



Tanzania Commission for Universities

Rolling Strategic Plan 2009/10 - 2013/14

October, 2009

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LIST OF ABBREVIATIONS

AAU:	Association of African Universities
AIDS:	Acquired Immunodeficiency syndrome
COSTECH:	Tanzania Commission for Science and Technology
ESDP:	Education Sector Development Programme
ESMIS:	Education Sector Management Information System
HEAC:	Higher Education Accreditation Council
HEDP:	Higher Education Development Programme
HESLB:	Higher Education Students Loan Board
HIV:	Human Immunodeficiency virus
ICT:	Information and Communication Technology
INQAAHE:	International Network for Quality Assurance Agencies in Higher Education
IUCEA:	Inter-University Council for East Africa
MDGs	Millennium Development Goals
MKUKUTA:	Mpango wa Kukuza Uchumi na Kuondoa Umasikini Tanzania
MKUZA:	Mpango wa Kukuza Uchumi Zanzibar
MMEJ:	Mpango wa Maendeleo ya Elimu ya Juu
MoEVT:	Ministry of Education and Vocational Training
NACTE:	National Council for Technical Education
TNBC:	Tanzania National Business Council
NQF:	National Qualifications Framework
PEDP:	Primary Education Development Programme
SEDP	Secondary Education Development Programme
SWOT:	Strengths, Weaknesses, Opportunities and Threats
TEA:	Tanzania Education Authority
TERNET	Tanzania Education and Research Network
TCU:	Tanzania Commission for Universities

Foreword

In order to foster the implementation of its activities as stipulated in the Universities Act No. 7 of 2005, in 2005 the Tanzania Commission for Universities (TCU) developed its first Strategic Plan for the period 2005/06 to 2009/2010. That Strategic Plan had been prepared in order to succeed an earlier one for the period 2001/2002 to 2005/2006 that was conceived for the implementation of activities under the then Higher Education Accreditation Council (HEAC). Since the first TCU Strategic Plan of 2005/06 to 2009/2010 was formulated within a transition period from HEAC, it was to a great extent inclined towards the HEAC agenda and not focusing on the mandates and expanded roles of TCU as stipulated in the Universities Act. Therefore, as a response to that phenomenon and in consideration of TCU being both a regulator and a supportive agency for the growth and development of the higher education system in Tanzania, it was considered necessary to develop a new Strategic Plan that would address the TCU agenda. Furthermore, it was considered important that the new strategic plan should particularly emphasize on aspects of quality assurance and institutional reforms for Tanzanian universities, and taking advantage of the emerging developments in information and communication technologies. It was also envisioned that the new strategic plan should focus on fostering the growth and modernization of Tanzanian universities and their institutional engagements. In that regard it was considered essential for TCU to include in its Strategic Plan, strategies for the development of a coherent university support system.

In preparing this Strategic Plan covering the period 2009/2010 to 2013/2014 TCU has taken into consideration the aforementioned phenomena, and did invoke a participatory approach involving both the TCU secretariat staff and other stakeholders. That approach was found appropriate from the point of view that the TCU secretariat and the stakeholders were in a better position to articulate plans that would address the key issues pertinent to the mandates of the Commission. That would not have been the case had TCU opted to engage consultants to prepare the Strategic Plan. Therefore, in that regard members of the TCU Secretariat and the stakeholders were instrumental in contributing ideas that have been used to develop the Plan. The strategic plan is expected to realistically guide the Commission towards the fulfillment of its Mission and Vision through implementation of the strategic objectives spelt out in the Strategic Plan.

The 2009/2010 to 2013/2014 Strategic Plan for TCU has been conceived to be implemented in a rolling approach. Thus, implementation of the Strategic Plan has will be in a manner that should other mitigating factors come up, then the planed activities could be rolled over to the next year, and so on. It is expected that TCU stakeholders and other interested parties will support the implementation of this Strategic Plan.

Professor Mayunga H.H. Nkunya
TCU Executive Secretary
October 2009

Acknowledgements

This 2009/2010 to 2013/2014 Strategic Plan for TCU has been prepared through a participatory approach involving the TCU Secretariat staff and other stakeholders. Therefore, the Strategic Plan is a joint effort of members of the Secretariat and TCU stakeholders, whose dedication will also lead to the effective implementation of the planned activities. I therefore wish to express my sincere thanks to all TCU staff for their valuable ideas and efforts in preparing this Strategic Plan. As further improvements of the Strategic Plan were undertaken by incorporating views presented during a stakeholders' workshop, I therefore also wish to sincerely acknowledge the contribution of the stakeholders who participated in that workshop.

I also wish to sincerely thank Professor Daniel Mkude of the University of Dar es Salaam, who went through the draft document and offered valuable comments that were used to make improvements to the Plan. Finally, on behalf of all members of the TCU Secretariat, and on my own behalf, I wish to extend sincere thanks to members of the Grants Committee and the Commission respectively, for their valuable comments and advice in the course of preparing the 2009/2010 to 2013/2014 Strategic Plan for TCU.

Professor Mayunga H.H. Nkunya
TCU Executive Secretary
October 2009

EXECUTIVE SUMMARY

1. The TCU Secretariat has finalized the preparations of the TCU Strategic Plan for the period 2009/2010 to 2013/2014. The Strategic Plan is intended to provide guidance to the Commission towards fulfilling its Mission and Vision and will be implemented in stages in close coordination with all stakeholders. The Plan was developed using a participatory approach involving staff of the TCU Secretariat in order to have a plan that is owned by all staff and is in line with current realities. A stakeholders' meeting was also convened to gather the views of stakeholders and such views, comments and recommendations for improvement were incorporated into the Strategic Plan in its present form.
2. The Strategic Plan is divided into five chapters. **Chapter One** gives a brief historical background of the Commission and its predecessor, the Higher Education Accreditation Council (HEAC). It also indicates the roles and mandates of TCU. The roles are clustered into three main categories, namely regulatory, supportive and advisory. The broad mandates of TCU are also clustered to include accreditation and quality assurance, promotion of access to higher education and coordination of admissions, promotion of knowledge, national ideals and networking among universities, advisory services, dissemination of information on higher education and coordination of budgets and support services. The chapter finally provides a brief status of implementation of the previous Strategic Plan and the rationale for revising that plan, thereby formulating this Strategic Plan for the period 2009/2010 to 2013/2014.
3. **Chapter Two** provides an environmental scan carried out through a SWOT analysis. The chapter briefly examines internal as well as external factors that could present challenges and opportunities in implementing activities of the Commission. Such external issues include the national vision 2025, the national poverty reduction strategies (MKUKUTA/MKUZA), the Millennium Development Goals, the growing social demand for education, science technology and innovation systems, ICT, and partnerships with both national and external institutions. On the other hand, examples of internal issues include physical facilities, library and TCU resource centre, TCU organization and management structure, human and financial resources, transport constraints, available ICT facilities, requirement for a printing press, and lack of a proper data management system. The brief analysis of the TCU external and internal environment helps to identify the strengths, weaknesses, opportunities and threats or challenges that provided the basis for evolving the strategic issues to be addressed by the Strategic Plan.
4. **Chapter Three** is brief and simply states the TCU Mission, Vision, Motto, and the core values and norms. The TCU Vision is "To be a world-class higher education regulatory agency for the systematic growth and excellence of university education in Tanzania." The TCU Mission is "To promote accessible,

equitable and harmonized quality university education systems that produce nationally and globally competitive outputs”. The core values include transparency and efficiency, integrity, tolerance, accountability, and creativity.

5. **Chapter Four** gives the strategic objectives and the action plan and the budget. There are nine strategic objectives, each incorporating targets, strategies and activities earmarked for its achievement. The strategic objectives are as follows:
 - (i) Improved quality assurance management systems
 - (ii) Improved equitable access and coordination of student admission
 - (iii) Improved student enrolment in science related programmes
 - (iv) Enhanced internal and external linkages and university support systems
 - (v) Improved ICT resources and higher education management information systems
 - (vi) Established permanent TCU office premises
 - (vii) Enhanced diversification of sources of funding
 - (viii) Improved staff development activities, welfare and working environment
 - (ix) Enhanced mitigation against the HIV/AIDS pandemic

The Action Plan considers each strategic objective and the identified targets, strategies, activities, as well as performance indicators and responsibility centres. It then indicates the tentative time frame for the implementation of the activities, and the projected budget. The total budget for the implementation of the Strategic Plan is well over Tshs 9 billion excluding personnel emoluments.

6. **Chapter Five** provides the monitoring and evaluation framework for the effective and efficient implementation of the Strategic Plan. The major impetus for the framework is to ensure that all steps in the Strategic Plan are implemented according to the Action Plan. Evaluation on the other hand is the critical appraisal system for the overall planning process focusing on specific milestones of achievements as compared to the Action Plan expectations. Evaluation of the implementation of the Strategic Plan will be conducted both internally and externally.

CHAPTER ONE

INTRODUCTION

1.1 Historical background

Tanzania is a United Republic that was formed on 26th April 1964 as a union of the then Republic of Tanganyika and the Republic of Zanzibar. Administratively, the United Republic of Tanzania constitutes two governments: the Union Government which also oversees all matters on Mainland Tanzania, and the Zanzibar Revolutionary Government which has full autonomy on all aspects except on union matters that are spelt out in the Constitution of the United Republic. Higher education is one of those union matters.

Starting the late 1980 up to the mid – 1990s Tanzania liberalized its political and socio-economical policies. The liberal reforms led to opening up of higher demands for social services including higher education. Since then higher education has continued to experience exponential expansion, including the establishment of private universities. This situation has been considered as a threat to the quality of the institutions being established and the education provided, which could be compromised if a regulatory framework was not instituted. Therefore, in order to address that phenomenon, in 1995 the then Higher Education Accreditation Council (HEAC) was established, with the legal mandate to regulate the establishment and subsequent accreditation of private university institution in the country. Such mandate being limited only to private universities was considered unfavourable for the promotion of a viable public-private partnership in higher education as stipulated in the National Higher Education Policy of 1999. Therefore, that and the need to establish a harmonized higher education system in the country led to the establishment of the Tanzania Commission for Universities (TCU) through enactment of the Universities Act No.7 of 2005.

1.2 Roles and mandates of TCU

TCU is a body corporate mandated to recognize, approve, register and accredit universities operating in Tanzania, and local or foreign university level programs being offered by non-TCU registered higher education institutions. TCU also coordinates the proper functioning of all university institutions in Tanzania so as to foster a harmonized higher education system in the country. In order to ensure that such a harmonious higher education system does not compromise institutional peculiarities and autonomy, each university has the legal right to operate under its own charter.

The roles of TCU can be clustered into the following main categories:

- (i) **Regulatory:** Conducting periodic evaluation of universities, their systems and programs so as to oversee quality assurance systems at the universities and in the process leading to new institutions to be registered to operate in Tanzania, and the existing the institutions' to be accredited,

and validation of university qualifications attained from local and foreign institutions for use in Tanzania.

- (ii) **Supportive:** Ensuring the orderly performance of the universities and the maintenance of the set quality standards, by providing support to universities in terms of coordinating the admission of students, offering training and other sensitization interventions in key areas like quality assurance, university leadership and management, fund raising and resources mobilization, gender aspects in university management and gender mainstreaming, etc.
- (iii) **Advisory:** Advising government and the general public on matters related to the higher education system in Tanzania, including on program and policy formulation on higher education, and on the international issues pertaining to higher education.

In conducting its regulatory role TCU has registered at different levels all university institutions operating in Tanzania, after having evaluated them and established their attainment of the set quality standards. Registration involves granting of a certification of provisional registration allowing an institution to operate in Tanzania offering programmes but not allowed to grant academic awards; a certificate of full registration where the institution is also allowed to grant academic awards; or a certificate of accreditation thus recognizing it as fully operation university institutions. TCU also approves all programmes before university institutions in Tanzania can offer them.

The specific functions of TCU as provided in Section 5 (1) of the Universities Act can be clustered as follows:

1.2.1 Accreditation and quality assurance

- (i) Receive and consider applications from persons, companies, or organizations seeking to establish universities, or university programmes in the United Republic of Tanzania and make recommendations to the Minister
- (ii) Set standards of quality, register and accredit all universities and university colleges
- (iii) Visit and technically inspect university level institutions and make appropriate recommendations thereon to the Government
- (iv) Regulate and standardize:
 - Promotion criteria, designations and titles of academic and senior administrative staff in universities
 - Schemes and criteria for the broadening of opportunities for persons in disadvantaged groups to secure sponsorship for higher education and to acquire requisite academic qualifications for admission into universities
- (v) Oversee the implementation of the Universities Act No. 7 of 2005 and the Higher Education Policy
- (vi) Audit on a regular basis the quality assurance mechanisms of universities
- (vii) Monitor the quality and relevance of university level institutions and their programmes

- (viii) Monitor and regulate general management and performance of universities
- (ix) Establish transfer procedures for university students who wish to be transferred from one university to another and from one programme to another
- (x) Regulate, standardize, recognize and equate degrees, diplomas and certificates conferred or awarded by foreign universities and local institutions
- (xi) Establish and maintain a qualifications framework for universities and to take part in establishing a national qualifications framework for Tanzania
- (xi) Receive, consider and approve universities' proposals of outlines of academic programmes or syllabi and related general regulations
- (xii) Oversee institutional resource bases for their academic programmes and related functions
- (xiii) Ensure the maintenance of standards of programmes and examinations in higher education institutions

1.2.2 Promotion of access to higher education and coordination of admissions

- (i) Set requisite academic criteria for student admission into universities
- (ii) Approve admissions into institutions of higher education.
- (iii) Provide a central admission service for university institutions

1.2.3 Promotion of knowledge, national ideals and networks among Universities

Promote:

- (i) The objectives of higher education, in particular, the development, processing, storage and dissemination of knowledge for the benefit of humanity and the harnessing of knowledge for the production of usable goods and services
- (ii) Cooperation and networking among universities within and outside the United Republic of Tanzania
- (iii) Gender equality, balance and equity among universities
- (iv) The noble ideals of national unity and identity in universities

1.2.4 Advisory services

- (i) Advise the government, through the Minister responsible for education, on any aspect or matter of university education
- (ii) Advise the government, private sector and individuals on the establishment of university level institutions
- (iii) Consider and make recommendations to the Minister regarding the upgrading or downgrading of the status of a university
- (iv) Offer expert advice and recommendations to the government on matters relating to university education, training and research

1.2.5 Dissemination of information on higher education

- (i) Collect, examine and publish information relating to university education and research
- (ii) Create a database on higher education institutions for easy retrieval and use by the public
- (iii) Collect, examine, store in database or databank and publish information relating to higher education, research and consultancy

1.2.6 Coordination of budgets and support services

- (i) Coordinate the long term planning, staff development, scholarship and physical development strategies and programmes of universities
- (ii) Coordinate preparations of budgets and advice the government on recurrent and development budgets for universities
- (iii) Levy fees or any other form of charge for specific services, facilities and documents rendered or supplied to institutions
- (iv) Solicit for and distribute funds among universities

1.3 Status of implementation of the previous Strategic Plan

In 2001 the first five-year strategic plan was developed for the then HEAC and covered the period 2001/2002 to 2005/2006. The strategic plan was revised in 2005 when TCU was about to be established and the revised strategic plan was supposed to cover the period 2005/2006 to 2009/2010. However, because the plan was prepared when TCU had not taken ground, it did not adequately address the TCU agenda corresponding to the roles and functions of TCU as articulated in the Universities Act. Thus, the Strategic Plan was more of a transitional plan for transforming HEAC to TCU.

The strategic plan had nine strategic objectives as follows:

- (i) Improved legal framework, organization and management
- (ii) Improved equitable student access to university level higher education
- (iii) Improved quality of teaching and learning environment in higher education institutions
- (iv) Improved quality and relevance of research
- (v) Improved financial base through diversification of sources and sustainability
- (vi) Improved human resources management
- (vii) Enhanced linkage with national and external institutions
- (viii) Improved infrastructure
- (ix) Enhanced response to HIV/AIDS

TCU has been conducting its business based on that strategic plan and a varying degree of success has been registered in implementing some of the objectives stated above. The first objective, for example focused on the enactment by Parliament of what was known as the Higher Education Umbrella Act. Although it took quite some time to reach that end, it is gratifying to note that the Act (Universities Act No. 7 of 2005) was finally passed by Parliament on 13th April 2005 and the President assented to it on 6th June 2005.

Key targets for the other objectives included the improvement of capacity for financial planning, budgeting and control, and the identification of prioritized areas for support. Other key targets included having standard approved fees for various academic programmes and the development of guidelines and policies for budgeting and financial allocation, increased student enrolment, and the improvement of the teaching and learning environment in higher education institutions. Thus, when one considers the activities under each objective, there is every indication that considerable success has been recorded.

This notwithstanding, it has been necessary to make a review of the plan in order to bring it in line with the realities regarding the TCU agenda as articulated in the Act. In doing so, a lot of emphasis was directed towards conducting the review in a participatory manner by involving TCU staff and other stakeholders.

In embarking on this review analysis of the implementation status of the 2005/2006 to 2009/2010 strategic plan indicated that not all the planned activities could be implemented, mainly due to a number of challenges, including the inadequacy of financial resources, office space, human resources, and the apparent weak ownership of the strategic plan by the key players. However, more importantly the replacement of HEAC by TCU with expanded mandates indicated inadequacies in the strategic plan. Other factors that came into the picture during the transitional period included, for example, the need to come up with an organization structure that fits the roles, functions and mandates of TCU.

Furthermore, with the transfer of higher education to the Ministry of Education and Vocational Training (MoEVT), the revision of the higher education policy that had already started had to be stopped, as the policy aspects had to be incorporated into the National Education and Training Policy that is now under review. Furthermore, the MoEVT has started a process to formulate the higher education development program (HEDP, or Mpango wa Maendeleo ya Elimu ya Juu – MMEJ in Kiswahili) so that higher education conforms to the sector wide ESDP that has been already been translated into PEDP and SEDP. The policy is expected to be in place by the financial year 2010/2011. All these developments have prompted the need to formulate a new strategic plan for TCU that will guide implementation of the Commission's core functions spelt out in the Act, for the period 2009/2010 to 2013/2014.

1.4 Rationale for the TCU Strategic Plan for 2009/10 – 2013/14

Strategic planning has long been accepted as the most rational way of realizing an organization's objectives. It is said "if you do not know where you are going, any route will take you there." Therefore, a good strategic plan usually helps in determining the direction in which an organization wants to grow, the tools it will deploy, the manner in which resources can be configured and the weaknesses that have to be avoided. In other words, a good strategic plan can assist in realizing the organization's vision.

On the basis of that understanding, TCU during its formative stage developed a strategic plan for the period 2005/06 – 2009/2010 as explained above.

However, because that plan was prepared when TCU was still in the formative stage, the strategic plan was articulated in the form that did not correspond to the roles and functions of TCU as spelt out in the Universities Act. In effect the plan was more of an arrangement for the transformation from HEAC to TCU. Therefore, in order to ensure that the roles and functions of TCU as spelt out in the Act were appropriately addressed, it became evident that a new strategic plan was required. This need prompted the process to formulate this strategic plan for the period 2009/2010 to 2013/2014. The plan will be rolled over on a yearly basis. Also, in order to have a plan that is in line with the current realities, a more participatory approach involving staff of the TCU Secretariat and other stakeholders was used in the strategic plan development process.

1.5 The TCU Strategic Plan for 2009/10 – 2013/14 and targets

The strategic objectives for the TCU Strategic Plan for 2009/10 – 2013/14 together the projected targets for of each strategic objective are as follows:

(a) Improved quality assurance management systems

Targets

- (i) Developed and instituted quality assurance mechanisms
- (ii) Conducted quality assurance activities at TCU and in universities
- (iii) Improved quality and quantity of academic staff, and other teaching and learning resources at universities
- (iv) Established operational national qualifications policy and framework
- (v) Eliminated existing university and other academic malpractices
- (vi) Established operational Monitoring and Evaluation system at TCU

(b) Improved equitable access and coordination of student admission

Targets

- (i) Increased higher education participation rate from 3% in 2008/2009 to 12% by 2014
- (ii) Increased female students enrolment from 31.8% in 2007/2008 to at least 40% by the year 2014
- (iii) Improved coordination of admission process at all universities in Tanzania

(c) Improved student enrolment in science related programmes

Target

Expanded student enrolment in science related programmes from 26% in 2006/2007 to 40 % in 2014

(d) Enhanced internal and external linkages and university support systems

Targets

- (i) Increased public awareness of TCU, its roles and core functions
- (ii) Improved collaboration with internal and external institutions
- (iii) Improved access to information resources.

(e) Improved ICT resources and higher education management information systems

Targets

- (i) Established ICT policy and master plan
- (ii) Enhanced ICT infrastructure and resources
- (iii) Developed staff ICT skills and enabling culture
- (iv) Maintained structured and up-dated website
- (v) Established ICT security provisions
- (vi) Enabled management information system linked to universities and other stakeholders
- (vii) Improved processing, storage, retrieval, dissemination and use of higher education information.

(f) Established permanent TCU office premises

Target

Constructed habitable TCU office complex

(g) Enhanced diversification of sources of funding

Targets

- (i) Increased government budgetary allocation
- (ii) Increased internally generated funds and funds from other sources by 30% of the total government allocation
- (iii) Increased access to external funding for specific functions.
- (iv) Minimized operational and other costs.

(h) Improved staff development activities, welfare and working environment

Targets

- (i) Increased availability of working tools and facilities
- (ii) Maintained working facilities
- (iii) Improved scheme of service
- (iv) Established training programme
- (v) Prepared human resources policy and regulations
- (vi) Improved work performance and output
- (vii) Enhanced staff motivation, working conditions and staff retention
- (viii) Improved staff welfare
- (ix) Operationalized organization structure

(i) Enhanced mitigation against the HIV/AIDS pandemic

Targets

- (i) Established TCU HIV/AIDS policy
- (ii) Increased awareness on HIV/AIDS transmission, prevention, control and care
- (iii) Strengthened capacity to develop, implement and monitor HIV/AIDS interventions
- (iv) Promoted HIV/AIDS research in universities

CHAPTER TWO

ENVIRONMENTAL SCAN

2.1 Introduction

Before identifying the strategic objectives for the plan and preparing an implementation plan, it was necessary to make a quick assessment of both the internal and external environments. It was essential to have a good awareness of both the external and internal environment of TCU because these will necessarily have an impact on the operations of the Commission. The internal and external environments usually present challenges for which TCU must find ways of addressing, or opportunities that TCU could gainfully exploit. Such awareness would assist the Commission to establish the necessary tools to navigate confidently; to effectively exploit emerging opportunities and also to arrest any potential threats.

Based on its mandates, the scope of the TCU external environment is very wide. It goes beyond the Government and its departments, and inevitably touches on national, social, political, economic, technological, and many other areas, as well as developmental challenges and international factors such as globalization, ICT developments, etc. Given the important role of higher education in national development, there are naturally lots of public expectations from TCU as a higher education regulating agency.

2.2 The external environment

Factors that constitute the TCU's external environment can present challenges as well as opportunities. These include national policies, as well as national and international developmental agenda. The following sections give brief accounts of some of such factors:

2.2.1 Vision 2025

The National Vision 2025 envisages Tanzania to be “a nation with a high level of education at all levels; a nation which produces the quantity and quality of educated people sufficiently equipped with the requisite knowledge and skills to solve the society's problems; meet the challenges of development and attain competitiveness at regional and global levels.” This is an important developmental challenge and TCU will contribute to its achievement by working closely with university institutions to ensure that the basic goals in the Vision 2025 are addressed. This could be done by ensuring that the country produces sufficient quantities of good quality human capital for achieving the goals stipulated in the Vision 2025.

2.2.2 The National Strategy for Growth and Reduction of Poverty (MKUKUTA/MKUZA)

The National Strategy for Growth and Reduction of Poverty (MKUKUTA in Kiswahili) of 2005 for Mainland Tanzania, which is now being revised, and the 2006 Zanzibar Strategy for Growth and Reduction of Poverty (MKUZA)

are examples of strategies that have been developed to articulate national developmental targets. The priority social sectors to be addressed are listed as education, health and water. These are expected to support the other sectors and cross cutting issues like HIV/AIDS, the environment, good governance, private sector development and gender mainstreaming. Most of the set targets could be realized by having adequate and competent human resources in the various formal and informal sectors. That entails the need for concerted efforts to prepare human resources possessing competencies that are required by the market and able to apply appropriate skills, knowledge and attitudes directly relevant to the MKUKUTA/MKUZA objectives. Once again, TCU comes to the forefront. It is clear that the mandate and roles of TCU are relevant to the needs of the MKUKUTA/MKUZA aspirations.

2.2.3 Millennium Development Goals

The Millennium Development Goals (MDGs) are another global initiative that identifies key challenges that must be addressed in order to bring about human development. Although the MDGs do not explicitly touch on higher education, the fact that higher education is relevant to all eight MDGs is undisputable. The eight MDGs are as follows:

- (i) Eradication of extreme poverty and hunger
- (ii) Achievement of universal primary education
- (iii) Promotion of gender equality and empowerment of women
- (iv) Reduction of child mortality
- (v) Improvement of maternal mortality
- (vi) Combating HIV/AIDS, malaria and other diseases
- (vii) Ensuring environmental sustainability
- (viii) Development of a global partnership for development

TCU has an important role in the achievement of MDGs through its quality assurance mechanisms that contribute towards the preparation of quality Human Resources, and advising the government and university institutions on how best to effectively realize these goals.

2.2.4 Growing social demand for education

There is growing awareness and social demand for education at all levels. Many countries have recognized the critical role of higher education in ensuring sustainable national development. Currently, tertiary education is recognized as an important and critical pillar of human development. Furthermore, in today's life-long learning framework, higher education has proved to provide not only the high-level skills necessary for the labour market, but is also essential for training professionals who, in discharging their duties, make decisions that have a big impact on communities and societies. Systematic expansion of student enrolment is an issue that has to be seriously addressed since this should be done without compromising the quality of the outputs. A more specific problem that needs special attention is the low enrolment of students into science disciplines. TCU needs to work with other stakeholders to gradually change this anomaly. TCU has also to continue facilitating the establishment and management of university institutions and develop the requisite guidelines to enable these institutions to meet the challenges associated with a knowledge society. TCU has to follow up

developments in globalization and cross border education and take appropriate measures and advice stakeholders accordingly.

2.2.5 Science, technology and innovation systems

In 2003 the then Ministry of Science, Technology and Higher Education launched the Science and Technology Sub- Master Plan (2003-2018) and Higher and Technical Education Sub -Master Plan (2003-2018). These documents were part of the national initiative to transform Tanzania into a nation with requisite capacity and capability of applying science and technology to bring about a desirable level of socio-economic development of its people as articulated in the National Vision 2025. By far human resources are the key components of a knowledge economy. Therefore, TCU has to be focused on the need for university institutions to offer training that will stimulate the development of scientific and technological inventions and innovations for socio-economic development. TCU also will be a key player in the envisaged review and subsequent reform of the national science, technology and innovation systems soon to be undertaken by the Ministry of Communication, Science and Technology.

2.2.6 Information and communication technology (ICT)

The rapid developments in ICT have created new opportunities and challenges. ICT has become highly relevant in the higher education sub-sector and is a cross cutting issue in many areas. It is gratifying to note that the Government is currently implementing a project to set up an ICT network for the whole country and is ready to invest in the technology using the network, following completion of laying the marine fiber optic cables that link several countries in Eastern Africa to Western Europe and Asia. TCU has to take advantage of this opportunity to work towards establishing a network linking university institutions in the country so that they can easily share e-resources among themselves and be able to access international e-resources. Furthermore, TCU has to continue advising and encouraging university institutions to invest in this technology for enhanced delivery of higher education and e-resources.

2.2.7 Partnerships with national institutions

Apart from the Government being the major financier of TCU activities, the Commission has to work closely with the Ministry of Education and Vocational Training and several Government ministries. There are several government and private agencies whose activities have close connection to TCU activities, e.g. Tanzania Education Authority (TEA), Higher Education Students Loan Board (HESLB), the National Council for Technical Education (NACTE), Tanzania Commission for Science and Technology (COSTECH), and Tanzania National Business Council (TNBC). TCU must identify opportunities and challenges that have linkages with the activities of all these institutions for effective implementation of its own functions.

2.2.8 Partnerships with external institutions

TCU has close working relationships with a number of other regional and international regulatory agencies, e.g. Association of African Universities

(AAU), International Network for Quality Assurance Agencies in Higher Education (INQAAHE), and the Inter-University Council for East Africa (IUCEA), which is putting in a lot of efforts in the development of higher education in East Africa. TCU has also managed to establish networks with funding agencies such as the Commonwealth of Learning and the Carnegie Corporation of New York. TCU will make all efforts to strengthen this networking and partnerships with other institutions, both internally and externally.

2.3 The internal environment

2.3.1 Physical facilities, library and resource centre

TCU is currently housed in rented premises whose space area cannot cope with the envisaged expansion of the Commission. The challenge will be addressed through construction of the TCU own office building on Plot No 59 on Uporoto Street in Dar es Salaam. TCU owns that plot.

TCU does not have either a library or a resource centre, both of which are very important facilities for dissemination of information to stakeholders. TCU will establish a library cum resource centre in its current office premises and these will be expanded after construction of permanent offices.

2.3.2 TCU organization and management structure

At its inception TCU inherited the organization structure of the then HEAC. However, soon afterwards it was realized that the structure was unsuitable for the implementation of the roles and functions, and mandates of TCU as stipulated in the Act. Therefore, a new organization structure has now been established and implementation of this strategic plan will be based on the new structure. The Commission has also reviewed the TCU scheme of service commensurate with the new structure. Meanwhile, the Commission continues to recruit staff to fill positions in the Secretarial within the new structure.

2.3.3 Human resources

The TCU human resource capacity has not been adequately filled. Therefore, efforts will be made to recruit new staff in order to fill positions that have been formed within the new organization structure. Capacity building is also important and efforts will be made to establish a coherent staff development programme in order to upgrade staff skills in performing the TCU core functions.

2.3.4 Financial resources

The main source of funding for TCU activities is the Government. Thus, given the budgetary constraints the Government faces and its list of other priorities, in most cases the TCU financial situation has been unsatisfactory. TCU has therefore started to look for other possible sources of funds to supplement government budgets to enable it to carry out the planned activities.

2.3.5 Transport

The Commission owns two vehicles, one of which is rather old and its servicing has continued to deplete TCU financial resources. This is a major

obstacle to TCU operations as lack of adequate and reliable transport quite often causes problems not only to staff but also to the proper execution of routine activities of the Commission. The nature of TCU activities demands that there should be adequate means of transport to enable, for example, technical teams making visitations to universities, to do their work properly.

2.3.6 Information and Communication Technology (ICT)

It is now apparent that ICT is the backbone of most activities in office setups. Thus, lack of appropriate ICT facilities as well as an ICT policy and master plan hampers proper deployment of ICT in the execution of TCU activities, and leads to inadequate facilitation for networking with universities and other stakeholders. This is an area that will have to be given special attention in the Strategic Plan.

2.3.7 Printing press

One of the statutory functions of the Commission is “to collect, examine, store in database or databank and publish information relating to higher education, research and consultancy.” At present the Commission does not have a printing press. Though there are several printing presses in the city and countrywide, the issue of reliability is important and, unfortunately this is not guaranteed. Thus, the performance of the activities of the Commission would apparently be enhanced if there were a reliable, in-house printing press.

2.3.8 Data management systems

There is still a problem of proper data management at the Secretariat, which leads to inadequacy in the storage and dissemination of statistical information. Efforts have to be made to ensure that accurate statistics are available as soon as a request for data is received.

2.3.9 Students admissions

The existing admission procedures into higher education institutions in Tanzania have persistently caused a number of problems during the admission process, including applicants having admission into the more than one institution or/and programme, thus leading institutions to run under capacity. In order to avoid the problems, the Tanzania Commission for Universities (TCU) through its mandate as spelt out in the Universities Act No. 7 of 2005 related to the coordination of admissions into higher education institutions in Tanzania, will establish an admission system where applicants to higher education institutions will be lodging applications centrally whose establishment will be part of implementation of this Strategic Plan.

2.4 Analysis of strengths, weaknesses (challenges), opportunities and threats (SWOT)

2.4.1 Introduction

A brief analysis of the external and internal environment of TCU brings to light a number of strategic issues that the Strategic Plan has to address. The analysis also helps to identify strengths, weaknesses, opportunities and threats to the Commission in the implementation of the Strategic Plan. These are outlined below.

2.4.2 Strengths

- (i) Regular and dependable source of income through government subvention
- (ii) Supportive structure of governance
- (iii) Appropriate staff retention and motivation scheme
- (iv) Committed staff
- (v) Clear mission, vision, core values and norms
- (vi) Supportive legal environment and policies
- (vii) Legal mandate for internal income generation
- (viii) Strong national, regional and international linkages, networking, and information dissemination to stakeholders
- (ix) Ownership of a big plot of land in a prime area

2.4.3 Weaknesses

- (i) Low capacity to generate internal revenue
- (ii) Lack of ICT policy and master plan
- (iii) Lack of an established pool of external peers
- (iv) Lack of a staff development policy and plan
- (v) Lack of academic programmes benchmark standards guidelines
- (vi) Unavailability of some TCU regulatory guidelines
- (v) Inadequate internal assessment mechanisms within TCU
- (vi) Lack of a National Qualifications Framework

2.4.4 Opportunities

- (i) Formulation of a higher education development program
- (ii) Increasing number of universities
- (iii) Increasing emphasis on higher education both nationally and internationally
- (iv) Increasing willingness of the private sector to invest in higher education
- (v) Growing demand for higher education in Tanzania and globally
- (vi) Loan scheme for financing students and institutions through HESLB and TEA
- (vii) Increasing willingness of the public to contribute to the financing of higher education
- (viii) Emphasis on the promotion of science, technology and innovation systems
- (ix) Increasing drive towards harmonization of higher education systems nationally, regionally and globally
- (x) ICT developments including connectivity *via* fiber optic marine cable
- (xi) Increasing efforts towards East African regional integration
- (xii) Promotion of quality assurance systems in Africa through the establishment of the African quality assurance network

2.4.5 Threats (challenges)

- (i) Budgetary constraints
- (ii) Lack of permanent TCU office premises
- (iii) Increased use of forged certificates and qualifications in higher education institutions and workplaces

- (iv) Inadequacy of the higher education policy and the legal provisions and subsequent delays in their review
- (v) Inadequate levels of a quality assurance culture and quality assurance systems in institutions
- (vi) Low student enrolment in science and related programmes
- (vii) HIV/AIDS pandemic
- (viii) Lack of national/institutional university leadership and management training programmes
- (ix) Inadequate pool of candidates for university academic careers, particularly females
- (x) Inadequate physical and human resources in universities
- (xi) Inadequate gender sensitivity in university institutions
- (xii) Slow change of existing mind set among students and parents that the financing of higher education is the responsibility of the Government
- (xiii) Inefficient process for preparing university charters
- (xiv) Weaknesses in the Universities Act
- (xv) Control of online degrees
- (xvi) Inadequate university leadership skills leading to:
 - Some university programmes not being responsive to the national human resource needs
 - Inadequate curricula design and development skills in universities
 - Inefficient student admission processes and procedures
 - Weak student support systems in some universities
 - Less emphasis on quality assurance in some universities

CHAPTER THREE

VISION, MISSION, CORE VALUES AND NORMS

3.1 TCU Vision

To be a world-class higher education regulatory agency supporting systematic growth and excellence of university education in Tanzania

3.2 TCU Mission Statement

To promote accessible, equitable and harmonized quality university education systems that produce nationally and globally competitive outputs

3.3 TCU Motto

Universities for Prosperity

3.4 Core Values

Transparency, efficiency, integrity, tolerance, accountability, and creativity

CHAPTER FOUR

STRATEGIC OBJECTIVES AND ACTION PLAN

4.1 Introduction

In order to address the TCU agenda as stipulated in the Universities Act No 7 of 2005 and taking into consideration the analysis given in Chapter Two, the Commission has established nine Strategic Objectives to be achieved within the framework of this Strategic Plan. The Targets to be achieved for each of the strategic objectives have also been provided in the following sections, together with the strategies on how the targets could be achieved and the corresponding activities to be accomplished.

The nine Strategic Objectives are as follows:

- (i) Improved quality assurance management systems
- (ii) Improved equitable access and coordination of student admission
- (iii) Improved student enrolment in science related programmes
- (iv) Enhanced internal and external linkages and university support systems
- (v) Improved ICT resources and higher education management information systems
- (vi) Established permanent TCU office premises
- (vii) Enhanced diversification of sources of funding
- (viii) Improved staff development activities, welfare and working environment
- (ix) Enhanced mitigation against the HIV/AIDS pandemic

This chapter gives the details pertaining to each of the Strategic Objects with respect to its targets and how strategies on how those targets will be achieved, based on the various activities to be undertaken, which are also indicated. Section 5 of this Chapter provides in a matrix form, the Action Plan for implementation of the Strategic Plan. The Action Plan also indicates the projected budget for each activity item in the Strategic Plan.

4.2 Strategic Objective 1: Improved quality assurance management systems

Targets

- (i) Developed and instituted quality assurance mechanisms
- (ii) Conducted quality assurance activities at TCU and in universities
- (iii) Improved quality and quantity of academic staff, and other teaching and learning resources at universities
- (iv) Established operational national qualifications policy and framework
- (v) Eliminated existing university and other academic malpractices
- (vi) Established operational Monitoring and Evaluation system at TCU

Strategies

Activities

Strategy 1: Register new university institutions

- (i) Conduct first level technical visitations
- (ii) Guide universities towards next levels of registration

Strategy 2: Accredite

- (i) Conduct regular and impromptu technical

and re-accredit universities and programmes	visitations to registered universities (ii) Guide universities in implementing self assessment at programme and institutional levels
Strategy 3: Charter university institutions	i) Guide university institutions in chartering process ii) Follow up preparation of university charters at the Attorney General's Chambers through the Ministry iii) Prepare grant of charter events
Strategy 4: Develop quality assurance capacity at TCU and in universities	i) Train TCU staff on quality assurance systems and management ii) Carry out quality assurance training for universities iii) Train quality assurance peers for external evaluation of universities iv) Establish an inventory of quality assurance peers for external evaluation of universities
Strategy 5: Promote and support establishment of quality assurance units in universities	i) Develop TCU quality assurance policy ii) Promote quality assurance culture at TCU iii) Establish and strengthen the quality assurance section at TCU iv) Provide support to universities to establish quality assurance units and policies v) Participate in capacity building activities through the IUCEA, SADC, AAU, and other regional and global initiatives vi) Guide universities to participate in quality assurance capacity building initiatives
Strategy 6: Harmonize quality assurance practices in Tanzanian universities	i) Adopt IUCEA Quality Assurance Handbook for TCU and universities quality assurance practices ii) Prepare and issue quality assurance regulations iii) Develop quality assurance guidelines, benchmark standards and evaluation matrices for universities iv) Monitor and evaluate periodically quality assurance practices in universities
Strategy 7: Approve academic programmes	i) Organize capacity development workshops for curricula development and review ii) Guide universities to develop market responsive curricula iii) Evaluate and approve academic programmes as submitted by universities
Strategy 8: Harmonize university credit systems and academic awards	Develop and issue guidelines to universities on harmonized credit systems, credit transfer criteria and procedures, and academic awards.

Strategy 9: Exchange information on academic malpractices, issue guidelines to redress the malpractices, and verify academic awards

- i) Conduct verification of academic awards
- ii) Alert institutions on what academic malpractices to be avoided
- iii) Alert universities on students and staff discovered to have committed academic malpractices
- iv) Advise universities to issue forgery free academic transcripts, certificates and other testimonials
- v) Introduce in the Universities Act deterrent measures against academic malpractices

Strategy 10: Establish and operationalize a National Qualifications Framework (NQF)

- (i) Prepare a NQF document
- (ii) Conduct stakeholders' workshops
- (iii) Prepare a national qualifications policy framework
- (iv) Establish national qualifications framework guidelines and operation procedures
- (v) Establish national qualifications framework management structure
- (vi) Operationalize the national qualifications framework

Strategy 11: Establish and operationalize a Monitoring and Evaluation system at TCU

- (i) Prepare monitoring and evaluation instruments
- (ii) Conduct systematic monitoring and evaluation of the functioning of TCU
- (iii) Training 3 TCU staff in monitoring and evaluation at postgraduate level

4.3 **Strategic Objective 2: Improved equitable access and coordination of student admission**

Targets

- (i) Increased higher education participation rate from 3% in 2008/2009 to 12% by 2014
- (ii) Increased female students enrolment from 31.8% in 2007/2008 to at least 40% by the year 2014
- (iii) Improved coordination of admission process at all universities in Tanzania

Strategies

Strategy 1: Ensure institutions admit students according to existing capacity as established through optimal capacity utilization measures

Activities

- i) Prepare and issue physical facilities guidelines
- ii) Assist institutions to access funds and other resources for capacity enhancement

Strategy 2: Sensitize students and parents

- i) Issue brochures on the importance and advantages of cost sharing in higher education

on cost sharing in higher education ii) Inform prospective students on possible scholarships and other possible sources of funding of their studies

Strategy 3: Promote establishment of open and distance learning centres and facilities by residential universities i) Issue guidelines on delivery of open and distance learning programmes, and part-time academic programmes
ii) Assist universities to establish open and distance learning centres and the preparation of corresponding programme manuals

Strategy 4: Diversify entry schemes into university education i) Encourage and facilitate institutions to introduce pre-entry and other university remedial programmes that also promote gender equity
ii) Assist universities to diversify delivery modes of academic programmes
iii) Review existing student selection and admission guidelines
iv) Promote university entry through life long learning and recognized prior learning initiatives.

Strategy 5: Improve teaching and learning environment Issue guidelines on teaching and learning facilities, and environment conducive to physically challenged students

Strategy 6: Introduce centralized admission system for students in higher education institutions i) Introduce and operationalize a centralized admission system.
ii) Sensitize institutions on the use of the centralized admission system.
iii) Sensitize students and the general public on the centralized admission system.
iv) Organize joint admission meetings for universities.

4.4 Strategic Objective 3: Improved student enrolment in science related programmes

Target

Expanded student enrolment in science related programmes from 26% in 2006/2007 to 40 % in 2014.

Strategies

Strategy 1: Revise student admission guidelines establishing alternative admission routes for science students

Activities

- (i) Revise student admission guidelines
- (ii) Promote introduction of pre-entry and other remedial programmes for science students at universities

Strategy 2: Promote public awareness on importance of science to socio-economic development

- i) Conduct science education sensitization activities through workshops, exhibitions etc
- ii) Encourage and promote establishment of attractive science programmes at universities
- iii) Participate in national science promotion schemes

Strategy 3: Advise Government on incentives to encourage students to join science programmes

- i) Participate in the development of incentives to encourage parents and students to opt for science disciplines
- ii) Learn what other countries are doing in this regard and develop and implement best practices.

4.5 **Strategic Objective 4: Enhanced internal and external linkages and university support systems**

Targets

- i) Increased public awareness of TCU, its roles and core functions
- ii) Improved collaboration with internal and external institutions
- iii) Improved access to information resources.

Strategies

Strategy 1: Promote and improve TCU image and service delivery

Activities

- i) Establish and implement appropriate and cost-effective marketing strategies
- ii) Mobilize funds for advertisement and marketing of TCU
- iii) Produce and distribute a newsletter and other publicity materials
- iv) Update constantly the TCU website
- v) Review constantly TCU services to stakeholders
- vi) Conduct periodic customer care workshops for staff
- vii) Develop a “*Clients Service Charter*”
- viii) Establish a university support unit
- ix) Conduct university leadership training programs
- x) Conduct higher education research for policy formulation

Strategy 2: Promote cooperation with and among internal and external institutions

- i) Establish collaborative activities with universities and other institutions
- ii) Organize and coordinate exhibitions in higher education, science and technology
- iii) Prepare and issue guidelines on inter-institution cooperation
- iv) Participate in forums of the Committee of Vice Chancellors and Principals
- v) Conduct workshops and consultative meetings on issues pertaining to higher education
- vi) Participate in regional and international meetings

- and other events
- vii) Participate with other East African countries in harmonizing quality assurance and university credit systems

- Strategy 3:** Acquire appropriate space for and establish operational library-*cum* –resource centre
- i) Establish a TCU library and resource center
 - ii) Conduct capacity building activities for TCU staff

4.6 **Strategic Objective 5: Improved ICT resources and higher education management information systems**

Targets

- i) Established ICT policy and master plan
- ii) Enhanced ICT infrastructure and resources
- iii) Developed staff ICT skills and enabling culture
- iv) Maintained structured and up-dated website
- v) Established ICT security provisions
- vi) Enabled management information system linked to universities and other stakeholders
- vii) Improved processing, storage, retrieval, dissemination and use of higher education information.

Strategies

Activities

- Strategy 1:** Develop ICT policy and master plan
- i) Prepare ICT policy and master plan
 - ii) Identify priorities and develop implementation plan

- Strategy 2:** Strengthen ICT infrastructure and facilities
- i) Identify and address ICT gaps
 - ii) Provide access to ICT facilities and services at different access levels
 - iii) Establish ICT security provisions
 - iv) Continuously update the website
 - v) Establish Local Area Network and Wide Area Network
 - vi) Create an innovative and dynamic ICT environment
 - vii) Provide high level ICT technical support

- Strategy 3:** Develop staff ICT capacity
- i) Identify staff training needs
 - ii) Conduct staff ICT training

- Strategy 4:** Strengthen existing information management system
- i) Study, design and establish information flow at TCU and between TCU, universities and other stakeholders
 - ii) Acquire database management software
 - iii) Collect, enter and analyze data from universities and other stakeholders

- iv) Establish a centralized higher education database
- v) Improve statistics and database management process
- vi) Support and participate in national and international ICT network initiatives, e.g. TERNET, ESMIS

4.7 Strategic Objective 6: Established permanent TCU office premises

Target

Constructed habitable TCU office complex

Strategies

Activities

Strategy: Construct permanent TCU office premises, and supply and fit modern fittings, furniture and equipment

- i) Prepare business plan for the envisaged office premises
- ii) Carry out tendering process
- iii) Mobilize funds for the construction work
- iv) Supervise construction of the TCU office premises by phases
- i) Procure and install office furniture and equipment.

4.8 Strategic Objective 7: Enhanced diversification of sources of funding

Targets

- i) Increased government budgetary allocation
- ii) Increased internally generated funds and funds from other sources by 30% of the total government allocation
- iii) Increased access to external funding for specific functions.
- iv) Minimized operational and other costs.

Strategies

Activities

Strategy 1: Negotiate with government to increase allocation of funds through annual budget

- i) Prepare a realistic annual budget
- ii) Prepare and submit periodical financial performance reports
- iii) Prepare funding proposals for specific activities

Strategy 2: Solicit external funding to meet costs for TCU strategic functions

Prepare project proposals to solicit external funding.

Strategy 3: Institute effective and efficient system of charging and collections of fees

- i) Issue circulars to universities on TCU services, chargeable fees and their collection procedures
- ii) Review from time to time chargeable institutional fees

Strategy 4: Introduce

- i) Introduce cost sharing arrangements with

- | | |
|---|--|
| cost cutting measures | <ul style="list-style-type: none"> university institutions ii) Adhere to financial regulations iii) Institute rational use of office services and facilities. |
| Strategy 5: Establish income generation activities | <ul style="list-style-type: none"> i) Prepare business plan to identify areas of income generation potential ii) Operationalize the business plan |

4.9 Strategic Objective 8: Improved staff development activities, welfare and working environment

Targets

- i) Increased availability of working tools and facilities
- ii) Maintained working facilities
- iii) Improved scheme of service
- iv) Established training programme
- v) Prepared human resources policy and regulations
- vi) Improved work performance and output
- vii) Enhanced staff motivation, working conditions and staff retention
- viii) Improved staff welfare
- ix) Operationalized organization structure

Strategies

Activities

- | | |
|---|---|
| Strategy 1: Provide working environment and facilities that are safe and conducive | <ul style="list-style-type: none"> i) Carry out annual stock verification to replace worn out and obsolete facilities ii) Procure office equipment, furniture and office supplies |
| Strategy 2: Institute policy of maintenance and repair of office equipment and furniture | Regularly maintain and repair office equipment, furniture and motor vehicles |
| Strategy 3: Enhance staff remuneration | Review periodically salary structure, scheme of service and incentive scheme. |
| Strategy 4: Improve human resources capacity development | <ul style="list-style-type: none"> i) Prepare a comprehensive training programme ii) Facilitate staff to undergo short and long term training iii) Develop and implement effective succession plan iv) Recruit new staff in accordance with the organization structure. |
| Strategy 5: Institutionalize and operationalize the open performance | <ul style="list-style-type: none"> i) Initiate an open performance appraisal system ii) Promote promptly any deserving staff. |

appraisal system

Strategy 6: Improve health care system Provide medical services to staff and their families in accordance with existing statutes.

Strategy 7: Enhance staff relations i) Organize regular get-together functions
ii) Initiate and organize sports and recreational activities

4.10 Strategic Objective 9: Enhanced mitigation against the HIV/AIDS pandemic

Targets

- i) Established TCU HIV/AIDS policy
- ii) Increased awareness on HIV/AIDS transmission, prevention, control and care
- iii) Strengthened capacity to develop, implement and monitor HIV/AIDS interventions
- iv) Promoted HIV/AIDS research in universities

Strategies

Activities

Strategy 1: Formulate a TCU HIV/AIDS policy Prepare and issue a TCU HIV/AIDS policy

Strategy 2: Strengthen capacity on HIV/AIDS interventions i) Organize HIV/AIDS awareness campaigns and seminars for TCU staff and in surrounding areas
ii) Facilitate access to voluntary counselling and testing, and availability of ARV therapy for TCU staff
iii) Disseminate to TCU staff information and publications on HIV/AIDS

Strategy 3: Encourage and support institutions to undertake research towards the discovery of HIV/AIDS vaccine and/or cure i) Promote institutional efforts to undertake HIV/AIDS research
ii) Promote the conduct of institutional HIV/AIDS awareness campaigns for students and staff
iii) Disseminate information and publications to institutions on new HIV/AIDS research findings

4.11 Action plan and budget

This section provides the action plan and budget that has been developed based on the major issues, and the need to execute the activities indicated in the above sections, that will lead to realization of the set targets in the Strategic Plan. Thus the Action Plan summarizes in a matrix form the strategic objectives, targets, strategies, activities, indicators, implementation time frame as well as the indicative estimated budget. The Action Plan is meant to guide all TCU activities, which mostly will be implemented through annual budgets in accordance with the Government fiscal year.

As it has already been in this document, the increasing social demand for higher education, increased enrolments versus meager resources, and deteriorating infrastructure, are some of the factors that threaten the quality of outputs from institutions of higher education. Enhanced diversification of sources of funds is paramount in order for TCU to ensure effective and efficient operationalization of the plan. This aspect will be critically addressed in implementing the Strategic Plan.

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
STRATEGIC OBJECTIVE 1: IMPROVED QUALITY ASSURANCE MANAGEMENT SYSTEMS										
1. Developed and instituted quality assurance mechanisms	1. Register new university institutions	i. Conduct 1 st level technical visitations ii. Guide universities towards next levels of registration	Number of registered universities	Director, Accreditation and Quality Assurance	2,200,000	→	→	→	→	→
2. Conducted quality assurance activities at TCU and in universities	2. Accredit and re-accredit universities and programmes	i. Conduct regular and impromptu technical visitations to registered universities ii. Guide universities in implementing self assessment at programme and institutional levels	i. Number of universities visited ii. Number of Universities undergoing Self assessment at programme and institutional levels	Director, Accreditation and Quality Assurance	500,000	→				
3. Improved quantity and quality of academic staff and other teaching and learning resources at universities						→				
4. Eliminated existing university and other academic malpractices	3. Charter university institutions	i. Guide university institutions in chartering process ii. Follow up of university charters at Attorney General's Chambers through the Ministry iii. Prepare grant of charter events	Number of chartered universities	i. Director, Accreditation and Quality Assurance	380,000	→		→		→
				ii. Legal Officer		→		→		→
						→				→



TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
5. Established operational national qualification policy and framework			Number of Universities granted charter during grant of charter events							
6. Established operational monitoring and evaluation system at TCU	4. Develop quality assurance capacity at TCU and in universities	i. Train TCU staff on quality assurance systems and management ii. Carry out quality assurance training for universities iii. Train quality assurance peers for external evaluation of universities iv. Establish an inventory of quality assurance peers for external evaluation of universities	i. Number of training workshops conducted ii. Number of peers trained iii. Inventory of peers in place	Director, Accreditation and Quality Assurance	800,000	→	→	→	→	
						→		→		→
							→		→	
	5. Promote & support establishment of quality assurance units in universities	i. Develop TCU quality assurance policy ii. Establish and strengthen the quality assurance section at TCU iii. Promote quality	i. Quality assurance policies in place ii. Quality assurance unit/offices established	Director, Accreditation and Quality Assurance	600,000			→		



TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
		assurance culture at TCU and in universities iv. Provide support to universities to establish quality assurance units and policies v. Participate in capacity building activities through the IUCEA, SADC, AAU and other regional and global initiatives vi. Guide universities to participate in quality assurance capacity building initiatives	iii. Number of training workshops iv. Number of staff participated in capacity building through IUCEA, SADC, AAU, and other initiatives							
	6. Harmonize quality assurance practices in Tanzanian universities	i. Adopt IUCEA Quality Assurance Handbook for TCU and universities quality Assurance practices ii. Prepare and issue quality assurance regulations	i. QA regulations prepared ii. Benchmark standards prepared iii. Evaluation checklist prepared	Director, Accreditation and Quality Assurance	500,000		→			

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
	8. Harmonize university credit systems and academic awards	Develop and issue guidelines to universities on harmonized credit systems and academic awards	Guideline document prepared	Director, Accreditation and Quality Assurance	100,000			→		
	9. Exchange information on academic malpractices, issue guidelines to redress the malpractices, and verify academic awards	i. Conduct verification of academic awards ii. Alert institutions on what academic malpractices to be avoided iii. Alert universities on students discovered to have committed academic malpractices iv. Advise universities to issue forgery free academic transcripts, certificates and other testimonials v. Introduce in the Universities Act deterrent measures against academic malpractices	i. Number of verified awards ii. Press releases iii. Forgery free certificates and transcripts iii. Provision in the University Act	i. Director, Accreditation and Quality Assurance ii. Legal officer iii. Director, Admissions and Document.	358,000				→	
									→	
						→			→	
	10. Establish and	i. Draft a NQF	i. NQF policy	Executive Secretary	400,000	→		→		

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
	operationalize National Qualifications Framework	document ii. Conduct stakeholders' workshop iii. Prepare a National Qualifications policy framework iv. Establish national qualifications framework guidelines and operation procedures v. Establish national qualifications framework management structure vi. Operationalize the national qualifications framework	and guidelines ii. NQF Management structure prepared iii. Guidelines and operation procedures prepared iv. NQF operational	Director, Accreditation and Quality Assurance		→	→	→	→	→
	11. Establish and operationalize a monitoring and evaluation system	i. Train 3 staff in M & E at postgraduate level	i. Number of staff trained in M & E	i. Director, Accreditation and Quality Assurance ii. Human	600,000			→		

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
				Resources Officer						
STRATEGIC OBJECTIVE 2: IMPROVED ACCESS AND COORDINATION OF STUDENT ADMISSION										
1. Increased higher education participation rate from 3% in 2008/2009 to 12% by 2014	1. Ensure institutions admit students according to existing capacity as established through optimal capacity utilization measures	i. Prepare and issue physical facilities guidelines ii. Assist institutions to access funds and other resources for capacity enhancement	i. Physical facilities guidelines developed ii. Information on funding opportunities disseminated	i. Deputy Executive Secretary, Director, Admissions and Document. ii. Director, Accreditation and Quality Assurance	245,000		→			
2. Increased female student enrolment from 31.8% in 2007/2008 to at least 40% by the year 2013										→
3. Improved coordination of admission process at all universities in Tanzania	2. Sensitize students and parents on the culture of cost sharing in higher education	i. Issue brochures on the importance and advantages of cost sharing in higher education ii. Inform prospective students of possible scholarships and other possible sources of funding of their studies	i. Number of Brochures copies issued ii. Number of Advertisements made	i. Deputy Executive Secretary, Director, Admissions and document. ii. Executive Secretary, Director, Accreditation and Quality Assurance	80,000	→	→	→	→	→

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
	3. Promote establishment of open and distance learning centres and facilities by residential universities	i. Issue guidelines on delivery of open end distance learning programmes, and part-time academic programmes ii. Assist universities to establish open and distance learning centres and preparations of corresponding programme manuals	i. ODL Guidelines ii. Number of ODL centres iii. Programme manuals prepared by universities	Director, Accreditation and Quality Assurance	200,000		→	→		
	4. Diversify entry schemes into university education	i. Encourage and facilitate institutions to introduce pre-entry and other university entry remedial programmes that also promote gender equity ii. Assist universities to diversify delivery modes of academic programmes iii. Review existing student selection and admission guidelines iv. Promote university	i. Pre-entry and other university entry remedial programmes ii. Admission guidelines and other information available ii. Reviewed pre-entry guidelines	i. Deputy Executive Secretary, Admissions and document. ii. Director, Accreditation and Quality Assurance	200,000	→		→		

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
		entry through life long learning and recognized prior learning initiatives				→		→		
	5. Improve teaching and learning facilities	Issue guidelines on academic facilities, and environment for physically challenged students	Guidelines on teaching and learning facilities prepared	Director, Accreditation and Quality Assurance	400,000				→	
	6. Introduce centralized admission system for students in higher education	i. Introduce and operationalize a centralized admission system ii. Sensitize institutions on the centralized admission system iii. Organize joint admission meetings for universities	i. Centralized admission system ii. Number of meetings	Deputy Executive Secretary, Director, Admissions and document.	800,000		→			→

→

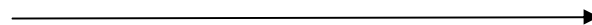
TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
STRATEGIC OBJECTIVE 3: IMPROVED STUDENT ENROLMENT IN SCIENCE RELATED DISCIPLINES										
Expanded student enrolment in science related disciplines from 26% in 2006/2007 to 40% in 2014	1. Revise student admission guidelines establishing alternative admission routes for science students	<ul style="list-style-type: none"> i. Revise student admission guidelines ii. Promote introduction of pre-entry and other remedial programmes for science students at universities 	<ul style="list-style-type: none"> i. Admission guidelines ii. Pre-entry and other university entry remedial programmes 	Deputy Executive Director, Admissions and document.	30,000	→				
	2. Promote public awareness on importance of science to socio-economic development	<ul style="list-style-type: none"> i. Conduct science education sensitization activities through workshops, exhibitions, etc ii. Encourage and promote establishment of attractive science programmes at universities iii. Participate in national science promotion schemes 	<ul style="list-style-type: none"> i. Number or seminars and exhibitions ii. Number of science programmes 	<ul style="list-style-type: none"> i. Executive Secretary, Director, Accreditation and Quality Assurance ii. Director, Admissions and document. 	230,000	→	→	→	→	→

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	20013/14
	3. Advise Government on incentives to encourage students to join science programmes	i. Develop incentives to encourage parents to opt for science disciplines ii. Learn what other countries are doing in his regard and develop and implement best practices	i. Incentives in place ii. Study visits and ensuing recommendations	i. Director, Accreditation and Quality Assurance ii. Director, Admissions and document.						
STRATEGIC OBJECTIVE 4: ENHANCED INTERNAL AND EXTERNAL LINKAGES AND UNIVERSITY SUPPORT UNIT										
1. Increased public awareness of TCU, its roles and core functions 2. Improved collaboration with internal and external	1. Promote and improve TCU image and service delivery	i. Establish and implement appropriate and cost-effective marketing strategies ii. Mobilize funds for advertisement and marketing of TCU iii. Produce and distribute a	i. Newsletter and promotional pamphlets prepared ii. Periodic update of website iii. No. of meetings,	i. Executive Secretary ii. Senior Public Relations Officer ii. Deputy Executive Secretary, ICT Manager iii. Human	600,000					



TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
institutions 3. Improved access to information resources		newsletter and other publicity materials iv. Update constantly the TCU website v. Review constantly TCU services to stakeholders vi. Conduct periodic customer care workshops for staff vii. Develop a "Clients Service Charter" viii. Establish a university support unit ix. Conduct university leadership training programs x. Conduct higher education research for policy formulation	etc iv. Workshops v. Clients Service Charter vi. Univ. Support Unit in place vii. Leadership training program in place viii. Higher education research conducted	Resources Officer						
	2. Promote cooperation with and among internal and external	i. Establish collaborative activities with universities and other institutions	i. MOUs ii. Exhibitions iii. Number of meetings	i. Executive Secretary ii. Director, Accreditation and Quality	900,000					

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
	institutions	ii. Organize and coordinate exhibitions in higher education, science and technology iii. Prepare and issue guidelines on inter-institution cooperation iv. Participate in forums of the Committee of Vice Chancellors and Principals v. Prepare and distribute a newsletter and other publications vi. Conduct workshops and consultative meetings and other events vii. Participate with other East African countries in harmonizing quality assurance and university credit systems	iv. Guidelines prepared and issued	Assurance iii. Public Relations Officer						



TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
	3. Acquire appropriate space for library/resource centre and establish operational resource centre	i. Establish a TCU library and resource centre ii. Conduct capacity building activities for TCU staff	i. Resource centre established ii. Staff trained	i. Documentation officer ii. Human Resources Officer	150,000	→				
STRATEGIC OBJECTIVE 5: IMPROVED ICT RESOURCES AND HIGHER EDUCATION MANAGEMENT INFORMATION SYSTEM										
1. Established ICT policy and master plan 2. Enhanced ICT infrastructure	1. Develop ICT policy and master plan	i. Prepare ICT policy and master plan ii. Identify priorities and develop implementation plan	ICT policy document available	Deputy Executive Secretary, ICT Manager	80,000	→				

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
and resources 3. Developed staff ICT skills and enabling culture 4. Maintained structured and up-dated website 5. Established ICT security provisions 6. Enabled management information system linked to universities and other stakeholders 7. Improved processing, storage, retrieval, dissemination and use of higher education information	2. Strengthen ICT infrastructure and facilities	i. Identify and address ICT gaps	i. ICT security established	Deputy executive Secretary, ICT Manager	450,000	→				
		ii. Provide access to ICT facilities and services at different access levels	ii. LAN and WAN working			→				
		iii. Establish ICT security provisions				→				
		iv. Continuously update the TCU website				→				
		v. Establish Local Area Network and Wide Area Network				→				
		vi. Create an innovative and dynamic ICT environment				→				
		vii. Provide high level ICT technical support				→				
3. Develop staff ICT capacity	i. Identify staff training needs ii. Conduct staff training		Number of trained personnel	Deputy Executive secretary, ICT Manager	15,000	→				
						→				
4. Strengthen existing management information	4. Strengthen existing management information	i. Study, design and establish information flow at TCU and between TCU,	i. Higher education MIS established	i. Deputy Executive Secretary ii. ICT Manager	900,000	→				
						→				



TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	20013/14
	system	universities and other stakeholders ii. Acquire database management software iii. Collect, enter and analyse data from universities and other stakeholders iv. Establish a centralized higher education database v. Improve statistics and database management process vi. Support and participate in national and international ICT network initiatives, e.g. TERNET, ESMIS	ii. Database software procured iii. Centralized database established							
STRATEGIC OBJECTIVE 6: ESTABLISHED PERMANENT TCU OFFICE PREMISES										
1. Construct habitable TCU office	Construct permanent TCU office premises, and supply and fit	i. Prepare business plan for the envisaged office premises ii. Carry out tendering	i. Business plan available ii. Permanent office	i. Executive Secretary ii. Director, Grants, Admin.	7,000,000		→			



TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	20013/14
complex	modern fittings, furniture and equipment	process iii. Mobilize funds for the construction work iv. Supervise construction of the TCU offices by phases v. Procure and install office furniture and equipment	premises available	and Finance iii. Proc. Officer						
STRATEGIC OBJECTIVE 7: ENHANCED DIVERSIFICATION OF SOURCES OF FUNDING										
1. Increased government budgetary allocation 2. Increased internally generated funds and funds from other sources by 30% of the total	1. Negotiate with Government to increase allocation of funds through annual budget	i. Prepare a realistic annual budget	i. Annual budget available	i. Executive Secretary	3,000					→
		ii. Prepare and submit periodical financial performance reports	ii. Financial reports	ii. Director, Grants, Admin. and Finance						→
		iii. Prepare funding proposals for specific activities		iii. Chief Accountant						→
	2. Solicit external funding to meet costs for TCU strategic	Prepare project proposals to solicit external funding	Number of funding proposals	i. Executive Secretary, Deputy	30,000					→

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
government allocation 3. Increased access to external funding for specific functions 4. Minimized operational and other costs	functions			executive secretary ii. Director, Grants, Admin. and Finance iii. Chief Accountant						
	3. Institute effective and efficient system of charging and collection of fees	i. Issue circulars to universities on TCU services, chargeable fees and their collection procedures ii. Review from time to time chargeable institutional fees	i. Circulars available ii. Universities regularly invoiced	ii. Director, Grants, Admin. and Finance ii. Chief Accountant	3,000	→	→	→	→	→
	4. Introduce cost cutting measures	i. Introduce cost sharing arrangements at TCU and with university institutions ii. Adhere to financial regulations iii. Institute proper use of office services and facilities	i. Circulars available ii. Cost cutting measures instituted iii. Guidelines available	ii. Director, Grants, Admin. and Finance ii. Chief Accountant	30,000					→
	5. Establish income generation activities	i. Prepare business plan to identify areas of income generation potential	Business plan available	i. Executive Secretary, Deputy Executive	25,000	→				

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME							
						2009/10	2010/11	2011/12	2012/13	20013/14			
		ii. Operationalize the business plan		Secretary ii. Director, GFA iii. Senior Planning Officer									
STRATEGIC OBJECTIVE 8: IMPROVED STAFF DEVELOPMENT, WELFARE AND WORKING ENVIRONMENT													
1. Increased availability of working tools and facilities	1. Provide working environment end facilities that are safe and conducive	i. Carry out annual stock verification to replace worn out and obsolete facilities ii. Procure office equipment, furniture and office supplies	i. Annual stock verification ii. Working facilities iii. Periodic replacement of working equipment	i. Director, Grants, Finance and Admin. ii. Procurement Officer	600,000	→	→	→	→	→			
2. Maintained working facilities													
3. Improved scheme of service													
4. Established training programme													
5. Prepared human resources policy and regulations													
6. Improved work	2. Institute maintenance and repair of office equipment, furniture policy	Regularly maintain and repair office equipment, furniture and motor vehicles	Regular maintenance	i. Director, Grants, Finance and Admin. ii. Human Resources Officer	300,000								

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
performance and output 7. Enhanced staff motivation, working conditions and staff retention	3. Enhance staff remuneration	Review periodically salary structure, scheme of service and incentive scheme	Salaries reviewed periodically	i. Director, Grants, Finance and Admin. ii. Human Resources Officer	45,000			→		
8. Improved staff welfare 9. Operationalized organization structure	4. Improve human resources capacity development	i. Prepare a comprehensive training programme ii. Facilitate staff to undergo short and long term training iii. Develop and implement effective succession plan iv. Recruit new staff in accordance with the organization structure	Training programme established Succession plan in place New staff recruited	i. Director, Grants, Finance and Admin. ii. Human Resources Officer	450,000	→	→			→
	5. Institutionalize and operationalize the open performance appraisal system	i. Initiate an open performance appraisal system ii. Promote promptly any deserving staff	i. OPRAS being used ii. Staff regularly promoted	i. Director, Grants, Finance and Admin. ii. Human Resources Officer	30,000	→	→	→		→

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	20013/14
	6. Improve health care system	Provide medical services to staff and their families in accordance with existing statutes	NHIF scheme operational at TCU	i. Director, Grants, Finance and Admin. ii. HR Officer	150,000					
	7. Enhance staff relations	i. Organize regular get together functions ii. Initiate and organize sports activities	Get together functions at least once a year organized	i. Director, Grants, Finance and Admin. iii. Senior Public Relations Officer	40,000					
STRATEGIC OBJECTIVE 9: ENHANCED MITIGATION AGAINST THE HIV/AIDS PANDEMIC										
1. Established TCU HIV/AIDS policy	1. Formulate TCU HIV/AIDS policy	Prepare and issue TCU HIV/AIDS policy	HIV/AIDS policy	TCU HIV/AIDS Coordinator	3,000	→	→			
2. Increased awareness on HIV/AIDS	2. Strengthen capacity on HIV/AIDS interventions	i. Organize HIV/AIDS awareness campaigns and seminars for TCU Staff and in	i. Number of seminars ii. Number of	TCU HIV/AIDS Coordinator	40,000	→	→		→	→

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
transmission, prevention, control and care 3. Strengthened capacity to develop, implement and monitor HIV/AIDS interventions 5. Promoted HIV/AIDS research in universities		surrounding areas ii. Facilitate access to voluntary counseling and testing, and availability of ARV therapy for TCU staff iii. Disseminate to TCU staff information and publications on HIV/AIDS	volunteers			→			→	
	3. Encourage institutions to undertake research towards discovery of HIV/AIDS vaccine and/or cure	i. Promote and support institutional efforts to undertake HIV/AIDS research ii. Promote the conduct of institutional HIV/AIDS awareness campaigns for students and staff	i. HIV/AIDS research reports ii. HIV/AIDS research findings disseminated	TCU HIV/AIDS Coordinator	30,000	→				→

TARGETS	STRATEGIES	ACTIVITIES	INDICATORS	RESPONSIBLE	BUDGET TSH '000	TIME FRAME				
						2009/10	2010/11	2011/12	2012/13	2013/14
		iii. Disseminate information and publications to institutions on new HIV/AIDS research findings								
TOTAL BUDGET IN TSHS					20,747,000					

CHAPTER FIVE

MONITORING AND EVALUATION

5.1 Introduction

Monitoring and evaluation are important activities to ensure effective and efficient implementation of the strategic plan. Both activities will be participatory, whereby key stakeholders shall be involved. Self-monitoring by the implementation units and the entire institutions will also be emphasized.

5.2 Monitoring

Monitoring involves a process of close follow up of the plan implementation progress. Monitoring is a continuous activity whose objectives include:

- Establishing whether implementation is focused on the fulfillment of the mission of the Commission
- Facilitating review of the implementation process
- Providing feedback to management
- Ensuring that objectives are achieved within the expected timeframe
- Ensuring that any deviations are addressed and corrected as soon as possible
- Ensuring that financial discipline is maintained

The major objective of monitoring, therefore, is to make sure that all steps in the plan are implemented according to the plan. This will be the responsibility of the planning unit in the Deputy Executive Secretary's Office. Periodic audits of the plan implementation will be carried out and necessary measures will be taken to make sure that the plan is implemented accordingly. Performance reports shall be prepared and tabled at appropriate levels for approval and guidance. The most obvious risk is the non-availability of adequate financial resources to implement the planned activities for achieving the strategic plan objectives.

5.3 Evaluation

Evaluation is a critical appraisal of the overall planning process in the form of specific milestones of achievements as compared to the original objectives and expectations. There will be two types of evaluation of the Strategic Plan. The first is that using internal evaluators and this will be undertaken once every two years. The second evaluation will be done at the end of the planning period (five years) by external evaluators. Both evaluations will focus on the following:

- Assessing whether plan objectives are being achieved and the reasons for any failure to achieve expected outputs

- Assessing adequacy of resources to implement the plan and justifying the use of the resources
- Establishing any constraints to effective implementation of the plan
- Establishing whether the strategic plan impacts positively upon the fulfillment of the TCU mission and vision

The Commission may give the internal and external evaluators mandate to decide on any other additional issues to be included in the evaluation. It is important, therefore to select appropriate evaluators based on their experience and skills. It is also important to involve stakeholders in the whole process because ownership of the plan is crucial for effective plan implementation, monitoring and evaluation.

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