conflicts • Political instability • Petitions and complaints 	H
11.	Election Officials	<ul style="list-style-type: none"> • Capacity building • Conducive working environment during election process • Electoral laws, regulation and directives for election officials 	<ul style="list-style-type: none"> • Relevant capacity building • Assurance of security during election processes • Timely issuance of election 	<ul style="list-style-type: none"> • Tarnishing image of the Commission • Up rise of acts of misconduct during election processes • Poor working 	H

S/N	Name of Stakeholders	Service offered	Expectations of the Stakeholders	Potential impact if the expectations are not met	Rank H = high M= medium L = low
			resources	performance <ul style="list-style-type: none"> • Corrupt practices • Lack of free, fair and credible elections • High number of spoilt votes 	
12.	Religious Leaders (FBOs) and other influential community leaders (elders and traditional leaders)	<ul style="list-style-type: none"> • Voters education • Information on election issues 	<ul style="list-style-type: none"> • Free and fair elections 	<ul style="list-style-type: none"> • Low turnout on election day • Low voters registration • Occurrence of election violence and riots 	H
13.	Development Partners	<ul style="list-style-type: none"> • Election, voters registration and Evaluation reports • Annual, semi-annual and quarterly progress reports • Need assessment reports (Budget proposal and logistics) 	<ul style="list-style-type: none"> • Timely and accurate reports 	<ul style="list-style-type: none"> • Failure to get support from DP's • Negative comments with reference to the electoral process and election results 	M

S/N	Name of Stakeholders	Service offered	Expectations of the Stakeholders	Potential impact if the expectations are not met	Rank H = high M= medium L = low
14.	Election Observers	<ul style="list-style-type: none"> • Constitution of URT, Electoral laws, regulations, guidelines for election observers, election code of conduct and map of Tanzania • Invitation to observe election • Accreditation and issuance of observers' Identity Cards • Election, voters registration and evaluation reports • Registration and election time tables 	<ul style="list-style-type: none"> • Free, fair and credible elections • Adherence to the electoral laws and regulations • Timely issuance of invitation and accreditation 	<ul style="list-style-type: none"> • Observation reports with negative views on electoral processes and results • Tarnishing the image of the Commission 	M
15.	Non-voters	<ul style="list-style-type: none"> • Voter's education and information 	<ul style="list-style-type: none"> • Relevant and timely voter's education and information 	<ul style="list-style-type: none"> • Low number of voters in the Permanent National Voters Register 	L

2.6 SWOC Analysis

The Commission's internal and external environment are scanned for Strengths, Weaknesses, Opportunities and Challenges (SWOC). The underlined analysis is used as input to the formulation of the Plan.

2.6.1 Strengths

The strengths show the internal capacity that NEC possesses to effectively and efficiently attain its goals. These strengths include:-

- (i) Existence of Constitutional provisions and electoral laws which stipulate the independence of the Commission;
- (ii) Conducive working environment including adequate office space;
- (iii) High staff morale and engagement of staff at all levels in Commission functions;
- (iv) Existence of Integrated Election Management Systems (IEMS); ICT Infrastructure and Data Centre to support electoral processes;
- (v) Existence of official website, social media accounts and NEC TV channel on improving the provision of voter's education and information;
- (vi) Existence of the Commission's Client Service Charter which stipulates services offered and standards;
- (vii) Existence of competent and committed staff that ensure implementation of Commission activities;
- (viii) Existence of supportive HIV/AIDS and NCDs programme for affected staff;
- (ix) Good working relationship with other Government Departments;
- (x) Good relation between NEC and Zanzibar Electoral Commission (ZEC); and

- (xi) Credibility in conducting elections.

2.6.2 Weaknesses

These are areas that need improvement for NEC to effectively achieve its objectives. The weaknesses are as follows:-

- (i) Inadequate monitoring and evaluation in some of activities;
- (ii) Inadequate data backup and disaster recovery plan;
- (iii) Lack of continuity and consistency in the provision of voters' education to some stakeholders; and
- (iv) Existence of provision of electoral laws which need amendment.

2.6.3 Opportunities

Opportunities indicate the favorable external factors that give NEC a greater chance to meet its objectives which are:-

- (i) Existence of electoral laws that govern electoral processes;
- (ii) Political will to participate in elections;
- (iii) Existence of government ICT initiatives (HCMIS, MUSE, TANePS, GMS) that aim at improving service delivery;
- (iv) Availability of legal, regulatory and governance frameworks including National ICT Policy, e-Government Act, 2019, Cybercrimes Act, 2015, Electronic Transactions Act, 2015 and e-Government Strategy;
- (v) Good relationship with key Government's stakeholders like PMO, Office of the Registrar of Political Parties, e-GA, PO-PSM GG, NBS, PO-RALG and others in implementation of the Commissions' functions;

- (vi) Existence of regional and international forums for human capital development and technical cooperation;
- (vii) Peace and tranquility within the country that enhance free and fair elections and peaceful transitioning of power;
- (viii) Readiness of political parties to participate in electoral processes as part of democracy adopted by Tanzanians;
- (ix) Existence of various stakeholders that complements interventions undertaken by the Commission in the provision of voter's education; and
- (x) Readiness of voters to participate in electoral processes as part of their Constitutional right.

2.6.4 Challenges

This area reveals external factors that limit effective attainment of the Commissions' objectives. The following are challenges facing the Commission:-

- (i) Perception by some stakeholders towards impartiality of the Commission in conducting free and fair elections;
- (ii) Non-adherence of some stakeholders to electoral laws, regulations and code of conduct;
- (iii) Constitutional litigations against the Commission by electoral stakeholder;
- (iv) Vastness of the country and poor connectivity in some areas results in delays or failure to achieve intended goals;
- (v) The Commission's operations are centralized and this reduces accessibility to NEC services for some stakeholders;

- (vi) Unavailability and unreliability of power supply and network connectivity in some of the remote areas during electoral processes; and
- (vii) Cyber security risks and threats.

2.7 Critical Issues

Critical issues are areas that need to be improved during the five years of the Strategic Plan. The critical areas are:-

- (i) Voters' registration;
- (ii) Legal framework for election management;
- (iii) Provision of voter's education;
- (iv) Stakeholder engagement in election processes;
- (v) Monitoring and evaluation in NEC's operations;
- (vi) Human resource management;
- (vii) The use of ICT in NEC operations;
- (viii) Prevent and combating corruption at the workplace; and
- (ix) HIV/AIDS rates of infections and NCDs among staff and supportive services to affected staff.

CHAPTER THREE

THE PLAN

This chapter provides the operational framework within which the National Electoral Commission's Strategic Plan of 2021/22 – 2025/26 stands upon. It presents the National Electoral Commission's vision, mission, core values, strategic objectives, strategies, targets and performance indicators.

3.1 Vision of the Commission

"A credible electoral system that ensures free and fair elections."

3.2 Mission Statement

"To supervise and coordinate the conduct of elections in accordance with legal provisions to safeguarding democracy for the benefits of citizens, political parties and candidates."

3.3 Core Values

There are six core values, which shall act as guiding principles in the implementation of this Strategic Plan. The values will guide the Commission's internal conduct and its relationship with its stakeholders. The core values are explained here under:

- (i) **Impartiality:** We devote ourselves to serve every stakeholder without discrimination.
- (ii) **Transparency:** We provide a platform for access to information that citizens expect.
- (iii) **Integrity:** We observe and maintain high standards of ethical behaviour and the rule of law.

- (iv) **Accountability:** We are responsible and diligent in all operations and each one of us has an obligation and willingness to accept responsibility of his/her actions and decisions.
- (v) **Professionalism:** We emphasize effective use of one's knowledge and skills, exercising judgment and discretion in providing quality services to the community.
- (vi) **Inclusiveness:** We encompass all election stakeholders in the discharge of our functions.

3.4 Objectives

This Strategic Plan intends to implement four strategic objectives as presented hereunder:-

- A: HIV/AIDS infections and NCDs reduced and support services improved;
- B: Effective implementation of the national anti-corruption strategy enhanced and sustained;
- C: Capacity of NEC to implement mandated functions enhanced; and
- D: Tanzania electoral system enhanced.

Strategic Objective A: HIV/AIDS infections and NCDs reduced and support services improved

Strategies

- (i) Strengthen work place HIV/ AIDS and NCDs interventions; and
- (ii) Improve care and support services for identified staff living with HIV/ AIDS.

Targets

- (i) HIV/AIDS and NCDs awareness program implemented by 100% by June, 2026; and
- (ii) Care and Support services to the affected provided by 100% by June, 2026.

Outcome Indicators

- (i) Percentage of staff declaring their status;
- (ii) Percentage change in NCD cases; and
- (iii) Percentage change of staff who voluntarily turnout for counselling and testing.

Strategic Objective B: Effective implementation of the national anti-corruption strategy enhanced and sustained

Strategies

- (i) Enhance ethical conduct of staff; and
- (ii) Prevention and combating corruption incidences.

Targets

- (i) Anti-Corruption Action Plan implemented by 100% by June, 2026; and
- (ii) Ethics Compliance Framework implemented by 100% by June, 2026.

Outcome Indicators

- (i) Stakeholders' perception on corruption at NEC; and
- (ii) Corruption allegations reported.

Strategic Objective C: Capacity of NEC to implement mandated functions enhanced.

Strategies

- (i) Enhance compliance on internal financial and administrative controls;
- (ii) Strengthen human resource management;
- (iii) Improve business processes; and
- (iv) Improve working environment.

Targets

- (i) Staff welfare and statutory rights provided by 100% June, 2026;
- (ii) Nine (9) Commission buildings constructed (7 zonal warehouses, 1 rest house and 1 office) and eleven (11) existing buildings maintained by June, 2026;
- (iii) Overheads and administrative costs attained by 100% by June, 2026.
- (iv) ICT Strategy implemented by 100% by June, 2026;
- (v) Human Resource Development Plan implemented by 100% by June, 2026;
- (vi) Compliance to Finance Act attained by 100% by June, 2026;
- (vii) Goods and Services procured, managed and stored by 100% by June, 2026;

- (viii) Assurance and advisory services provided by 100% by June, 2026;
- (ix) Working conditions for NEC office facilitated by 100% by June, 2026;
- (x) Legal services during Presidential, Parliamentary and Councilors' elections provided by 100% by June, 2026;
- (xi) Institutional plans and budgets prepared annually by 100% by June, 2026;
- (xii) Harmonization of electoral laws attained by 100% by June 2026;
- (xiii) M&E framework implemented by 100% by June, 2026;
- (xiv) Annual Risk based Internal Audit Plan implemented by 100% by June, 2026;
- (xv) Communication strategy implemented by 100% by June, 2026; and
- (xvi) Staff working tools and equipment provided by 100% by June, 2026.

Outcome Indicators

- (i) Level of customer satisfaction; and
- (ii) Audit Opinion.

Strategic objective D: Tanzania electoral system enhanced.

Strategies

- (i) Improve election supervision;
- (ii) Improve voter education and access to information; and
- (iii) Improve relations with election stakeholders.

Targets

- (i) Stakeholders engagement strategy implemented by 100% by June, 2026;
- (ii) Knowledge and experience sharing strategy on election management developed and implemented by 100% June, 2026;
- (iii) Voters' education strategy implemented by 100% by June, 2026;
- (iv) Presidential, Parliamentary and Councilors' elections facilitated by December, 2025;
- (v) Sixteen (16) Parliamentary and Councilors By-Elections facilitated by June, 2024; and
- (vi) Permanent voters registration strategy implemented by 100% by June, 2025.

Outcome Indicators

- (i) Stakeholder's perception on election process;
- (ii) Percentage voters' turnout;
- (iii) Rate of spoiled ballots; and
- (iv) Time of Presidential election results declaration.

CHAPTER FOUR

RESULTS FRAMEWORK

4.1 Introduction

Results framework shows how the intended results in this Strategic Plan will be measured together with the benefits that will be accrued by its stakeholders. It also shows how the development objectives and other interventions will be monitored together with how planned reviews and evaluations will be done. Finally, it explains how the reports will be produced over the period of the Strategic Plan.

4.2 Development Objective

The overall development objective of the Commission is free, fair and credible elections that enhances good governance hence contributing to peace, unity, security and harmony of the country. The achievement of this development objective will be contributed by several other players and availability of financial resources, competent staff, top management commitment and readiness of citizens, political parties and candidates to pursue their constitutional rights.

4.3 Results Chain

NEC results chain consists of inputs, activities, outputs and outcomes which broadly contribute to the achievement of intended results. The basic assumption is that, there is fundamental linkage in the various elements of the Commission results chain i.e. the inputs (utilization of resources) will lead to implementation of the activities, which will then contribute to achievement of outputs; achievement of outputs will lead to achievement of objectives which will consequently lead to realization

of the Commission development objective. Realization of the Commission development objective in the medium term will contribute to the achievement of the Five Year Development Plan III and the Vision 2025. The results chain will justify the Commission's use of the public funds allocated to it for various interventions and thus contribute to democracy which is a necessity for a peaceful society.

4.4 The Results Framework Matrix

This matrix contains the National Electoral Commission overall development objective, institutional objectives, intermediate 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 results framework matrix is detailed below.

Table No. 2: Results Framework Matrix

Development Objective	Objective Code	Objective Description	Intermediate Outcomes	Outcome Indicators
The overall development objective of the Commission is free, fair and credible elections that enhances good governance hence contributing to peace, unity, security and harmony of the country	A	HIV/AIDS infections and NCDs reduced and support services improved	<ul style="list-style-type: none"> Increased awareness to staff on HIV/AIDS and NCDs Reduced new cases of NCDs among staff Increased staff declaring their HIV/AIDS status 	<ul style="list-style-type: none"> Percentage of staff declaring their status Percentage change in NCDs cases Percentage change of staff who voluntarily turnout for counselling and testing
	B	Implementation of national anti- corruption strategy enhanced and sustained	<ul style="list-style-type: none"> Increased awareness of staff on corruption Reduced corruption allegations Positive perception of stakeholders on NEC Enhanced ethical conduct of staff 	<ul style="list-style-type: none"> Percentage of stakeholder's perception on corruption at NEC Number of corruption allegations received
	C	Capacity of NEC to implement mandated functions improved	<ul style="list-style-type: none"> Improved customer satisfaction Increased compliance to laws and regulations 	<ul style="list-style-type: none"> Percentage of Level of customers satisfaction Unqualified audit opinion

Development Objective	Objective Code	Objective Description	Intermediate Outcomes	Outcome Indicators
			<ul style="list-style-type: none"> • Improved working environment • Improved staff morale • Improved integrity and accuracy of information 	
	D	Tanzania electoral system enhanced	<ul style="list-style-type: none"> • Increased voter's awareness on election processes • Accuracy of voter's information and polling stations • Positive perception of stakeholders on election processes • Enhanced knowledge in leading practices in election management • Increased registered voters • Increased number of polling stations 	<ul style="list-style-type: none"> • Percentage of stakeholders perception on election process • Percentage of voters' turnout • Percentage of spoiled ballots • Time of Presidential electoral results declarations

4.5 Monitoring, Review and Evaluation

This part details the monitoring plan, planned review and evaluation plan for the period covering the five years of a strategic planning cycle which is 2021/22 -2025/26.

4.5.1 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 periodically as detailed below:

Table No. 3: 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	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification			
1.	<p>Percentage of staff declaring their HIV/AIDS status</p> <p>This indicator intends to measure effectiveness of HIV / AIDS preventive interventions undertaken. This will be calculated as $X/Y*100$ whereas X=number of staff declared, Y=number of affected staff</p>	June, 2021	N.A	50%	85%	95%	100%	100%	NEC	Documentary review	Annually	HIV Test report	Annually	DAHRM	
2.	<p>Percentage change in NCD cases</p> <p>This indicator intends establish behavioural</p>	June, 2021	N.A	60%	50%	40%	30%	20%	NEC	Documentary review	Annually	NCD Test report	Annually	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	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification			
	changes resulting from NCD interventions undertaken at the workplace. It will be determined by $X1-X2/X1*100$ whereas $X1=No. of staff with NCDs from previous year,X2=No. of staff with NCD in current year$														
3.	Percentage change of staff who voluntarily turnout for counselling and testing $X1-X2/X1*100$ whereas $X1=No. of staff who voluntarily counselled and tested from previous year, X2=No. of staff voluntary counselled and tested in current year$	June, 2021	N.A	20%	30%	40%	50%	60%	NEC	Documentary review	Annually	HIV Test and Counselling report	Annually		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	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification			
4.	Stakeholders’ perception on corruption This indicator intends to measure effectiveness of anti-corruption strategies undertaken by NEC. This will be determined by establishing perception levels of 50% positive and above. Calculated as X/Y * 100 whereas X=stakeholders with positive perception and Y= Total stakeholders surveyed	June, 2021	N.A	50%	60%	70%	80%	90%	NEC	Survey	Annually	Survey report	Annually	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	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification			
5.	Corruption allegations reported This indicator intends to measure ethical conduct of staff. This will be determined by the number of allegations received	June, 2021	N.A	5	4	3	2	1	NEC	Documentary review	Annually	Corruption register	Annually	DAHRM	
6.	Level of customer satisfaction This indicator intends to establish capacity of NEC to fulfil customers' expectations. This will be determined by establishing desirable satisfaction levels of 50% and above. It will be calculated as X/Y * 100 whereas X=Number of Customers who are satisfied and Y= Number of Customers interviewed.	June, 2021	50%	-	60%	-	-	75%	NEC	Survey/Questionnaire	Once in two years	Survey report	Once in three 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	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification			
7.	Audit opinion This indicator intends to establish compliance to administrative and internal controls. It will be determined from CAG issued opinion annually.	June, 2021	Unqualified Opinion	Unqualified Opinion	Unqualified Opinion	Unqualified Opinion	Unqualified Opinion	Unqualified Opinion	NAOT	Documentary review	Annually	Response on Management Letter	Annually	CA	
8.	Stakeholders' perception on election processes This indicator intends to measure effectiveness of election management. This will be determined by establishing positive perception levels of 50% and above. It will be calculated as X/Y * 100 whereas X= Total number of stakeholders with ≥ 50% positive opinion. Y= Total number of stakeholders interviewed.	June, 2021	50%	55%	60%	65%	70%	75%	NEC	Survey	Annually	Survey report	Annually	DPME	

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
9.	Voters' turnout This indicator intends to measure effectiveness of voter's education interventions undertaken. This will be calculated as $X/Y * 100$ whereas X=Number of voters turnout and Y=Total number of registered voters.	October, 2020	50.7%	-	-	-	-	71%	NEC	Documentary Review	Once in five years	Constituency Election Reports	Once in Five years	DIVE
10.	Rate of spoiled ballots This indicator examines effectiveness of voter's education on voting process. It will be calculated as $X/Y * 100$ whereas X=Number of spoiled ballots and Y=Total number of Votes.	October, 2020	1.73%	-	-	-	-	1.6%	NEC	Documentary Review	Once in five years	Constituency Election Reports	Once in five years	DIVE

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis					Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2021/22	2022/23	2023/24	2024/25	2025/26	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification			
11.	Time of Presidential election results declaration This intend to measure time (hours) taken to declare Presidential election results after casting of votes	October, 2020	48 Hours	-	-	-	-	48 Hours	NEC	Documentary Review	Once in five years	Election Results	Once in five years	DRIT	

4.5.2 Planned Review

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

4.5.2.1. 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 five (5) meetings will be conducted as detailed below;-

Table No. 4: Review meetings

S/N	Type of Meeting	Frequency	Designation of Chairperson	Participants
1.	Management	Weekly	Director of Elections	Directors / Heads of Unit
2.	Division / Unit	Monthly	Directors / Heads of unit	Division / Unit Staff
3.	Plan and Budget Review	by - annually	Director of Elections	Directors/Heads of Unit
4.	Workers Council	by - annually	Director of Elections	Members of Workers' Council
5.	Commission	by - annually	NEC Chairperson	Commissioners

4.5.2.2 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 41 milestones will be tracked during the period of five years.

Table No. 5: Planned Milestone Review

YRS	Planned Reviews	Milestone	Timeframe	Responsible Person
Year 1- 2021/22	Two Reviews Per Year - (Mid-Year and Annual Reviews)	i. Human Resource Development Plan prepared	June, 2022	DAHRM
		ii. Risk Register reviewed	June, 2022	DAHRM
		iii. Voter's Education Strategy reviewed	June, 2022	DIVE
		iv. Communication Strategy reviewed	June, 2022	DIVE
		v. Complaints desk established and facilitated	June, 2022	DAHRM
		vi. HIV/ AIDS programme prepared	June, 2022	DAHRM
		vii. Proposal to deal with non-communicable diseases established	June, 2022	DAHRM
		viii. PNVR budget prepared and submitted	June, 2022	DPME
Year 2- 2022/23	Two reviews per year-(Mid-year and annual reviews)	i. Prone areas towards corruption identified in each department	December, 2022	DAHRM
		ii. Human Resources Plan implemented	June, 2023	DAHRM
		iii. Voter education strategy implemented by 70%	June, 2023	DIVE

YRS	Planned Reviews	Milestone	Timeframe	Responsible Person
		iv. Delimitation of registration areas conducted	December, 2022	DRIT
		v. Workshop on anti-corruption strategy to 231 staff conducted	June, 2023	DAHRM
		vi. Election management systems reviewed	June, 2023	DRIT
		vii. Registration centres for 264 constituencies reviewed	June, 2023	DRIT
		viii. M&E guidelines reviewed and implemented	June, 2023	DPME
		ix. Client Service Charter reviewed	June, 2023	DAHRM
		x. NEC statistical guidelines implemented	June, 2023	DPME
		xi. NEC staff trained on budgeting	June, 2023	DPME
		xii. Internal financial control system reviewed	June, 2023	CA
		xiii. Proposal to review electoral laws prepared	June, 2023	DLS
Year 3 - 2023/24	Two reviews per year-(Mid-year and annual	i. Voters education strategy implemented by 90%	December, 2024	DIVE

YRS	Planned Reviews	Milestone	Timeframe	Responsible Person
	reviews)	ii. Voters registration conducted by 80%	June, 2024	DRIT
		iii. Audit of registration fund conducted	June, 2024	CIA
		iv. Registration materials and equipment to be procured and transported to councils	June, 2024	DPM
		v. Registration materials and equipment to be procured and transported to Districts in Zanzibar	June, 2024	DPM
		vi. General election budget prepared and submitted	June, 2024	DPME
Year 4, 2024/25	Two reviews per year-(Mid-year and annual reviews)	i. Proposal for demarcation of constituencies prepared	December, 2024	DLS
		ii. Voter education conducted	June, 2025	DIVE
		iii. Election guidelines reviewed and distributed	June, 2025	DEMA
		iv. Election materials and equipment for General Election procured	June, 2025	DPM
		v. Voters registration conducted by 100%	August, 2025	DRIT

YRS	Planned Reviews	Milestone	Timeframe	Responsible Person
		vi. NEC statistical database updated	June, 2025	DPME
		vii. Disbursement of election funds to Councils	September, 2025	CA
Year 5, 2025/26	Two reviews per year-(Mid-year and annual reviews)	i. Display of provisional voters register	September, 2025	DRIT
		ii. Training for election officials	September, 2025	DEMA
		iii. Voter's education conducted	July, 2025	DIVE
		iv. Election materials and equipment for general election to be transported to election centres	September, 2025	DPM
		v. General Election evaluation conducted	December, 2025	DPME
		vi. Election funds audit conducted	June, 2026	CIA
		vii. Service delivery survey conducted	June, 2026	DPME
		viii. 150 local and international stakeholders facilitated to participate in observation missions	June, 2025	DLS
		ix. 50 NEC staff facilitated to participate in local	June, 2026	DAHRM

YRS	Planned Reviews	Milestone	Timeframe	Responsible Person
		and international observation missions		
		x. General Election Report prepared and submitted	June, 2026	DPME
		xi. NEC strategic plan for 2026/27 - 2030/31 prepared and approved.	June, 2026	DPME

4.5.2.3 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. 6: Rapid Appraisal

S/N	Rapid Appraisal	Description	Appraisal Questions	Methodology	Timeframe	Responsible Person
1.	Assessment of voter's education	This assessment intends to establish effectiveness and sustainability of voter's education programmes/strategies provided	<ul style="list-style-type: none"> What is the modality used in provision of voter's education? What is the level of knowledge of voters? What are the methods used to provide voters education? What is the frequency of voter's education provision? What are the challenges in voter's education? What can be improved? 	<ul style="list-style-type: none"> Survey Interview Focus group discussions 	June, 2023	DPME
2.	Service Delivery Survey	This study intends to ascertain service delivery levels related to access, time and customer orientation in services offered	<ul style="list-style-type: none"> What are services offered? Are services accessible? What is the turnaround time for services? 	<ul style="list-style-type: none"> Survey Questionnaire Interview 	After every 2 years	DPME

S/N	Rapid Appraisal	Description	Appraisal Questions	Methodology	Timeframe	Responsible Person
			<ul style="list-style-type: none"> • What is the level of customer satisfaction? • What are the challenges in service delivery? • What can be improved? • Recommendations 			
3.	Feasibility study on appropriate technology for voters' registration	This study intends to explore technology options available for efficiently and effectively undertaking voters' registration	<ul style="list-style-type: none"> • How is voter registration currently done? • What are the challenges in the current system? • What technologies are used in voter registration? • What are benefits of using technology in voter registration? • What are associated implications of using technology? skills, costs, legal • Recommendations 	Survey	June, 2023	DPME

S/N	Rapid Appraisal	Description	Appraisal Questions	Methodology	Timeframe	Responsible Person
4.	Assessment of legal framework governing electoral processes	This study intends to establish the extent to which current legal framework facilitates election management	<ul style="list-style-type: none"> • What laws govern electoral processes in Tanzania? • Are there any gaps in current legislation? • Are there conflicting provisions in current legislation? • What are challenges in implementing current legislation? • What are leading practices on legislation governing election management? • Is there a need for improvement? • Recommendations 	<ul style="list-style-type: none"> • Documents review • Focus group discussions • Survey • Interviews 	December, 2023	DPME

4.5.3 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. Three evaluations will be conducted over the period of five years as detailed in Table No. 7.

Table No. 7: Evaluation Plan

S/N	Evaluation	Description	Evaluation Question	Methodology	Timeframe	Responsible Person
1.	Impact assessment of voter's education	This evaluation intends to establish effectiveness of voter's education programs	Evaluation questions will base on realization of objectives/goals of voter's education strategy	<ul style="list-style-type: none">• Survey• Interviews• Focus Group Discussions	January, 2023	DPME
2.	Evaluation of voters registration process	The evaluation intends to establish the effectiveness and efficiency of voters registration process	Evaluation questions will base on the realization of objectives of voters registration process	<ul style="list-style-type: none">• Survey• Interviews• Focus Group Discussions	August, 2025	DPME

S/N	Evaluation	Description	Evaluation Question	Methodology	Timeframe	Responsible Person
3.	Post-election evaluation	The evaluation intends to establish conduct of the 2025 General Elections	Evaluation questions will base on realization of objectives of the General Elections	<ul style="list-style-type: none">• Survey• Interviews• Focus Group Discussions	June, 2026	DPME

4.5.3.1 Reporting Plan

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

(i) Internal Reporting Plan

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

Table No. 8: Internal Reporting

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Monthly Progress Report	Director of Elections	Monthly	DPME
2.	Quarterly Progress Report	Director of Elections	Quarterly	DPME
3.	Quarterly Audit Report	Director of Elections	Quarterly	CIA
4.	Procurement Performance Report	Tender Board, Management and Budget Committee	Quarterly	DPM
5.	Mid – Year Review Report	Director of Elections	Semi-Annually	DPME
6.	Annual Progress Report	Director of Elections	Annually	DPME

(ii) External Reporting Plan

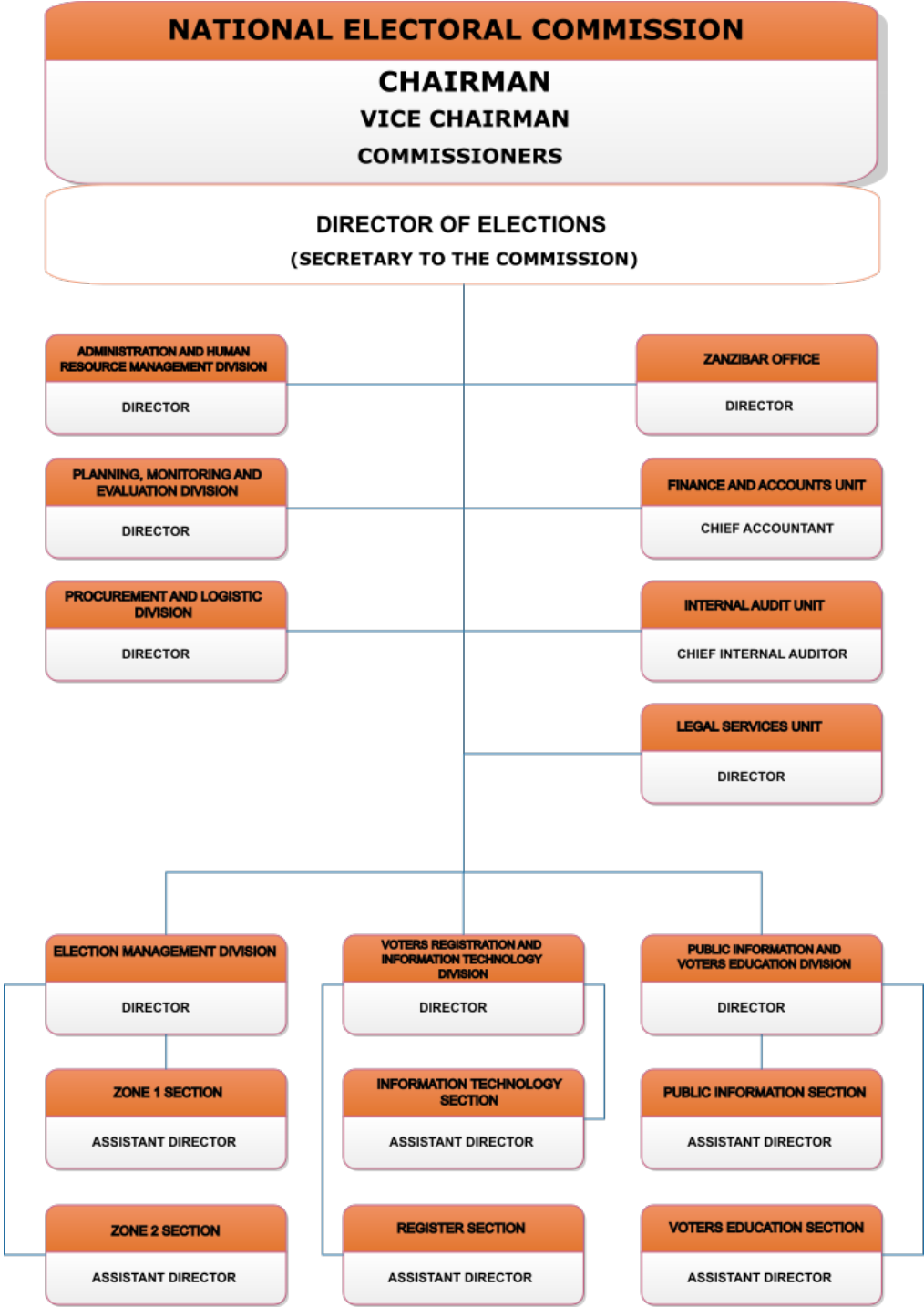
This will involve preparation of various types of reports to be submitted to various external stakeholders. A total of 8 reports will be prepared.

Table No. 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	PO-PSC	Quarterly	DE
6.	Final Accounts	NAOT	Annually	DE
7.	Procurement Performance	PPRA	Quarterly	DE
8.	Audit	MoFP	Quarterly	DE

Appendices

Appendix 1: Organization Structure of the National Electoral Commission



Appendix 2: Strategic Plan Matrix

S/N	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE PERSON	INDICATORS
1.	HIV/AIDS Infections and NCDs reduced and support services improved	i. Strengthen work place HIV/AIDS and NCDs interventions; and ii. Improve care and support services for identified staff living with HIV/AIDS	HIV/AIDS and NCDs awareness program implemented by 100% by June, 2026 Care and support services to affected provided by 100% by June, 2026	DAHRM	i. Percentage of staff declaring their status; and ii. Percentage change in NCDs cases iii. Percentage change of staff who voluntarily turnout for counselling and testing
2.	Effective implementation of national anti-corruption strategy enhanced and sustained	i. Enhance ethical conduct of staff and ii. Combat corruption incidences	Anti-Corruption Action Plan implemented by 100% by June, 2026 Ethics compliance framework implemented by 100% by June, 2026	DAHRM	i. Percentage of stakeholder's perception on corruption at NEC; and ii. Number of corruption allegations reported
3.	Capacity of NEC to implement mandated functions improved	i. Enhance compliance on internal, financial and administrative controls ii. Strengthen human resource management iii. Improve business processes iv. Improve working environment	Staff welfare and statutory rights provided by 100% June, 2026 9 NEC buildings constructed and 11 existing buildings maintained by June, 2026 Overheads and Administrative costs attained by 100% by June, 2026 ICT Strategy implemented by	DAHRM DAHRM DAHRM DRIT	i. Percentage of Level of customer satisfaction; and ii. Audit Opinion

S/N	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE PERSON	INDICATORS
			100% by June, 2026		
			Human Resource Development Plan implemented by 100% by June, 2026	DAHRM	
			Compliance to Finance Act attained by 100% by June, 2026	CA	
			Goods and services procured, managed and stored by 100% by June, 2026	DPM	
			Assurance and advisory services provided by 100% by June, 2026	CIA	
			Working conditions for Zanzibar office facilitated by June, 2026	DZO	
			Legal services during Presidential, Parliamentary and Councilors' elections provided by June, 2026	DLS	
			Institutional plans and budgets prepared annually by June, 2026	DPME	

S/N	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE PERSON	INDICATORS
			Harmonization of electoral laws attained by 100% by June 2026	DLS	
			M&E framework implemented by 100% by June, 2026	DPME	
			Communication strategy implemented by 100% by June, 2026	DIVE	
			Working tools and equipment provided by 100% by June, 2026	DAHRM	
4	Tanzania Electoral System enhanced	i.Strengthen election management ii.Improve voters' registration iii.Strengthen voter's education	Stakeholders engagement strategy implemented by 100% by June 2026 Knowledge and experience sharing strategy on election management developed and implemented by 100% June 2026 Voter's education strategy implemented by 100% by June, 2026 Presidential, Parliamentary and Councilors elections	DIVE DAHRM DIVE DEMA	i. Percentage of stake holder's perception on election process ii. Percentage rate of Voter's turnout and ii. Percentage rate of spoiled ballots iv. Time of presidential election result declaration

S/N	OBJECTIVE	STRATEGIES	TARGETS	RESPONSIBLE PERSON	INDICATORS
			facilitated by June, 2026		
			16 Parliamentary and Councilors By-Elections facilitated by June, 2026	DEMA	
			Permanent Voters Registration strategy implemented by 100% by June, 2025	DRIT	