

INSTITUTE OF ADULT EDUCATION



ROLLING STRATEGIC PLAN 2014/2015 – 2018/2019

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FORE WORD

Tanzania has been undertaking various social, political and economic reforms since 1995. These reforms call for more serious innovative plans for the sake of ensuring access, equity and quality education at all levels. This was a drive from the global initiatives to ensure all countries take on board the education agenda as a viable strategy for elimination of illiteracy and a tool for enhancement of livelihood. As it was emphasized by EFA goals and MDGs, different national policies, strategies, plans and programmes were developed to address diversified educational needs of individual citizens, Tanzania being one of them.

Some of the long-term development frameworks that Tanzania formulated include, National Development Vision 2025, National Strategy for Growth and Reduction of Poverty (NSGRP) that guide the current social, economic and education sector reforms. The Institute of Adult Education Rolling Strategic Plan (RSP) is therefore instrumental in facilitating the attainment of these long term National frameworks.

This Rolling Strategic Plan is the result of an extended participatory and consultative process of internal and external evaluation of the IAE activities. The Institute will undertake sub-sectoral reform measures and restructuring in order to effectively and efficiently deliver Adult and Non Formal Education services to Tanzanian people. The IAE recognizes the merits in continuous consultation with all key stakeholders since it is within this process the implementation of agreed strategies can achieve MDGs and EFA goals.

The IAE in this regard has been mandated by the Act of Parliament No 12 of 1975 to provide Adult and Non Formal Education in the country by implementing policies, plans and practices leading to narrowing gaps in education provision that are a result of what has not been achieved by the formal system of education.

This five year strategic plan 2014/2015-2018/2019 is designed to guide the prioritization of the IAE's strategies to address identified issues emerging from the expanded roles of the Institute within the current global context. The plan stipulates the Institute's aspiration of becoming **"a leading world institution that creates a continuously learning society"** the mission statement of the IAE, strategic issues and financing framework to facilitate the achievement of the stated vision.

To achieve the stated global commitments and National long-term strategies on ensuring equity and equality in provision of adult and non-formal education, the IAE will

operate as an independent and sustainable corporate entity that addresses the following issues: Legal framework, Governance, Infrastructure, Teaching and Learning, Research and Consultancy, Human resource, Advocacy and publicity. This strategy forms the basis for the sustainable development and implementation of effective adult non-formal education programmes and projects that will ensure observed issues are addressed and strategic objectives are realized.

Adult and non formal education issues are multisectoral in nature and require positive interactions with both national and international partners. The Institute will thus endeavour to liaise with and involve stakeholders in the implementation of this Rolling Strategic Plan. The IAE is committed to the implementation of this strategic plan, and in so doing, needs the support of all stakeholders in addressing the challenges of adult and non formal education sub-sector.

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Prof. Elifas T. Bisanda
COUNCIL CHAIRMAN

ACKNOWLEDGEMENTS

This Institute of Adult Education (IAE) Rolling Strategic Plan (RSP) is an outcome of integrated efforts of various experts from within and outside the Institute. Developing this plan was a long process which required resources in terms of time, money and people to have it in place. Determined people devoted their time and resources untiringly to ensure effective preparation of this plan, thus the IAE management profoundly acknowledges the valuable input of them all.

I would like to extend my special thanks to members of the IAE Council for their valuable contribution and endorsement of the IAE Rolling Strategic Plan.

Distinctive thanks should go to the IAE strategic planning team under the guidance of IAE Deputy Director Planning, Finance and Administration who vigorously dedicated his time, skills and knowledge in ensuring that this plan takes shape.

Lastly but not least, I would like to thank all IAE staff members who in one way or another participated in the process of preparing this very important working instrument.

Thank you all

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Dr. Fidelice M. S. Mafumiko

DIRECTOR

EXECUTIVE SUMMARY

The Institute of Adult Education (IAE) was established by the Act of Parliament No. 12 of 1975 under the then Ministry of National Education, currently Ministry of Education and Vocational Training.

IAE is charged with the responsibility of implementing adult and non-formal education policies, capacity building for teachers and administrators of adult and non-formal education, providing access to equitable and quality adult and non-formal education through distance education, mass education, and research and publication.

The Governance and control of the IAE is vested in the Governing Council, while day to day management is undertaken by the Director, assisted by two Deputy Directors.

The IAE Rolling Strategic Plan (IAE RSP) is a five-year programme, covering 2014/15 – 2018/19. It is a framework deliberately designed as a tool for providing improved service in the Institute. It specifically outlines steps the IAE proposes to take to operationalise its commitment to ensuring that the field of Adult Education and Non-Formal Education (AE & NFE) takes a proactive and sustainable role in the provision of education.

It demonstrates how this commitment is linked to national and international policies, declarations and conventions; and builds on what has already been achieved by the IAE since its establishment in 1975.

The IAE RSP provides a critical analysis of the past, current and future services which the Institute offers to the public. It also accepts contributions made by other institutions in the education sector and is committed to implementing national, regional and international conventions and declarations to which Tanzania is a signatory.

The RSP also examines the IAE strengths, weaknesses, opportunities and challenges; and outlines the factors which can pose a threat to the Institute's future development. In this case IAE experience in implementing the previous strategic plan raised several main concerns, which to a greater extent informed identification of eight (8) main strategic issues to be addressed in this strategic plan.

The RSP outlines its overall strategic goal, which is “to provide quality training in adult education and other community based development programmes, and ensure equitable participation in a rapidly expanding education system, geared to promoting sustainable development throughout Tanzania”. By realising this goal the IAE shall be fulfilling its mandate as stipulated in its establishment Act No 12 of 1975 and other government policy instruments including the Tanzania Education and Training Policy (ETP) of 2014.

A clearly identified implementation framework for institutional endeavors is an essential tool for implementation of any plan; in this context the IAE RSP spells out how this plan will be financed, implemented, monitored and evaluated.

It is envisaged that the RSP will enable the IAE to use the plan as a road map towards improving quality, efficiency, effectiveness and delivery of services on a sustainable level in the long term. However, the IAE RSP takes cognizance of a number of challenges and constraints: human, financial and physical in implementing the plan that should be faced. Thus, the IAE’s management and staff are at this point urged to collectively and individually put in extra effort to ensure efficiency in coordination, monitoring and implementation of the plan.

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LIST OF ABBREVIATIONS

AE & NFE - Adult Education and Non-Formal Education

BRN – Big Result Now

CEO - Chief Executive Officer

COL – Commonwealth of Learning

RSP - Corporate Rolling Strategic Plan

CE - Correspondence Education

CE - Correspondence Education

DD ARC - Deputy Director Academic, Research and Consultancy

DD FPA - Deputy Director of Finance, Planning and Administration

DE - Distance Education

EAC – East African Community

ESDP - Educational Sector Development Programme

FIN MIS – Finance Management Information System

HR - Human Resource

HR MIS – Human Resource Management Information System

ICT – Information Communication Technology

IAE - Institute of Adult Education

IPPE – Integrated Post Primary Education

LAN - Local Area Network

M&E - Monitoring and Evaluation

MoEVT - Ministry of Education and Vocational Training

MTEF - Medium Term Expenditure Framework

NSGRP - National Strategy for Growth and Reduction of Poverty

OC - Other Charges

OL - Open Learning

ODL - Open and Distance Learning

PEDP - Primary Education Development Plan

PMORALG - Prime Minister's Office, Regional Administration and Local Government

PPP - Public – Private Partnership

QAP - Quality Assurance Policy

SADC - Southern Africa Development Community

ETP - Education and Training Policy

UDHR - Universal Declaration of Human Rights

UNICEF - United Nations Children Education Fund

UPE - Universal Primary Education

URT – United Republic of Tanzania

WAMO – Wageni Morogoro

WAN - Wide Area Network

CHAPTER ONE

GENERAL INTRODUCTION

1.1 Historical background of IAE

The Institute of Adult Education (IAE) was established in 1960 as an extra mural studies section of Makerere University College, under the University of London. In 1963, the Institute was upgraded to a department and placed under the Dar es Salaam University College. Later on it became an autonomous institution established by Parliamentary Act No. 12 of 1975 under the then Ministry of National Education, currently the Ministry of Education and Vocational Training (MoEVT). The Institute has to date become a centre for Learning, Research and Training in Adult Education arena with total enrolment of **2295** for Certificate, Diploma and Degree students and **18675** ODL post primary education Learners. Its services have been extended to the grassroots level through regional centres established in 21 regions of Tanzania Mainland.

1.2 Implementation of IAE Strategic Plan 2008/2009-2012/2013

This section depicts implementation of the previous strategic plan by taking into consideration the areas of major achievements and areas that need improvement.

1.2.1 Areas of Major achievement

In implementing the former strategic plan the institute has made remarkable achievements. These achievements are directly observed in terms of infrastructural development, recruitment and capacity building, increased academic programs and student's enrolment as briefly explained below.

i) Infrastructural development

The Institute of Adult Education has strengthened learning and teaching environment at headquarter and its campuses in Morogoro and Mwanza. This is by renovating and refurbishing 7 lecture halls, offices, class rooms as well as fixing 895 chairs and other multimedia teaching facilities. New toilets were constructed at IAE headquarter and WAMO in Morogoro. In addition, rehabilitation of 2 lecture halls, offices and library building at Mwanza regional centre is by 80% finalized for establishment of a new campus at Luchelele Mwanza.

ii) **Recruitment and capacity building**

IAE has increased the number of its staff from 172 in 2008 to 287 in 2014. More over in the same period 84 staff members were enabled to undertake long term training and 168 staff attended short term training.

iii) **Increased academic programs and students enrolment**

The IAE has increased academic programs from one Diploma course in 2008 to 2 Diploma programmes and 2 undergraduate degree programs in 2014. The increase of academic programs has coupled with the increase of students from **571** students in 2008 to **2295** in 2014. Apart from the conventional academic programs IAE has made notable advancement in offering post- primary education through open and distance learning in which Integrated Post Primary Education Program IPPE has been piloted in 13 districts of Tanzania mainland in collaboration with United Nations Children Education Fund (UNICEF). Furthermore, the number of students pursuing Secondary education through Open and Distance Learning (ODL) has increased from 12,144 students in 2009 to 22456 students in 2014. Following IAE's mandate to register and establish open schools in Tanzania it has managed to register 272 open schools.

Therefore IAE will continue to work diligently for increasing more Academic programmes and student's enrolment in this plan plan for increasing the internally generated income to support running cost and investment for future development of the institute.

iv) **Widening the IAE structure**

This is the aspect where the Institute of Adult Education have thought beyond the box and introduced the campuses within the regional centres for offering various Certificates and Diploma programmes within the regions. Therefore **Morogoro campus** at WAMO has been established as the result of this innovation and **Mwanza campus** at Luchelele is expected to start by October 2015.

Finally this aspect is very important for integrating the new innovations into IAE long term plans to create more opportunities for internal income generation; therefore IAE will continue to work tirelessly to establish more campuses as possible in the next plan.

1.2.2 Areas that need further Improvement

This part depicts some areas where the institute has tried very hard to ensure that the plan is implemented accordingly, however due to scarcity of resources and other factors the implementation was not as per plan. Therefore the IAE is willing to rollover unattended aspects in the next strategic plan.

i) Governance

Governance is an important strategic issue as it provides for the management and hierarchy of command. It outlines the terms of reference for the persons such as the CEO, heads of departments/units, and specifies all instruments of governance, such as Councils, Boards, Committees, and consultative meetings. It is these persons and instruments of governance that are normally charged with executing, monitoring and evaluating the strategic plan.

The IAE is a complex organisation that deals with education issues from community level, post – primary (prevocational and forms I – VI) to post-secondary education (certificate, diploma and degree levels). This complex nature of IAE operations requires restructuring its organogram to cope with current transformation-taking place in the education sector.

Some suggestions have been captured from the comprehensive evaluation of the institute (IAE, 2013) on how well the organisational structure can function to facilitate effective delivery of its services. Not only that, a need for establishing systems to support delivery of services is also critical at this juncture. Hence, to address these concerns the IAE will work out to improve its organisational structure and also put in place policies and regulations to guide its operations

ii) Teaching and Learning

In any educational institution teaching and learning is a critical aspect and a driving force of the organisational agenda. Given a complex nature of the IAE, teaching and learning involves blend of multifaceted aspects that ensure integration of different procedures to achieve the organisational goal. Those include (just to mention a few), quality of library services, the use of ICT, diversification of programmes as well as community awareness and involvement.

Currently the IAE has only two programmes at bachelor degree level where as at diploma and certificate levels there is single programme. Given the fact that, there

exist wider knowledge areas that need different actors to address, hence the IAE needs to put in place diversity of programmes to cater for knowledge needs of the wider community. Moreover, the current curriculum needs to be reviewed to accommodate the transformation taking place all over the world.

Although there are efforts to raise the transition rate from primary to secondary schools, the achievement of this is hampered with various constraints. In recognition of this setback the IAE needs to put in place the strategies to open up access to education opportunities to adolescents who are left out by formal system. A need to ensure that, a big number of out-of school youth and adults are enrolled in post primary education programmes is equally important.

While the IAE strives to increase the number of students and staff, a need for sophisticated data management system is envisaged. It calls for a modernized MIS to enhance expediency and accuracy of data storage, retrieval and information dissemination. To enhance its performance in service delivery the IAE needs to embrace the utilization of modern ICT.

Together with support of ICT in delivering courses, library services serve a critical role in ensuring quality of Teaching and Learning process. The IAE should strive to make sure that library services are offered by professionals and the number and variety of title are available to facilitate learning.

In order to achieve better result, our communities need to be aware of developmental issues which in turn can lead to sustainability of our programmes. Hence a comprehensive literacy campaign will be developed as well as digitalized literacy support materials to facilitate learning in the communities.

iii) Infrastructure

Infrastructure in the IAE includes lands, buildings, equipment, Local Area Network (LAN), Wide Area Network (WAN) networks and internet connections required for implementing functions of the IAE. Currently the IAE owns buildings in eight regions including Dar es Salaam, Mwanza, Tabora, Mbeya, Moshi, Ruvuma, Dodoma, Rukwa and Morogoro. This implies that in the remaining regions the IAE offices are in rented buildings hence expensive, and out of control.

Moreover it is noted that a good number of regional IAE offices lack regular maintenance and the value and ownership documents of IAE assets have to be

sought. Therefore, IAE commitment to expand its programmes, number of students, staff and stakeholders requires sophisticated data management system. Such institutional expansion also requires rehabilitation and construction of new buildings especially at its new campuses.

iv) Human Resource

Enhancement of human resource at the IAE is indispensable. It entails continuous capacity building programmes among the staff at all levels to make them efficient and effective in service delivery. Likewise, recruitment of new staff is essential to meet/cope expansion of the institute including filling new positions. Equally important is provision of staff motivation, clear working guidelines and mental, health and social well-being of workers to improve performance. As such, the IAE needs to put emphasis on efficient deployment of human resource, welfare and recreational facilities.

v) Research and Consultancy

Adult Educations, practitioners and policy makers need to be able to draw on the evidence of research to make informed decisions about policy, programmes and projects as well as publishing the findings of research and consultancies undertaken. IAE needs to strengthen its capacity in research activities and consultancy in order to apply evidence – based information in pursuing its objectives as well as generate income.

The IAE like any other institutions has been operating under the establishment Act No. 12 of 1975, which legalize its establishment. The Act provides it with the mandate of implementing adult and non-formal continuing education to children, youth, adult and out of school children at post-primary and post-secondary levels.

Although there is a legal framework (IAE Act) that provides mandate to IAE and her operations, the Act does not cope with the existing changes in socio-economic and technological advancement. As such it does not allow the institute to function effectively. The Act has been noted to have no regulations to support its operations hence makes it difficult to perform its task as required including registering centres which offers non-formal education at secondary level. Likewise, the modes of delivery have been changing over time, from Correspondence Education (CE) to Distance Education (DE) then to Open Learning (OL). The

inevitable review of the IAE Act should reflect current changes, requirements of society and its envisioned mandate.

vi) Financial sustainability

Financial resource is a key input for the institution's sustainability and implementation of this Rolling Strategic Plan. The IAE receives funds from the internally generated sources, government subvention/funding and other grants. The internally generated fund includes among others fees from students, and other internally generated funds like halls hiring and printing. The government provides IAE with recurrent fund and Other Charges (OC). Other funds are generated from projects through different development partners. Adequate and sustainable financial framework is of vital importance for effective implementation of the planned IAE activities and programmes.

Currently the IAE has continued to widen the delivery of services by diversifying to regional centres to cope with the needs and demands of the society, all of which need funds for establishing conducive teaching facilities including construction of lecture halls, regional centres offices and recruiting new staff.

For effective financing and facilitation there is a need of having clear documentation and auditing. Also bylaws for ensuring timely fees payment, transparent systems and financial tracking are necessary. Similarly the IAE should enhance its marketing strategies, strengthen consultancy services and short course programmes.

1.3 Rationale of the IAE Rolling Strategic Plan for 2014/15-2018/19

Academic institutions always plan for the future to ensure wise allocation of resources in overcoming their current institutional challenges. Besides, the previous IAE strategic plan had challenges which this RSP 2014/15-2018/19 is intended to address together with other issues and establish new strategic direction for the next five years.

1.4 Overview of the IAE Rolling Strategic Plan

The IAE Rolling Strategic Plan (IAE RSP) is a five-year programme, covering 2014/15 – 2018/19. This strategic plan is a framework designed purposively as a tool for providing improved services of the Institute. It specifically outlines steps that the IAE proposes to

take in realizing its commitment to ensuring that the field of Adult Education and Non-Formal Education (AE & NFE) takes a proactive and sustainable role in the provision of life-long learning for national development.

In terms of structure, this Rolling Strategic Plan is organized into five chapters. The first chapter presents the overall synopsis of the IAE historical back ground, short description on implementation of the previous strategic plan and the justification for developing the current IAE Rolling Strategic Plan. The second chapter analyses the external and internal environments of the IAE, which encompasses SWOC analysis. The third chapter draws out the IAE Vision, Mission, Grand Strategic Objectives and Values. Furthermore the fourth chapter presents the strategic issues, objectives, targets and financing framework of the plan. Finally, in chapter five the implementation, monitoring and evaluation system for this plan is proposed.

CHAPTER TWO

ENVIRONMENTAL ANALYSIS

2 Introduction

This chapter covers internal and external environmental analysis in which the internal environmental analysis of IAE depicts the institutional strengths and weaknesses that are essential for IAE success. On the other side the IAE external environment depicts opportunities and challenges of IAE in terms of political, economic, social and technological advancement as the Institute is in transition to cope with changing external environment.

2.1 Internal environmental analysis

This part presents self -assessment for understanding IAE strengths and weaknesses, which assist in indicating aspects of high significance and those requiring improvements. Therefore the analysis here portrays strengths and weakness of the institute as indicated below:

a) Major strengths of IAE

1. The Institute has a country wide network supported by its regional centers in every region of Tanzania Mainland
2. Existence of legal framework providing legal mandate and roles to the institute
3. Accredited institutional programmes
4. Existence of own building located in Dar es Salaam central business area
5. Ownership of plots and lands in the regions
6. Existence of a studio (EKU Studio) and a print-shop
7. Dual mode education and training institution
8. Existence of IAE website
9. Existence of training programmes and curricular materials for bachelor, diploma, certificate and post-primary levels
10. Existence of Institute research journals
11. Existence of institutional operational policies (ICT, HIV/AIDS, HR and Research)
12. Connectivity to National Fiber Optic Backbone
13. Existence of experienced, qualified and competent professionals, including graduates serving in 21 regions in Tanzania mainland

14. Long experience in developing Adult and Non-formal Educational programme materials (primers, readers and publications)
15. Collaboration with national, regional and international organization.

b) Weaknesses of IAE

1. Lack of physical infrastructure in the regions
2. Inadequately developed ICT infrastructure
3. Low pace in adopting change
4. Inadequate institutional policies and operational procedures
5. Inadequately repaired printing unit
6. Absence of rolling strategic plan
7. Poorly resourced library
8. Lack of strong communication and marketing strategy
9. Inadequate number of academic personnel with higher qualifications
10. Limited number of programmes on offer
11. Lack of clear manpower establishment
12. Bigger number of support staff compared to requirements
13. Weak system of looking for financial opportunities by the regions?
14. Poor system of accessing financial information from the regions?
15. Un-reviewed IAE Act of 1975
16. Inadequate utilization of available resources for income generation?
17. Poor internal communication channel within IAE
18. Inadequate incentives to staff
19. Staff not adequately publishing
20. Absence of legal officer, estate manager and gender desk
21. Inadequate consultancy and short course services
22. Existence of undeveloped plots in the regions
23. Dropping enrolment, completion rate and performance of learners in post primary education programmes
24. Inadequate welfare and recreational opportunities for IAE staff.

2.2 External environmental analysis

This section is analysing the external environment by examining opportunities and challenges of the Institute as external influences for the Institute to execute its legal roles and functions. It also goes beyond and analyses the Global, Regional and National policies and priorities on education that influence this plan.

a) Opportunities to IAE

1. Recognition of Adult education as a Non-formal Education sub- sector by URT and TETP 2014
2. Recognition by national, regional and international organizations as technical institution in AE & NFE
3. Placement of Adult Education officers in PMORALG and in all regional and district offices
4. Government approval to access public buildings for conducting post primary education programmes
5. Strong demand of IAE services by the public
6. Good reputation from the public
7. Acceptance of IAE graduates for further studies by other institutions
8. Availability of loans for funding both IAE students and academic staff development / training
9. Access to government subvention
10. Existence of e-learning promotions world wide
11. High global and national appreciation of basic education as a human right
12. Existence of non-governmental and private providers in conducting adult and non-formal education programmes

b) Challenges to IAE

1. Lack of National ODL Policy
2. Misconceptions of IAE functions to society
3. Lack of common understanding of IAE establishment philosophy
4. Lack of active Adult and Non-formal education programmes in the community that can absorb IAE graduates
5. Poor financing of Adult and Non-formal educational programmes
6. Lack of circular for implementation of secondary education ODL guidelines
7. Controversy whether IAE is a regulator or provider of Non-formal education
8. Lack of National Adult Education policy
9. Inadequacy of government subvention to IAE
10. Increase of rental charges by the land lords.

c) Global and regional policies on education

Global and regional efforts towards educational reforms have significant influence on national and institutional plans as follows:

i) Universal Declaration of Human Rights (UDHR)

Tanzania is a signatory to the United Nation's Universal Declaration of Human Rights (UDHR) of 1948 and other international declarations, which aim at ensuring that education as a basic human right is achieved. The international declarations call for enhanced educational interventions focusing on education for all.

ii) Education for All

The African Nations Declaration in 1961 on Universal Primary Education (UPE) by the year 1980, the Jomtien Declaration of 1990, the Dakar Framework for Action of 2000, Children's Rights Summit of 1991 and the Ouagadougou Declaration of 1993 gave the world and in particular African countries a new impetus for the provision of educational opportunities for all. These global and regional declarations provided an expanded vision of Education for All, including Non-formal Education.

The Dakar Declaration (2000) focuses on Adult and Non-formal continuing education. Its emphasis lies on:

- Ensuring that the learning needs of all young people and adults are met through equitable access to appropriate learning and life skills programmes;
- Achieving a 50% improvement in the level of adult literacy by 2015, especially for women, and equitable access to basic and continuing education for all adults; and
- Improving all aspects of the quality of education and ensuring excellence of all so that recognised and measurable learning outcomes are achieved by all, especially in literacy, numeracy and essential life skills.

iii) SADC Protocol on education and Training

Global integration (UN, COL) and regional integration (EAC, SADC) stimulate the importance of promoting lifelong learning culture whereby individuals are constantly gaining new competencies useful to different and ever changing life situations. Therefore SADC protocol lays foundation for education cooperation among member states. It is determined to progressively achieve the equivalence, harmonisation and standardization of the education and training systems at all levels in the SADC region.

d) National Policies Underlying Educational Reforms

To support the global and regional efforts towards educational reforms, national sectoral policy and strategic interventions were initiated, which include:

(i) Tanzania Development Vision 2025

Tanzania Development Vision 2025 (2000) envisages total elimination of ignorance and creation of a middle economy society by 2025. This accords high priority to the education sector, which is considered vital in bringing about social and economic transformation. In view of this, the Development Vision 2025 stipulates that: "Education should be treated as a strategic agent for mindset transformation and for the creation of a well educated nation, sufficiently equipped with the knowledge needed to competently and competitively solve the development challenges which face the nation. In this light, the education system should be restructured and transformed quantitatively with a focus on promoting creativity and problem solving" (URT, 2000: 19).

(ii) National Strategy for Growth and Reduction of Poverty (NSGRP)

MKUKUTA I and II place education as a priority intervention in addressing economic issues and empowering individuals to participate in the transformation of their own lives and society. Indeed, education remains at the heart of development in the efforts to alleviate poverty. This corporate strategy will put more attention to effective Adult and Non-formal Continuing Education as a strategy to implement MKUKUTA.

(iii) Tanzania Education and Training Policy 1995 and 2014

Education and Training Policy (TETP) is a sector policy aiming at guiding, synchronizing and harmonizing structures, plans and practices to ensure access, equity and quality at all levels; as well as proper and efficient mechanisms for management, administration and financing of education including adult and non-formal education sub sector. The TETP 2014 specifically intends to establish flexible education structures, systems and mechanisms; quality education; accessible education opportunities; increased human resource in education; effective education management and administration; sustainable education funding system and mainstreaming cross cutting issues in education. This RSP is an attempt to translate these national wide intentions onto specific targets for accuracy in implementation.

(iv) Education Sector Development Programme (ESDP)

Education Sector Development Programme (ESDP) is a sector wide approach intervention, which attempts to realize Education and Training Policy objectives. The ESDP was initiated by the government to help it achieve long-term human development and poverty reduction targets and to redress the problem of fragmented intervention. The key focus of the initiative was to promote partnership, coordination and ownership among all groups of people with a stake in education. The ESDP opened up liberalisation of education in Tanzania, which expanded involvement of non-governmental and private providers in adult and non-formal education.

(v) Primary Education Development Plan (PEDP) and Secondary Education Development Plan (SEDP)

PEDP (2002 – 2006, 2007 – 2011) and SEDP (2004 -2009, 2010 – 2015) mainly focus on issues of classroom improvement, enrolment expansion, quality improvement, capacity building, addressing cross-cutting issues, strengthening institutional arrangements, educational research, and monitoring and evaluation in the formal education system. The plans also outline the framework for achieving greater access to primary and secondary education in formal and non-formal education system. In view of this, the IAE is charged with the role of coordinating post primary education for out of school youth and adults through Open and Distance Learning (ODL). Moreover, the IAE conducts training programmes for supervisors and facilitators of non-formal education programmes.

(vi) Adult and Non-Formal Education Development Plan (2012 -2017)

Adult and Non-formal Education Development Plan, is a deliberate attempt towards achieving Education for All (EFA). The plan emphasizes eradicating illiteracy, enhancement of post-literacy and numeracy, developing indigenous technologies, on-the-job skills training, development of basic knowledge and functional skills relevant to personal development and building foundations for life-long education. It is focusing at enabling a learner to manage the environment.

(vii) Big Results Now (BRN)

The BRN considers improvement of education as a strategic agent for development of Tanzania. It recognizes the rapid expansion of enrolment and significant drop of quality of education in the past ten years. It thus sets targets for improving pass rates in primary and secondary schools to 60% in 2013, 70% in 2014 and 80% in 2015. It arouses a need for quality improvement in the IAE programmes, especially secondary education by ODL programme.

(viii) Public – Private Partnership (PPP)

Through the PPP the government recognises the crucial role played by the private sector to bring up development including education. It sets the frameworks for attracting participation of private sector in education delivery so as to ensure efficiency, effectiveness, accountability and quality. In this case the IAE is improving its capacity to work with more non-state actors to speed up Adult and non-formal education.

CHAPTER THREE: VISION, MISSION, STRATEGIC ISSUES, OBJECTIVES AND FINANCING FRAMEWORK

3.1 Introduction

This chapter presents the vision, mission and core values that will guide implementation of this RSP. It also shows the grand strategic objective and strategic issues that specify the focus of this plan. It should be noted that the IAE grand strategic objective is mainly derived from its mandate as stipulated in its establishment Act No 12 of 1975 and other government policy instruments. In this case this RSP is also an attempt to translate the ETP 2014 for implementation purpose.

3.2 Vision statement of IAE

The IAE considers a vision as the long term view, which describes how the organization would like the world in which it operates to be. With this understanding the IAE vision is **“to be a leading world institution that creates a continuously learning society”**.

3.3 Mission statement of IAE

The mission of the IAE defines its fundamental purpose and what it has to do to achieve its vision. It is hereby stated as **“to continuously design, develop and deliver accessible quality life-long education programs through blended learning for sustainable social-economic development of Tanzania, Africa and the rest of the world”**.

3.4 IAE Core Values

The Institute of Adult Education will be guided by the following values in the duration of next five years

1. Professionalism:
IAE is committed to the provision of high standard adult and non-formal continuing education and training;
2. Transparency:

- IAE is committed to operating in an environment of openness and honest transactions;
3. Integrity:
IAE employees will adhere to honest and strong moral principles in the provision of quality adult and non-formal continuing education and training to all Tanzanians;
 4. Accountability
IAE is accountable to and responsible to its role and functions to ensure sustainable development in the field of adult education;
 5. Creativity and innovativeness:
IAE is committed to the generation of new ideas, better methods of improving adult and non-formal continuing education and training in Tanzania;
 6. Hard work
IAE is committed to hardworking spirit for ensuring the realization of its vision and mission;
 7. Teamwork:
IAE is committed to working together and supporting one another in its efforts to achieve its goals and objectives. It is also committed to work with other stakeholders;
 8. Social responsibility:
IAE is committed to offering its services in the spirit of stewardship, community empowerment and development;
 9. Gender balance;
IAE aspires to maintain equal opportunities among its stakeholders irrespective of individual differences.
 10. Zero tolerance to corruption;

3.5 Grand Strategic Objective

The overall objective of the Institute of Adult Education is *to provide quality training in adult education and other community based development programmes, and ensure equitable participation in a rapidly expanding education system, geared to promoting sustainable development throughout Tanzania.*

In order to achieve this overall objective the IAE in implementing the previous strategic plan has experienced several main concerns. The concerns raised have to a greater

extent informed identification of the following main strategic issues to be addressed in this RSP.

3.6 Strategic Issues

The following strategic issues will be addressed by this RSP.

Strategic Issue 1: Legal framework

Strategic Issue 2: Governance

Strategic Issue 3: Infrastructure

Strategic Issue 4: Financial Sustainability

Strategic Issue 5: Teaching and Learning

Strategic Issue 6: Research and Consultancy

Strategic Issue 7: Human resource

Strategic Issue 8: Advocacy and publicity

3.6.1 LEGAL FRAMEWORK

Strategic objective (a): To improve the legal framework of the Institute

Targets

- i. The existing laws reviewed by December, 2014
- ii. Draft regulations developed by June, 2015

3.6.2 GOVERNANCE

Strategic objective (a): To improve the governing structure.

Targets

- i. Organizational structure redesigned by December, 2015
- ii. New structures established by December, 2016
- iii. Existing structures strengthened by June, 2018

Strategic objective (b): To develop new policies and operational procedures in areas not covered.

Targets

- i. Consultancy operational procedures developed by June, 2015
- ii. Risk management policy framework developed by April, 2015

Strategic objective (c) To review existing policies and operational procedures where needed.

Targets

- i. Quality Assurance Policy (QAP) reviewed by June, 2015.
- ii. Staff training and development policy reviewed by January, 2016.
- iii. Staff regulations reviewed by March 2016
- iv. Strategy for implementing ODL guidelines developed by June, 2015

3.6.3 INFRASTRUCTURE

Strategic objective (a) To establish LAN/WAN and ODL Model/Resource Centres at IAE Headquarters and regional centers.

Targets

- i. LAN established at HQ by Dec. 2015.
- ii. WAN establishment at all regional centres by December 2017.
- iii. ODL mode/Resource centres established by December ,2019

Strategic objective: (b) To improve the management of IAE operations through the use of ICT.

Target

- i. Academic record MIS developed by June, 2015
- ii. HR MIS developed by Dec. 2017.
- iii. FIN MIS developed by Dec. 2016.
- iv. E-learning MIS developed by Dec. 2018
- v. File tracking MIS developed by 2019
- vi. Library MIS established by June, 2015.

Strategic objective (c) To secure the value and ownership of all IAE lands and buildings.

Targets

- i. Valuation of lands and buildings completed by Dec. 2017
- ii. Land use and investment plan developed by Dec. 2017.
- iii. Ownership of all plots /lands consolidated by June 2016

Strategic objective (d) To rehabilitate and construct buildings for establishment of new campuses in the regions.

Targets

- i. All buildings owned by the IAE Rehabilitated by June, 2019
- ii. Two lecture theatres constructed at WAMO by Dec. 2015
- iii. Conference hall constructed at WAMO by Dec. 2016
- iv. Office building constructed at Lindi regional centre by Dec. 2016
- v. Lecture Halls constructed at Luchebele by Dec. 2018.

3.6.4 FINANCIAL SUSTAINABILITY

Strategic objective (a) To increase the amount of internally generated income

Targets

- i. Clear system of documentation and auditing of fees collection instituted by June, 2015
- ii. Bylaws for ensuring students fees payments before registration effected by June, 2015.
- iii. Transparent financial tracking system established by June, 2015
- iv. Marketing strategy of IAE facilities (studio, print shop, conference halls) established by December, 2015.

Strategic objective (b): To develop new projects and establish linkages and collaborations with other partners.

Targets

- i. Consultancy services initiated by each user department / section by December, 2016.
- ii. Three short courses established across the regions by June, 2016.
- iii. Networking and collaboration strategy developed by June, 2016.
- iv. Joint structures to share adult and non formal educational agenda created and effected by December, 2016.
- v. Mechanism for IAE information sharing in different fora established by June, 2017.

3.6.5 TEACHING AND LEARNING

Strategic objective (a): To improve library capacity and services.

Target

- i. Books and titles secured as per needs by June, 2016
- ii. Subscription system of electronic journals established and increased by June, 2016.

Strategic objective (b): To increase the use of ICT in Teaching and Learning.

Target

- i. All academic staff oriented in the effective use of ICT in Teaching and Learning by June, 2015.
- ii. At least 50% of all learners use digital resource by December, 2017
- iii. E-learning platform established by June, 2019

Strategic objective (c): To increase the number and diversity of programs.

Target

- i. All diploma and degree programs deployed in regions by June, 2017.
- ii. 5 new academic programs established by June, 2018

Strategic objective (d): To strengthen delivery of post primary education programs through ODL.

Target

- i. Capacities of post-primary education providers on ODL developed by June, 2016.
- ii. Learner support services strengthened by December, 2018
- iii. All science study materials for secondary education digitized and produced by December, 2016.

Strategic objective (e): Increase students' enrolment and number of registered open schools.

Targets

- i. IPPE programme expanded to all regions by December, 2019
- ii. Institute programmes aggressively advertised in all regions by December, 2015
- iii. Implementation plan for Secondary Education through ODL guidelines in place by December, 2015.

Strategic objective (f): To strengthen mass education programmes.

Targets

- i. Specific strategies for literacy campaigns designed and implemented by June, 2018
- ii. All post literacy support materials reviewed by June, 2017

- iii. Post literacy educational materials designed and developed in different forms of films, video, VCD and DVD by December, 2018.

Strategic objective (g): To review curricula for Certificate, Diploma and Bachelor degree for reaccreditation.

Target

- i) Programmes for Certificate, Diploma and Bachelor degree programs evaluated by June, 2015.
- ii) Curricular for Certificate, Diploma and Bachelor degree programs reviewed by October, 2015

Strategic objective (h): To strengthen IAE initiatives in regulating open schools in the country.

Target

- i) 400 open school centres registered by June 2017.
- ii) Technical expertise on Adult and Continuing education offered to 200 Open schools facilitators by June 2019.
- iii) IAE regulations and bylaws on conducting open schools enforced by June 2018.
- iv) Monitoring and evaluation of each registered open school conducted once per year by June 2018.
- v) Non-formal education Teaching and learning materials prepared and distributed to registered open school centres by June 2019.

3.6.6 RESEARCH AND CONSULTANCY

Strategic objective (a): To strengthen consultancy and research services.

Target

- i) Consultancy policy developed by June 2015
- ii) Consultancy bureau established by June 2016
- iii) Collaborative structure to guide research agenda established by June 2016
- iv) Research policy operational guides developed by June, 2015
- v) Consultancy data base established by June, 2015
- vi) Publications through IAE journals and research reports increased by June 2016

3.6.7 HUMAN RESOURCE

Strategic objective (a): To efficiently deploy and employ human resources.

Targets:

- i) Human resource establishment updated by Dec, 2015
- ii) Scheme of service reviewed and updated by June 2015
- iii) Retention strategy established by December, 2018
- iv) Four (6) librarians employed by June 2019
- v) A legal officer, Gender expert and Estate manager employed by June, 2017.

Strategic objective (b): To increase PhD holders from 2% to 20% by 2019.

Targets

- i) Permits for recruiting 10 PhD holders secured by December, 2017
- ii) 10 PhD holders Academic staff recruited by 2018
- iii) 10 Academic staff enrolled for PhD training by 2019

Strategic objective (c): To ensure all staff acquire higher qualifications.

Targets Targets

- i) All staff trained according to staff development plan by 2019
- ii) to guide individual staff development established by June, 2016

Strategic objective (d): To strengthen welfare and recreational services for IAE staff

Targets

- i) Transport and housing services to all staff effected by June, 2018
- ii) Games, sports and get together services to staff effected by June, 2017

3.6.8 ADVOCACY AND PUBLICITY

Strategic objective (a): To establish systems for advocacy and publicity

Target

- i) Advocacy and publicity coordination desk established by June, 2016
- ii) Advocacy and publicity strategy developed by June, 2016
- iii) IAE alumni established by June, 2016

3.7 FINANCING FRAMEWORK FOR 2014/15-2018/209 STRATEGIC PLAN

In order to realize the implementation of the set Strategic objectives and targets this plan shall be financed through the following sources; and **7,765,210,000TZSHs** shall be used to implement this strategic plan.

a) Financing Sources

There are three main revenue sources of financing IAE activities, which are:

- i) Government subventions,
- ii) IAE Internally generated revenue, and
- iii) Development partners Solicited revenue

b) Financial sustainability

In ensuring the flow of financial support for funding the IAE planned activities in all life of this strategic plan, IAE will adopt the following strategies.

- i) Revamping development partners and stakeholders' interest in IAE activities and programmes.

This will be done by:

- Linking IAE operations with global, regional and national broader interests through advocacy on importance of the Institutes activities and programmes,
 - Establishing a committee that will publicize IAE activities through media and publications,
 - Establishing direct relationship with development partners and establishing linkages with governmental, non-governmental and private providers e.g. education, media, ICT and mining companies.
- ii) Expand and diversify IAE income generation sources

This will be done by:

- Increasing enrollment in the IAE programmes, introducing new programmes that meet the interests of the labor market, opening up of our resources to other users at a fee.
- Initiate consultancy income generations activities

iii) Reduce expenditure

This will be realized by:

- Avoiding emergency and unbudgeted activities.
- Increase efficiency on expenditure that is outcome and output based.
- Introducing transparent financial management system

CHAPTER FOUR

IMPLEMENTATION, MONITORING AND EVALUATION

This chapter narrow out the monitoring and evaluation plan proposed for implementation of the IAE Rolling Strategic Plan 2014/15-2018/19. The important thing in implementing this plan is to translate the institute level targets into departmental, units and regional centres activities.

4.1 Implementation

The IAE Management and staff or institute's community at large is charged with implementation of this strategic plan and the Directorate of Finance, Planning and Administration shall coordinate activities related to the implementation of the Strategic Plan through its Planning desk. The implementation will be done through annual plans and budgets where Departments and Units shall prepare their plans and budgets in line with the IAE wide strategic plan. Directorate of Finance, Planning and Administration through planning desk on the basis of individual Departments and Units will prepare **institute level annual work plan (operational plan)** to guide the implementation of the corporate strategic plan annually. Clearly the annual operational plan will show all the activities to be implemented by IAE department and units within a particular year.

4.2 Monitoring

So long as the future is uncertain, the premises may change hence affect the realization of the set target. Therefore, there is a need to have monitoring arrangements for tracking the implementation of the plan. Monitoring the implementation of the plan will be a large responsibility of the IAE management through the Deputy Director of Finance, Planning and Administration (DD FPA). In this case, a Monitoring and Evaluation Committee needs to be established. The committee shall be chaired by the Director at the institute level and members shall be Deputy Directors, Head of Departments/Units and Planning desk Officer. Other members of the committee will be

determined as deemed better by the IAE management. In addition, the committee will monitor the implementation of the plan in daily basis and sit to evaluate the implementation of the plan after every six months of implementation.

a) Methods to be applied in monitoring the implementation

Three methods will be used in monitoring the implementation of IAE strategic plan

- i) Preparation of detailed annual operational plans which shall be linked to Medium Term Expenditure Framework (MTEF) as well as resources available for the particular year and shall portray quarterly targets. See Appendix II for the format of the annual work plan.
- ii) Physical observations and interviews/discussions between the committee and the various stakeholders to get informed insights and clarifications on the implementation and effects of the plan.
- iii) Monitoring reports at all levels which will include the following:
 - (a) A narrative strategic plan implementation report prepared once every six months.
 - (b) Contents of the narrative report will include:
 - i) The approved strategic objectives, their target and indicators as outlined in the Annual operation Plan
 - ii) Approved activities and outputs related to the strategic objective and targets
 - iii) Achievements in terms of outputs and deviations from planned activities.
 - iv) Limitation in the implementation of the Annual Work Plan and any internal and external factors which have affected implementation,
 - v) Proposed corrective actions and the way forward for solving the challenges faced indicating clearly the planned activities to be carried out in the next period.

b) Mode of Reporting

Departments and units shall report monthly, quarterly, semi annually and annually.

i) Monthly performance report

- These shall be prepared and presented by heads of departments/units in monthly management meeting for tracking the implementation of strategic plan monthly.

ii) Quarter report (July – September)

- Departments and units will prepare performance reports on implementation of Department/Units planned activities. The reports will follow a uniform format as shown in appendix I.

iii) Semiannual report (July-December)

- Departments and units shall submit mid-year progress performance reports to the Directorate of Planning Finance and Administration by 12th day of January every year.
- The Directorate of Planning Finance and Administration shall finalize consolidation of the institute level mid-year progress performance report by end of January. This will include tabling of the report before the strategic monitoring and evaluation committee.
- The institute's mid-year review workshop will be held by the end of February each year to discuss progress on the strategic plan implementation.

iv) Annual report (January- June)

- Departments and units shall prepare and submit Quarter three (3) (January – March) performance reports by 5th day of April. They will also prepare end of the year performance reports by end of July for immediate submission to the Directorate of Planning Finance and Administration on 30th day of July every year.
- The Directorate of Planning Finance and Administration through planning desk will finalize the preparation of the report and produce a fully Operation Plan for the starting year by the end of July. All reports shall adhere to the relevant participatory organs of the Institute for approval.
- The IAE end of the year workshop will be held during the first week of August each year to discuss progress of strategic plan implementation.

4.3 Evaluation

Evaluations bring about comparison of planned target and actual attainment. For this reason IAE will undertake two types of evaluations. The internal evaluation carried out every two years and external evaluation carried out after every five years. The internal and external evaluation teams shall be appointed by the Director and evaluation reports will be discussed at all levels including the progress review workshops. The proposed

recommendations will be included in the rolled over strategic plan. The internal and external evaluations will have similar Terms of Reference and will focus on:

- i) Assessing the reasons for success or failure of specific aspects of the strategic plan,
- ii) Assessing whether the strategic plan is achieving its objectives and targets,
- iii) Finding out whether the effects of the strategic plan are contributing to a better fulfillment of the Mission and Vision of the IAE
- iv) Assessing the adequacy of resources being mobilized to implement the plan,
- v) Determining whether available resources are being utilized efficiently to achieve the targets
- vi) Determining whether the process of strategic planning and implementation is facing any problems that need immediate or long-term solutions

CHAPTER FIVE: CONCLUSION

The RSP is a framework within which the IAE will be guided in implementing its core functions in the period 2014/2015 - 2018/2019. It has been designed specifically as a tool for providing direction and guidance in dealing with the Institutes' priority issues. The RSP document has spelt out a detailed analysis of key strategic objectives, targets, activities and processes that will be undertaken in the period 2014-2019, and they are as follows:

- Improve legal framework, governing structure, policies and operational procedures for smooth and confident implementation.
- Establish LAN/WAN together with increasing the use of ICT in management of IAE operations including teaching and learning.
- Secure value and ownership of IAE lands and buildings as well as rehabilitating and constructing new campuses and regional centre offices in the regions.

- Increase internally generated income through better financial mechanism and establishing new projects/programmes, linkages and collaborations with other partners.
- Improve library capacity, strengthen and diversify programmes and review curricular for Certificate, Diploma and Bachelor degree with a view of attempting to increase both IAE student enrolment and quality.
- Strengthen post primary education programs through ODL and increasing registration of Open Schools.
- Strengthen community interventions through mass education programmes and research and consultancy services.
- Improve capacity building, deployment and motivation of human resource at all levels.
- Promote advocacy and publicity of IAE programmes.

The implementation of IAE RSP will depend greatly on the commitment of employees (both academic and supporting staff), their capacity to deliver (qualifications, working experiences and environment) and the resources available (financial and material). The role of the management will also count in organizing human, physical and financial resources to effectively deliver the IAE core services.

APPENDIX: 1

IAE PROGRESS REPORTS FORMART

Planned target	Activity	Activity description	Desired output of activity	Actual results of activity	Budget	Actual spent	Comment

APPENDIX: 2

IAE ANNUAL OPERATIONAL PLAN FORMART

SN: Of planned strategic issue	Letter of Planned strategic objective	Planned target	Planned activities to realise targets	Budget for each activity	Activity time frame												Department/Unit responsible
					Q ¹			Q ²			Q ³			Q ⁴			
					July	August	Septemb	October	Novemb	Decemb	January	February	March	April	May	June	

APPENDIX: 3

PLANNING MATRIX: STRATEGIC ISSUES, OBJECTIVES, TARGETS, PERFORMANCE INDICATORS AND RESPONSIBLE DEPARTMENT/UNIT

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
1.	Legal framework	(a) To improve the legal framework of the Institute	(i) The existing laws reviewed by December, 2014.	– Review the existing IAE Act of 1975.	1,000,000	Director Office/ legal officer & MOEVT
			(ii) Draft regulations developed by June, 2015	– Develop regulations enforce the reviewed Act.	7,000,000	Director Office/ legal officer
2.	Governance	(a) To improve the governing structure.	(i) Organizational structure redesigned by December, 2015	– Design and write new organizational structure	15,000,000	DD FPA/Pl anning & Consult ant.
			(ii) New structures established by December, 2016.	– Establish the new structures in the operations of IAE.	10,000,000	DDFPA /HR
			(iii) Existing Operational structures strengthened by June, 2018.	– Strengthen the working environment and functionality of the existing IAE structures.	200,000,000	DDFPA/ HR

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
		(b) To develop new policies and operational procedures in areas not covered.	(i) Consultancy operational procedures developed by June, 2015.	– Develop relevant consultancy operational procedures.	20,000,000	RPPC & Consultancy bureau
			(ii) Risk management policy framework developed by June, 2015.	– Develop risk management policy frame work.	4,000,000	Director office/Internal audit
		(c) To review existing policies and operational procedures where needed.	(i) Quality Assurance policy reviewed by June, 2015.	– Review quality assurance policy.	4,000,000	Director office/Internal audit
			(ii) Staff training and development policy reviewed by January, 2016.	– Review staff training policy.	2,500,000	HR
			(iii) Staff regulations reviewed by March 2016	– Review staff regulations.	4,000,000	HR
			(iv) Strategy for implementing ODL guidelines developed by June, 2015	– Develop strategy for implementing ODL guidelines.	3,000,000	DE
		3.	Infrastructure	(a) To establish LAN/WAN at IAE Headquarters and regional centres.	(i) LAN established at HQ by Dec. 2015.	– Procure and install The LAN.
(ii) WAN established at all regional centres by Dec. 2017.	– Procure, Install and test WAN.				400,000,000	ICT&DE

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
				<ul style="list-style-type: none"> - Conduct situational analysis. - Conduct capacity building for teachers and consumers. 	<p>4,650,000/=</p> <p>30,500,000/=</p>	
			(iii) ODL Model/Resource centres established by December, 2019.	<ul style="list-style-type: none"> - Hire Subcontract for survey. - Install facilities for ICT. - Conduct training for providers and users. 	<p>4,780,000/=</p> <p>450,000,000/=</p> <p>24,000,000/=</p>	ICT&DE
		(b) To improve the management of IAE operations through the use of ICT.	(i) Academic record MIS developed by June, 2015.	- Develop, train and install academic MIS/SARIS.	16,000,000	Registrar & ICT
			(ii) HR MIS developed by Dec. 2017.	- Collect HR user requirement and develop and install the HRMIS	20,000,000/=	HR & ICT

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
			(iii) FIS developed by Dec. 2016.	– Gather user requirements develop and install the Financial Information System (FIS)	70,000,000/=	FIN & ICT
			(iv) E-learning MIS developed by Dec. 2018	– Develop and install e-learning system.	100,000,000	DE , RCC & ICT
			(v) File tracking MIS by 2019.	– Collect User requirement, develop and install the software.	12,000,000	HR & ICT
			(vi) Library MIS established by June, 2015.	– Purchase and Install ICT facilities (Computers, Scanner, saver, LAN, cable, Pointer, Router, CCTV Camera). – Undertake configuration and training	50,000,000 8,000,000	ACES & ICT
		(c) To secure the value and ownership of all IAE lands and buildings.	(i) Valuation of lands and buildings completed by Dec. 2017	– Undertake valuation of IAE land and buildings.	100,000,000	Director office HR ,Estate manag

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
						er & Plannin g.
			(ii) Ownership of all plots /lands consolidated by June 2016	– Consolidate ownership of plots /land.	45,000,000	Director Office HR & Estate manag er
			(iii) Land use and investment plan developed by Dec. 2017.	– Develop IAE land use investment plan.	50,000,000	Plannin g & Estate manag er
		(d) To rehabilitate and construct buildings for establishment of new campuses in the regions	(i) All buildings owned by the IAE Rehabilitated by June, 2019	– Rehabilitate IAE buildings.	2,000,000,000	Director Office HR & estate manag er
			(ii) Two lecture theatres constructed at WAMO by Dec. 2015	– Construct two Lecture theatre.	180,000,000	Estate Mnager & UVM
			(iii) Conference hall constructed at WAMO by Dec. 2016	– Construct conference hall.	250,000,000	Estate manag er & UVM

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
			(iv) Office building constructed at Lindi regional centre by Dec. 2016	– Construct Office building at Lindi.	90,000,000	Estate Manager, HR & UVM
			(v) Lecture Halls constructed at Luchelele by Dec. 2018.	– Construct three lecture halls at Luchelele.	250,000,000	Estate Manager, HR & UVM
4.	Financial Sustainability	(a) To increase the amount of internally generated income	(i) Clear system of documentation and auditing of fees collection instituted by June, 2015.	– Establish and institutionalize system for documentation and auditing of fees collection.	8,000,000	Audit Unit & Finance
			(ii) Bylaws for ensuring students fees payments before registration effected by June, 2015.	– Effect bylaws for ensuring e students fees payments before registration	3,000,000	Finance, ACES & Registrar.
			(iii) Transparent financial tracking system established by June, 2015	– Establish financial tracking system.	10,000,000	Finance & ICT
			(iv) Marketing strategy of IAE facilities (studio, print shop, conference halls) established by December 2015.	– Develop and Establish marketing strategy for IAE facilities.	10,000,000	Printing Unit, HR & ME

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
		(b) To develop new projects and establish linkages and collaborations with other partners	(i) Consultancy services initiated by each user department / section by December, 2016.	– Institutionalize consultancy services to each section of IAE.	20,000,000	RPPC & Consultancy bureau
			(ii) Three short courses established across the regions by June, 2016.	<ul style="list-style-type: none"> – conduct need analysis for Tailor-made courses – acquire resources/ services to facilitate computer, NABE, Procurement and Supplies, Accounting Technician and Tailor-made courses – Conduct tailor made course, NBAA, VETA and PSPTB review classes 	<p style="text-align: center;">1,650,000</p> <p style="text-align: center;">9,300,000</p> <p style="text-align: center;">17,860,000</p>	Short course unit
				(iii) Networking and collaboration strategy developed by June, 2016.	<ul style="list-style-type: none"> – Conduct situation analysis – Develop and disseminate networking and collaboration 	<p style="text-align: center;">8,000,000</p> <p style="text-align: center;">15,000,000</p>

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
				strategy.		
			(iv) Joint structures to share adult and non formal educational agenda created and effected by December 2016.	<ul style="list-style-type: none"> – Create networking and collaboration data base. – Share information and create joint structures. 	<p>15,000,000</p> <p>10,000,000</p>	Marketing and communication office.
			(v) Mechanism for IAE information sharing in different fora established by June 2017.	<ul style="list-style-type: none"> – Create shared agenda to share on different fora. – Develop printed, multimedia materials and mechanism for information sharing. 	<p>2,000,000</p> <p>35,000,000</p>	Marketing and communication office.
5.	Teaching and Learning.	(a) To improve library capacity and services	(i) Books and titles secured as per needs by June, 2016.	– Ordering of 30,000 books	300,000,000	ACES
			(ii) Subscription system of electronic journals established and increased by June,	– paying of annual subscription	2,500,000	ACES

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
			2016.			
		(b) To increase the use of ICT in Teaching and Learning.	(i) All academic staff oriented in the effective use of ICT in Teaching and Learning by June, 2015.	– Mainstream ICT trainings to academic staff.	10,000,000	HR & ICT
	(ii) At least 50% of all learners use digital resource by December 2017		– Conduct capacity building for users and consumers. – Develop multimedia contents.	35,000,000/=	ACES & DE	
	(iii) E-learning platform established by June, 2019		– Establish administrator of platform. – Conduct capacity building on the use of platform	120,000,000 7,000,000	DE	
		(c) To increase the number and diversity of programs.	(i) All diploma and degree programs deployed in regions by June, 2017.	– Rehabilitate Mwanza and Morogoro centre to meet NACTE Standards	300,000,000	ACES
			(ii) 5 new academic programs established	– Conduct situational analysis	220,000,000	ACES

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
			by June, 2018	<ul style="list-style-type: none"> – Develop curriculum and Seek NACTE accreditation. – Recruit students in 5 new programs(advertise , orientation, admission, facilitation, monitoring and monitoring) 		
		(d)To strengthen delivery of post primary education programs through ODL	(i) Capacities of post-primary education providers on ODL developed by June, 2016.	<ul style="list-style-type: none"> – Conducting Training needs Assessment – Development Training Package – Conduct training 	7,000,000	DE
			(ii) Learner support services strengthened by December, 2018.	<ul style="list-style-type: none"> – Develop harmonized guideline for learner support services provision 	2,000,000	RCC
			(iii) All science study materials for secondary education digitized and produced by December, 2016.	<ul style="list-style-type: none"> – Develop modules for science subjects – Develop multimedia content 	130,000,000	DE
		(e) Increase students enrolment and	(i) IPPE programme expanded to all regions	<ul style="list-style-type: none"> – Finalize IPPE expansion strategy 	16,000,000	DE
					24,000,000	DE
					75,000,000	DE
					1,200,000/=	DE

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
		number of registered open schools.	by December 2019 (ii) Institute programmes aggressively advertised in all regions by December, 2015	– Implement IPPE expansion strategy.	36,600,000	RCC
			(iii) Implementation plan for Secondary Education through ODL in place by December 2015.	– Develop implementation plan for secondary education through ODL.	8,000,000	DE
		(f) To strengthen mass education programmes	(i) Specific strategies for literacy campaigns designed and implemented by June, 2016.	– Design and implement specific strategies for literacy campaign.	174,040,000	ME
			(ii) All post literacy support materials reviewed by June, 2017	– Review all post literacy materials in cross cutting issues to fit current requirements of the society.	20,830,000.	ME
			(iii) Post literacy educational materials designed and developed in different forms of films, video, VCD and DVD by December, 2018	– Prepare and produce different teaching materials for open and distance learning students in all levels of education.	45,000,000.	ME

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
		(g) To review Programmes for Certificate, Diploma and Bachelor degree for re-accreditation.	(i) Programmes for Certificate, Diploma and Bachelor degree programs evaluated by June, 2015.	<ul style="list-style-type: none"> – Carryout self study – Prepare quality assurance Management plan. – Review curriculum and undertake Physical Inspection. 	15,000,000	ACES
			(ii) Curricular for Certificate, Diploma and Bachelor degree programs reviewed by October, 2015.	<ul style="list-style-type: none"> – Review curricular for IAE Certificate, diploma and bachelor degree programs. 	15,000,000	ACES
		(h) To strengthen IAE initiatives in regulating open schools in the country.	(i) 400 open school centres registered by June 2017.	<ul style="list-style-type: none"> – Register 400 open school centres. – Regularly visit 400 open schools for actual observation of the available activities at those centres. 	22,500,000	ENP & UVM

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
			(ii) Technical expertise on Adult and Continuing Education offered to 200 Open schools facilitators by June 2019.	– Conduct capacity building on Adult and continuing Education to 200 Open schools facilitators.	17000,000	ENP7 UVM
			(iii) IAE regulations and bylaws on conducting open schools enforced by June 2018.	– Enforce IAE open schooling regulations	1,500,000	ENP & UVM
			(iv) Monitoring and evaluation of each registered open school conducted once per year by June 2018.	– Monitor and evaluate registered open school centers.	28,700,000	UVM & ENP
			(v) Non-formal education Teaching and learning materials prepared and distributed to registered open school centres.	– Prepare and distribute teaching and Learning Materials to registered open school centers.	55,000,000	ENP & UVM
6.	Research and Consultancy	(a) To strengthen consultancy and research services.	(i) Consultancy policy developed by December 2015.	– Develop IAE consultancy policy.	3,000,000	RPPC

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
			(ii) Consultancy bureau established by June 2016	– Establish and strengthen consultancy bureau.	30,000,000	RPPC
			(iii) Collaborative structure to guide research agenda established by June 2016	– Establish collaborative structure to guide research agenda.	6,000,000	RPPC
			(iv) Research policy operational guides developed by December, 2015.	– Develop research policy Operational guides.	6,000,000	RPPC
			(v) Publications through IAE journals and research reports increased by June 2016	– Increase the preparation, production and distribution of IAE publication.	20,000,000	RPPC
7.	Human resource	(a) To efficiently deploy and employ human resources.	(i) Human resource establishment updated by Dec, 2015	– Update the human resource establishment.	1,000,000	HR
			(ii) Scheme of service reviewed and updated by June 2015	– Review IAE scheme of service.	4,000,000	HR
			(iii) Retention strategy established by December, 2018	– Implement retention strategies.	250,000,000	HR
			(iv) Six (6) librarians employed by June 2019	– Implement recruitment and selection of four librarians.	30,000,000	HR

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
			(v) A legal officer, Gender expert and Estate manager employed by June, 2017.	– Implement recruitment and selection of Gender officer, Legal expert and estate manager.	18,00,000	HR
		(b) To increase PhD holders from 2% to 20% by 2019	(i) Permits for recruiting 10 PhD holders secured by December, 2017	– Secure permit for recruitment	2,000,000	HR
	(ii) 10 PhD holders Academic staff recruited by 2018		– Recruit 10 PhD holders academic staff.	20,000,000	HR	
	(iii) 10 Academic staff enrolled for PhD training by 2019		– Implement Academic staff PhD training program.	280,000,000	HR	
		(c) To ensure all staff acquire higher qualifications	(i) All staff trained according to staff development plan by 2019	– Implement staff development plan.	600,000,000	HR
			(ii) Targets to guide individual staff development established by June, 2016	– Establish individual staff targets to guide their development.	3,000,000	HR
		(d) To strengthen welfare and	(i) Transport and housing services to all staff	– Facilitate housing and transport	60,000,000	HR

NO.	Strategic Issues	Strategic Objectives	Targets	Activities	Indicative Budget	Responsible Department / Unit
		recreational services for IAE staff	effected by June, 2018	services to IAE staffs.		
			(ii) Games, sports and get together services to staff effected by June, 2017	– Institutionalize recreational activities.	20,000,000	HR
8.	Advocacy and publicity	(a) To establish systems for advocacy and publicity IAE activities/programs	(i) Advocacy and publicity coordination desk strengthened by June, 2016	– Strengthen advocacy and publicity coordination desk. – Recruit communication and marketing officer.	15,000,000 8,000,000	RPPC & Marketing and publication office. HR
			(ii) Advocacy and publicity strategy developed by June, 2017	– Develop advocacy and publicity strategy.	10,000,000	RPPC
			(iii) IAE alumni established by June, 2016.	– Create database and a link in IAE website.	1,000,000	Registrar
			GRAND BUDGET TOTAL			