



THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY
NATIONAL EXAMINATIONS COUNCIL OF TANZANIA



FIVE-YEAR ROLLING STRATEGIC PLAN 2021/2022 – 2025/2026

JULY, 2021

TABLE OF CONTENTS

LIST OF TABLES	v
ABBREVIATIONS	vi
PREFACE	viii
ACKNOWLEDGEMENT	x
EXECUTIVE SUMMARY	xii
CHAPTER ONE: OVERVIEW OF THE PLAN	1
1.1 Introduction	1
1.2 Background.....	1
1.3 Methodology for executing the Plan	2
1.4 Purpose of the Plan.....	3
1.5 Layout of the 2021/2022 – 2025/2026 Strategic Plan	3
CHAPTER TWO: SITUATIONAL ANALYSIS	5
2.1 Introduction	5
2.2 Mandate, Function and Powers of NECTA.....	5
2.3 Performance Review.....	7
2.4 Stakeholders' Analysis	17
2.5 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis	20
2.6 Recent Initiatives for Improving Performance	24
2.7 Critical Issues	25
CHAPTER THREE: THE STRATEGIC PLAN 2021/2022-2025/2026.....	26
3.1 Introduction	26
3.2 Vision	26
3.3 Mission	26
3.4 Core Values	26
3.5 Objectives	27
CHAPTER FOUR: RESULTS FRAMEWORK.....	43
4.1 Introduction	43
4.2 The Development Objective	43
4.3 Linkage with Vision 2025	43

4.4	Beneficiaries of the NECTA Services	44
4.5	Results Chain.....	44
4.6	The Results Framework Matrix	44
CHAPTER FIVE: MONITORING, REVIEWS AND EVALUATION PLAN		46
5.1	Introduction	46
5.2	Monitoring	46
5.3	Review	47
5.4	Evaluation.....	48
5.5	Reporting Plan	50
5.6	Relationship between Results Framework, and the Results Chain, Monitoring, Evaluation and Reporting Arrangement	51
APPENDIX 1: STRATEGIC PLAN MATRIX		52
APPENDIX 2: THE RESULTS FRAMEWORK MATRIX		63
ORGANISATIONAL STRUCTURE		66

LIST OF TABLES

Table 1: Candidates' Registration Trend 2015 - 2020	2
Table 2: Projection of Candidates' Registration Trend 2020 – 2025	2
Table 3: Stakeholders' Analysis.....	17
Table 4: SWOC Analysis	20
Table 5: Template for Monitoring the NECTA Strategic Plan	47
Table 6: Review Schedules for the NECTA Strategic Plan.....	48
Table 7: Evaluation Schedule.....	49
Table 8: Internal Report Plan	50
Table 9: External Reporting Plan	51

ABBREVIATIONS

ACSEE	Advanced Certificate of Secondary Education Examination
API	Application Programming Interface
BIA	Business Enterprises Architecture
CA	Continuous Assessment
CIA	Chief Internal Auditor
CV	Curriculum Vitae
CIRA	Candidates Items Response Analysis
CRIN	Combined Requisition Insuring Note
CSEE	Certificate of Secondary Education Examination
DCS	Director of Corporate Services
DEAC	Director of Examinations - Administration and Certification
DED	Director of Examination - Design and Development
DICT	Director of Information and Communication Technology
DES	Deputy Executive Secretary
DPP	Director of Printing and Publication
DSEE	Diploma in Secondary Education Examination
DTEE	Diploma in Technical Education Examination
EMAS	Electronic Marking System
EMIS	Examination Management Information System
ES	Executive Secretary
ETP	Education and Training Policy
FTNA	Form Two National Assessment
GATCE	Grade A Teachers' Certificate Examination
GATSCCE	Grade A Teachers' Special Course Certificate Examination
GRN	Goods Receiving Note
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HPMU	Head of Procurement Management Unit
HPRE	Head of Planning, Research and Evaluation Unit
HQ	Headquarters
HR	Human Resources
ICT	Information and Communication Technology
IT	Information Technology

LGA	Local Government Authority
LO	Legal Officer
MoEST	Ministry of Education, Science and Technology
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NAF	National Assessment Framework
NECTA	National Examinations Council of Tanzania
OMR	Optical Mark Reader
OPRAS	Open Performance Review and Appraisal System
PRem	Primary Records Manager
PIRA	Pupils Item Response Analysis
PRO	Public Relations Officer
PPRA	Public Procurement Regulatory Authority
PSLE	Primary School Leaving Examination
PORALG	President's Office, Regional Administration and Local Government
SFNA	Standard Four National Assessment
SIRA	Students Item Response Analysis
SP	Strategic Plan
SBA	School-Based Assessment
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TSM9	Takwimu Sahihi za Mwanafunzi, Fomu Namba 9

PREFACE



The National Examinations Council of Tanzania (NECTA) is the only institution in Tanzania mandated to deal with National Assessments and Examination activities at the Primary, Secondary and Teachers' Training Education levels. Given this mandate, NECTA needs to equip itself with all the essential necessities in terms of organisational capacity, facilities and human resources with the right attitude, knowledge and skills. Rationally and additionally,

substantial to NECTA are adequate fiscal and human resources that enhance its objectivity.

This Strategic Plan (SP) is a product of a review of the previous Strategic Plan 2016/2017 - 2020/2021 together with other experiences acquired during the execution of other commitments related to the NECTA mandate. Moreover, this Plan has been prepared in line with the National Planning Framework that covers the Tanzania Development Vision 2025, National Five-Year Development Plan 2021/2022 – 2025/2026, Medium Term Plan (MTP), Sector Policies and Strategies, Sustainable Development Goals (SDGs) and the Ruling Party Election Manifesto (2020).

This Plan has set out the Vision, Mission, Core Values and Objectives of NECTA for the next five years, starting from July 2021 to June 2026. The focus of the Plan is on achieving the set objectives aim to enhance educational assessments and examinations through the optimal utilisation of competent and dedicated human resources in governance, Information and Communication Technology (ICT), assessments, examination designing and administration, research, legal framework, auditing and stakeholders' involvement. To achieve these objectives, the NECTA Management will be monitoring closely the implementation of the Plan using key performance indicators as standard measures for gauging NECTA performance.

More significantly, I sincerely call for all key stakeholders—the Ministry of Education Science and Technology, the President’s Office - Regional Administration and Local Governments (PO-RALG, the Parliament, the Government in general, the public, Development Partners and other stakeholders to support the implementation of this plan. Such support is crucial as the Council believes that they all have a role to play in enhancing the performance towards quality and timely service delivery to the public.

Finally, I call upon every NECTA staff to remain focused, transparent, accountable and innovative in carrying out Council’s day-to-day activities to ensure it provides quality and fair assessments and examinations to students/pupils and candidates, respectively.



Prof. William A. L. Anangisye

CHAIRMAN

The National Examinations Council of Tanzania

July, 2021

ACKNOWLEDGEMENT



On behalf of the NECTA Management and Staff, I am proud to acknowledge significant achievements made in the implementation of the Five-Year rolling strategic plan 2016/2017 – 2020/2021, which came to fruition in June, 2021. I would like to take this opportunity to extend my sincere gratitude to both internal and external stakeholders who tirelessly ensure that the Council continues to actualise its strategies. Despite the significant achievement made in the implementation of the plan, NECTA encountered a challenge

of scarcity resources in terms of funding and manpower, which together hindered the optimal execution of the specified strategies.

We are now set to execute the Five-Year strategic plan 2021/2022 – 2025/2026 that has been prepared by involving a wide-range of educational stakeholders who provided valuable inputs and assessments throughout the exercise. In so doing, seven main strategic objectives that address critical issues were identified during the situational analysis. The strategic objectives and their rationale have been detailed in this plan.

The execution of this plan would enable the Council to provide the Tanzania Government and other stakeholders with fair, efficient and effective educational assessments, hence producing personnel with knowledge and relevant skills capable of boosting productivity and service delivery. Overall, the effective implementation of this Strategic Plan depends on the availability of requisite resources and the ability to collaborate as a team at all levels.

Consequently, the NECTA Management will actualise the Strategies contained in this plan to achieve the seven strategic objectives to realise the intended outcome. In any case, the Management is committed to implementing the Monitoring and Evaluation Plan to track and assess the SP on a continuous basis.



Dr. Charles E. Msonde

EXECUTIVE SECRETARY
The National Examinations Council of Tanzania

July, 2021

EXECUTIVE SUMMARY

The NECTA Five-Year strategic plan 2021/2022 - 2025/2026 results from the review of the previous Strategic Plan 2016/2017 - 2020/2021. The process of developing this SP was both consultative and participatory. It entailed collecting views from members of staff and other key stakeholders. Similarly, a review of the previous Strategic Plan and analysis of its strengths, weaknesses, opportunities and challenges (SWOC) was conducted. The overall objective of the review was to come up with new SP that considers the current and future needs of NECTA. The expectation is that achieving the objectives of this SP would totally transform NECTA in applying ICT in examinations and assessments activities. The application of ICT will not only simplify works but also ensure optimum utilisation of the resources available. This SP will, therefore, confine itself to the following seven Strategic Objectives:

1. HIV and AIDS services improved, Infections Reduced and Non-Communicable Diseases prevented;
2. Implementation of the National Anti-Corruption strategy and Good Governance enhanced;
3. Examinations Administration and Client services enhanced;
4. Quality and Fairness in Educational Assessment enhanced;
5. Information and Communication Technology services and systems improved;
6. Human Resources Management Capacity enhanced; and
7. Work Environment Improved.

The formulation of these objectives was based on the SWOC analysis and budget considerations in accordance with the NECTA vision, mission and core. For each objective; strategies, targets and indicators were established to achieve the intended goal. As such, performance indicators and means of verification ensure every objective is monitored and evaluated accordingly.

Moreover, the Directors, Heads of Unit and Managers shall be involved in tracking the milestones, targets and activities critical to the achievement of the

Strategic Objectives down. Performance targets shall be reviewed as set out in the Plan depending on the availability of human, physical and fiscal resources.

CHAPTER ONE

OVERVIEW OF THE PLAN

1.1 Introduction

This chapter presents the background to the previous Strategic Plan whose implementation concluded on 30th June 2021. It also presents the methodology used for developing the Plan, Purpose of the Plan, and Layout of this Strategic Plan.

1.2 Background

The National Examinations Council of Tanzania (NECTA) has prepared a five-year strategic plan to guide its activities for the 2021/2022 - 2025/2026 period. Basically, it is a review of the 2016/2017 - 2020/2021 Strategic Plan whose implementation ended on 30th June 2021 with notable success. The Plan managed to achieve significantly its core objectives. As such, it responds to the strategic development and issues stemming from its operating situation. The initiatives that were either partially or not achieved in the envisioned implementation of this Strategic Plan.

The 2021/2022 - 2025/2026 Strategic Plan will focus on NECTA's strengths and opportunities to improve service delivery despite the increase in examinations administration activities due to the implementation of the 2014 Education and Training Policy coupled with the introduction of free Basic Education through circulars No. 5 of 2014 and No. 6 of 2015, respectively. These circulars inevitably led to an increase in candidature as tables 1 and 2 illustrate:

Table 1: Candidates' Registration Trend 2015 - 2020

No.	Type of Assessment/ Examination	Number of Candidates		% Increase
		2015	2020	
1.	SFNA	1,036,577	1,828,943	76.44
2.	PSLE	775,273	1,023,950	32.08
3.	FTNA	396,770	646,359	62.91
4.	CSEE	394,065	448,226	13.74
5.	ACSEE	36,375	74,753	105.51
Total		2,639,060	4,022,231	52.41

Table 2: Projection of Candidates' Registration Trend 2020 – 2025

No.	Type of Assessment/ Examination	Number of Candidates		% Increase
		2020	2025	
1.	SFNA	1,828,943	1,865,522	2.00
2.	PSLE	1,023,950	1,664,299	62.54
3.	FTNA	646,359	1,550,000	139.80
4.	CSEE	448,226	1,059,957	136.48
5.	ACSEE	74,753	260,000	247.81
Total		4,022,231	6,399,778	59.11

The 2021/2022 - 2025/2026 Strategic Plan will also communicate NECTA's strategic direction and guide the stakeholders in supporting the strategic objectives and efforts of the Council.

1.3 Methodology for executing the Plan

When preparing this Strategic Plan, NECTA deployed multiple interactive approaches and comprehensive review of various documents. The process included the following:

- (a) Collecting the information from NECTA staff in all Directorates and Units, which were involved in preparing the Plan.

- (b) Reviewing National Development Frameworks including the Sustainable Development Goals; Tanzania Development Vision 2025; Education and Training Policy 2014; The Ruling Party Election Manifesto of 2020 – 2025 and National cross-cutting issues (National Anti-Corruption, National HIV/AIDS and Non-Communicable Diseases Policy and Strategies).
- (c) Undertaking situational analysis which included a review of the Strategic Plan for the 2016/2017 - 2020/2021 period, stakeholders' analysis, strengths and weaknesses, which are integral to the organisation in addition to identifying opportunities and challenges that are external to NECTA.
- (d) Identifying critical issues that informed the development of new strategic objectives, which will spearhead the implementation of NECTA objectives and activities for the next five years.
- (e) Circulating the Strategic Plan to stakeholders for comments and thereafter tabled before the Council for adoption and approval.

1.4 Purpose of the Plan

The purpose of this Plan is to create a shared NECTA vision among staff for improving the delivery of services to the public. It is also a medium-term management tool outlining the priorities of NECTA in five (5) years to come and provide strategic guidelines to the Management and Staff in preparing annual work plans during the specified period. The plan further serves as a basis for the Council's accountability to its stakeholders.

1.5 Layout of the 2021/2022 – 2025/2026 Strategic Plan

The 2021/2022 – 2025/2026 Strategic Plan has been organised in five chapters. Chapter one covers background, methodology used for developing the Plan and purpose of the Plan.

Chapter two presents the Historical Background, Mandates, Functions and Powers of NECTA, Performance Review, Stakeholders Analysis, Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis, Recent Initiatives for Improving Performance and Critical Issues.

Chapter three contains the Vision Statement, Mission Statement, Core Values and Objectives with their Strategies and Targets to be achieved at the end of Plan implementation. It also illustrates Key Performance Indicators for measuring the performance of NECTA.

Chapter four introduces various interventions to be undertaken during the five-year implementation of the New Strategic Plan. It also presents the Development Objectives, Linkage with the Tanzania Development Vision 2025, Beneficiaries of NECTA Services, Results Chain and Results Framework Matrix.

Chapter five includes Monitoring the plan during its circle of implementation, Review, Evaluation, Reporting Plan, Relationship between Results Framework, Monitoring, Evaluation and Reporting Arrangement.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 Introduction

This chapter comprises the Historical Background, Mandates, Functions and Powers of NECTA, Performance Review of the outgoing Strategic Plan, Stakeholders' Analysis, Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis, Recent Initiatives for Improving Performance and Critical Issues are addressed in this Strategic Plan.

2.2 Mandate, Function and Powers of NECTA

2.2.1 Historical Background

The history of the National Examinations Council of Tanzania is traceable to 1971 when Tanzania pulled out of the East African Examinations Council (EAEC) to conduct her own examinations. Following that move, the Ministry of Education - Curriculum and Examinations Section took over the responsibility of examinations administration in the country.

In 1973, the Parliament of Tanzania passed an Act No. 21 of 1973 for the establishment of NECTA. It is the government Institution which is responsible for the administration of all National Examinations in Tanzania.

2.2.2 Mandates and Function

Mandates and Functions of the National Examinations Council of Tanzania are expressly provided under section 4 of National Examinations Council of Tanzania Act Cap 107 [R.E. 2019] as follows:

- (a) To formulate examinations policy in accordance with the principle of education for self-reliance and the education and training policy;
- (b) To assume responsibility for examinations within the United Republic and to make provisions for places and centres of examinations;
- (c) To receive from other persons or bodies of persons reports or other material affecting the examinations policy and from time to

- time to consider and review the examination policy as circumstances may require;
- (d) To co-operate with other persons or bodies of persons to ensure an orderly development of an examination system in the United Republic;
 - (e) To conduct examinations for, and to grant diplomas, certificates and other awards of the council;
 - (f) To act as the body which shall facilitate, administer and supervise foreign examinations in Tanzania;
 - (g) To conduct research on issues related to examinations or assessment; and
 - (h) To organise training courses for or arrange for the training of setters, moderators, examiners, supervisors, invigilators and other persons connected with examinations.

2.2.3 Powers of the National Examinations Council of Tanzania

As provided under section 5 of the National Examinations Council of Tanzania Act Cap 107 [R.E. 2019] NECTA has the powers to:

- (a) Administer the property of the Council both movables and immovable;
- (b) Administer the fund and other assets of the council;
- (c) Signify the acts of the council by use of the common seal;
- (d) Appoint any officer of the Council whom it may deem necessary subject to the provision of this Act;
- (e) Review regulations relating to examinations;
- (f) Consider and approve subject suitable for examination;
- (g) Appoint panels or boards of examiners;
- (h) Make arrangements, whether reciprocal or otherwise with other persons or organisations, whether within or outside the United Republic, for the recognition of awards granted in respect of examinations falling within their respective responsibilities.

- (i) Suspend or nullify examinations or any part thereof, where the council is satisfied that there have been irregularities in the cause of such examination;
- (j) Withhold or cancel the result or certificate of a candidate whereby the Council is certified that he or she has been involved in examination irregularities; and
- (k) Do all other acts and things provided for in this act or which may be prescribed.

2.3 Performance Review

Each of the fifteen (15) objectives of 2016/2017 - 2020/2021 Strategic Plan was subjected to a performance review. The achievements attained, constraints faced during the implementation of the Plan and the way forward for each Objective are as follows:

2.3.1 Objective 1: HIV and AIDS Services Improved, Infections Reduced and Non-Communicable Diseases Prevented

Achievements

- (a) Five awareness workshops on preventing Non-Communicable Diseases and HIV/AIDS were conducted.
- (b) Voluntary testing of Non-Communicable Diseases and HIV/AIDS was conducted annually with an average of **80%** of employees voluntarily testing for non-communicable diseases and **50%** for HIV/AIDS.
- (c) NECTA's HIV/AIDS policy developed by adhering to the National Policy framework.

Constraint

Reluctance of employees to disclose voluntarily their HIV/AIDS status.

Way Forward

- (a) Continuous awareness programmes to sensitise on non-communicable diseases and HIV/AIDS.

- (b) Encourage employees' participation in exercises and change of lifestyle to control and manage non-communicable diseases such as blood pressure, diabetes and obesity.
- (c) Provision of care and support services (financial and medical) to staff who disclose their HIV/AIDS sero-status.

2.3.2 Objective 2: Anti-Corruption Strategy Effectively Enhanced and Services Delivery Improved Achievements

- (a) Five awareness workshops on preventing and combating corruption and customer care were conducted.
- (b) Formulation of Clients Service Charter with guidelines and procedures for stakeholders on various services provided, hence enhancing transparency.
- (c) Indicators of corruption as per PPRA report was reduced from 2.18% in 2015/2016 to 1.0% in 2018/2019.
- (d) Establishment of Integrity Committee.

Constraint

Lack of funds to train service providers.

Way Forward

Continuous provision of awareness programmes on preventing and combating corruption.

2.3.3 Objective 3: Financial Capacity and Resources Sustainability Enhanced

Achievements

- (a) Two Planning Officers were recruited to strengthen the Planning, Research and Evaluation Unit.
- (b) Three project proposals related to NECTA's core activities were developed and submitted to donors.

Constraints

- (a) Lack of funds to provide tailor-made capacity-building training in project development and management.

- (b) Shortage of manpower to execute project proposals adequately.

Way Forward

Strengthen the Planning, Research and Evaluation Unit capacity on projects proposals development.

2.3.4 Objective 4: Organisation's Business Process and Performance Improved

Achievements

- (a) Introduction of automatic access control system in every potential area in the office and for employees' attendance.
- (b) Introduction of Automated Security checks for people, luggage and vehicles.
- (c) Adoption of E-Office Management System.

Constraints

- (a) Lack of funds to automate OPRAS.
- (b) Lack of funds to automate leave processing.

Way Forward

- (a) Automation of OPRAS.
- (b) Automation of leave processing.

2.3.5 Objective 5: Human Resources and Administrative Capacity Strengthened

Achievements

- (a) Training programme for five years 2017-2022 was reviewed in accordance with the Organisation's needs.
- (b) Fifty-seven (57) employees attended long-term training.
- (c) Nine (9) machine operators and three (3) technical personnel acquired repair and maintenance skills through training.

- (d) Staff Regulations and Schemes of Service were reviewed.
- (e) A Succession Plan Manual was prepared.
- (f) Capacity-building was conducted for 12 successors identified.

Constraints

- (a) Inadequate funding for training all the employees identified in the training programme.
- (b) Incomplete review of Staff's Incentive Scheme due to lack of funds.

Way Forward

- (a) Enrol untrained employees for Training Programmes.
- (b) Review Staff's Incentive Scheme.

2.3.6 Objective 6:Efficiency of Examinations Administration, Client Services and facilities Enhanced

Achievements

- (a) An online candidates' registration system (PReM) was developed.
- (b) All the examinations administration staff were trained on using ICT systems.
- (c) Extension of the Strong room for the storage of certificates and related documents has been done.
- (d) Sixteen (16) vehicles for examinations transportation were acquired.

Constraint

Unaccomplished ICT systems for enhancing clients' services due to engagement of NECTA ICT experts in emergent National ICT projects.

Way Forward

- (a) Improve examinations and related documents storage facilities
- (b) Improve examinations administration clients' services using ICT systems.

2.3.7 Objective 7: Quality and Fairness of Examinations Enhanced

Achievements

- (a) Ten (10) training workshops for Item setting and moderation were conducted for 66 subject co-ordinators, 83 moderators, 741 setters.
- (b) Pre-testing of items was conducted four times: two times for the PSLE, once for SFNA and ACSEE.
- (c) In all, 73 out of 79 subject co-ordinators were through training equipped with writing and proofreading skills for analysing the performance on individual questions.
- (d) Subject co-ordinators have improved their skills for analysing the performance of individual examinations items through regular writing of CIRA/SIRA and PIRA.

Constraints

- (a) Shortage of funds to conduct workshops for each type of examination every year.
- (b) Frequent change of subject syllabus which demanded new format and the requirement of convening workshops for capacity building programmes.
- (c) Shortage of funds for pre-testing more items.
- (d) Inadequate number of ICT expert.
- (e) Late/non-submission of Teachers/Tutors CV's from centres to enrich the examiners' inventory.

Way Forward

- (a) Improve the existing Examiners' Inventory System to include moderators and editors.
- (b) Solicit other sources of funding for organizing more workshops for training a larger number of setters, moderators and proof-readers.
- (c) Provide advanced training on Item Performance Analysis Tools i.e. Statistical Package for Social Sciences (SPSS), R etc.
- (d) Automate system for typesetting the on-demand examination papers.
- (e) Automate an integrated system to support key external stakeholders for upgrading inventory of examiners in the system.

2.3.8 Objective 8: ICT Services and Systems Security Strengthened

Achievements

- (a) The ICT Policy, ICT Security Policy, Practice Manual and ICT Master Plan were reviewed.
- (b) Data Communication Infrastructure and the Internet Services were improved.
- (c) Data Centre Phase II infrastructure at Primary Site and Disaster Recovery Site were installed.
- (d) The NECTA Business Process with ICT alignment was improved.
- (e) Data Recovery, offsite Backups, Security tools and software were enhanced.

Constraint

Insufficient funding for training the IT Specialists in Secure Coding, Database Security (Mysql), Linux Security, Enterprise architecture and Apache Web Server management.

Way Forward

There is a need to train IT Specialists in Secure Coding (PHP), Database Security (Mysql), Linux Security, Enterprise architecture and Apache Web Server management.

2.3.9 Objective 9: Efficiency, Quality and Reliability of Examination Results Processing and Archiving Enhanced

Achievements

- (a) ICT personnel were trained in Examinations Management Information System (EMIS).
- (b) Stable, reliable and integrated system for storing Primary Records Manager (PReM) was developed and implemented.

Constraint

Inadequate funds to train Data processing personnel on processing of examinations/assessments results and awards.

Way Forward

To conduct training for Data processing personnel on statistical data manipulation, analysis and presentation.

2.3.10 Objective 10: Printing and Publication Activities Improved

Achievements

- (a) One printing machine (Six colour) was purchased and installed.
- (b) Two automated packaging machines were purchased and installed.
- (c) Auxiliary additional parts of Web printing machine were acquired and installed.
- (d) Building extension for the installation of new machines and auxiliary parts.

Constraints

- (a) Inadequate storage facilities to keep printed examinations and stationery.
- (b) Inadequate machinery equipment for certificate printing.

Way forward

- (a) Build adequate Examination storage facilities.
- (b) Enhance Certificate printing by installing printing machinery and equipment.

2.3.11 Objective 11: Research, Publication, Monitoring and Evaluation Enhanced

Achievement

- (a) Research Policy was formulated.
- (b) Capacity-building on Research Methodology was conducted.
- (c) Eight (8) researches on examinations and assessment activities were conducted.
- (d) Draft for the National Assessment Framework (NAF) for monitoring and evaluating examinations was formulated.
- (e) The library has been enriched with more than 600 hundred literatures.
- (f) Computerisation of NECTA Statistical data for PSLE, CSEE, ACSEE, GATCE, DTEE, DSEE and FTNA.
- (g) Twelve (12) educative documents on examinations and assessment activities were published.

Constraints

- (a) Unavailability of SFNA data from external sources for computerisation.
- (b) Shortage of funds for data collection from external sources.

Way Forward

- (a) Research Policy to be reviewed after every five years.
- (b) Capacity-building of staff on research methodology to be conducted annually.
- (c) Conduct one research related to examinations and assessment challenges and innovations annually.
- (d) Approval of the National Assessment Framework.
- (e) Continuous Publication of educative documents on examinations and assessments.

2.3.12 Objective 12: Effective and Efficient Acquisition of Goods, Works and Services Enhanced

Achievements

- (a) Procurement personnel were trained on the development of procurement plan and procedures.
- (b) Sage Pastel inventory system was installed.
- (c) Goods, works and services were procured as per procurement plan.

Way Forward

Provide regular training on various changes in procurement laws and attendant regulations.

2.3.13 Objective 13: Strengthen Internal Audit Services

Achievement

Internal Audit manual and risk register were reviewed.

Constraint

Lack of funds to acquire audit software.

Way Forward

Adopting Computerised Internal Audit Methodology developed by the Internal Auditor General Department.

2.3.14 Objective 14: Communication Activities and Services enhanced

Achievements

- (a) Inventory of 30 media houses was created.
- (b) Three social media accounts were created i.e. Facebook, Twitter and YouTube.

Constraints

- (a) Limited funding for procuring sufficient equipment for video shooting and editing videos uploaded into NECTA online TV.
- (b) Inadequate funding for developing a Communication Strategy.

Way forward

- (a) Hire/build the capacity of the Public Relations Unit personnel on broadcasting and video editing.
- (b) Develop a Communication Strategy.

2.3.15 Objective 15: Legal Unit Services Improved

Achievement

In-house training on Public Procurement Laws and Contract Management was conducted.

Constraint

Delays in reviewing the Regulations due to the long process of reviewing the NECTA Act.

Way Forward

- (a) Review of NECTA regulations.
- (b) Conduct in-house awareness training for NECTA's staff on legal matters.

2.4 Stakeholders' Analysis

NECTA offers services to internal and external stakeholders in terms of capacity-building, staff welfare, conducting examinations, issuing certificates, providing equivalence services and verifying certificates. In return, the stakeholders expect quality services from NECTA. **Table 3** shows the list of stakeholders with their respective expected services and expectations:

Table 3: Stakeholders' Analysis

S/N	Stakeholders	Information/Services offered	Stakeholders' Expectations
1.	Ministry of Education Science and Technology and Ministry of Education and Vocational Training in Zanzibar	<ul style="list-style-type: none">• Plan and budget• Budget implementation report• Performance report• Examinations and Assessments Results• Examinations and Assessments Candidates' Item Response Analysis Reports (CIRA,SIRA &PIRA)	<ul style="list-style-type: none">• Quality and realistic plans and budgets• Timely and accurate budget implementation and performance reports• Timely and accurate Examinations and Assessments Results• Quality, user friendly and timely distribution of Examinations and Assessments Candidates' Item Response Analysis Reports (CIRA,SIRA &PIRA).

S/N	Stakeholders	Information/Services offered	Stakeholders' Expectations
2.	President's Office - Regional Administration and Local Governments	<ul style="list-style-type: none"> • Examinations and Assessment Administration Budget • Examinations and Assessments Results • Examinations and Assessments Candidates' Item Response Analysis Reports (CIRA,SIRA &PIRA) 	<ul style="list-style-type: none"> • Timely and accurate budget • Timely and accurate Examinations and Assessments Results • Quality, user friendly and timely distribution of Examinations and Assessments Candidates' Item Response Analysis Reports (CIRA,SIRA &PIRA).
3.	Candidates	<ul style="list-style-type: none"> • Registration • Quality and fair Examinations and Assessments • Examination Results and Certificates • Examinations and Assessments Candidates' Item Response Analysis Reports (CIRA, SIRA&PIRA) • Publications related to Examinations and Assessments • Registration Systems and Technical Support • Examination-related materials (formats, timetable and regulations) 	<ul style="list-style-type: none"> • Timely and accurate Registration of Candidates • Quality and Fair Examinations and Assessments • Timely and accurate Examination Results and Certificates • Quality, user friendly and timely delivery of Examinations and Assessments Candidates' Item Response Analysis Reports (CIRA, SIRA &PIRA). • Timely and relevant Publications • User friendly Systems and timely Technical Support.
4.	Schools and Teachers' Training Colleges	<ul style="list-style-type: none"> • Registration of Centres and Candidates • Administer Examinations and Assessments • Examination Results and Certificates • Examinations and Assessments Candidates' Item Response Analysis Reports (CIRA, SIRA&PIRA) • Publications related to Examinations and Assessments • Systems and Technical Support 	<ul style="list-style-type: none"> • Timely and accurate Registration of Centres and Candidates • Quality and Fair Examinations and Assessments • Timely and accurate Examination Results and Certificates • Quality, user-friendly and timely delivery of Examinations and Assessments Candidates' Item Response Analysis

S/N	Stakeholders	Information/Services offered	Stakeholders' Expectations
			Reports (CIRA, SIRA&PIRA) <ul style="list-style-type: none"> • Timely and relevant Publications • User-friendly Systems and timely Technical Support.
5.	Educational Agencies (TIE, TCU, NACTE, HESLB, etc), Higher Learning Institutions and Colleges	<ul style="list-style-type: none"> • Examinations and Assessments Results • Examinations and Assessments Candidates' Item Response Analysis Reports (CIRA,SIRA&PIRA) 	<ul style="list-style-type: none"> • Timely and accurate Examinations and Assessments Results • Quality, user friendly and timely delivery of Examinations and Assessments Candidates' Item Response Analysis Reports (CIRA,SIRA & PIRA).
6.	NECTA staff	<ul style="list-style-type: none"> • Training and development • Staff welfare • Working tools, equipment and facilities • Information on establishment matters • Career development and progression • Scheme of services, Standing Orders and Regulations • Counselling, coaching and mentoring 	<ul style="list-style-type: none"> • Fair and relevant Staff Training and Development Programme • Attractive package during and after retirement • Recognition for outstanding performance • Timely payment of terminal benefits • Job safety, security and satisfaction • Conducive working condition • Timely confirmation and promotion • Fair treatment • High quality counselling, coaching and mentoring.
7.	General Public	<ul style="list-style-type: none"> • Equivalence of Examinations results • Invitation for tenders • Data provision to researchers • Various reports on Examinations and Assessments • Examination results 	<ul style="list-style-type: none"> • Timely and accurate Equivalence of Examinations results • Transparent, competitive and fair tender processing • Timely, accurate and adequate data provision • Reliable and available reports on Examinations

S/N	Stakeholders	Information/Services offered	Stakeholders' Expectations
		<ul style="list-style-type: none"> Publications related to Examinations and Assessments 	and Assessments <ul style="list-style-type: none"> Timely and accurate Examination results Available Publications related to Examinations and Assessments
8.	Ministries, Independent Departments, Agencies and Employers and President's Office Public Service Management and Good Governance	Certificates Verification	Timely and accuracy in Certificates Verification.
9.	Development Partners	<ul style="list-style-type: none"> Credible proposals Implementation report of funded activities 	<ul style="list-style-type: none"> Well analysed and justified Project write-ups Timely and accurate project performance Report
10.	Media	<ul style="list-style-type: none"> Examinations and Assessments Results Press release 	<ul style="list-style-type: none"> Timely and accurate Examinations and Assessments Results Timely, accurate and reliable information
11.	Examinations and Assessment Foreign Bodies	Facilitation, administration and supervision of foreign Examinations	Fair supervision

2.5 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

The SWOC Analysis describes NECTA Strengths to take advantage over Weaknesses for intervention, Opportunities to grab and Challenges to be addressed during the period of this Strategic Plan as **Table 4** illustrates:

Table 4: SWOC Analysis

S/N	AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
1.	Human Resource and working environment	<ul style="list-style-type: none"> Availability of training programme and staff development policy Presence of succession plan and manual programme Availability of regulations, circulars 	<ul style="list-style-type: none"> Unrevised incentive scheme Lack of some specialised knowledge on various fields Inadequate office space and conference 	<ul style="list-style-type: none"> Presence of skilled personnel in labour market Existence of inter-ministerial transfer Existence of President's Office Public Service 	Delayed permits on approval of recruitment and promotion

S/N	AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
		and guidelines <ul style="list-style-type: none"> • Presence of competent and dedicated employees • Availability of updated data on personal files • Availability of conducive working environment • Presence of performance management evaluation system • Presence of Staff Complaints Handling Manual • Presence of Incentive Schemes • Presence of HIV Policy 	facilities	Management and Good Governance to provide guidance on formulation and operationalisation of Human Resource Policy. <ul style="list-style-type: none"> • Availability of qualified Training Institutions 	
2.	Management and Support Structures	<ul style="list-style-type: none"> • Existence of Organisational structure • Presence of a well-established governance structure such as; Council, Tender Board and Integrity Committee. • Presence of committed and innovative leaders • Existence of effective management team • Existence of Workers' Council and Trade Union • Presence of succession Manual 	Some of management information systems such as budgeting and appraisal are still in Manual.	<ul style="list-style-type: none"> • Existence of President's Office Public Service Management and Good Governance to provide guidance on management and Organisational structure • Availability of Educational Institutions for knowledge sharing 	<ul style="list-style-type: none"> • Inadequate fund to conduct Management Development Programmes
3.	Information and Communication System	<ul style="list-style-type: none"> • Existence of Application Systems such as; PReM/PReMS • Existence of various 	<ul style="list-style-type: none"> • Absence of Business Enterprise Architecture (BIA) Manual • Inadequate 	<ul style="list-style-type: none"> • Availability of open-source technologies • Availability of National Fibre backbone for 	<ul style="list-style-type: none"> • Cybercrime hackers • Inadequate ICT skills among head of

S/N	AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
		ICT Manuals <ul style="list-style-type: none"> Existence of data centre and off-site backup Presence of website 	working facilities <ul style="list-style-type: none"> Deteriorated network infrastructure 	data sharing <ul style="list-style-type: none"> Existence of information sharing between NECTA and other stakeholders e.g. API and PReM/PReMS 	schools <ul style="list-style-type: none"> Inadequate ICT facilities among schools
4.	Stakeholders' Management	<ul style="list-style-type: none"> Existence of various mechanisms to interact with stakeholders Existence of various online systems for service delivery Resilient relationship with stakeholders Provision of procedure, guidelines, newsletter, and brochures Existence of various documentaries/media programmes Existence of Customer Care Charter 	<ul style="list-style-type: none"> Absence of online registration of customers' complains Absence of communication strategy 	<ul style="list-style-type: none"> Existence of supportive stakeholders Existence of public trust on Council's service Availability of various exhibitions Existence of cooperative mass media e.g. TVs, social media, newspapers, radios 	<ul style="list-style-type: none"> Changing stakeholders' preferences Fulfilling stakeholders' expectations Reluctance of stakeholders to comply with Council's procedures, standards and guidelines
5.	Examinations Administration and Client Service	<ul style="list-style-type: none"> Presence of Examinations Regulations Availability of online registration system Organised procedures for data collection and verification process Presence of procedures for replacement of certificates 	<ul style="list-style-type: none"> Inadequate transport facilities Inadequate storage facilities Insufficient automated system for preparation of examinations timetable and budget Insufficient automated system for fees verification Absence of online application and issuance of 	<ul style="list-style-type: none"> Utilization of Regional/District Education Officers on various activities of Examinations administration Availability of unique identification number (PReM number) Availability of vehicle hiring companies/government institutions Increase number of students 	<ul style="list-style-type: none"> Natural hazards Change of educational policies Dishonest in handling certificates to some of the Heads of Examination centres. Delay in obtaining confirmation of the authenticity of foreign certificates. Examinations

S/N	AREA	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
			examination results documents		malpractices
6.	Examination Design and Development	<ul style="list-style-type: none"> Existence of updated Examiners inventory system Presence of guidelines for setting, moderating items, Typesetting of live papers and marking. Existence of facilities for convening setting and moderation workshops. Presence of updated examinations/assessments formats Presence of modern server for typesetting data Presence of Item Analysis System Presence of OMR Marking System Presence of equipped science laboratory 	<ul style="list-style-type: none"> Lack of integrated system to support key external stakeholders in updating inventory of examiners. Absence of Moderators and Editors Inventory System. Inadequate training to setters and moderators Absence of automated typesetting system Inadequate marking centres 	<ul style="list-style-type: none"> Availability of examiners Presence of Examinations committees at LGA and Regional levels to assist on vetting of the proposed examiners Presence of competent and experienced subjects' experts in the field of education. Presence of public institutions used as marking centres. 	<ul style="list-style-type: none"> Change of subject syllabus Inadequate examiners for science and technical subjects Submission of wrong bank accounts numbers by examiners. Use of outdated syllabi of some subjects. Shortage of spacious public institutions which can accommodate large number of examiners Overlapping national events and Examinations calendar
7	Printing and Publication	<ul style="list-style-type: none"> Presence of preventive and maintenance schedule for machines and equipment. Presence of safety tools. Presence of Surveillance security system. Presence of printing schedules. Presence of modern printing machines 	<ul style="list-style-type: none"> Dependence of external service providers on machine maintenance. Inadequate space to accommodate machines and Examinations facilities Inadequate printing machinery/equipment 	<ul style="list-style-type: none"> Availability of quality assurance, inspection and monitoring tools in the market Availability of financial support from National development projects. Availability of modern printing and publication machines in the market. 	<ul style="list-style-type: none"> Natural disaster which affects printing schedule

2.6 Recent Initiatives for Improving Performance

During the implementation of the 2016/2017 - 2020/2021 Strategic Plan, NECTA managed to undertake various emerging issues as the needs arose. The arising issues were as follows:

- (a) Council's organisational structure was reviewed whereby the Heads of Department were transformed for Directors and the introduction of managers' cadre.
- (b) Development of secondary school students' registration system (PReMS).
- (c) Automation of TSM9 form.
- (d) Development of Electronic marking system for PSLE objective questions.
- (e) Development of New Optical Marker Reader (OMR) forms for PSLE.
- (f) Development of Data Capturing system for SFNA and FTNA.
- (g) Development of the Application Programming Interface (API) system for registration of intermediate and Higher Learning Institutions students.
- (h) Purchase and installation of machines for imbedding security features on candidates' certificates.
- (i) Purchase and installation of five (5) Braille embosser machines.
- (j) Purchase and installation of two (2) computer to plates (CTP) machines.
- (k) Purchase and installation of six (6) digital printers for certificates personalisation.
- (l) Capacity to design and print highly secured certificates for NECTA candidates and other institutions.
- (m) Review of the examinations format for all types of examination to enhance fair, valid and reliable examinations.
- (n) Purchase of four (4) e-marking scanners.
- (o) Review of The National Examinations Council of Tanzania's Act to enhance efficiency in examinations administration.
- (p) Issuance of duplicate certificates and permanent statement of results.

2.7 Critical Issues

Performance review of the Strategic Plan has identified critical issues resulting from the projection of candidates' registration trend 2020-2025 in Table 2. These issues will be addressed in the 2021/2022 – 2025/2026 Strategic Plan:

- (a) Inadequate human resource.
- (b) Inadequate Office accommodation and working facilities.
- (c) Inadequate Stakeholders' capacity to use new application systems and their engagement in NECTA business process.
- (d) Inadequate knowledge and skills for some examiners to prepare competence-based items.
- (e) Inadequate spacious marking centres to accommodate large numbers of markers.
- (f) Lack of manuals in some fields.
- (g) Inadequate communication with NECTA's stakeholders.
- (h) Inadequate transport facilities for examinations activities.
- (i) Inadequate storage facilities for examinations documents.
- (j) Drastic increase in number of candidates.
- (k) Inadequate ICT facilities to implement E-marking.
- (l) Inadequate printing and publication machines to meet the increased number of candidates.

CHAPTER THREE

THE STRATEGIC PLAN 2021/2022-2025/2026

3.1 Introduction

This chapter presents the Vision, Mission, Core Values and Objectives with their Strategies and Targets to be achieved at the end of the implementation of this Plan. It also illustrates the Key Performance Indicators for measuring the performance of NECTA.

3.2 Vision

To be the Centre of Excellence in Quality Education Assessment and Certification.

3.3 Mission

To provide Fair, Efficient and Effective Educational Assessments.

3.4 Core Values

(a) **Fairness**

An employee of the Council shall provide excellent service to all stakeholders/clients regardless of their gender, ethnicity, religion, nationality, marital status, or disability.

(b) **Accountability**

NECTA employees shall be responsible for their actions through formal lines of authority and responsibility within the Council.

(c) **Integrity**

An employee of the Council shall conduct himself/herself with integrity, honesty and objectivity in the performance of duties and shall not, either by himself/herself or in connection with any other person, solicit, accept, obtain or attempt to obtain any advantage or favour as an inducement to do so, or for having done or not having done anything in relation to the functions of the Council.

(d) **Responsiveness**

NECTA employees shall accord all the stakeholders/clients the highest attention, respect and care when discharging their duties, at the times.

(e) **Confidentiality and Security**

Employees of the Council shall not disclose confidential or official information, which has been communicated to or has been availed to them while discharging official duties without due permission.

(f) **Efficiency**

An employee of the Council shall perform his/her duties competently and shall strive to achieve the highest standard in the performance of work and shall be obliged to fulfil special obligations the official position imposes on him or her.

3.5 Objectives

Seven main objectives are earmarked for achievement during the 2021/2022 to 2025/2026 period as detailed below and summarised in Appendix 1.

3.5.1 Objective A: HIV/AIDS and Non -Communicable Diseases Prevented, Services Improved, Infections Reduced

Objective Rationale

HIV/AIDS and non-communicable diseases are national pandemics that affect the workforce in various ways and, as a result, undermine the human resource capacity. The major effects are reduction of human resource through deaths, low productivity associated with unhealthy staff suffering from HIV/AIDS and non-communicable diseases and their effects.

To increase awareness, NECTA has been striving to implement the National Policy on HIV/AIDS by setting aside funds in her budget for conducting workshops on HIV/AIDS and non-communicable

diseases. NECTA also sets aside funds for care and supportive services for staff living with HIV/AIDS (If any).

Strategies

Strengthen programmes to prevent HIV/AIDS and Non-Communicable Diseases and the spread of HIV/AIDS at the workplace.

Outcome Indicator

Healthy human resources for achieving the Council's objectives.

Targets

- (a) One (1) awareness workshop on the prevention of non-communicable diseases and HIV/AIDS conducted annually.
- (b) Voluntary testing of HIV/AIDS and non-communicable diseases annually.
- (c) Infected employees identified and provided with care and support services as per NECTA's HIV/AIDS policy annually.
- (d) HIV/AIDS and non-communicable diseases co-educators empowered by attending seminars once every two years.

Key Performance Indicators

- (a) Number of awareness workshops conducted for employees.
- (b) Number of employees undertaking voluntary Counselling and Testing for HIV/AIDS and non-communicable diseases on yearly basis.
- (c) Care and support services provided to infected employees.
- (d) Number of trainings attended by HIV/AIDS co-educators.

3.5.2 Objective B: Implementation of the National Anti-corruption Strategy and Good Governance Enhanced

Objective Rationale

Corruption incidences make inferences in the service offered to the public and distort the image of the entity and the integrity of staff. On the other hand, good governance is crucial as it is designed to ensure accountability, transparency, responsiveness, rule of law, stability, equity and inclusiveness.

Considering the evil of corruption, NECTA must ensure that in all its functions the services are offered fairly, transparently, and corruption-free while enhancing good governance and customer care and services delivery as stipulated in the Customer Care Charter.

In preventing and combating corruption, NECTA will continue strengthening sensitisation programmes to address the corruption evil effectively.

Strategies

- (a) Strengthen sensitisation programmes aimed to address corruption issues.
- (b) Promote staff ethics and integrity.
- (c) Promote good governance.

Outcome Indicator

Zero corruption cases coupled with good governance practices at the Council.

Targets

- (a) One (1) awareness workshop on anti-corruption conducted annually.
- (b) Clients' Service Charter reviewed by June, 2024.
- (c) Workers' Council meetings conducted annually.
- (d) Council's meetings conducted quarterly.

Key Performance Indicators

- (a) Number of awareness workshops on anti-corruption.
- (b) Presence of Reviewed Clients' Service Charter.
- (c) Number of Workers' Council meetings conducted.
- (d) Number of Council's meetings conducted.

3.5.3 Objective C: Examinations Administration and Client Services Enhanced

Objective Rationale

Examinations administration plays a crucial role in implementing the core functions of NECTA. It involves the process of registration of candidates, distribution of examinations to centres, supervision and providing results documents to candidates' and at the same time dealing with customers.

However, due to the rapid increase in the number of examination candidates, NECTA faces challenges of insufficient infrastructure, transportation and storage facilities for examinations and related materials. To address these challenges, the Council intends to acquire motor vehicles, construct a warehouse and enhance the application of ICT in service delivery.

Strategies

- (a) Improve examinations transport facilities.
- (b) Improve examination and certificate storage facilities.
- (c) Improve examination administration and clients' services.
- (d) Enhance public awareness on the functions and roles of NECTA.

Outcome Indicator

Increased efficiency in client services delivery.

Targets

- (a) Six (6) trucks (3 trucks and trailers with 30 tonnes and 3 trucks with 7 tonnes) acquired by June, 2025.
- (b) Nine (9) motor vehicles (6 station-wagons and 3 coasters) acquired by June, 2024.
- (c) Two (2) folk-lifts acquired by June, 2024.
- (d) One (1) warehouse for examination stationery constructed by June, 2025.
- (e) Certificate storage building furnished and partitioned by June, 2023.
- (f) Automatic fees' verification system applied by June, 2023.
- (g) Automatic examination centres' registration system applied by June, 2026.
- (h) Automatic examination timetabling and budget system applied by June, 2023.
- (i) Automatic certificate verification system applied by June, 2026.
- (j) Automatic issuance of examination results' documents system applied by June, 2023.
- (k) Adequate documentaries produced and uploaded onto social media platforms by June, 2026.
- (l) Awareness workshops with editors conducted by June, 2023.
- (m) Communication strategy developed by June, 2023.
- (n) Public educative programmes conducted annually.
- (o) Public educative documents e.g. National Assessment Journal and Newsletter prepared annually.

Key Performance Indicators

- (a) Number of acquired trucks.
- (b) Number of acquired motor vehicles.
- (c) Number of acquired folk lift.
- (d) Presence of warehouse.
- (e) Presence of furnished building for certificate storage.

- (f) Application of an automated fees' verification system.
- (g) Application of an automated examination centres' registration system.
- (h) Application of an automated examination timetabling and budget system.
- (i) Application of an automated certificate verification system.
- (j) Application of an automated issuance of examination results system.
- (k) Availability of adequate information.
- (l) Number of workshops.
- (m) Presence of a communication strategy.
- (n) Number of educative programmes.
- (o) Number of educative documents.

3.5.4 Objective D: Quality and Fairness in Educational Assessment Enhanced

Objective Rationale

In response to the changes taking place in the National Curricula because of a shift from content to competence-based approaches, NECTA has been obliged to design and develop not only quality and fair, but also competence-based examinations that guarantee the production of knowledgeable and skilled prospective manpower equipped with 21st century skills, which are required in an industrial economy.

To have stable assessment machinery that ensures the designing and development of competence-based examination items at all levels, NECTA intends to provide regular capacity-building programmes to examiners and subject co-ordinators and continue embracing the use of ICT systems in all examination/assessment processes.

Strategies

- (a) Improve Examinations items aligned with instructional objectives in the National curriculum.
- (b) Improve marking efficiency.

- (c) Improve Mbezi Wani Marking Centre.
- (d) Develop a National Assessment Framework (NAF).
- (e) Research on challenges affecting examinations and assessment.
- (f) Capacitate and improve the teachers' assessment of learners in schools.

Outcome Indicator

Valid, reliable and fair examinations and assessments at all levels.

Targets

- (a) Training for setters, moderators, reviewers and subject co-ordinators on designing and developing quality examination items aligned with the instructional objectives conducted annually.
- (b) The items of all types of examinations and assessments pre-tested by June, 2025.
- (c) Automatic examinations typesetting system applied by June, 2026.
- (d) An integrated online E-Assessment system for self-assessment practised of by June, 2025.
- (e) An integrated examiners' inventory system to support key external stakeholders for upgrading inventory of examiners applied by December, 2025.
- (f) E-Marking System for PSLE applied by September, 2021.
- (g) E-Marking System for Teachers' Professional Examinations applied by June, 2022.
- (h) E-Marking System for ACSEE applied by June, 2023.
- (i) E-Marking System for SFNA, FTNA and CSEE applied by November, 2024.
- (j) All examination and assessment formats reviewed by June, 2025.
- (k) Hostel at Mbezi Wani Marking Centre constructed by June, 2025.
- (l) Three (3) marking conferences at Mbezi Wani constructed by June, 2026

- (m) Canteen at Mbezi Wani Marking Centre constructed by June, 2026
- (n) Workshops for preparing NAF conducted by June, 2026.
- (o) Five (5) researches conducted by June, 2026.
- (p) Workshops on SBA in each Local Government Authority conducted by June, 2026.

Key Performance Indicator

- (a) Number of training.
- (b) Number of examiners and subject co-ordinators having attended training.
- (c) Number of schools for pre-testing.
- (d) Number of items for pre-testing.
- (e) Application of an automated typesetting system.
- (f) Presence of an integrated online E-Assessment system for self-assessment.
- (g) Application of an integrated examiners' inventory system to support key external stakeholders.
- (h) Application of e-Marking System for PSLE.
- (i) Application of e-Marking System for Teachers Professional Examinations.
- (j) Application of e-Marking System for ACSEE.
- (k) Application of e-Marking System for SFNA, FTNA and CSEE.
- (l) Presence of reviewed examination and assessment formats.
- (m) Presence of a hostel at Mbezi Wani Marking Centre.
- (n) Presence of marking conferences at Mbezi Wani Marking Centre.
- (o) Presence of canteen at Mbezi Wani Marking Centre.
- (p) Presence of NAF document.
- (q) Number of NAF workshops.
- (r) Number of researches.

- (s) Number of workshops conducted at Local Government Authorities.

3.5.5 Objective E: Information and Communication Technology Services and Systems Improved

Objective Rationale

In the current digital era, the effectiveness of an institution will be gauged by, among other things, the pace at which it applies technology to facilitate its service delivery. In recognition of the enormous potential accruing from technology, NECTA has striven to automate its business processes and significantly reduce paperwork.

However, some of NECTA's business processes are still manual. Those processes range from examination activities such as marking, fee verification, registration of examination centres, certificate verification to administrative functions such as OPRAS, leave processing, generation of management information especially budgeting and management of customer complaints. To address these challenges, NECTA will exert more efforts aimed to automate the remaining processes within the Council.

Strategies

- (a) Develop NECTA's application systems.
- (b) Enhance the networking and communication infrastructure.
- (c) Prepare and review ICT manuals and guidelines.

Outcome Indicator

Improve ICT services.

Targets

- (a) E-Marking System developed by June, 2024.
- (b) Fees verification system improved by June, 2022.
- (c) System for registering examination centres improved by June, 2026.

- (d) Examination timetabling and budget System developed by June 2023.
- (e) Certificate verification system developed by June, 2026.
- (f) An integrated online e-assessment system for self-assessment developed by June, 2024.
- (g) Issuance of examination results system developed by June, 2023.
- (h) An integrated examiners' inventory system to support key external stakeholders for upgrading inventory of examiners strengthened by June, 2024.
- (i) Item banking system automated by June, 2025.
- (j) 3R's assessment system strengthened by June, 2024.
- (k) School-based Assessment (SBA) system strengthened by June, 2026.
- (l) PReM/PReMS to support SBA and e-marking systems improved by June, 2026.
- (m) Sixteen thousand (16,000) laptops/convertible tablets to facilitate e-marking acquired by June, 2024.
- (n) One hundred and twenty (120) scanners to facilitate e-marking acquired by June, 2024.
- (o) Structured cabling LAN infrastructure installed at the NECTA HQ and Mbezi Wani Marking Centre by June, 2022.
- (p) Point-to-point fibre network from NECTA HQ to Mbezi Wani Marking Centre installed by June, 2023.
- (q) Data Centre back-up at the NECTA - Dodoma office established by June, 2026.
- (r) Business Enterprise Architecture (BIA) manual established by June, 2022.
- (s) Disaster planning procedure and business continuity planning documents established by June, 2025.
- (t) CA guideline reviewed by June, 2022.
- (u) Processing and awarding of examinations results guidelines reviewed by June, 2025.
- (v) OPRAS system developed by June, 2025.

- (w) Leave processing system developed by June, 2026.

Key Performance Indicators

- (a) Presence of e-marking system.
- (b) Presence of an improved system for fees verification.
- (c) Presence of a system for registering examination centres.
- (d) Presence of an examinations timetable preparation System.
- (e) Presence of a system for examinations budget.
- (f) Presence of a certificate verification system.
- (g) Presence of an integrated online self e-assessment system.
- (h) Presence of a system for issuing examinations results.
- (i) Existence of strengthened integrated examiners' inventory system to support key external stakeholders for upgrading the inventory of examiners.
- (j) Presence of an automated item banking System.
- (k) Existence of strengthened 3R's assessment system.
- (l) Presence of strengthened School-based Assessment (SBA) system.
- (m) Presence of improved PReM/PReMS to support SBA and e-marking systems.
- (n) Number of laptops/convertible tablets to facilitate e-marking.
- (o) Number of scanners to facilitate e-marking.
- (p) Presence of a structured cabling LAN infrastructure at the NECTA HQ and Mbezi Wani Marking Centre.
- (q) Presence of point-to-point fibre network from NECTA HQ to Mbezi Wani Marking Centre.
- (r) Presence of Data Centre back-up at the NECTA - Dodoma office.
- (s) Presence of Business Enterprise Architecture (BIA) manual.
- (t) Presence of disaster planning procedures and business continuity planning documents.
- (u) Presence of reviewed CA guidelines.

- (v) Presence of reviewed processing and awarding of examination results guidelines.
- (w) Existence of an OPRAS system.
- (x) Existence of a leave processing system.

3.5.6 Objective F: Human Resources Management Capacity Enhanced

Objective Rationale

Human resource is fundamental for making an organisation achieve its strategic objectives. Thus, NECTA must strengthen her human resources and management capacity to have competent, motivated and committed human resources by undertaking interventions such as mentoring, training and capacity-building programmes. However, NECTA faces a challenge of inadequate specialised training and inadequate number of staff relative to her establishment.

Strategies

- (a) Improve human resource capacity.
- (b) Strengthen management on procurement and supplies.

Outcome Indicator

Improved human resource capacity and staff welfare.

Targets

- (a) Staff training and career development programmes reviewed in accordance with the Council's needs by June, 2022.
- (b) Long-term training conducted annually as per training programme.
- (c) IT Specialists trained in Secure Coding (PHP), Database Security (MySQL), Linux Security, Enterprise architecture and Apache Web Server management by June, 2023.

- (d) In-house awareness training conducted for NECTA staff on legal matters annually.
- (e) Data processing personnel trained on statistical data manipulation, analysis and presentation by February, 2022.
- (f) Subject co-ordinators trained on item analysis system by June 2026.
- (g) Planning, Research and Evaluation personnel trained on project management by June, 2023.
- (h) Two hundred (200) qualified and competent staff employed by June, 2026.
- (i) A fair and transparent procurement environment created.

Key Performance Indicators

- (a) Presence of reviewed staff training and career development programmes.
- (b) Number of employees having benefited from training.
- (c) Number of IT specialists trained.
- (d) Number of trainings conducted.
- (e) Number of data processing personnel trained.
- (f) Number of subject co-ordinators trained.
- (g) Number of PRE staff trained.
- (h) Number of qualified and competent staff employed.
- (i) Number of appeals received.

3.5.7 Objective G: Work Environment Improved

Objective Rationale

To ensure an optimal utilisation of the human resource, an environment requires modification to facilitate employees' productive use of all their office hours. Work tools include computers, furniture and other office equipment, which contribute to the availing of the most conducive environment to enable a successful workforce as they encourage employees to perform to their best and utmost ability.

However, NECTA still contends with inadequate furniture, dilapidated buildings, outdated management tools, shortage of office accommodation and insufficient printing tools. To address these challenges, NECTA intends to improve the work environment by taking various interventions.

Strategies

- (a) Enhance human resource tools and create a conducive work environment.
- (b) Enhance the state of NECTA's premises.
- (c) Improve NECTA's printing infrastructure.

Outcome Indicator

Improved working environment and efficiency.

Targets

- (a) Staff Incentive Scheme reviewed by June, 2023.
- (b) Staff Regulations reviewed by June, 2026.
- (c) Schemes of Service reviewed by June, 2025.
- (d) Risk Register reviewed by June, 2022.
- (e) Planning Policy developed by June, 2022.
- (f) NECTA Examinations Regulations reviewed by June, 2022.
- (g) Computerised Internal Audit Methodology developed by the Internal Auditor General Department adopted by June, 2023.
- (h) Adequate furniture provided by June, 2026.
- (i) NECTA buildings renovated by June, 2026.
- (j) Land for the construction of the NECTA Office in Dodoma acquired by June, 2023.
- (k) NECTA Office buildings in Dodoma, the country's capital, constructed by June, 2026.
- (l) Wastepaper extract machine acquired by June, 2023.
- (m) Heavy duty perfect binding machine acquired by June, 2024.

- (n) OMR printing machine with variable data printing system acquired by June, 2022.
- (o) Five (5) colour sheet fed machine acquired by June, 2023.
- (p) Web full colour printing machine with its auxiliary parts acquired by June, 2025.
- (q) Poly wrapping machines up-graded by June, 2023.
- (r) Pneumatic lifting device on Goss machine acquired by June, 2022.
- (s) Printing Unit building extended by June, 2024.
- (t) Digital press printing machine with at least 140ppm and 4 colours for certificate acquired by June, 2024.

Key Performance Indicators

- (a) Existence of a reviewed staff incentive scheme.
- (b) Staff turnover rate.
- (c) Existence of reviewed staff regulations.
- (d) Existence of a reviewed Schemes of Service.
- (e) Existence of reviewed Risk Register.
- (f) Presence of a Planning Policy.
- (g) Presence of NECTA Examinations Regulations.
- (h) Presence of Computerised Internal Audit Methodology developed by the Internal Auditor General Department.
- (i) Number of adequate furniture.
- (j) Presence of renovated NECTA buildings.
- (k) Presence of land for the construction of NECTA office buildings.
- (l) Existence of NECTA office buildings.
- (m) Existence of wastepaper extract machine.
- (n) Existence of heavy-duty perfect binding machine.
- (o) Existence of OMR printing machine with variable data printing system.
- (p) Existence of 5 colour sheet-fed machine.

- (q) Existence of web full colour printing machine with its auxiliary parts.
- (r) Presence of up-graded Poly wrapping machines.
- (s) Presence of pneumatic lifting device on Goss machine.
- (t) Presence of an extended Printing Unit building.
- (u) Existence of a digital press printing machine with at least 140ppm and 4 colours.

CHAPTER FOUR

RESULTS FRAMEWORK

4.1 Introduction

This chapter gives an overview of the Development Objective, Linkage with Tanzania Development Vision 2025, Beneficiaries of NECTA Services, Results Chain and Results Framework Matrix.

4.2 The Development Objective

The overriding objective of NECTA is to provide fair, efficient and effective educational assessments. Such assessments will lead to the production of quality manpower with required competences to meet the 21st Century skills demands and contribute effectively and efficiently to the achievement of the National Educational Policy goal of self-reliance and solving the problem of unemployment. Meanwhile, the achievement of this Development Objective, among others, will be influenced by the availability of financial and human resources, the demand for accountability on the part of citizens as well as the capacity of NECTA at both strategic and operational levels.

4.3 Linkage with Vision 2025

This plan is consistent with the existing national and global plans and strategies, including the Tanzania Development Vision 2025, aimed to transform the Nation into middle income status by 2025. NECTA contributes to one of the five attributes which a Nation should be imbued with as per Tanzania Development Vision 2025: Attribute No. 1.2.4, which states, “A well Educated and Learning society”. Through fair, efficient and effective educational assessments, NECTA will facilitate and engender the attainment of these attributes to enable the nation to utilise effectively knowledge in mobilising domestic resources for meeting the people’s basic needs and for attaining competitiveness in the regional and global economy.

NECTA also contributes to the Tanzania Development Vision 2025 target 3.1, which aims to achieve High Quality Livelihoods, whose targets include the provision of quality Universal Primary Education, the eradication of illiteracy and the attainment of a level of tertiary education

and training that commensurate with critical mass of high-quality human resources required to respond effectively to and master the development challenges at all levels.

4.4 Beneficiaries of the NECTA Services

Beneficiaries of NECTA services can be divided into Primary and Secondary beneficiaries as outlined below.

- (a) Primary beneficiaries include candidates, schools, the Ministry of Education Science and Technology, PO-RALG, Intermediate and Higher learning institutions and the Ministry of Education and Vocational Training (WEMA Zanzibar)
- (b) Secondary beneficiaries include employers, policy-makers, leaders, researchers and the public.

4.5 Results Chain

Results chain consists of inputs, activities, outputs and outcomes that will contribute to the accomplishment of specific objectives and targets falling under the NECTA 2021/2022-2025/2026 Strategic Plan's broad objective. A combination of the inputs in the Strategic Plan and Medium-Term Expenditure Framework (MTEF) form the NECTA results chain.

The basic assumption is that there is a causal linkage in the various elements of the results chain. Effective utilisation of resources will lead to the implementation of the activities, hence contributing to the accomplishment of objectives. Accomplishment of the objectives will lead to the attainment of outputs and contribute to the achievement of the development objective and Medium-Term Plan Expenditure Framework.

Furthermore, the latter will, in turn, contribute to the achievement of the Ruling Party's Electoral Manifesto and the Tanzania Development Vision 2025. This chain of results will justify NECTA's use of the Government resources in her various interventions and, thus, contribute meaningfully to the development of the country.

4.6 The Results Framework Matrix

This results framework matrix contains the overall Development objectives, medium term objective, outcomes and outcome indicators. It

shows how the development objective will be achieved and how the results will be measured. The indicators in the matrix will help to track progress towards achieving intermediate objectives and outcomes. A detailed framework is presented in **Appendix 2**.

CHAPTER FIVE

MONITORING, REVIEWS AND EVALUATION PLAN

5.1 Introduction

This chapter describes how the monitoring of the plan will be executed during its circle of implementation cycle. Moreover, it presents the Review, Evaluation, and Reporting Plan, as well as the Relationship between the Results Framework, on the one hand, and Monitoring, Evaluation and Reporting Arrangement, on the other.

5.2 Monitoring

The Management through the Directorate of Corporate Services will monitor the implementation of the Plan. This will be done continuously to ensure that the set objectives are achieved in accordance with the Plan and any deviations from the Plan are identified and mitigated. The Directorate of Corporate Services will collect, compile and analyse the reports from all the Directorates and Units on a semi-annual basis and submit them to the Deputy Executive Secretary who will review and forward to the Executive Secretary. The template for monitoring the implementing the 2021/2022-2025/2026 Strategic Plan is as presented in **Table 5:**

Table 5: Template for Monitoring the NECTA Strategic Plan

S/N	Strategic Objective	Target Description	Baseline		Target Value				
			Date	Value	Y1	Y2	Y3	Y4	Y5
1									
2									
3									

5.3 Review

Nine (9) reviews will be conducted during the entire Strategic Plan implementation cycle. These reviews will comprise (4) mid-year reviews and five (5) annual reviews. Mid-year reviews will be conducted in December every year starting from December 2021 whereas annual reviews will be conducted in each June, starting from June 2022. The reviews will track progress on the achievement objectives during Plan implementation and the hitting of targets on semi-annual and annual basis i.e. whether they are on-track or off-track. The focus will be on identifying issues, challenges and lessons learnt over the year and the extent to which the outputs delivered contribute to the attainment of the set objectives. Directors and Heads of Unit will lead the Plan's execution review process. **Table 6** presents the review schedules for the Strategic Plan:

Table 6: Review Schedules for the NECTA Strategic Plan

Time for Review	Type of Review and Report
December 2021, December 2022, December 2023, December 2024 and December 2025	Semi-annual progress review meetings and reports each year
Year 1– June 2022	Annual progress review meeting and report
Year 2– June 2023	Annual progress review meeting and report
Year 3– December 2023	Mid-term review/evaluation meetings and report
Year 3– June 2024	Annual progress review meeting and report
Year 4– June 2025	Annual progress review meeting and report
Year 5– June 2026	End of the Plan evaluation and final report

5.4 Evaluation

The Strategic Plan will be evaluated twice—mid-way and at the end of the implementation period. The evaluation shall focus on the following:

- (a) Level of attainment of objectives, deviations and reasons for such deviations.
- (b) Adequacy and utilisation of resources during the implementation of the Plan.
- (c) The impact of the Plan.
- (d) Recommendations for improving subsequent plans.

Table 7: Evaluation Schedule

Name of the Evaluation	Description of the Evaluation	Evaluation Questions	Methodology	Timeframe	Responsible
Mid-term outcome evaluation. (December 2023)	This evaluation intends to measure realization of intermediate outcomes.	<ul style="list-style-type: none"> • What were the objectives of the interventions? • What were the planned intermediate outcomes? • What has been achieved so far? • What were the challenges encountered and lessons learnt? 	<ul style="list-style-type: none"> • Interviews • Documentary reviews 	December, 2023	DCS
Outcome evaluation of the implementation of the Corporate Strategic Plan. (June 2026)	This evaluation intends to measure realization of intermediate and long-term results of the Strategic Plan.	<ul style="list-style-type: none"> • What were the planned targets? • Have the targets been achieved? • Has target achievement led to the realization of intended outcomes? • What policy/strategy changes can be done to improve future outcomes? 	<ul style="list-style-type: none"> • Interviews • Documentary reviews 	June, 2026	DCS

5.5 Reporting Plan

The reporting plan describes the procedures and types of reports that will be produced for proper monitoring. It comprises internal and external reporting plan. This section details the reporting plan for the five-year implementation period.

5.5.1 Internal Reporting Plan

The internal reporting plan defines an individual's roles and responsibilities for implementing and maintaining the envisaged targets. It aims to minimise the time spent on preparing for the submission of reports and focus on plan implementation. For effective implementation of the Strategic Plan, several reports will be prepared and shared internally among the Executive Secretary (ES), the Deputy Executive Secretary (DES), the Directors and Heads of Unit to track progress and challenges during implementation. These reports include quarterly and annual progress reports. **Table 8** details the Internal Reporting Plan:

Table 8: Internal Report Plan

S/N	Type of Report	Frequency	Responsible Person
1.	Unit Report	Quarterly	Head of the Unit
2.	Section Report	Quarterly	Managers
3.	Directorate report	Quarterly	Directors
4.	Mid-year reports	Mid-year	Director of Corporate Services
5.	Annual report	Annually	Director of Corporate Services
6.	Financial reports	Quarterly	Director of Corporate Services

5.5.2 External Reporting Plan

This type of reporting entails different categories of reports submitted at various levels. The reports, which are submitted by Executive Secretary to external users, include quarterly and annual performance reports, financial reports as well as project implementation reports. **Table 9** details the Internal Reporting Plan:

Table 9: External Reporting Plan

S/N	Type of Report	Recipients	Frequency
1.	Audit reports	Ministry of Education, Science and Technology; Ministry of Finance and Planning, Treasury Registrar's Office.	Annually
2.	Financial reports	Ministry of Education, Science and Technology, Ministry of Finance and Planning, Treasury Registrar's Office.	Annually
3.	Contract Performance reports	Treasury Registrar's Office.	Quarterly
4.	Implementation Progress Report	Ministry of Education, Science and Technology	Quarterly
5.	Project Implementation reports	Development partners	Phases

5.6 Relationship between Results Framework, and the Results Chain, Monitoring, Evaluation and Reporting Arrangement

Level 1 – Inputs

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

Level 2 – Activities

The second level of the Results Framework focuses on the realisation of activities and linkage between activities and outputs. At this level, the indicator will focus on processes, activities programming and timeliness of the implementation. Activities will be reviewed quarterly and reported in respective implementation reports. The reports will focus on the quality and timeliness of the activities implemented and inform corrective action if the activities are not being delivered on time, or to the expected quality, and if they are failing to contribute to the outputs.

Level 3 – Outputs

The third level of the Results Framework tracks the realisation of the outputs that NECTA produces, and which are attributable solely to NECTA. The outputs at this level will be measured using output indicators and milestones; and data collection and analysis will be done quarterly. Outputs or milestones, which have a significant impact on the achievement of the objectives, will be reviewed quarterly and reported accordingly on a quarterly basis or as may be required from time to time. The reports will focus on how the outputs produced derive the outcomes and will inform corrective action if the outputs are not being delivered effectively or are failing to contribute to outcomes.

Level 4 – Outcomes

The fourth level of the Results Framework tracks the realisation of the intermediate outcomes specified for each objective. However, the achievement of these outcomes may not necessarily be attributable to NECTA alone as there will be several players contributing to these outcomes. These intermediate Strategic Plan outcomes will be measured using outcome indicators derived from annual data collection and analysis. Indicators at this level are presented in annual reports or the ultimate five-year outcome report.

APPENDIX 1: STRATEGIC PLAN MATRIX

NO	OBJECTIVES	STRATEGIES	TARGETS	INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICES
1.	Objective 1: HIV/AIDS and Non-Communicable Diseases Prevented, Service improved, Infections Reduced	Strengthen programmes to prevent HIV/AIDS and Non-Communicable Diseases and spread of HIV/AIDS at workplace.	Conduct one awareness workshop on prevention of non-communicable diseases and HIV/AIDS annually.	• Number of awareness workshops conducted to employees.	Workshop reports	DCS
			Voluntary testing of HIV/AIDS and Non-Communicable Diseases annually.	• Number of employees undertaking voluntary Counselling and Testing for HIV/AIDS and Non-Communicable Diseases on yearly basis.	Counselling and Testing for HIV/AIDS and Non-Communicable Diseases report	DCS
			Identify and provide care and support services to	• Care and support services provided to	Management information report	DCS

NO	OBJECTIVES	STRATEGIES	TARGETS	INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICES
			infected employees as per NECTA's HIV/AIDS policy annually.	infected employees.		
			Empower HIV/AIDS and Non-Communicable Diseases co-educators by attending seminars once in every two years.	<ul style="list-style-type: none"> Number of training conducted by HIV/AIDS co-educators at unit and directorate level. 	Training report	DCS
2.	Implementation of the National Anti-corruption Strategy and Good Governance Enhanced	Strengthen sensitization programmes to address corruption issues.	Conduct one awareness workshop on anti-corruption annually.	<ul style="list-style-type: none"> Number of awareness workshop on anti-corruption 	Workshop report	DCS
		Promote staff ethics and integrity.	Review Clients Service Charter by June, 2024.	<ul style="list-style-type: none"> Presence of Reviewed Clients Service Charter. 	Council meeting minutes	DCS
			Conduct Worker's Council meetings annually.	<ul style="list-style-type: none"> Number of Worker's Council meetings conducted. 	Workers' Council meeting minutes	DCS
			Conduct Council's meetings quarterly.	<ul style="list-style-type: none"> Number of Council's meetings conducted. 	Council meeting minutes	DCS
3.	Examination Administration and Client Services Enhanced	Improve examinations transport facilities.	Acquire 6 trucks (3 trucks and trailers with 30 tonnes and 3 trucks with 7 tonnes) by June, 2025	<ul style="list-style-type: none"> Number of acquired trucks 	Motor vehicle Registration card	DCS
			Acquire 9 motor vehicles (6 station wagon and 3 coaster) by June, 2024	<ul style="list-style-type: none"> Number of acquired motor vehicle 	Motor vehicle Registration card	DCS
			Acquire 2 folk lifts by June, 2024	<ul style="list-style-type: none"> Number of acquired folk lift 	Motor vehicle Registration card	DCS
		Improve examinations and certificates storage facilities.	Construct warehouse by June, 2025	<ul style="list-style-type: none"> Presence of warehouse 	<ul style="list-style-type: none"> Hand over report Physical verification 	DCS
			Furnish and partition of certificates storage building by June, 2023	<ul style="list-style-type: none"> Presence of furnished building for certificate storage 	<ul style="list-style-type: none"> Hand over report Physical verification 	DCS

NO	OBJECTIVES	STRATEGIES	TARGETS	INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICES
		Improve examinations administration and clients services	Application of fees verification system by June 2023.	<ul style="list-style-type: none"> Application of automated fees verification system. 	<ul style="list-style-type: none"> Project handing over report. Inspection of automated system. 	DEAC
			Application of automated system for registration of examination centres by June, 2026.	<ul style="list-style-type: none"> Application of automated examination centres registration system. 	<ul style="list-style-type: none"> Project handing over report. Inspection of system. 	DEAC
			Application of automated examinations timetable and budget system by June 2023.	<ul style="list-style-type: none"> Application of automated examinations timetable and budget system. 	<ul style="list-style-type: none"> Project handing over report. Inspection of automated system. 	DEAC
			Application of automated certificate verification system by June, 2026	<ul style="list-style-type: none"> Usage of automated certificate verification system. 	<ul style="list-style-type: none"> Project handing over report. Inspection of automated system. 	DEAC
			Application of automated issuance of examination results documents system by June, 2023.	<ul style="list-style-type: none"> Application of automated issuance of examination results documents system 	<ul style="list-style-type: none"> Project handing over report. Inspection of automated system. 	DEAC
		Enhance public awareness on the functions and roles of NECTA.	Production and uploading of adequate documentaries to social media accounts by June, 2026.	<ul style="list-style-type: none"> Availability of adequate information 	Physical verification	PRO
			Conduct awareness workshops with editors by June, 2023.	<ul style="list-style-type: none"> Number of workshops. 	Workshop reports	PRO
			Develop Communication Strategy by June, 2023.	<ul style="list-style-type: none"> Presence of communication strategy. 	<ul style="list-style-type: none"> Management meeting minutes Physical verification 	PRO
			Conduct public educational programmes annually.	<ul style="list-style-type: none"> Number of educational programmes. 	Contract	PRO
			Prepare public educational documents e.g. National	<ul style="list-style-type: none"> Number of educational documents. 	Physical verification	PRO/HPRE

NO	OBJECTIVES	STRATEGIES	TARGETS	INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICES
			Assessment Journal and Newsletter annually.			
4.	Quality and Fairness in Educational Assessment Enhanced	Improve Examinations items aligned with instructional objectives in the National curriculum.	Conduct training for moderators, reviewers and subject coordinators on designing and developing quality examinations items aligned with the instructional objectives annually.	<ul style="list-style-type: none"> Number of training. 	<ul style="list-style-type: none"> Training report 	DED
			Pre-test the items of all types of Examinations and Assessments by June, 2025.	<ul style="list-style-type: none"> Number of examiners and subject coordinators attended training. Number of schools for pre-testing. Number of items for pre-testing. 	<ul style="list-style-type: none"> Pre-testing report 	DED
			Use of automated typesetting examination system by June, 2026.	<ul style="list-style-type: none"> Application of automated typesetting system. 	<ul style="list-style-type: none"> Project report Production of on-demand examination Physical verification 	DED
		Improve marking efficiency.	Practice of an integrated online E-Assessment system for self-assessment by June, 2025.	<ul style="list-style-type: none"> Presence of an integrated online E-Assessment system for self-assessment. 	<ul style="list-style-type: none"> Project report Response from stakeholders 	DED
			Application of an integrated system to support key external stakeholders for upgrading inventory of examiners by December 2025.	<ul style="list-style-type: none"> Usage of an integrated system to support key external stakeholders. 	<ul style="list-style-type: none"> Response from stakeholders 	DED
			Application of e-Marking System for PSLE by September, 2021.	<ul style="list-style-type: none"> Application of e-Marking System for PSLE. 	<ul style="list-style-type: none"> Marking report 	DED
			Application of e-Marking System for Teachers Professional Examinations by	<ul style="list-style-type: none"> Application of e-Marking System for Teachers Professional 	<ul style="list-style-type: none"> Marking report 	DED

NO	OBJECTIVES	STRATEGIES	TARGETS	INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICES
			June, 2022.	Examinations		
			Application of e-Marking System for ACSEE by June, 2023.	• Application of e-Marking System for ACSEE.	• Marking report	DED
			Application of e-Marking System for SFNA, FTNA and CSEE by November, 2024.	• Application of e-Marking System for SFNA, FTNA and CSEE.	• Marking report	DED
			Review all Examinations and Assessments formats by June, 2025.	• Presence of reviewed Examinations and Assessments formats	• Physical verification	DED
		Improve Mbezi Wani Marking Centre.	Construct hostel at Mbezi Wani Marking Centre by June, 2025	• Presence of hostel at Mbezi Wani Marking Centre	• Hand over report • Physical inspection	DCS
			Construct three marking conferences at Mbezi Wani by June, 2026	• Presence of marking conferences at Mbezi Wani	• Hand over report • Physical inspection	DCS
			Construct canteen at Mbezi Wani Marking Centre by June, 2026	• Presence of canteen at Mbezi Wani Marking Centre	• Hand over report • Physical inspection	DCS
		Develop National Assessment Framework (NAF).	Conduct workshops for preparation of NAF by June, 2026.	• Presence of NAF document • Number of NAF workshops	• Workshop reports • Attendance register	HPRE
		Researches on challenges that affect Examinations and assessment	Conduct 5 researches by June, 2026.	• Number of researches	• Research report	HPRE
		Capacitate teachers on improving assessment of learners at schools.	Conduct workshops in each Local Government Authorities by June, 2026.	• Number of workshops conducted to Local Government Authorities.	• Workshop reports • Attendance register	HPRE
5.	Information and Communication Technology services and Systems Improved	Development of NECTA Application Systems.	Develop of e-Marking System by June, 2024.	• Presence of e-Marking System.	• Project handover report • System testing	DICT
			Improve fees verification system by June 2022.	• Presence of improved system for fees verification.	• Project handover report • System testing	DICT

NO	OBJECTIVES	STRATEGIES	TARGETS	INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICES
			Improve system for registration of examination centres by June, 2026.	<ul style="list-style-type: none"> • Presence of the system for registration of examination centres. 	<ul style="list-style-type: none"> • Project handover report • System testing 	DICT
			Develop Examinations timetable and budget System by June, 2023.	<ul style="list-style-type: none"> • Presence of Examinations timetable and budget System 	<ul style="list-style-type: none"> • Project handover report • System testing 	DICT
			Develop certificates verification system by June, 2026.	<ul style="list-style-type: none"> • Presence of certificates verification system 	<ul style="list-style-type: none"> • Project handover report • System testing 	DICT
			Develop an integrated online E-Assessment system for self-assessment by June, 2024.	<ul style="list-style-type: none"> • Presence of an integrated online E-Assessment system for self-assessment. 	<ul style="list-style-type: none"> • Project handover report • System testing 	DICT
			Develop issuance of examinations results documents system by June, 2023.	<ul style="list-style-type: none"> • Presence of the system for issuance of examinations results documents. 	<ul style="list-style-type: none"> • Project handover report • System testing 	DICT
			Strengthen an integrated system to support key external stakeholders for upgrading examiners' inventory by June, 2024.	<ul style="list-style-type: none"> • Existence of strengthened integrated system to support key external stakeholders for upgrading examiners' inventory 	<ul style="list-style-type: none"> • Project handover report • System testing 	DICT
			Automate item banking System by June, 2025.	<ul style="list-style-type: none"> • Presence of Automated item banking System. 	<ul style="list-style-type: none"> • Project report 	DICT
			Strengthen 3R's Assessment System by June, 2024.	<ul style="list-style-type: none"> • Existence of strengthened 3R's Assessment System. 	<ul style="list-style-type: none"> • Project handover report • System testing 	DICT
			Strengthen School based assessment System (SBA) by June, 2026.	<ul style="list-style-type: none"> • Presence of strengthened School based assessment System (SBA). 	<ul style="list-style-type: none"> • Project handover report • System testing 	DICT
			Improve PReM/PReMS to support SBA and e-Marking Systems by June, 2026.	<ul style="list-style-type: none"> • Presence of improved PReM/PReMS to support SBA and e-Marking Systems. 	<ul style="list-style-type: none"> • Project handover report • System testing 	DICT
			Acquire 16,000 Laptops/convertible Tablets to facilitate	<ul style="list-style-type: none"> • Number of Laptops/converti 	<ul style="list-style-type: none"> • Signed contract 	DICT

NO	OBJECTIVES	STRATEGIES	TARGETS	INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICES
			e-Marking by June, 2024.	ble Tablets to facilitate e-Marking.	<ul style="list-style-type: none"> • Delivery note • Goods Receive Note (GRN) 	
			Acquire 120 e-Marking Scanner to facilitate e-Marking by June, 2024.	<ul style="list-style-type: none"> • Number of e-Marking Scanner to facilitate e-Marking. 	<ul style="list-style-type: none"> • Signed contract • Delivery note • Goods Receive Note (GRN) 	DICT
		Enhancement of Networking and communication Infrastructure.	Installation of structured cabling LAN infrastructure at NECTA HQ and Mbezi Wani Marking Centre by June, 2022.	<ul style="list-style-type: none"> • Presence of structured cabling LAN infrastructure at NECTA HQ and Mbezi Wani Marking Centre. 	<ul style="list-style-type: none"> • Project hand over report • Physical inspection 	DICT
			Installation of point-to-point fibre network from NECTA HQ to Mbezi Wani Marking Centre by June, 2023.	<ul style="list-style-type: none"> • Presence of point-to-point fibre network from NECTA HQ to Mbezi Wani Marking Centre. 	<ul style="list-style-type: none"> • Project hand over report • Physical inspection 	DICT
			Establish Data Centre back up at NECTA Dodoma office by June, 2026.	<ul style="list-style-type: none"> • Presence of Data Centre back up at NECTA Dodoma office. 	<ul style="list-style-type: none"> • Project hand over report • Physical inspection 	DICT
		Prepare and review ICT manuals and guidelines.	Establish Business Enterprise Architecture (BIA) Manual by June, 2022.	<ul style="list-style-type: none"> • Presence of Business Enterprise Architecture (BIA) Manual. 	<ul style="list-style-type: none"> • Council meeting minutes • 	DICT
			Establish Disaster Planning procedure and Business continuity planning documents by June, 2025.	<ul style="list-style-type: none"> • Presence of Disaster Planning procedure and Business continuity planning documents. 	<ul style="list-style-type: none"> • Council meeting minutes • 	DICT
			Review CA guideline by June, 2022.	<ul style="list-style-type: none"> • Presence of Reviewed CA guideline. 	<ul style="list-style-type: none"> • Council meeting minutes • 	DICT
			Review processing and awarding of Examinations results guidelines by June, 2025.	<ul style="list-style-type: none"> • Presence of Reviewed processing and awarding of Examinations results guidelines. 	<ul style="list-style-type: none"> • Council meeting minutes • 	DICT
			Develop OPRAS system by June, 2025.	<ul style="list-style-type: none"> • Existence of OPRAS system. 	<ul style="list-style-type: none"> • Project handover report 	DICT

NO	OBJECTIVES	STRATEGIES	TARGETS	INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICES
			Develop Leave processing system by June, 2026.	<ul style="list-style-type: none"> Existence of Leave processing system. 	<ul style="list-style-type: none"> System testing Project handover report System testing 	DICT
6	Human Resources Management Capacity and Supportive Services Enhanced	Enhance human resource capacity.	Review staff training and career development programmes in accordance with the Organisation's needs by June, 2022.	<ul style="list-style-type: none"> Presence of Reviewed staff training and career development programmes. 	<ul style="list-style-type: none"> Management meeting minutes 	DCS
			Long term training conducted annually as per training program.	<ul style="list-style-type: none"> Number of employees attending training. 	<ul style="list-style-type: none"> Council meeting minutes 	DCS
			Train IT Specialists in Secure Coding (PHP), Database Security (MySQL), Linux Security, Enterprise architecture and Apache Web Server management by June, 2023	<ul style="list-style-type: none"> Number of IT Specialists trained. 	<ul style="list-style-type: none"> Certificate of attendance Training report 	DCS
			Conduct in-house awareness training to NECTA staff on legal matters annually.	<ul style="list-style-type: none"> Number of employees attended training on anti-corruption 	<ul style="list-style-type: none"> Training report 	DCS
			Train Data Processing personnel on statistical data manipulation, analysis and presentation by February, 2022.	<ul style="list-style-type: none"> Number of Data Processing personnel trained. 	<ul style="list-style-type: none"> Certificate of attendance Training report 	DCS
			Train subject coordinators on item analysis system by March 2026.	<ul style="list-style-type: none"> Number of subject coordinators trained. 	<ul style="list-style-type: none"> Certificate of attendance Training report 	DCS
			Train Planning, Research and Evaluation personnel on projects management by June, 2023.	<ul style="list-style-type: none"> Number of PRE staff trained. 	<ul style="list-style-type: none"> Certificate of attendance Training report 	DCS
			Employ 200 qualified and competent staff by June,	<ul style="list-style-type: none"> Number of qualified and competent staff employed. 	<ul style="list-style-type: none"> Appointment letter 	DCS

NO	OBJECTIVES	STRATEGIES	TARGETS	INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICES
			2026.			
		Strengthen management on procurement and supplies.	Create fair and transparent procurement environment.	<ul style="list-style-type: none"> Number of appeals received 	<ul style="list-style-type: none"> Appeal decision letter Audited report 	HPMU
6.	Working Environment Improved	Enhance human resource tools and creating conducive working environment.	Review Staff Incentive Scheme by June, 2023.	<ul style="list-style-type: none"> Existence of reviewed staff incentive scheme. Staff turnover rate. 	<ul style="list-style-type: none"> Council meeting minutes 	DCS
			Review Staff Regulations by June, 2026.	<ul style="list-style-type: none"> Existence of reviewed staff Regulations. 	<ul style="list-style-type: none"> Council meeting minutes Physical verification 	DCS
			Review Schemes of Service by June, 2025.	<ul style="list-style-type: none"> Existence of reviewed Schemes of Service. 	<ul style="list-style-type: none"> Council meeting minutes Physical verification 	DCS
			Review Risk Register by June, 2022.	<ul style="list-style-type: none"> Existence of reviewed Risk Register. 	<ul style="list-style-type: none"> Council meeting minutes Physical verification 	DCS
			Develop Planning Policy by June, 2022.	<ul style="list-style-type: none"> Presence of Planning Policy. 	<ul style="list-style-type: none"> Management meeting minutes Physical verification 	HPRE
			Review NECTA Examinations Regulation by June, 2022	<ul style="list-style-type: none"> Existence of reviewed Examinations Regulation 	<ul style="list-style-type: none"> Council meeting minutes Physical verification 	LO
			Adopt computerized internal Audit Methodology Developed by Internal Auditor General Department by June, 2023.	<ul style="list-style-type: none"> Presence of Computerised internal Audit Methodology. 	<ul style="list-style-type: none"> System testing 	CIA
			Provide adequate furniture by June, 2026.	<ul style="list-style-type: none"> Number of adequate furniture. 	<ul style="list-style-type: none"> Signed contract Delivery note Goods Receive Note (GRN) 	DCS
		Enhance the condition of NECTA's	Renovation of NECTA buildings by June, 2026.	<ul style="list-style-type: none"> Presence of renovated NECTA 	<ul style="list-style-type: none"> Project hand over report Physical 	DCS

NO	OBJECTIVES	STRATEGIES	TARGETS	INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICES
		premises		buildings.	inspection	
			Acquire land for Construction of NECTA Office in Dodoma by June, 2023.	<ul style="list-style-type: none"> • Presence of land for Construction of NECTA Office 	<ul style="list-style-type: none"> • Land title deed 	DCS
			Construct NECTA Office buildings by June, 2026.	<ul style="list-style-type: none"> • Existence of NECTA Office buildings 	<ul style="list-style-type: none"> • Project hand over report • Physical inspection 	DCS
		Improve printing infrastructure.	Acquire wastepaper extract machine by June, 2023	<ul style="list-style-type: none"> • Existence of wastepaper extract machine 	<ul style="list-style-type: none"> • Signed contract • Delivery note • Goods Receive Note (GRN) 	DPP
			Acquire heavy duty perfect binding machine by June, 2024	<ul style="list-style-type: none"> • Existence of heavy-duty perfect binding machine 	<ul style="list-style-type: none"> • Signed contract • Delivery note • Goods Receive Note (GRN) 	DPP
			Acquire OMR printing machine with variable data printing system by June, 2022	<ul style="list-style-type: none"> • Existence of OMR printing machine with variable data printing system 	<ul style="list-style-type: none"> • Signed contra • Delivery note • Goods Receive Note (GRN) 	DPP
			Acquire 5 colour sheet fed machine by June, 2023	<ul style="list-style-type: none"> • Existence of 5 colour sheet fed machine (SM-74-2P) 	<ul style="list-style-type: none"> • Signed contract • Delivery note • Goods Receive Note (GRN) 	DPP
			Acquire web full colour printing machine with its auxiliary parts by June, 2024	<ul style="list-style-type: none"> • Existence of web full colour printing machine with its auxiliary parts 	<ul style="list-style-type: none"> • Signed contract • Delivery note • Goods Receive Note (GRN) 	DPP
			Up-grade Poly wrapping machines by June, 2023.	<ul style="list-style-type: none"> • Presence of up-graded Poly wrapping machines 	<ul style="list-style-type: none"> • Signed contract • Delivery note • Goods Receive Note (GRN) 	DPP
			Acquire pneumatic lifting device on Goss machine by June, 2022.	<ul style="list-style-type: none"> • Presence of pneumatic lifting device on Goss machine 	<ul style="list-style-type: none"> • Signed contract • Delivery note • Goods 	DPP

NO	OBJECTIVES	STRATEGIES	TARGETS	INDICATOR	MEANS OF VERIFICATION	RESPONSIBLE OFFICES
					Receive Note (GRN)	
			Extension of printing Unit building by June, 2024.	<ul style="list-style-type: none"> • Presence of extended printing Unit building. 	<ul style="list-style-type: none"> • Project hand over report • Physical inspection 	DCS
			Acquire digital press printing machine with at least 140ppm and 4 colours for certificate by June, 2024.	<ul style="list-style-type: none"> • Presence of digital press printing machine with at least 140ppm and 4 colours. 	<ul style="list-style-type: none"> • Signed contract • Delivery note • Goods Receive Note (GRN) 	DICT

APPENDIX 2: THE RESULTS FRAMEWORK MATRIX

Development Objective	Objective Codes	Medium term Objectives	Intermediate Outcomes	Outcome Indicators
Ensure a well-educated and learning society.	A	HIV/AIDS and Non Communicable Diseases Prevented, Services Improved, Infections Reduced	<ul style="list-style-type: none"> i. Increased awareness on HIV/AIDS among staff. ii. Reduced new cases of HIV/AIDS. iii. Increased number of employees undertaking voluntary counselling and testing for HIV. iv. Increased number of employees Undertaking Voluntary medical check-ups for NCDs v. Increased number of employees living with HIV/AIDS and NCDs receiving supportive services. 	<ul style="list-style-type: none"> i. Number of awareness programmes and level of awareness on HIV/AIDS among staff. ii. Number of new HIV/AIDS cases iii. Number of Voluntary, Counselling and Testing (VCT) programmes Number of staff attending Voluntary counselling and Testing on HIV/AIDS.
	B	Implementation of the National Anti-corruption Strategy and Good Governance Enhanced	<ul style="list-style-type: none"> i. Increased awareness of staff on corruption issues and anti-corruption strategy. ii. Improved transparency and accountability. iii. Reduced number of complaints. iv. Functioning Integrity Committee. v. Timely and quality services delivery as per Clients' Service Charter. 	<ul style="list-style-type: none"> i. Level of awareness on corruption and anti-corruption strategy among staff. ii. Percentage change in complaints at workplace and by clients. iii. Periodic reports of Integrity iv. Committee.
	C	Examinations Administration and Client Services Enhanced	<ul style="list-style-type: none"> i. Timely delivery of examinations to examinations centres. ii. Improved facilities for storage of examinations scripts. iii. Percentage of customers satisfied with NECTA's service delivery iv. Trend in the number of customer complaints 	<ul style="list-style-type: none"> i. Number of motor vehicle acquired. ii. Quality of storage facility constructed. iii. Percentage change in number of customers satisfied with NECTA's services.

Development Objective	Objective Codes	Medium term Objectives	Intermediate Outcomes	Outcome Indicators
			against NECTA's service delivery.	
	D	Quality and Fairness in Educational Assessment Enhanced	i. Percentage of setters, moderators, reviewers and subject coordinators attending capacity building programs. ii. Improved marking facilities including Mbezi wani marking centre. iii. Improved assessment at schools. iv. Increased number of research programmes. v. Percentage of teachers attending training on improving assessment of learners at schools.	i. Number of training conducted. ii. Presence of various additional buildings at Mbezi wani. iii. Presence of NAF and number of workshops conducted. iv. Number of researches conducted. v. Number of workshops conducted to Local Government Authorities.
	E	Information and Communication Technology Services and Systems Improved	i. Effective and efficient electronic marking system for objective questions established. ii. Quality of network and communication infrastructure improved. iii. Number of ICT manuals and guidelines developed, operationalized and reviewed.	vi. Availability of the fully functional system for electronic marking. vii. Level of internet accessibility and reliability. viii. Operationalization of ICT manuals and guidelines developed and reviewed.
	F	Human Resources Management Capacity Enhanced	i. Number of competent staff employed and retained. ii. Number of strategies, manuals and guidelines developed, operationalized and reviewed. iii. Improved staff welfare iv. Increased performance of staff	i. Availability of adequate and competent human resource. ii. Availability of robust governance structure and systems. iii. Increased staff retention iv. Increase on staff satisfaction index.
	G	Working Environment Improved	i. Number of buildings constructed, furnished and renovated/rehabilitated	i. Number of buildings constructed,

Development Objective	Objective Codes	Medium term Objectives	Intermediate Outcomes	Outcome Indicators
			<ul style="list-style-type: none"> ii. Number of working facilities acquired and maintained. iii. More efficient delivery of administrative services. 	<ul style="list-style-type: none"> furnished and renovated/rehabilitated. ii. Employees' satisfaction level. iii. Percentage of staff provided with working tools. iv. Availability of Clients' Service Charter.

ORGANISATIONAL STRUCTURE

