NATIONAL ANTI-CORRUPTION STRATEGY AND ACTION PLAN
PHASE III 2017-2022

President’s Office,
State House,
Dar es Salaam, Tanzania

JULY, 2017
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ACRONYMS

AGC  -  Attorney General Chambers
ALAT -  Association of Local Authorities of Tanzania
APNAC -  African Parliamentarians Network Against Corruption
APRM -  African Peer Review Mechanism
AU  -  African Union
BRELA -  Business Registration and Licensing Authorities
CAACA -  Commonwealth Africa Anti-Corruption Agency
CAG -  Controller and Auditor General
CBOs -  Community Based Organizations
CHRAGG -  Commission for Human Rights and Good Governance
CoST -  Construction Sector Transparency Initiative
CPI -  Consumer Price Index
CRM -  Country Review Mechanism
CSOs -  Civil Societies Organizations
DP -  Development Partners
DPP -  Director of Public Prosecution
EACA -  East Africa Anti-Corruption Agency
EAPFC -  East Africa Protocols on Fight Against Corruption
<table>
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<tbody>
<tr>
<td>EITI</td>
<td>Extractive Industry Transparency Initiatives</td>
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<td>ES</td>
<td>Ethics Secretariat</td>
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<td>FBO</td>
<td>Faith-Based Organization</td>
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<td>FSRP</td>
<td>Financial Sector Reform Program</td>
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<td>GGCU</td>
<td>Good Governance Coordination Unit</td>
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<td>ICT</td>
<td>Information Communication Technology</td>
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<td>IEC</td>
<td>Information Education and Communication</td>
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<td>IARs</td>
<td>Investigative Agencies Reports</td>
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<td>LGA</td>
<td>Local Government Authority</td>
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<td>LGRP</td>
<td>Local Government Reform Program</td>
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<td>LSRP</td>
<td>Legal Sector Reform Program</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MDA</td>
<td>Ministries, Departments and Agencies</td>
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<td>MKUKUTA</td>
<td>Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania</td>
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<td>NACF</td>
<td>National Anti-Corruption Forum</td>
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<td>NACSAP I</td>
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<td>NAO</td>
<td>National Audit Office</td>
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<td>NGOs</td>
<td>Non Governmental Organizations</td>
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<td>Acronym</td>
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<tr>
<td>NSGRP</td>
<td>National Strategy for Growth and Reduction of Poverty</td>
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<td>OGP</td>
<td>Open Government Partnership</td>
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<td>OS</td>
<td>Outcome Survey</td>
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<td>PCCCA</td>
<td>Prevention and Combating of Corruption Act, 2007</td>
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<td>PCCB</td>
<td>Prevention and Combating of Corruption Bureau</td>
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<td>PCIAC</td>
<td>Presidential Commission of Inquiry Against Corruption</td>
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<td>PCTS</td>
<td>Public Complaints Tracking Systems</td>
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<td>PETS</td>
<td>Public Expenditure Tracking System</td>
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<td>PFARs</td>
<td>Public Finance Accountability Reports</td>
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<td>PFMRP</td>
<td>Public Financial Management Reform Program</td>
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<td>PMO</td>
<td>Prime Minister’s Office</td>
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<td>PO-PSM</td>
<td>President’s Office, Public Service Management</td>
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<td>PO-RALG</td>
<td>President’s Office, Regional Administration and Local Government</td>
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<td>PPA</td>
<td>Public Procurement Act, 2004</td>
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<td>Public Procurement Regulatory Authority</td>
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<td>PSRP</td>
<td>Public Sector Reform Program</td>
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<td>QAIMF</td>
<td>Quarterly Activity Implementation Implementation Form</td>
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<td>Acronym</td>
<td>Description</td>
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<td>REPOA</td>
<td>Research for Poverty Alleviation</td>
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<td>RS</td>
<td>Regional Secretariat</td>
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<tr>
<td>SADC</td>
<td>Southern Africa Development Community</td>
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<tr>
<td>SMART</td>
<td>Specific, Measurable, Attainable, Realistic, Time Bound</td>
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<td>TACN</td>
<td>Tanzania Anti-Corruption Network</td>
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<td>TOT</td>
<td>Training of Trainers</td>
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<td>TPSF</td>
<td>Tanzania Private Sector Foundation</td>
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<td>TRA</td>
<td>Tanzania Revenue Authority</td>
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<td>UNCAC</td>
<td>United Nations Convention Against Corruption</td>
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<td>UNDP</td>
<td>United Nations Development Program</td>
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<tr>
<td>URT</td>
<td>United Republic of Tanzania</td>
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<tr>
<td>WBI</td>
<td>World Bank Institute</td>
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<tr>
<td>WEO</td>
<td>Ward Executive Officer</td>
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<tr>
<td>VEO</td>
<td>Village Executive Officer</td>
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FOREWORD

The Government of Tanzania has underscored Good Governance as the highest priority to spearhead the attainment of the National Development goals. It has been a critical element to enhance and sustain peace and stability, economic growth, social development and poverty reduction in Tanzania. Good governance has been spearheaded across the Government to several key sectors by implementing cross cutting reforms. Those cross cutting reforms were the Public Service Reform Programme, the Local Government Reform Programme, the Legal Sector Reform Programme, the Public Financial Management Reform Programme and the National Anti-Corruption Strategy and Action Plan. In line with these reforms, sector specific programmes have been undertaken to improve service delivery and preventing and combating corruption.

NACSAP which is part of public sector reforms has been implemented in two phases, I and II (2001 – 2011). The Implementation of the Strategy has resulted to the formation of strategic framework for enhancing accountability, transparency and integrity in the use of public resources in order to improve service delivery and well being of the citizens.

Hence, NACSAP III is a continuation of Government efforts to complement other Government initiatives in preventing and combating corruption to strengthen good governance across all sectors in the economy. This Strategy has been designed to consolidate the achievements attained and respond to challenges
arising from the previous interventions. The Strategy has focused more on decentralized approach where various Government levels would actively participate in implementation process. In addition, it has strengthened Monitoring & Evaluation Frame Work which would support the Strategy implementation. Furthermore, the Strategy has been prepared to involve a broader domain of key stakeholders including Development Partners, Civil Society Organization, Private Sectors, Media, Interfaith, Professionals, Political Parties, and the Public Sectors at large.

As mentioned above, NACSAP III has been designed with a new outlook aiming at ensuring that corruption in the country is eliminated by using new and workable techniques for preventing and combating corruption. More emphasis will be put on strategic sectors of revenue collection, oil and gas economy, natural resources and all other areas of the economy which are prone to corruption.

Therefore, specific objectives of NACSAP III include:-

(i) To promote efficiency, transparency and accountability in Public and Private Sectors;
(ii) Effective enforcement of anti-corruption measures;
(iii) Capacity building of watchdogs and oversight institutions; and
(iv) Effective political leadership in the fight against corruption.
On behalf of the United Republic of Tanzania, I urge the public and other partners to continue working closely with the Government during the implementation of NACSAP III, particularly by changing mind set and giving active participation in order to ensure the realization of NACSAP III objectives.

Angellah Jasmine Kairuki (MP)
Minister of State, President’s Office
(Public Service Management and Good Governance)
PREFACE

The Government of Tanzania recognizes corruption as a serious problem affecting the socio-economic development of the country and has taken deliberate efforts to suppress it. Since Independence the Government has adopted a zero tolerance policy to corruption in building the existing governance systems.

The National Anti-Corruption Strategy and Action Plan (NACSAP I&II) have been the key interventions implemented in two Phases between 2001 and 2011, with the broad objective of strengthening institutional mechanisms and processes for preventing and combating corruption. The strategies focused on building systems of integrity, accountability and transparency in public institutions.

The implementation of NACSAP phase I (2001-2005) and phase II (2008-2011) was done alongside different complementary public service reform programmes. A number of achievements, challenges and critical issues, including recent initiatives and recommendations, which were highlighted from previous reviews, served as the basis and key inputs in the process of developing NACSAP III.

The development of NACSAP III has involved a large number of stakeholders, demonstrating an embrace of xvi
participatory approaches and the spirit of inclusiveness. Members of the task force were drawn from all the relevant oversight and watchdog institutions, namely the President’s Office, State House, Prevention and Combating of Corruption Bureau; Vice President’s Office; President’s Office, Local Government Authorities (then under Prime Minister’s Office); Ethics Secretariat, Commission for Human Rights and Good Governance; Public Procurement Regulatory Authority; Office of the Controller and Auditor General and Ministry of Justice and Constitutional Affairs.

The implementation of NACSAP III will focus on reduction of corruption in strategic sectors prone to corruption such as procurement, revenue collection, natural resources and tourism, minerals, energy, oil and gas, health, education and land. The focus will specifically be directed to TRA, Police, Tanzania Port Authority (TPA), Judiciary, Health, Education, Business processes and institutional collaborations. Therefore, the overarching objective of NACSAP III is to ensure that corruption in the country is reduced. The specific objectives of the strategy are as follows:

(i) Promote efficiency, transparency and accountability in public and private sectors;

(ii) Effective enforcement of anti-corruption measures;
(iii) Capacity building of watchdogs and oversight institutions; and

(iv) Effective political leadership in the fight against corruption.

Effective coordination of NACSAP III will be undertaken in the existing Government structures from the District to National level through Integrity Committees and NACSAP Consultative Committees. The Committees will institute and reinforce ownership and accountability of leaders in enhancing good governance and fighting against corruption. They are expected to actively participate in the coordination of the implementation of the Strategy in order to attain the agreed milestones. The achievements of the objectives of NACSAP III will largely depend on the extent to which the Committees at all levels function properly.

A Monitoring and Evaluation Framework will be an important and crucial tool for the implementation of NACSAP III. It will be undertaken through a Monitoring Plan that will be developed to institutionalize the Monitoring and Evaluation (M&E) system. It will assess the outputs and impacts of the Strategy’s implementation at various levels, including the National Steering Committee; the National Government Technical
Consultative Committee; Good Governance Coordination Unit (GGCU) – State House; Regional, District, Ward and Village/Street NACSAP Consultative Coordination Committees; and Institutional NACSAP Management and Integrity Committees. Thus, every implementing Agency will be required to prepare and implement its own M&E Plan, produce and distribute to relevant authorities its quarterly and annual implementation progress reports.

The strategy will be implemented in alignment with the National Development Vision 2025, the Second National Five Year Development Plan (2016/17-2020/21), Chama cha Mapinduzi Election Manifesto for 2015 and the Speech by H. E. President Dr. John Pombe Joseph Magufuli when inaugurating the 11th Parliament of United Republic of Tanzania in Dodoma on the 20th November, 2015 together with other existing national policies, laws, rules and regulations. However, wherever necessary the anti-corruption laws will be enacted, harmonized or repealed so as to put in place effective and efficient laws which will actively promote good governance in the country.

The Government is highly committed to ensure that socio-economic development is attained in line with the principles of transparency and accountability. In conclusion, I urge Government leaders at all levels, Non-State Actors, Private Sector and Citizens to support, actively participate
and make a close follow-up on the implementation of NACSAP III in their respective organizations and at the national level at large.

Let us all implement NACSAP III in the interest of development and prosperity of our nation.

..........................................

Ambassador Eng. John W.H. Kijazi

CHIEF SECRETARY
CHAPTER ONE

THE FIGHT AGAINST CORRUPTION IN TANZANIA

1.0 Background

A corrupt practice is the offering, giving, receiving or soliciting, directly or indirectly, anything of value to improperly influence the actions of another party. Corruption is an insidious plague that has a wide range of corrosive effects on societies. It undermines democracy and the rule of law, leads to violations of human rights, distorts markets, erodes the quality of life and allows organized crime, terrorism and other threats to human security to flourish. Corruption hurts the poor disproportionately by diverting funds intended for development, undermining a Government’s ability to provide basic services, feeding inequality and injustice as well as discouraging foreign aid and investment. In one way or the other, corruption is slightly related to fraud which in practice is any act or omission, including a misrepresentation that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation. Therefore, both corruption and fraud affect economic development of the country and major obstacles to poverty alleviation and development.
Despite the Government’s zero tolerance policy to corruption, the scourge continues to haunt Tanzania both in the public and private realms. Over the years, the Government responded to corruption with policy, legislative and administrative measures. The development and design of the National Anti-Corruption Strategy and Action Plans (NACSAP), Phase I (2001 – 2005) and Phase II (2006 – 2011) were two of the landmark measures that the Government had previously undertaken to address corruption in Tanzania. The conception of the idea and the design of NACSAP followed the recommendations made by the Presidential Commission of Inquiry Against Corruption (Warioba Report: 1996). The Commission was appointed and charged with the responsibility of examining the scope and magnitude of corruption and recommend ways for addressing the vice. Other deliberate measures that the Government had taken to promote good governance and address corruption include the design and implementation of core sector reform programs, acceding to the advice proffered by the African Peer Review Mechanism (APRM), Open Government Partnership (OGP), Extractive Industries Transparency Initiative (EITI), and Construction Sector Transparency Initiative (CoST). Similarly, the Government had in the same vein, spearheaded enactment of relevant legislations including, the Prevention and Combating of Corruption Act., Cap 329, Public Procurement Act, Cap 410, Anti-Money Laundering Act, Cap 256, and Elections Expenses Act, Cap 343, to mention only a few interventions.
1.1 State of Corruption in Tanzania

NACSAP and other anti-corruption measures have been implemented for more than a decade in order to reduce corruption and improve good governance in Tanzania. These measures are home-grown initiatives for preventing and combating corruption. As part of NACSAP II implementation, the Integrity Committees were established in each Government Ministry, Department and Agency, Regional Secretariat (RS) and Local Government Authority (LGA) for the purpose of coordinating the implementation of the Strategy. Furthermore, several International Governance Indices Reports released, including the Mo Ibrahim and Transparency International, suggest that the Government of Tanzania has stepped up efforts in enhancing good governance. The 2012 Mo Ibrahim Index of African Governance Report, for example, places Tanzania in a second position as the least corrupt country in East Africa. Despite the significant achievements recorded, various institutional and organizational challenges remain. They include weak enforcement of laws and regulations, lenient sanctions, weak M&E systems, lack of database and inability to put in place a robust coordination mechanism for the entire NACSAP stakeholders.

These challenges have given rise to public outcry about corruption in the public sector as reported by the National Governance and Corruption Survey (2009), Homegrown Perceived and Quantitative Anti-corruption Efforts and Corruption Indicators (2015), NACSAP II Completion
and Evaluation Reports (2011) and Annual PCCB Implementation Report (2014/15). The surveys and reports revealed widespread negative perceptions of poor service delivery and corruption in the Judiciary, Police, Health, Education, Natural Resources, Land, Revenue collection and Procurement. NACSAP III proposes to undertake more studies to uncover the achievements and challenges facing anti-corruption efforts in the country. Such studies will document more evidence on the extent to which the strategy and other measures, such as enacted legislation and Agencies established over the years, have contributed to preventing and combating corruption in Tanzania
CHAPTER TWO

INSTITUTIONAL FRAMEWORK AND PERFORMANCE 2001-2016

2.0 Introduction

It is generally agreed that good governance is a pre-requisite for the country to attain economic growth, social justice, investment and development. An effective good governance policy, laws and practices underline social and economic development, equitable social justice provision, and a prudent use of development aid to pull the people and the country out of poverty.

The Government of the United Republic of Tanzania has, since its first multi-party general election in 1995, set out to strengthen the economy as its priority number one on the national development agenda. In order to achieve this objective, a number of radical reforms including liberalization of the economy, restructuring and privatization of debt-ridden parastatal organizations and an overall effort to enhance efficiency of public service delivery were undertaken by the Government.

The efforts done by the Government were, however, impeded by widespread corruption that had become systemic in all sectors of the economy, politics and society. The major impact was particularly felt on the procurement and revenue collection systems as well as on royalties charged on natural resources or dividends yields on
Government assets. Responding to the foregoing, the Government instituted various drastic measures to deal with the corruption scourge.

2.1 National Anti-Corruption Strategy and Action Plans I and II

From the beginning, the Government adopted a zero tolerance policy to corruption by putting in place various governance hardware and software. These include the establishment of the Permanent Commission of Inquiry (Ombudsman) of 1966, whose aim was to check the abuse of power by Government officials and its Agencies, the Prevention of Corruption Act (Act No. 16 of 1971), the Committee for the Enforcement of the Leadership Code of Ethics Act No. 6 of 1973, followed by the establishment of an Anti-Corruption Squad in 1975 and the Economic and Organized Crimes Control Act (1984), and incorporating offences under the Prevention of Corruption Act as economic offences.

The 1995 Election Manifesto of the ruling party Chama cha Mapinduzi, demonstrated its intention to curb corruption. Immediately after the 1995 General Election, the Government introduced a number of policy and legal measures aimed at addressing corruption in the country. These measures include enactment of the Public Leadership Code of Ethics Act No. 13 of 1995 and the appointment of the Presidential Commission of Inquiry Against Corruption (PCIAC), which carried out a diagnostic study on causes
of corruption. The PCIAC Report of 1996 revealed two major manifestations of corruption in Tanzania:

(a) Corruption in the administrative machinery (Petty Corruption): This was mainly Government employees and state agents taking bribes in exchange for delivery of hitherto free services entitled to citizens. The report attributed the main cause of this type of corruption to meager and inadequate salaries payable to Government employees.

(b) Grand corruption: This was diagnosed as the kind of corruption that involves high level Government officials with decision-making powers on vital policy and/or contracts. The report attributed the main cause of this type of corruption to excessive greed for wealth accumulation.

Furthermore, the study report findings cited the lack of horizontal and vertical accountability and transparency as the main reasons for rampant corruption in the public sector. The report made a number of recommendations, which implied reforming the Tanzania governance hardware and software including the transformation of the Prevention of Corruption Bureau (PCB) to Prevention and Combating of Corruption Bureau (PCCB), strengthening of the Good Governance Coordination Unit (GGCU), the establishment of the Ethics Secretariat and devising of NACSAP coordination mechanisms across stakeholders.
NACSAP I sought to achieve four comprehensive objectives:

(i) Putting in place a comprehensive anti-corruption legislation;

(ii) Identification of areas of Government most prone to corruption;

(iii) Identification of legal and administrative corruption remedies that provide adequate deterrence; and

(iv) Creation of partnership between Government and civil society including the private sector, professional associations, trade unions and faith-based organisations in fighting against corruption.

Moreover, NACSAP I prioritised six areas:

(i) **Rule of Law**: to strive, to restore confidence in the judiciary and law enforcement agencies;

(ii) **Financial Discipline**: to reduce siphoning of public funds and increase revenue collection to enable Government to finance social services;

(iii) **Procurement**: to ensure strict compliance with transparent administration of tendering procedures;

(iv) **Public Awareness**: to create public awareness on the negative effects of corruption to the economy and development transformation;

(v) **Public Service**: to instil the sense of responsibility
and accountability to public officers;

(vi) **Media:** to facilitate the reporting of corrupt elements without fear or favour by the mass media.

2.1.1 NACSAP I: Achievements and Challenges

2.1.1.1 Achievements

NACSAP I registered significant achievements and made big strides in promoting good governance and accountability. Various reform measures were taken whose aim was to strengthen good governance with a particular focus on areas of democracy, human rights, legal and institutional systems. During the period between 2001 and 2005, NACSAP I realised many achievements, including:

(i) The establishment of Prevention of Corruption Bureau offices from national to the district level;

(ii) The establishment of new oversight and watchdog institutions (Commission for Human Rights and Good Governance, Good Governance Coordination Unit and Ethics Secretariat);

(iii) Establishment of Public Procurement Regulatory Authority and Public Procurement Appeals Authority under the Public Procurement Act No. 21 of 2004;

(iv) Improved transparency and accountability in the public service delivery;

(v) Increased public awareness about corruption;
(vi) Identification of areas prone to corruption.

Moreover, the 2005 Afro-Barometer Survey conducted by the Research on Poverty Alleviation (REPOA) reported that the Government had performed from “fairly good” to “very well” on a variety of governance and corruption indicators. The survey assessed the public understanding of what constitutes corruption, evaluation of the Government’s anti-corruption efforts, the perceived extent of corruption among various individuals and Government institutions, how citizens respond to demands for illegal payments, the extent of corruption in the electoral process and finally, the ability of the Government to enforce laws against corruption and other criminal offences.

Similarly, the 1996 and 2004 surveys by the World Bank Institute assessing changes in the quality of governance in Africa included the control of corruption, voice and accountability, and governance effectiveness, placed Tanzania among countries that had experienced significant improvement. Above all, Tanzania’s score on the Transparency International’s Corruption Perceptions Index (CPI) showed improvements from 2.5 (2003) to 2.9 (2005).

2.1.1.2 Challenges

The challenges associated with implementation of NACSAP I was documented by the UNDP’s 2004 Evaluation of Project on Strengthening Capacities to
Combat Corruption in Tanzania include the following:

(i) Narrow involvement of key stakeholders, for example, the exclusion of Local Government Authorities;

(ii) The supply side of corruption was not addressed;

(iii) NACSAP had not only failed to engage non-state actors effectively but also failed to define and clarify their roles;

(iv) Shortage of human resource, institutional and organisational capacity of the key executing agencies hampered implementation;

(v) Absence of effective structures for national dialogue over corruption; and

(vi) Politicians are perceived to be actively engaged by offering gifts to voters during election campaigns.

Based on the above challenges and in view of spearheading the fight against corruption, the Government decided to formulate and implement NACSAP II.

2.1.2 Implementation of NACSAP II

The National Anti-Corruption Strategy and Action Plan Phase II (NACSAP II) was launched in 2006 to address the challenges experienced during NACSAP I, consolidate gains achieved and make the anti-corruption strategy more inclusive and robust, with the strategic objective of expanding the scope and framework for combating
corruption in Tanzania.

The successor program, designed to last from 2006 through 2011, sought to rectify the earlier weaknesses of not linking sufficiently with previous and on-going related efforts including Public Service Reform Program (PSRP), Public Finance Management Reform Program (PFMRP), Financial Sector Reform Program (FSRP), Legal Sector Reform Program (LSRP), Local Government Reform Program (LGRP), Business Environment Strengthening for Tanzania (BEST) and the National Strategy for Growth and Reduction of Poverty (NSGRP or MKUKUTA, 2005 – 2010).

Recognizing the fact that anti-corruption is built on the principles of good governance, it became imperative to integrate anti-corruption strategy into the general framework of democratic governance. NACSAP II therefore sought to enhance accountability and intrinsically entrench itself into other public sector reforms, particularly PFMRP and LSRP to stem the flow of financial leakage and prevent corruption before it happens.

One of the NACSAP II objectives was to enact a legislation that would strengthen the fight against corruption, focus on prone areas or those inclined to corruption and propose the best methods that would eradicate corruption in the Government. NACSAP II aimed at looking into legal and administrative measures deemed more effective in dealing with corrupt practices and to put in place the programs
that enlist and foster public support particularly from civil societies, private sector, faith-based organizations and the elite in the fight against corruption.

The methodology of NACSAP II was to involve all stakeholders (private sector, public sector and civil society) to understand their respective roles and own the process towards reducing corruption in the country. NACSAP II provided an opportunity for stakeholders to translate the Governments’ anti-corruption policies, aspirations and perspectives into practical and actionable programs.

2.1.3 **Strategic Thrust of NACSAP II**

The strategic thrust of NACSAP II was to:

(i) Increase public awareness of anti-corruption;
(ii) Widen the scope of the war against corruption;
(iii) Improve and strengthen public service delivery;
(iv) Strengthen existing watchdog institutions and the integrity system;
(v) Foster transparency, accountability and integrity in the conduct of public affairs; and
(vi) Empower Non-State Actors (Private Sector, Civil Society Organizations, Faith-based Organizations, and Media) to participate fully in the fight against corruption.
NACSAPII was a preventive tool that fostered transparency, accountability and integrity in the conduct of public affairs. Within such framework, each MDA, RS and LGA was required to prepare their own Action Plans. To ensure effective implementation, the Government established the Good Governance Coordination Unit, in the Office of the President, and put in place the monitoring system that produced quarterly reports from MDA, RS and LGA.

2.1.4 Legal and Institutional Framework

NACSAP II sought to strengthen Tanzania’s governance hardware and software given recognition of pertinent legal and institutional resources as stated below:

(i) **Public Service Act No. 8 of 2002 and its Regulations of 2003**

The above legislation provided for strengthening of service standards, human resource management and disciplinary bodies such as the Public Service Commission.

(ii) **Controller and Auditor General (CAG)**

The Public Audit Act No. 11 of 2008 strengthened the oversight functions of CAG over public finance management as in-charge of the National Audit Office (NAO). The CAG’s independence is enshrined in the Constitution of United Republic of Tanzania of 1977.
(iii) **Tanzania Revenue Authority (TRA)**

TRA was established under Act, No. 11 of 1995 to strengthen and improve Government revenue collection. Several steps to fight and minimize the risk of corruption practices were made including integration of the systems in the audit sections of the Income Tax, (Import, Export and Excise Duty) and VAT Departments through real-time reconciliations, transparency and accountability.

(iv) **Ethics Tribunal**

The President of United Republic of Tanzania appointed Ethics Tribunal members in 2009 under Section 26 (1) of the Public Leadership Code of Ethics Act No. 13 of 1995 to enforce the code.

(v) **e-Government Agency**

e-Government interventions have significantly developed and implemented as a result of Presidential Commission of Inquiry which was coordinated by Judge Warioba in 1996. Efforts have been made to ensure that MDAs, RSs, and LGAs are fully involved in improving service delivery through the e-Government initiatives. Similarly, in September 2012, the Government established e-Government Agency (e-GA) to facilitate other Government institutions to install and customize usage of ICT related services including instituting an anti-corruption text-message campaign and establishing a Government Portal.
(vi) **Public Procurement Regulatory Authority (PPRA)**

PPRA was established under Public Procurement Act (PPA) No.21 of 2004 for the purpose of overseeing public procurement processes and strengthen the procurement functions. A Public Procurement Policy Unit was established in the Ministry of Finance under PPA Act No. 7 of 2011 charged with the responsibilities of procurement policies and capacity building to public institutions.

2.1.5 **NACSAP II Implementation Framework**

2.1.5.1 **National Steering Committee**

A National Steering Committee was established at National level to provide overall policy and strategic guidance to the implementation of NACSAP. The Committee drew members from GGCU, PCCB, ES, Civil Society Organizations, the Media, the Private Sector, Prime Minister’s Office, Association of Local Authorities of Tanzania (ALAT), Public Finance Management Reform Programme (PFMRP), Public Sector Reform Program (PSRP), Local Government Reform Program (LGRP), Tanzania National Strategy for Growth and Reduction of Poverty (NSGRP) popularly known as Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania (MKUKUTA), United Nations Development Program (UNDP) and representatives of Development Partners.
2.1.5.2 National Anti-Corruption Forum (NACF)

The NACSAP II instituted the annual National Anti-Corruption Forum (NACF) to provide a platform for dialogue among anti-corruption strategic stakeholders. This forum was convened annually for stakeholders to review various anti-corruption intervention experiences while discussing NACSAP II implementation progress reports.

2.1.5.3 Integrity Committees

Integrity Committees were established in every MDA, RS and LGA for the purpose of coordinating NACSAP II.

2.1.6 Related NACSAP II Initiatives

2.1.6.1 The African Peer Review Mechanism (APRM)

Tanzania voluntarily acceded to the APRM in 2004 and in 2012 Tanzania published the APRM report and submitted the same to the African Union (AU) Heads of State in January, 2013. The APRM report documented Tanzania’s good governance and anti-corruption efforts, which was also echoed by the AU, especially acknowledging Tanzania’s commitment to the enforcement of the zero tolerance policy to corruption.

2.1.6.2 Open Government Partnership (OGP)

OGP is a global initiative that aims at promoting transparency, empowering citizens, fighting corruption
and encouraging the use of technologies to improve good governance. Tanzania decided to join OGP to complement the Government’s ongoing efforts to strengthen good governance across all sectors. OGP principles are consistent with those of the National Framework for Good Governance (NFGG) formulated in 1999 as a guide to institute good governance in the country. OGP therefore, complemented NACSAP II efforts for enhancing accountability, transparency and integrity in the country.

2.1.6.3 General Budget Support Assessment

Development Partners (DPs) contributing towards the Tanzania national budget agreed with the Government on the Performance Assessment Framework (PAF). To that end, DPs conduct regular performance assessment specifically focusing on the Budget Transparency and Access to Information; Quality of Consultations between the Government and Domestic Stakeholders; and Executive Accountability to Parliament. The PAF reports indicate that Tanzania has been improving over most of the evaluation period (2002-2011).
2.1.7 The achievements and challenges of Implementation of NACSAP II

2.1.7.1 Achievements

NACSAP II has documented the following achievements:-

(i) Enactment of Comprehensive Prevention and Combating of Corruption Act. No. 11 of 2007, which created 24 corruption offences, compared with Prevention of Corruption Act. No. 16 of 1971 (repealed), which had only 4 offences;

(ii) Increased public awareness on corruption offences together with transparency and accountability;

(iii) Strengthening of the capacity of PCCB by establishing offices in all the districts, making it possible to prevent and combat corruption at lower levels;

(iv) Conducted a survey (2009) to evaluate the status of corruption and good governance in the country – corruption was seen as slowly decreasing and good governance moderately increasing;

(v) Government ratification and domestication of the SADC Anti-Corruption Protocol, the African Union Anti-Corruption Protocol and the United Nations Convention Against Corruption;

(vi) Establishment of Integrity Committees in all MDAs and LGAs, charging them with the role of coordinating and overseeing implementation
of NACSAP II in their respective places of operations; and

(vii) Participation of Non-State Actors in the implementation of the Strategy.

2.1.7.2 Challenges

The NACSAP II encountered a number of challenges, including:

(i) Lack of continuity, functionality and sustainability of the Integrity Committees caused by;

✓ Inability to conduct training of members of the Integrity Committees,

✓ Inability to retain Integrity Committees members in their respective MDAs, RSs and LGAs,

✓ Permeability of Integrity Committees – some nominees were reported to have failed to comply with required/expected ethical conduct standards.

(ii) Non-compliance with laws, regulations and procedures as result of lenient sanctions, weak supervision and incentives;

(iii) Shortage of fund/inadequate funding;

(iv) Inadequate commitment and stakeholders’ ownership on NACSAP implementation;
(v) Lack of NACSAP coordination framework at Regional and District level;

(vi) Difficulties in soliciting evidences for corruption cases especially those involving cross-border investigations;

(vii) Lack of administrative guidance for involving interfaith leaders to oversee development and implementation of projects in the LGAs;

(viii) Inadequate information sharing with Non State Actors engaged in good governance and fight against corruption;

(ix) Ineffective implementation of NACSAP II by Oversight Institutions; and

(x) Inadequate Monitoring and Evaluation systems.

Promoting good governance and reducing corruption are key to Tanzania’s economic growth and development that is equitable upholds social justice and wellbeing as well as promotes peace and stability. This requires a multi-disciplinary approach demanding effective participation and involvement of Government and various stakeholders in devising new innovative ways of enhancing governance that prevents and combats corruption. The third phase of NACSAP, therefore, has been designed to address those challenges and concerns. The main objectives of NACSAP III is to strengthen co-ordination and M&E, improve administration of justice, devise strong ethics promotion
and awareness strategies, enhance stakeholders’ partnership and participation, strengthen enforcement instruments and sanctions, supervision and incentives in the fight against corruption.
CHAPTER THREE

NATIONAL ANTI-CORRUPTION STRATEGY AND ACTION PLAN PHASE III

3.0 Introduction

National Anti-Corruption Strategy and Action Plan Phase III is a cross-cutting initiative to spearhead the fight against corruption in Tanzania. New interventions have been designed to consolidate the achievements made and respond to challenges arising from the previous interventions intended to build a society, institutions and systems including a more robust M&E which would support the policy of zero tolerance to corruption. The implementation of current strategy is prepared to involve a broader domain of key stakeholders including active members of civil society, private sector, media, interfaith, professionals, political parties, trade unions, the public sector and development partners.

3.1 The Objective of National Anti-Corruption Strategy and Action Plan III

comprehensive approach in tackling corruption and improving governance by promoting strong leadership. The focus will be on the zero tolerance policy to corruption; promoting effective governance; pro-active and pro-business government; corporate governance and making effective and profitable public investment in state owned enterprises.

In addition, NACSAP III will set strategic activities and targets to prevent and combat corruption in public procurement; revenue collection; utilization of natural resources, minerals, energy, oil and gas, as well as the administration of justice and political affairs. The strategy will establish targets and activities to prevent and combat corruption in service delivery, where impact of corruption on the public sphere is devastating and threatens to undermine the legitimacy and authority of the state. Therefore, the overall objective of NACSAP III is ensuring that corruption in the country is reduced with focus to the strategic sectors prone to corruption.

The specific objectives of the strategy are as outlined below:

(i) Promote efficiency, transparency and accountability in public and private sectors;
(ii) Effective enforcement of anti-corruption measures;
(iii) Build capacity of watchdogs and oversight institutions; and
(iv) Effective political leadership in the fight against corruption.

The mentioned objectives will be achieved through the following strategies:

(i) **Focus and prioritize sectors and areas prone to corruption**

Strategic interventions and undertakings to curb corruption will be directed to sectors most prone to corruption in order to attain value for money, improve service delivery and thus, restore public trust and confidence in the Government. The priority areas include: public procurement, revenue collection, administration of justice, police, health care and services, education, and utilization of natural resources. Measures to address corruption in these sectors include the following: identifying and mapping areas prone to corruption, finding root causes of corruption/unethical behavior and take remedial action, conducting corruption risk assessments, conducting compliance checks, conducting awareness programs and campaigns on anti-corruption.
(ii) **Strengthen enforcement, sanctions, supervision and incentives for fighting corruption**

There had been ineffective enforcement of laws, regulations and procedures as a result of lenient sanctions, supervision and incentives schemes in preventing and combating corruption. Laws, regulations and procedures for curbing corruption will be reviewed, harmonized, enacted and enforced accordingly.

(iii) **Strengthen citizens’ participation to enhance the demand side of accountability**

Public participation in demanding their rights and government accountability is inadequate. Hence, an enabling environment will be created to ensure effective citizens’ participation in the fight against corruption, citizens’ demand for basic rights and accountability through community education programs.

(iv) **Strengthen public awareness on ethics and fight against corruption through Information, Education and Communication (IEC) measures**

Effective participation of NGOs, CSOs, FBOs and Private Sector is fundamental in the fight against corruption. Significant efforts to educate the same in order to strengthen their participation will be taken. In this context, Public Awareness Programs
on Good Governance and Anti-corruption laws are key tools in the fight against corruption. A Communication Strategy will be developed and implemented accordingly.

(v) **Strengthen Partnership and Synergies with Government, Civil Society Organization, Parliament, Judiciary, Political Parties, Media, Private Sector and Development Partners in Enhancing Integrity**

The fight against corruption needs not only concerted efforts, but also collaborations with various stakeholders. To that end, partnership and synergies among stakeholders will be harnessed and strengthened in order to enhance integrity.

(vi) **Strengthen the Administration and Dispensation of Justice Systems**

Civilianization has made it possible for investigations and prosecution activities to be separated in order to minimize bureaucracy and monopoly. Further, the Office of the Chief Court Administrator has been established to cater for the court administrative issues in the judicial system. An enabling environment including training and facilities to all organs (Police, PCCB, Prisons, and AGC) responsible for the dispensation and administration of justice will be made available in order to promote professionalism and timely
dispensation of equal rights for all.

(vii) **Build and/or strengthen capacity of Watchdog and Oversight institutions; Integrity Committees and Coordinating Bodies in MDAs, RSs, LGAs, Parliament, Judiciary and Non State Actors**

The watchdog and oversight institutions are confronted with a number of challenges that adversely affected their performance. Effective systems and capacity building in terms of training and facilities will be made available to foster professionalism, integrity as well as justice dispensation.

(viii) **Promote the Use of Technology (ICT) in Service Delivery**

Experience shows that, ICT application has promoted efficiency and minimized the corruption practices in service delivery particularly in **e-payment** system (procurement, revenue and tax collection). Therefore, the Strategy will facilitate wider use of ICT systems to ensure efficiency and accountability in the service delivery across the country.

(ix) **Promote Transparency and Accountability in Public and Private Undertakings**

Procedures and regulations in the conduct of official affairs or business of public interest will be
underscored and instituted to ensure transparency, accountability and openness.

(x) **Incorporate Ethics and Anti-Corruption Measures in Primary Schools, Secondary Schools, Tertiary and Higher Learning Institutions including out of School peer learning Settings**

The education system, and particularly the ethics and anti-corruption curriculum, is an important instrument to build a nation’s behavior and culture including the fight against corruption. Pertinent measures on anti-corruption will be taken including inter alia development and incorporation of ethics and integrity into primary, secondary, tertiary and higher learning curriculum so as to build professionalism and integrity in the community.

(xi) **Strengthen M&E Coordination and Collaboration Across the Country**

To ensure effective implementation of NACSAP III, a robust M&E system and Implementation Guideline will be developed and implemented accordingly. The M&E system will have a built in Database with Objectives and Performance Indicators.
3.2 Implementing Instruments for NACSAP III

NACSAP III will be supported by a number of implementing instruments as detailed below.

3.2.1 Action Plans

Public Institutions will be required to develop and implement NACSAP III Action Plans that will address critical governance issues including corruption and maladministration. The contents and design of the action plans will be guided by the approved guidelines. The private sector and civil society are expected and will be encouraged to develop and implement the same in their areas of jurisdiction.

3.2.2 Integrity Committees

There will be an Integrity Committee in all public institutions, non-state organizations and private sector organizations whose members will be appointed by heads of respective institutions. The Department of Administration and Human Resource Management will serve as the Secretariat to the Committee. Committee members should have attained the status of senior officials with a high integrity personality. The Committee Chairpersons and other members will be appointed by heads of the institution and their names will be submitted to the Chief Secretary for information and noting. The Committees will assume focal point positions when it comes to implementing NACSAP III.
3.2.3 The National Anti-Corruption Forum

This is a forum where various stakeholders including state and non-state actors meet to interactively discuss, assess and evaluate the implementation of NACSAP. The forum is scheduled to be held annually and will be used as vehicle for building synergies among stakeholders across the range of state and non-state actors. It will serve as an opportunity for stakeholders to share information on NACSAP implementation progress as well as devising the relevant way forward. Moreover, the forum will contribute to public awareness building about corruption and the strategy to eradicate it through deterrent methods or otherwise. The messages at the forum are envisaged to result in improved civic competence required for the citizenry to abhor instead of merely chant anti-corruption slogans.

3.2.4 National Steering Committee

A National Steering Committee will be formed to oversee the implementation of NACSAP III. Members of the Steering Committee shall be appointed by the Chief Secretary, and drawn from amongst others, the oversight and watchdog institutions, PORALG, core reform programs and non-state actors, which include civil society, media, private sector and inter-faith organizations. Members should be senior officials with high integrity personalities.
3.2.5 National Government Technical Consultative Committee

The National Government Consultative Technical Committee will be composed of National Watchdog and Oversight Institutions under the chairmanship of the Chief Secretary. This Committee will serve as a technical arm to oversee NACSAP implementation on the day-to-day basis.

3.2.6 Co-ordination of NACSAP III

The Office of the Chief Secretary will coordinate the implementation of NACSAP III at the national level. Public institutions, therefore, will develop and submit their respective action plans and their quarterly implementation reports to the Good Governance Coordination Unit (GGCU) in a timely manner.

3.2.7 Partnership and Networking with International, Regional and National Anti-Corruption Bodies and Associations.

NACSAP III will accommodate and comply with principles and requirements of the United Nations Convention Against Corruption (UNCAC), AU Protocol and SADC Protocol on fight against corruption. In addition, it will also network with the existing associations like International Agency Against Corruption (IACA), East African Agency Against Corruption (EACA) as well as Commonwealth Africa Anti-Corruption Agency (CAACA) and the African Parliamentarians Network Against Corruption (APNAC).
3.2.8 Capacity Building Program to Non-State Actors

Capacity building programs will be developed and implemented to enhance the capacities of non-state actors in terms of training, finances and equipment to facilitate active participation in the fight against corruption.

3.2.9 Client Service Charters

Client Service Charters will be updated, developed and implemented for Public Institutions to enhance transparency and accountability and improve service delivery.

3.2.10 Complaints Handling Mechanisms

Complaints handling mechanisms will be advocated and strengthened to serve as sources of gaining access to allegations of whistle blowers on corruption and maladministration. Public Institutions are therefore directed to have complaints handling systems for that purpose.

3.2.11 Robust Monitoring and Evaluation Framework

A robust M&E Framework is a key to the success of the implementation of NACSAPIII. Public Institutions and Non State Actors will be required to prepare respective M&E that will be in alignment with the National Monitoring Framework which measures the overall performance and development of NACSAPIII. Monitoring and Evaluation
Plan will detail required processes.

3.2.12 Key Success Factors

The achievement of the objectives of NACSAP III will depend on the extent to which the Tanzania Citizens participate and feel ownership of NACSAP III and therefore support the anti-corruption movement in the country. The key success factors include: transformational leadership; sound policies; clear targets; mass campaign; effective and reliable information, education, communication (IEC) strategy; clear separation of political leadership and administrative machinery; effective legal framework and strong national oversight institutions. Independent Judiciary, freedom of the press, adequate resources and a dynamic public are also of paramount importance.

3.2.12.1 Transformational Leadership

Leadership will be one of key factors in the successful implementation of NACSAP III. This implies a leadership that has firm and committed political will to promote good governance, clear vision and targets, being honest, efficient, trustworthy and enjoys public trust. Similarly, transformative leadership will be required in the private sector, political parties, civil society and Inter-faith organizations that will inspire and mobilize people, towards realizing the objectives of NACSAP III.
3.2.12.2 Sound Policies and Clear Targets

Sound policies and clear targets must be developed and designed to backup NACSAP III implementation. The policies should be relevant, reasonable and timely implemented. The policy and target formulation should be practical and relevant to the implementing institutions in order to expose and address corruption issues in their respective institutions.

3.2.12.3 Information, Education and Communication (IEC)

The achievement of objectives of NACSAP III will also depend on inculcating knowledge and information on ethics and good governance norms at various levels and sectors of public and private institutions in society. It is envisaged that action plans of public institutions will contain a comprehensive content on ethics; integrity supporting beneficiaries to internalize virtues of good governance and zero tolerance to corruption. Hence, NACSAP III will ensure that relevant institutions provide mass education on the prevention and combating of corruption and that these mass education programs are carried out at all times in order to reinforce citizenry awareness and civic competence. Thus, NACSAP III considers mass education programs as part of its communication strategy that is in turn considered as an important tool to effectiveness and success. To that end, an overall communication strategy will be designed to
help public institutions to communicate effectively as they implement NACSAP III.

3.2.12.4 Clear Separation of Political Leadership and Administrative Machinery

Mutual recognition of different roles between political leadership and state administrative machinery is vital for the success of NACSAP III. Politicians and political parties will be encouraged to champion the promotion of good governance, including the prevention and fighting against corruption. The state administrative machinery is also expected to act according to laid down procedures objectively, diligently, professionally and above all, ethically, especially when engaging with the political leadership.

3.2.12.5 An Effective Legal Framework and an Independent Judiciary

NACSAP III recognizes the importance of putting in place an effective legal and regulatory framework and justice systems that are not susceptible to corruption. An independent judiciary and justice systems will ensure speedy and fair dispensation of justice, which is critical for cultivating and instilling public confidence in the governance system. Robust justice systems are expected to make it possible to assess the effectiveness of the existing anti-corruption and good governance promotion legislations.
3.2.12.6 Availability of Adequate Resources

The implementation of NACSAP Phase I and II was largely constrained by inadequate financial and human resources, especially trained and skilled manpower. Efficient and effective implementation of NACSAP III assumes the provision of adequate funding, skilled manpower and pre-requisite technologies that will be provided by the Government, the Private Sector and Development Partners.
CHAPTER FOUR

INSTITUTIONAL ARRANGEMENTS AND RESPONSIBILITIES

4.0 Introduction

The fight against corruption requires effective participation and involvement of different stakeholders, both State and Non-State Actors under the leadership of the Chief Secretary as the overall in-charge of implementing NACSAP III. All stakeholders should give high priority to the anti-corruption initiatives and are urged to create an enabling environment in the implementation of NACSAP III. It is expected that each stakeholder will take a leading role in identifying, prioritizing and implementing anti-corruption measures that are geared to prevent and combat corruption and other unethical practices. Thus, the fight against corruption becomes a permanent agenda at all levels of management from the village to the national level. To facilitate the implementation of NACSAP III, coordination arrangements will be established at national, regional, district, ward, village and institutional levels. The key institutional roles and responsibilities are presented as follows:
4.1 National Level

There will be two National NACSAP Co-ordination Committees to be chaired by the Chief Secretary. These Committees are (i) National Steering Committee which will comprise of State and Non-State Actors (ii) National Government Technical Consultative Committee which will comprise of National Oversight Institutions, PORALG and other co-opted members. The Secretariat to the Committees will be GGCU.

4.1.1 Roles of the National Steering Committee

(i) Receive, review, deliberate and approve NACSAP quarterly and annual implementation, Monitoring and Evaluation reports;

(ii) Reinforce an information sharing practice on governance related issues;

(iii) To oversee the implementation of the Strategy at all levels and advise the Chief Secretary effectively;

(iv) To ensure NACSAP III regular performance reports are prepared and submitted to the Chief Secretary thus appropriately advising the latter on the measures required to address issues relating to the speeding up of the Strategy implementation process;

(v) To convene quarterly and annual meetings for reviewing implementation of NACSAP III, and
plan for National Anti-Corruption Forums and symposiums;

(vi) To advise on any policy issues related to good governance promotion and monitoring; and

(vii) To ensure that oversight and watchdog institutions and other implementing agencies do implement ethical and anti-corruption measures in their respective areas, and

(viii) Establish a reward and sanction mechanism on NACSAP implementation.

4.1.2 Roles of the National Government Technical Consultative Committee

(i) Receive, review, deliberate and approve NACSAP Action Plans from MDAs, RSs and LGAs especially on priority sectors;

(ii) Receive, review, deliberate, advise and recommend on NACSAP guidelines;

(iii) Review, deliberate and advise on governance policy related issues;

(iv) Receive, deliberate and recommend on NACSAP quarterly and annual implementation reports from watchdog and oversight institutions;

(v) Receive and deliberate NACSAP M&E quarterly implementation Reports;

(vi) Advise the Government on systems, best
practices and mechanisms to promote and monitor ethics and good governance;

(vii) Reinforce an information sharing on governance related issues among oversight institutions; and

(viii) Serve as a consultative or reference body to NACSAP implementing partners.

4.2 Regional Level

There will be Regional NACSAP Consultative Coordination Committees to be chaired by the Regional Commissioners whose members will be the Regional Consultative Committee (RCC) members and Heads of Watchdog and Oversight Institutions. The Secretary to the Committee will be the Regional Administrative Secretary (RAS). The following are the roles of the Regional NACSAP Consultative Coordination Committee:

(i) Receive, review, deliberate, approve and consolidate NACSAP Action Plans from Clusters, Units and LGAs especially on priority sectors;

(ii) Receive, review, approve, consolidate NACSAP quarterly and annual implementation reports, advise accordingly and submit reports to the Chief Secretary;

(iii) Share information on NACSAP implementation from Watchdog and Oversight institutions;
(iv) Advise the Government on any other governance best practices;

(v) Reinforce an information sharing practice on governance related issues within the Region;

(vi) Coordinate, monitor and evaluate the implementation of NACSAP within the Region; and

(vii) Establish a reward and sanction mechanism on NACSAP implementation.

4.3 District Level

There will be District NACSAP Consultative Co-ordination Committees to be chaired by the District Commissioner whose members will be the District Consultative Committee members and Heads of Oversight Institutions. The Secretary to the Committee will be the Council Executive Director. The following are the roles of the District NACSAP Consultative Co-ordination Committee:

(i) Receive, review, deliberate, approve and consolidate NACSAP Action Plans from clusters, units, LGAs and other institutions within the District;

(ii) Receive, review, approve, consolidate NACSAP quarterly and annual implementation reports from LGAs and other institutions within the District and submit reports to the Regional Commissioner;
(iii) Share information on NACSAP implementation from watchdog and oversight institutions;

(iv) Implement any other governance best practices as directed by the Government;

(v) Reinforce an information sharing practice on governance related issues within the District;

(vi) Co-ordinate, monitor and evaluate the implementation of NACSAP to LGAs and other institutions;

(vii) Establish a reward and sanction mechanism on NACSAP implementation within their areas of jurisdiction.

4.4 Ward Level

There will be **Ward NACSAP Consultative Co-ordination Committees** to be chaired by the Ward Executive Officer whose members will be the Ward Development Committee members and co-opted citizens. The Secretary to the Committee will be the Senior Government Official in the Ward. The following are the roles of the Ward NACSAP Consultative Co-ordination Committee:

(i) Receive, review, deliberate, approve and Consolidate NACSAP Action Plans from respective villages and other institutions within the ward;

(ii) Receive, review, approve, consolidate NACSAP
quarterly and annual implementation reports from villages and other institutions and submit reports to the District Commissioner;

(iii) Implement any other governance best practices as directed by the Government;

(iv) Reinforce an information sharing practice on governance related issues within the ward;

(v) Co-ordinate, monitor and evaluate the implementation of NACSAP within ward; and

(vi) Propose a reward and sanction mechanism on the NACSAP implementation within their areas of jurisdiction.

4.5 Village/Mtaa Level

There will be Village/Mtaa NACSAP Consultative Co-ordination Committees to be chaired by the Village Executive Officer whose members will be the Village/Mtaa Development Committee and co-opted citizens. The Secretary to the Committee will be the Senior Government Official in the Village. The following are the roles of the Village/Mtaa NACSAP Consultative Co-ordination Committee:

(i) Receive, review, deliberate, approve and consolidate NACSAP Action Plans of their respective Villages/Mtaa;
(ii) Receive, review, prepare, consolidate NACSAP quarterly and annual implementation reports for Village/Mtaa and submit reports to the Ward Executive Officer;

(iii) Implement any other governance best practices as directed by the Government;

(iv) Reinforce an information sharing practice on governance related issues within the Village/Mtaa;

(v) Coordinate, monitor and evaluate the implementation of NACSAP for the Village/Mtaa; and

(vi) Propose a reward and sanction mechanism on NACSAP implementation within their area of jurisdiction.

4.6 Institutional Level

This level will involve State Actors and Non-State Actors.

4.6.1 State Actors

State Actors for the implementation of NACSAP III will include MDAs, RS LGAs, National Watchdog and Oversight and other Public Institutions.
4.6.1.1 Roles of MDAs, RS, LGAs and other Public Institutions

(i) Ensure timely preparation of Anti-corruption strategic and operational Plans in line with priorities of the Five-Year Development Plan (2016/17-2020/21) and objectives of the National Plan and Budget Guidelines;

(ii) Ensure there is compliance with laws, regulations, procedures and professional code of ethics and conducts;

(iii) Enforce the existing control measures against corruption, maladministration and unethical practices;

(iv) Ensure there is a functioning integrity committee of the institution by building capacity and adequate funding;

(v) Enhance upholding of transparency and accountability in implementing government functions;

(vi) Ensure that an institution has a functioning complaints handling desk;

(vii) Ensure that an institution has a functioning client service charter to improve service delivery;

(viii) Ensure that public institution undertakings comply with public interest as well as value
for money;

(ix) Enhance awareness among public service staff on ethics and anti-corruption measures;

(x) Ensure establishment and implementation of Information, Education and Communication (IEC) strategy; and

(xi) Championing national ethics and anti-corruption.

4.6.1.2 Institutional Committees

At institutional level, there will be two NACSAP Coordination Committees namely; Institutional NACSAP Management Committees (Technical) to be chaired by heads of institutions whose members will be drawn from Heads of Department, Division and Unit and NACSAP Integrity Committees whose members and Chairperson to be appointed by heads of institutions.

Roles of Institutional NACSAP Management Committees

(i) Receive, review, deliberate and approve NACSAP quarterly and annual implementation, Monitoring and Evaluation reports from integrity committees and submit to the Chief Secretary;

(ii) Assess the performance of Integrity Committees in order to accelerate the implementation of the Strategy;
(iii) Advise the Government on any other governance best practices;

(iv) To review and advise on any policy issues related to good governance promotion and monitoring; and

(v) Establish a reward and sanction mechanism on NACSAP implementation;

Roles of NACSAP Integrity Committees

(i) Develop and implement respective institutional Anti-corruption Action Plans, Monitoring and Evaluation plans; and submit quarterly and annual reports to the Institutional NACSAP Management Committee;

(ii) Receive, consider and provide redress to complaints emanating from within or outside the institution with respect to issues of breaches of ethics or maladministration. The Committees will be expected to respond and/or redress sufferings caused within reasonable time, at most seven days in case of ordinary complaints;

(iii) Participate in training of various middle level officials, managers and lower cadres on the ethos of ethics, anti-corruption and good governance to enlist support and understanding of issues involving the Integrity Committees;
(iv) Ensure the code of ethics and conduct at Institutional level are grasped and understood among staff;

(v) Make a follow up on induction course to newly recruited and appointed staff; and

(vi) Inform and advise management of institutions on the enforcement of the existing laws, rules and regulations.

4.6.1.3 National Watchdog and Oversight Institutions

They will take the lead role in the implementation of NACSAP III including:

(i) Build capacity of implementing agencies and other stakeholders;

(ii) Take part in the preparation of NACSAP guidelines;

(iii) Advise the Government and other stakeholders in the implementation of NACSAP III;

(iv) Take a leading role on championing national ethics and anti-corruption measures;

(v) Facilitate the formulation of the National Ethics Policy;

(vii) Facilitate enforcement of the Whistle Blowers and Protection of Witnesses Act of 2015;

(viii) Participate in national, regional and
international dialogue with other stakeholders in the implementation of NACSAP III; and

(ix) Undertake the monitoring and evaluation of NACSAP III.

4.6.2 Non-State Actors

These will include Development Partners, CSOs, Private Sector, Political Parties and the Media.

4.6.2.1 Development Partners

They will be expected to play the following roles:

(i) Support the implementation of NACSAP III by providing financial support and technical assistance to the Government and Non-State Actors;

(ii) Support independent assessment on the implementation of NACSAP III;

(iii) Participate in dialogue with the Government and other stakeholders on the implementation of NACSAP III.

4.6.2.2 Civil Societies (NGOs, FBOs, CBOs and Trade Unions)

They will be expected to play the following roles:

(i) Form anti-corruption coalition with the Government to support the implementation of
NACSAP III;

(ii) Formulate and implement workable NACSAP III Action Plans in their areas of jurisdiction;

(iii) Participate in promoting national ethics campaign and good governance.

(iv) Participate in establishing and advocating national ethics education campaigns;

(v) Participate in dialogue with the Government and other stakeholders on the implementation of NACSAP III;

(vi) Strengthen level of transparency and accountability in their operations;

(vii) Conduct research and training in the areas of corruption, ethics and good governance;

(viii) Advise the Government on ethics and anti-corruption measures including policy formulation and implementation;

(ix) Advocate and implement the Information, Education and Communication Strategy in alignment with NACSAP III.

4.6.2.3 Private Sector

The private sector will be expected to play the following roles:
(i) Incorporate anti-corruption and ethics measures into their Corporate Plans;

(ii) Develop and implement the compliance framework on business ethics;

(iii) Ensure compliance with laws, regulations and procedures pertaining to ethical business practices and social responsibility;

(iv) Subscribe and comply with the Global Compact commitment with a view to adopting the international ethical business practices;

(v) Enhance transparency and accountability in their operations;

(vi) Conduct research and training in the areas of corruption, ethics and good governance;

(vii) Strengthen Public Private Partnership (PPP) on the fight against corruption;

(viii) Formulate and implement workable NACSAP III Action Plans in their areas of jurisdiction;

4.6.2.4 Political Parties

Political Parties will be expected to play the following roles:

(i) Ensure transparency and ethical conduct in inter-party electoral processes so as to enhance democratic elections;

(ii) Participate and demonstrate commitment to
national ethics promotion and monitoring among members;

(iii) Ensure compliance with Election and Expenses Act No. 6 of 2010;

(iv) Build capacity of their members and public on ethics, corruption and good Governance;

(v) Forge strong ethics and anticorruption measures into their constitutions and election manifestos;

(vi) Collaborate with the government and other stakeholders in dialogue in the implementation of NACSAP III.

4.6.2.5 The Media

The media will be expected to play the following roles:

(i) Ensure adherence to media professional ethics;

(ii) Promote and monitor national and public sector ethics as a measure to fight corruption and other crimes across the country;

(iii) Advocate and implement ethics and anti-corruption measures in their respective media houses;

(iv) Build capacity of media staff on ethics, corruption and good governance; Advocate and publicize NACSAP III initiatives to the public.
CHAPTER FIVE

MONITORING AND EVALUATION

5.0 Introduction

**Monitoring** is a day-to-day ‘routine’ follow up of activities in order to find out if the implementation of activities is going on as planned. It refers to inputs and activities that help to assess the progress of performance, identify problems, give feedback to the implementers and solve problems before they cause delays in the implementation.

**Evaluation** is the episodic assessment of progress towards the achievement of the stated goals and objectives. It is linked to outcomes and impacts as opposed to only immediate results (outputs). It is normally done at the mid or the end of interventions.

Monitoring and Evaluation of NACSAP III will be done through Monitoring and Evaluation Plans to be developed to enable an institutionalized M&E system that will ensure effective steering of the Strategy’s implementation and assessing its outputs, and impacts.

NACSAP III will be monitored at various levels by the National Steering Committee, National Technical Consultative Committee, GGCU, Regional and District NACSAP Consultative Coordination Committees, Institutional Integrity Committees and Management Committees. Thus, every implementing agency will be required to prepare and implement M&E Plan.
5.1 Purposes of Monitoring and Evaluation

The main purposes of M& E are as follows:

(i) To develop clear M&E strategies that will enable systematic collection of data that can be used to measure progress and detect changes in the process of implementation;

(ii) To promote the creation of partnership and linkages between various stakeholders at various levels in order to facilitate effective implementation of M&E and use of the feedback generated;

(iii) To improve information sharing and dissemination of information and the use of data in planning for future interventions;

(iv) To strengthen the capacity of NACSAP III stakeholders to systematically collect, analyse and use M&E data;

(v) To monitor success of NACSAP III as well as identifying best practices for scaling up future performance;

(vi) To conduct surveys and develop corruption indices.

5.2 Monitoring and Evaluation (M&E) Structure

As stated above, the M & E will be done through a well designed Monitoring and Evaluation Plan. The Plan is
divided into five parts as follows:

**Part One** is an introduction to the Plan;

**Part Two** will be NACSAP III results framework and core indicators;

**Part Three** will describe the main data sources for the M&E system;

**Part Four** describes the desired core informational products and their dissemination arrangements; and

**Part Five** articulates the management framework for the implementation of the revised M&E Plan.

### 5.3 Results Framework and Indicators

A strategic results framework of the NACSAP III will be prepared in order to identify and specify a requisite set of core national indicators and data sources. The framework will be developed on the basis of the NACSAP III documents and consultations with stakeholders. The indicators identify the information to be collected by the NACSAP III M&E System.

#### 5.3.1 Results Framework and Selection of Indicators

The Results Framework and Indicators are aligned with action plan, main outputs, outcomes and strategies of
NACSAP III which include to:

(i) Focus and prioritize sectors prone to corruption;
(ii) Strengthen enforcement, sanctions, supervision and incentives for fighting corruption;
(iii) Strengthen citizens participation to enhance the demand side of accountability;
(iv) Strengthen public awareness on ethics and fight against corruption through Information, Education and Communication (IEC) measure.
(v) Strengthen partnership and synergies with Government, Civil Society Organization, Parliament, Judiciary, Political Parties, Media and the Private Sector in enhancing integrity;
(vi) Strengthen the dispensation and administration of justice systems;
(vii) Build and/or strengthen capacity of Watchdog and Oversight Institutions; Integrity Committees and Coordinating Bodies in MDAs, RSs, LGAs, Parliament, Judiciary and the Non-State Actors;
(viii) Promote the use of technology in service delivery;
(ix) Promote transparency and accountability in public and private undertakings;
(x) Incorporate ethics and anti-corruption measures
in primary schools, secondary schools, higher learning institutions including informal learning settings for out-of-school youths;

(xi) Strengthen M&E co-ordination and collaboration across the country.

Source of data and information of the Result Frame will be drawn from performance reports, surveys as well as institutional assessments regarding their performance as summarized in Table 1 below:
<table>
<thead>
<tr>
<th>No</th>
<th>Data Source</th>
<th>Tools for Data Collection</th>
<th>Frequency of Reporting</th>
<th>Responsible Institution/s</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>General Public Impact Survey (GPIS)</td>
<td>Surveys, Documentary reviews</td>
<td>Mid- and End of Term Period</td>
<td>GGCU, PCCB, Research institutions</td>
<td>To be determined</td>
</tr>
<tr>
<td>2</td>
<td>Public Complaints Tracking System (PCTS)</td>
<td>Survey, Documentary Reviews</td>
<td>Quarterly</td>
<td>GGCU, PO-PSM-DEP, BRELA, ES, Research institutions</td>
<td>-do-</td>
</tr>
<tr>
<td>3</td>
<td>Investigative Agencies Reports on cases of bribery, corruption, fraud and other unethical conduct (IARs)</td>
<td>Survey, Documentary Reviews</td>
<td>Quarterly</td>
<td>Employers, Police, PCCB, CHRAGG, CAG, ES, TRA, Research institutions</td>
<td>-do-</td>
</tr>
<tr>
<td>4</td>
<td>Public Finance Accountability Reports (PFARs)</td>
<td>Documentary reviews</td>
<td>Annually</td>
<td>NAO, the Treasury and PO-RALG, Research institutions</td>
<td>To be determined</td>
</tr>
<tr>
<td>5</td>
<td>NACSAP III Outcomes Survey (OS)</td>
<td>Surveys, Documentary reviews</td>
<td>Mid- /End of period</td>
<td>GGCU, PCCB</td>
<td>-do-</td>
</tr>
<tr>
<td>6</td>
<td>Value for Money Public Procurement Reports (PPRs)</td>
<td>Survey, Documentary reviews</td>
<td>Annually</td>
<td>MDAs, RSs and LGAs, Research institutions</td>
<td>-do-</td>
</tr>
<tr>
<td>7</td>
<td>Perceived and Quantitative Corruption and Anti-Corruption Efforts Indices</td>
<td>Survey, Documentary Reviews</td>
<td>Annually</td>
<td>PCCB, GGCU, ES, PO-PSM-DEP, PO-RALG, Research institutions</td>
<td>-do-</td>
</tr>
<tr>
<td>No</td>
<td>Data Source</td>
<td>Tools for Data Collection</td>
<td>Frequency of Reporting</td>
<td>Responsible Institution/s</td>
<td>Remarks</td>
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<tr>
<td>8</td>
<td>General Citizens Surveys</td>
<td>Surveys, Documentary Reviews</td>
<td>Annually</td>
<td>PCCB, GGCU, ES, PO-PSM, PO-RALG, Research institutions</td>
<td>-do-</td>
</tr>
<tr>
<td>9</td>
<td>Business Surveys</td>
<td>Surveys, Documentary</td>
<td>Annually</td>
<td>PCCB, GGCU, ES, PO-PSM, PO-RALG, Research Institutions</td>
<td>-do-</td>
</tr>
<tr>
<td>10</td>
<td>Political Parties Surveys</td>
<td>Surveys, Documentary Reviews</td>
<td>Annually</td>
<td>PCCB, GGCU, ES, PO-PSM, PO-RALG, Research Institutions</td>
<td>-do-</td>
</tr>
</tbody>
</table>

**B: ROUTINE NACSAP III ACTIVITY IMPLEMENTATION MONITORING FORMS**

<table>
<thead>
<tr>
<th>No</th>
<th>Data Source</th>
<th>Tools for Data Collection</th>
<th>Frequency of Reporting</th>
<th>Responsible Institution/s</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NACSAP III– Quarterly Activity Implementation Monitoring Form (QAIMF)</td>
<td>Survey, Documentary Reviews</td>
<td>Quarterly</td>
<td>MDA, RS, LGA Coordinators, Research institutions</td>
<td>-do-</td>
</tr>
</tbody>
</table>
5.4 Information Dissemination and Use

The ultimate purpose of the NACSAP III M&E System is to facilitate stakeholders to access data and information which can be used for planning and improving their activities and general performance. The M&E Plan will define the key stakeholders of the M&E System, information needs and key reports that the M&E System shall produce on a regular basis and how they will be disseminated.

5.4.1 Information for Stakeholders

NACSAP III M&E information product will be consumed mainly by the following stakeholders:

(i) The Government
(ii) The Parliament
(iii) The Judiciary
(iv) Political Parties
(v) Researchers and Scholars
(vi) Non-State Actors
(vii) General Public and
(viii) Development Partners.
For overall reporting, GGCU will prepare and disseminate the following reports:

(i) NACSAP III Baseline Reports;
(ii) NACSAP III Quarterly Progress Reports; and
(iii) NACSAP III Annual Progress Reports.

5.4.2 Reporting Mechanisms and Processes

5.4.2.1 Data Sources

The report will be prepared by using available secondary materials, performance reports and additional information about the current status using data collection tools. Implementing Institutions will serve as main sources of data and will be required to submit the same to GGCU on quarterly basis to facilitate the reporting processes.

5.4.2.2 Quarterly Progress Reports

At National level, GGCU will produce Quarterly Progress Reports for NACSAP III, focusing more on implementation aspects. They will report on routine data about the coverage of input and output indicators in the results framework. Its purpose is to inform stakeholders where and what kind of anti-corruption activities were delivered in the past three months. The data in the report will assist stakeholders to identify gaps and thus better target available resources to more productive and impact oriented areas.
5.4.2.3 Annual Progress Report

NACSAP III Annual Progress Report will provide a comprehensive overview of the progress and outcomes of the collective efforts for the implementation of the Strategy. The report will be broad-focused and cover Key Result Areas defined in the M&E Plan. It will be based on reporting on all core NACSAP III indicators and other relevant information provided by the M&E System.

5.4.2.4 Outcome/Impact Monitoring Report

The report will be prepared during the mid or end of term period and will contain data for all inputs, outputs, outcomes and impact indicators developed for the respective interventions based on the guidelines in this M&E Plan. Indicator values will be presented in tabular format. In the data tables, the indicator values for baseline, target and the annual, mid or end of term periods will be reported on, compared with indicator values for the previous periods as well as cumulative values respectively.

5.4.2.5 Data Analysis and Compilation

Key information for preparing reports will be available in the M&E Database to be designed for the respective NACSAP implementation. Various tools and methods will be applied for compilation and analysis to produce simple graphs, charts and other methods of data presentation that ‘easily catch the eye’ to enhance understanding of the information.
5.4.2.6 Report Approval and Dissemination

The Outcome/Impact Reports will be compiled by GGCU and approved by the Chief Secretary for a wider dissemination.

5.4.2.7 Addressing Information Needs

To enhance participation, GGCU will hold an annual stakeholders forum to disseminate the mid-year and annual M&E reports. In addition, a mailing list including e-mail addresses of the stakeholders will be kept and updated regularly as and when it is necessary. Since many stakeholders possess computers and internet services, a creation of a website will facilitate the dissemination and sharing of the M&E information.

5.5 NACSAP M&E Management Framework

5.5.1 Government Co-ordination in NACSAP

At the national level, GGCU retains its role of NACSAP overall implementation coordination being executed by various players like PCCB, Ethics Secretariat and CHRAGG, among others, in the country. With respect to monitoring and evaluation, GGCU will work in tandem with Integrity Committees in Public Institutions, Regional and District Consultative Committees while making consultations with non-state actors to be part of the whole process. The GGCU will use the M&E information to execute policy recommendations and strengthen Public Institutions that will not be doing well.
Performance tracking will be guided by the NACSAP institutional action plan and results frame with clear indicators or milestones. Hence, at national level the Chief Secretary through the Good Governance Coordination Unit (GGCU) will coordinate the M&E functions while at institutional level (MDAs, RS, LGAs and Non-State Actors) this responsibility will rest with Heads of institutions through Integrity Committees and Management Committees.

5.5.2 The NACSAP III M&E Database System

To increase the sharing of information, GGCU will create an M&E database. A database management protocol will need to be developed to ensure that data are updated regularly, consistently and on time. This protocol will define when it should be updated, what will be updated, who will update, who will have access to the data, who will be able to make changes to the data, how data will be protected, and how the changes will be made.

Furthermore, it is planned that the database will be available online via the NACSAP website, once it is established. This would ensure that the public with Internet access will have instant access to information about NACSAP III activities and other aspects. GGCU will also ensure that its M&E data are exported for inclusion in other relevant databases.
The M&E reports will be submitted to the National Steering Committee and National Government Technical Consultative Committee for scrutiny, sharing and deliberations.

5.6 The M & E Work Plan and Budget

The M & E System will need to be operationalized requiring a detailed work plan and budget.
CHAPTER SIX
GUIDELINE FOR IMPLEMENTATION OF NACSAP III

6.0 Introduction

Corruption practices and their consequences are among the main causes of the multifaceted ethical and socio-economic crisis in Tanzania. They have become a threat to the proper functioning of politics, social cohesion and national development. The current situation requires collaborative efforts among key stakeholders through the implementation of a well-structured and integrated National Anti-Corruption Strategy.

The following key issues are intended to assist various stakeholders in the design and implementation of NACSAP III Strategy:

(i) Action Plan (All stakeholders)
(ii) Consultative Coordination Committee (Regional, District, Ward, Village/ Mtaa Levels)
(iii) Integrity Committees (All stakeholders)
(iv) NACSAP Management Committee (Institutional level)
(v) National Steering Committee (GGCU)
(vi) Government Technical Consultative Committee (GGCU)
(vi) Monitoring and Evaluation Plan (All stakeholders)
(vii) Reporting—Using Forms No. 5.1 and 5.2 (All stakeholders)

6.1 Action Plans

Public institutions (MDAs, RSs and LGAs) will be required to develop their respective action plans and/or Anti-corruption chapters in their own context for implementation of NACSAP III. The Private Sector and Civil Society Organizations, on the other hand, are expected and encouraged to develop and implement the same in their respective areas of jurisdiction. In so doing, reference should be made to the NACSAP III Strategies, Institutional Core Functions/mandates and provided formats (See Table 2).

6.2 NACSAP III Strategies

The following strategies for the implementation of NACSAP III should be mainstreamed into Institutional Action Plans and develop SMART targets by observing the following principles:

(i) Focus and prioritize sectors and areas prone to corruption;

(ii) Strengthen enforcement, sanctions, supervision and incentives for fighting corruption;

(iii) Strengthen citizens’ participation to enhance the demand side of accountability;
(iv) Strengthen public awareness of ethics and fight against corruption through Information, Education and Communication (IEC) measures;

(v) Strengthen Partnership and synergies with the Government, civil society organization, Parliament, Judiciary, political parties, media and the private sector;

(vi) Strengthen the administration and dispensation of justice systems;

(vii) Build and/or strengthen capacity of Watchdog and Oversight institutions; Integrity Committees and Coordinating Bodies in MDAs, RSs, LGAs, Parliament, Judiciary and non-state actors;

(viii) Promote the use of information and communication technology (ICT) in the service delivery;

(ix) Promote transparency and accountability in public and private undertakings;

(x) Incorporate ethics and anti-corruption measures in primary schools, secondary schools, tertiary and higher learning institutions including out of school youths;

(xi) Strengthen M&E coordination and collaboration across the country.
6.3 Format for Action Plans

MDAs, RSs and LGAs Action Plans will be accompanied by respective targets and activities which emanate from the strategic objectives. The format for action plan shall consist of overarching objective, specific objectives, targets, key activities, time frame, responsible entities/persons, performance indicators, required resources and remarks (if any) as shown in **Table 2**.
<table>
<thead>
<tr>
<th>Na</th>
<th>Overarching objective</th>
<th>Specific Objectives</th>
<th>Targets/outputs</th>
<th>Key Activities</th>
<th>Time frame</th>
<th>Responsible entities/persons</th>
<th>Performance indicators</th>
<th>Required resources</th>
<th>Remark (if any)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Corruption practices reduced</td>
<td>Promote efficiency, transparency and accountability in public sectors</td>
<td>Sectors/Areas prone to corruption identified and mapped from June, 2018 onwards</td>
<td>Mapping of areas prone to corruption</td>
<td>From June 2018 onwards</td>
<td>Watchdog and Oversight institutions, MDAs, LGAs, Non-State Actors</td>
<td>Areas prone to corruption identified and mapped</td>
<td>xxx</td>
<td>xxx</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Find out root causes of corruption/unethical behavior and take remedial actions</td>
<td>-do-</td>
<td>-do-</td>
<td>Remedial Actions taken</td>
<td>xxx</td>
<td>Xx</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Conduct awareness campaign on anti-corruption.</td>
<td>-do-</td>
<td>-do-</td>
<td>Number of citizens reached in public awareness programs</td>
<td>xxx</td>
<td>Xx</td>
</tr>
<tr>
<td>No</td>
<td>Overall objective</td>
<td>Specific Objectives</td>
<td>Targets/outputs</td>
<td>Key Activities</td>
<td>Time frame</td>
<td>Responsible entities/persons</td>
<td>Performance indicators</td>
<td>Required resources</td>
<td>Remark (if any)</td>
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<tr>
<td>1</td>
<td></td>
<td>Citizens’ participation to enhance the demand side of accountability strengthened by June, 2022</td>
<td>Develop and implement civic education programs for public awareness</td>
<td>From June, 2022 onwards</td>
<td>Watchdog and Oversight institutions, MDAs, LGAs and Non-State Actors</td>
<td>Number of public awareness programs</td>
<td>xxx</td>
<td>Xxx</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>The use of Information Communication Technology (ICT) in service delivery promoted by June, 2022.</td>
<td>Acquire ICT tools and equipment</td>
<td>From June, 2022 onwards</td>
<td>e-GA, GCCU, PCCB</td>
<td>Number of ICT tools and equipment acquired</td>
<td>xxx</td>
<td>Xxx</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>ICT training programs</td>
<td>-do-</td>
<td>Public and private institutions</td>
<td>Number of ICT training programs conducted</td>
<td>xxx</td>
<td>Xxx</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>Enforcement of National ICT Policy</td>
<td>-do-</td>
<td>-do-</td>
<td>ICT Policy enforced</td>
<td>xxx</td>
<td>Xxx</td>
<td></td>
<td></td>
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<tr>
<td>No</td>
<td>Overarching objective</td>
<td>Specific Objectives</td>
<td>Targets/outputs</td>
<td>Key Activities</td>
<td>Time frame</td>
<td>Responsible entities/persons</td>
<td>Performance indicators</td>
<td>Required resources</td>
<td>Remarks (if any)</td>
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<td>Develop and/or implement e-procurement</td>
<td>-do-</td>
<td>-do-</td>
<td>e-Procurement developed and implemented</td>
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<td>Develop and implement e-reporting (call centre, WhatsApp, Instagram, Twitter)</td>
<td>-do-</td>
<td>-do-</td>
<td>e-Reporting mechanisms in place</td>
<td>xxx</td>
<td>Xxx</td>
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<td></td>
<td>Develop and implement statistical framework</td>
<td>-do-</td>
<td>-do-</td>
<td>Statistical framework developed and implemented</td>
<td>xxx</td>
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<td></td>
<td>Developing and implementing NACSAP III Website</td>
<td>-do-</td>
<td>-do-</td>
<td>NACSAP III Website developed and implemented</td>
<td>xxx</td>
<td>Xxx</td>
</tr>
<tr>
<td></td>
<td>Transparency and accountability in Public and private Undertakings promoted by June, 2022</td>
<td>Training on ethics and integrity infrastructure to Public and private sectors</td>
<td>From June, 2022 onwards</td>
<td>PCCB, GGCU</td>
<td>Number of training programs on ethics and integrity infrastructure</td>
<td>xxx</td>
<td>Xxx</td>
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<td>Na</td>
<td>Overarching objective</td>
<td>Specific Objectives</td>
<td>Targets/outputs</td>
<td>Key Activities</td>
<td>Time frame</td>
<td>Responsible entities/persons</td>
<td>Performance indicators</td>
<td>Required resources</td>
<td>Re-mark (if any)</td>
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<tr>
<td>1</td>
<td>Install and implement functional computerized complaints handling system in public and private offices and require all CEOs and/or Supervisors to respond to received complaints on measures taken</td>
<td>From June, 2018 onwards</td>
<td>Public and private institutions</td>
<td>Complaints handling system developed and implemented</td>
<td>xxx</td>
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<tr>
<td>2</td>
<td>Naming and shaming of corruption convicts,</td>
<td>-do-</td>
<td>Public and private institutions</td>
<td>Corruption convicts named and shamed</td>
<td>xxx</td>
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<td>3</td>
<td>Develop and implement e-procurement system</td>
<td>-do-</td>
<td>Public and private institutions</td>
<td>Number of institutions adopted e-procurement system</td>
<td>xxx</td>
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<td>Performance indicators</td>
<td>Required resources</td>
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<td>2</td>
<td>Effective enforcement of anti-corruption measures</td>
<td>Enforcement, sanctions, supervision and incentives for fighting corruption strengthened by June, 2018</td>
<td>Training on management, investigation and prosecution</td>
<td>Develop, Review and implement Client Service Charters</td>
<td>-do-</td>
<td>Public and private institutions</td>
<td>Client Service Charters in place</td>
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<td></td>
<td>Enact, repeal and review anti-corruption laws and other laws</td>
<td>-do-</td>
<td>-do-</td>
<td>Number of Functional amended laws</td>
<td>xxx</td>
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<td>Devise mechanisms for rewarding whistleblowers and witnesses</td>
<td>-do-</td>
<td>-do-</td>
<td>Mechanisms for rewarding whistleblowers and witnesses in place</td>
<td>xxx</td>
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<td>Targets/outputs</td>
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<td>Public awareness on ethics and fight against corruption through Information, Education and Communication (IEC) measures strengthened by June, 2020</td>
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<td></td>
<td>Develop awareness programs on ethics and fight against corruption</td>
<td>From June, 2020 onwards</td>
<td>All stakeholders</td>
<td>Number of awareness program on ethics and fight against corruption conducted</td>
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<td>xxx</td>
<td>Xx</td>
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<td></td>
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<td></td>
<td>Establish and/or improve Information, Education and Communication (IEC) strategy</td>
<td>From June, 2020 onwards</td>
<td>Watchdog and Oversight institutions</td>
<td>Information, Education and Communication (IEC) strategy in place</td>
<td></td>
<td>xxx</td>
<td>Xx</td>
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<tr>
<td>Partnership and synergies with Government, Parliament, Judiciary, Political parties, Media, Civil Societies, and Private Sectors strengthened by June, 2018</td>
<td></td>
<td></td>
<td>Conduct Advocacy on NACSAP III</td>
<td>From June, 2018 onwards</td>
<td>GGCU, PCCB, Ethics Secretariat, PO-PSM (Ethic Promotion Division) Non-State Actors</td>
<td>NACSAP III to be advocated at all levels</td>
<td></td>
<td>xxx</td>
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<td>Over-arching objective</td>
<td>Specific Objectives</td>
<td>Targets/outputs</td>
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<td>Na</td>
<td>Over-arching</td>
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<td>Do-Do</td>
<td>Number of fora conducted</td>
<td>Number of Integrity pledge facilitated and signed up</td>
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<td>Conducting annual forum to discuss implementation of the strategy</td>
<td>Facilitate signing up of Integrity pledge</td>
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<td>Rationalization and Harmonization of employees Salaries and remunerations</td>
<td>Employees salaries remunerations rationalized and harmonized</td>
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<td>Corruption prevention systems strengthened by June, 2022</td>
<td>Monitoring and enforcing public service code of ethics, annual declaration of assets and liabilities and integrity pledges monitored and enforced</td>
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<td>From June, 2018 onwards</td>
<td>GGCU, PCCB, Ethics Secretariat, PO-PSM (Ethics Promotion Division) Non-State Actors</td>
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<td>Targets/outputs</td>
<td>Key Activities</td>
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<td>Performance indicators</td>
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<td>Remark (if any)</td>
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<td>Conducting corruption risk assessment in public and private sectors</td>
<td>From June, 2018 onwards</td>
<td>GGCU, PCCB, Ethics Secretariat, PO-PSM (Ethic Promotion Division) Non-State Actors</td>
<td>Corruption risk assessment in public and private sectors conducted</td>
<td>xxx</td>
<td>Xxx</td>
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<td></td>
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<td>Conducting compliance checks</td>
<td>From June, 2018 onwards</td>
<td>GGCU, PCCB, Ethics Secretariat, PO-PSM (Ethic Promotion Division) Non-State Actors</td>
<td>Compliance checks conducted</td>
<td>xxx</td>
<td>Xxx</td>
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<td></td>
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<td></td>
<td>Conduct Baseline Survey</td>
<td>From June, 2018 onwards</td>
<td>GGCU, PCCB</td>
<td>Baseline Survey conducted</td>
<td>xxx</td>
<td>Xxx</td>
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<tr>
<td>No</td>
<td>Overarching Objective</td>
<td>Specific Objectives</td>
<td>Targets/outputs</td>
<td>Key Activities</td>
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<tr>
<td>79</td>
<td>Identify and promote National values as core values for society</td>
<td>GGCU, PCCB, Ethics Secretariat, PO-PSM (Ethic Promotion Division)</td>
<td>From June, 2018 onwards</td>
<td>National values as core values for society identified and promoted</td>
<td>xxx</td>
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<tr>
<td>79</td>
<td>Promote ethical standards in non state actors through the introduction of code of conduct</td>
<td>GGCU, PCCB, Ethics Secretariat, PO-PSM (Ethic Promotion Division) Non-State Actors</td>
<td>From June, 2018 onwards</td>
<td>Ethical standards in none state actors through the introduction of code of conduct promoted</td>
<td>xxx</td>
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<tr>
<td>79</td>
<td>Enhancing special anti-corruption court</td>
<td>Judiciary, GGCU, PCCB</td>
<td>From June, 2018 onwards</td>
<td>Special anti-corruption court enhanced</td>
<td>xxx</td>
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<tr>
<td>80</td>
<td><strong>Na</strong></td>
<td><strong>Overarching objective</strong></td>
<td><strong>Specific Objectives</strong></td>
<td><strong>Targets/outputs</strong></td>
<td><strong>Key Activities</strong></td>
<td><strong>Time frame</strong></td>
<td><strong>Responsible entities/persons</strong></td>
<td><strong>Performance indicators</strong></td>
<td><strong>Required resources</strong></td>
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<td>1</td>
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<td>Set thresholds for procurement and expose some selected contracts of high value to forensic audit</td>
<td>From June, 2018 onwards</td>
<td>GCCU, Oversight and Watchdog institutions</td>
<td>Thresholds set and forensic audit conducted</td>
<td>xxx</td>
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<td>2</td>
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<td>Strengthen cooperation with justice sector to improve the handling of corruption cases</td>
<td>From June, 2018 onwards</td>
<td>Judiciary, GCCU, PCCB, AG-CHAMBERS, DPP, POLICE AND OTHER LAW ENFORCERS</td>
<td>Cooperation with justice sector to improve the handling of corruption cases strengthened</td>
<td>xxx</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Build capacity of watchdogs and oversight institutions</td>
<td>Administration and dispensation of Justice Systems Strengthened by June, 2019</td>
<td>Training on ethics and integrity infrastructure to judiciary staff</td>
<td>From June, 2019 onwards</td>
<td>PCCB, GCCU, ES</td>
<td>Number of Training</td>
<td>xxx</td>
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<td>Specific Objectives</td>
<td>Targets/outputs</td>
<td>Key Activities</td>
<td>Time frame</td>
<td>Responsible entities/persons</td>
<td>Performance indicators</td>
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<td>Training on cases handling and administration</td>
<td>-do-</td>
<td>Office of Chief Justice, DPP, AG Chambers, Prisons, Police, CHRAGG</td>
<td>Number of Training</td>
<td>xxx</td>
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<td></td>
<td>Develop and implement e-justice program</td>
<td>-do-</td>
<td>Office of Chief Justice, DPP, AG Chambers, Prisons, Police, CHRAGG</td>
<td>e-Justice program developed and implemented</td>
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<td>Performance indicators</td>
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<td></td>
<td>Training on ethics and integrity infrastructure</td>
<td>From June, 2020 onwards</td>
<td>PCCB, GGCU, ES</td>
<td>Number of training programs</td>
<td>xxx</td>
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<td></td>
<td>Establish and/or improve integrity committees</td>
<td>-do-</td>
<td>GGCU, Respective Institutions</td>
<td>Number of integrity committees functioning</td>
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<td></td>
<td>Integrity committees to conduct meetings regularly</td>
<td>-do-</td>
<td>GGCU, Respective Institutions</td>
<td>Number Integrity Committee meetings conducted</td>
<td>xxx</td>
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<td>Training on M&amp;E for NACSAP III</td>
<td>From June, 2018 onwards</td>
<td>GGCU, PCCB</td>
<td>Number of training conducted</td>
<td>Xxx</td>
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<td>Performance indicators</td>
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<td>4</td>
<td>Effective political leadership in the fight against corruption</td>
<td>Political commitment to zero tolerance in the fight against corruption demonstrated by June, 2022</td>
<td>Strengthen Annual National Anti-corruption Forum</td>
<td>From June 2018 onwards</td>
<td>GCCU, PCCB, Ethics Secretariat, PO-PSM (Ethic Promotion Division)</td>
<td>Annual National Anti-Corruption Dialogue strengthened</td>
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<td>Objectives</td>
<td>Targets/Outputs</td>
<td>Key Activities</td>
<td>Time frame</td>
<td>Responsible entities/persons</td>
<td>Performance indicators</td>
<td>Required resources</td>
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6.4 Monitoring and Evaluation Plan

NACSAP III M&E framework will be used by implementing agents to develop their respective and relevant Monitoring and Evaluation Plans.

6.4.1 Monitoring Plan

The Monitoring Plan matrix will consist of indicators, indicator description, baseline, indicator targets values, data collection and methods of analysis, indicator reporting frequencies and responsible persons for data collection, analysis and reporting. This Plan will comprise of 40 indicators which will be tracked quarterly and reported on annual basis. The following Table 4, is the General Monitoring Plan:
<table>
<thead>
<tr>
<th>S/N</th>
<th>Indicator and its Description</th>
<th>Baseline</th>
<th>Data Collection and Methods of Analysis</th>
<th>Frequency of Reporting</th>
<th>Responsibility for Data Collection and Analysis</th>
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<tr>
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<td>Date</td>
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<td>Y1</td>
<td>Data source</td>
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<td>1</td>
<td>Annual National Anti-Corruption Forum strengthened</td>
<td>2017/18</td>
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<td>Institutions</td>
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<td>2</td>
<td>Areas prone to corruption identified and mapped</td>
<td>2017/18</td>
<td>XX</td>
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<td>Institutions</td>
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<td>3</td>
<td>Baseline Survey Conducted</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
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<td>4</td>
<td>Client Service Charters in place</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>5</td>
<td>Complains handling mechanisms in place</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>S/N</td>
<td>Indicator and its Description</td>
<td>Date</td>
<td>Value</td>
<td>Data Collection and Methods of Analysis</td>
<td></td>
</tr>
<tr>
<td>-----</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>-------</td>
<td>----------------------------------------</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Compliance checks conducted</td>
<td>2017/18</td>
<td>XX</td>
<td>Institutions Document review</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Corruption convicts named and shamed</td>
<td>2017/18</td>
<td>XX</td>
<td>Institutions Document review</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Corruption risk assessment in public and private sectors conducted</td>
<td>2017/18</td>
<td>XX</td>
<td>Institutions Document review</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Curriculum on ethics and anti-corruption measures developed and incorporated.</td>
<td>2017/18</td>
<td>XX</td>
<td>Institutions Document review</td>
<td></td>
</tr>
</tbody>
</table>

**Data Collection and Methods of Analysis**

- **Frequency of Reporting**
  - Institutions
  - Annually
- **Means of Verification**
  - Progress reports
- **Frequency of Data Collection**
  - Twice a year
- **Responsibility for Data Collection and Analysis**
  - Institutions
<table>
<thead>
<tr>
<th>S/N</th>
<th>Indicator and its Description</th>
<th>Baseline</th>
<th>Data Collection and Methods of Analysis</th>
<th>Frequency of Reporting</th>
<th>Responsibility for Data Collection and Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Date</td>
<td>Value</td>
<td>Y1</td>
<td>Data source</td>
</tr>
<tr>
<td>10</td>
<td>Cooperation with justice sector to improve the handling of corruption cases strengthened</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>11</td>
<td>e-Justice program developed and implemented</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>12</td>
<td>Employees Salaries and remunerations Rationalized and Harmonized</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>13</td>
<td>e-Reporting mechanisms in place</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>S/N</td>
<td>Indicator and its Description</td>
<td>Baseline</td>
<td>Data Collection and Methods of Analysis</td>
<td>Frequency of Reporting</td>
<td>Responsibility for Data Collection and Analysis</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Date</td>
<td>Value</td>
<td>Y1</td>
<td>Data source</td>
</tr>
<tr>
<td>14</td>
<td>e-Procurement developed and implemented</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>15</td>
<td>Ethical standards in non state actors through the introduction of code of conduct promoted</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>16</td>
<td>ICT Policy enforced</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>17</td>
<td>Implementation and the impact of code of conduct for government officials monitored</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>S/N</td>
<td>Indicator and its Description</td>
<td>Baseline</td>
<td>Data Collection and Methods of Analysis</td>
<td>Frequency of Reporting</td>
<td>Responsibility for Data Collection and Analysis</td>
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<tr>
<td></td>
<td></td>
<td>Date</td>
<td>Value</td>
<td>Y1</td>
<td>Data source</td>
</tr>
<tr>
<td>18</td>
<td>Information, Education and Communication (IEC) strategy in place</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>19</td>
<td>Mechanisms for rewarding whistleblowers and witnesses in place</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>20</td>
<td>NACSAP III to be advocated at all levels</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>21</td>
<td>NACSAP III Website developed and implemented</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>S/N</td>
<td>Indicator and its Description</td>
<td>Date</td>
<td>Value</td>
<td>Data source</td>
<td>Data Collection Instrument and Methods</td>
</tr>
<tr>
<td>-----</td>
<td>--------------------------------</td>
<td>------</td>
<td>-------</td>
<td>-------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>22</td>
<td>National values as core values for society identified and promoted</td>
<td>2017/18</td>
<td>XX</td>
<td>Institutions</td>
<td>Document review</td>
</tr>
<tr>
<td>23</td>
<td>Number of annual fora conducted</td>
<td>2017/18</td>
<td>XX</td>
<td>Institutions</td>
<td>Document review</td>
</tr>
<tr>
<td>24</td>
<td>Number of awareness programs on ethics and fight against corruption conducted</td>
<td>2017/18</td>
<td>XX</td>
<td>Institutions</td>
<td>Document review</td>
</tr>
<tr>
<td>25</td>
<td>Number of citizens reached in public awareness program</td>
<td>2017/18</td>
<td>XX</td>
<td>Institutions</td>
<td>Document review</td>
</tr>
<tr>
<td>S/N</td>
<td>Indicator and its Description</td>
<td>Baseline</td>
<td>Data Collection and Methods of Analysis</td>
<td>Frequency of Reporting</td>
<td>Responsibility for Data Collection and Analysis</td>
</tr>
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<td>-----------------------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Date</td>
<td>Data source</td>
<td>Data Collection Instrument and Methods</td>
<td>Means of Verification</td>
</tr>
<tr>
<td>26</td>
<td>Number of functional amended laws</td>
<td>2017/18</td>
<td>Institutions</td>
<td>Document review</td>
<td>Twice a year</td>
</tr>
<tr>
<td>27</td>
<td>Number of ICT tools and equipment acquired</td>
<td>2017/18</td>
<td>Institutions</td>
<td>Document review</td>
<td>Twice a year</td>
</tr>
<tr>
<td>28</td>
<td>Number of ICT training programs conducted</td>
<td>2017/18</td>
<td>Institutions</td>
<td>Document review</td>
<td>Twice a year</td>
</tr>
<tr>
<td>29</td>
<td>Number of institutions adopted e-procurement system</td>
<td>2017/18</td>
<td>Institutions</td>
<td>Document review</td>
<td>Twice a year</td>
</tr>
<tr>
<td>30</td>
<td>Number of Integrity pledge facilitated and signed up</td>
<td>2017/18</td>
<td>Institutions</td>
<td>Document review</td>
<td>Twice a year</td>
</tr>
<tr>
<td>S/N</td>
<td>Indicator and its Description</td>
<td>Baseline Data Collection and Methods of Analysis</td>
<td>Frequency of Reporting</td>
<td>Responsibility for Data Collection and Analysis</td>
<td></td>
</tr>
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<td>-----------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>Number of training programs</td>
<td>Date: 2017/18, Value: XX, Y1: Institutions</td>
<td>Data source: Document review</td>
<td>Frequency of Data Collection: Twice a year</td>
<td>Means of Verification: Progress reports</td>
</tr>
<tr>
<td>32</td>
<td>Public service code of Ethics, annual declaration of assets and liabilities and Integrity Pledges monitored and enforced</td>
<td>Date: 2017/18, Value: XX, Y1: Institutions</td>
<td>Data source: Document review</td>
<td>Frequency of Data Collection: Twice a year</td>
<td>Means of Verification: Progress reports</td>
</tr>
<tr>
<td>33</td>
<td>Remedial Actions taken for areas prone to corruption</td>
<td>Date: 2017/18, Value: XX, Y1: Institutions</td>
<td>Data source: Document review</td>
<td>Frequency of Data Collection: Twice a year</td>
<td>Means of Verification: Progress reports</td>
</tr>
<tr>
<td>34</td>
<td>Number of Integrity Committees functioning</td>
<td>Date: 2017/18, Value: XX, Y1: Institutions</td>
<td>Data source: Document review</td>
<td>Frequency of Data Collection: Twice a year</td>
<td>Means of Verification: Progress reports</td>
</tr>
<tr>
<td>S/N</td>
<td>Indicator and its Description</td>
<td>Baseline</td>
<td>Data Collection and Methods of Analysis</td>
<td>Frequency of Reporting</td>
<td>Responsibility for Data Collection and Analysis</td>
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<tr>
<td></td>
<td></td>
<td>Date</td>
<td>Value</td>
<td>Y1</td>
<td>Data source</td>
</tr>
<tr>
<td>35</td>
<td>Number of Integrity Committee meetings conducted</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>36</td>
<td>M&amp;E tools in place</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>37</td>
<td>Facilities for M&amp;E acquired</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>38</td>
<td>Special anti-corruption court enhanced</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>39</td>
<td>Statistical framework developed and implemented</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>40</td>
<td>Thresholds on procurement set and forensic audit conducted</td>
<td>2017/18</td>
<td>XX</td>
<td></td>
<td>Institutions</td>
</tr>
<tr>
<td>S/N</td>
<td>Indicator and its Description</td>
<td>Baseline Value</td>
<td>Date of Data Collection</td>
<td>Data Collection Instrument and Methods</td>
<td>Frequency of Data Collection</td>
</tr>
<tr>
<td>-----</td>
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</tr>
</tbody>
</table>
6.4.2 Evaluation Plan

The Evaluation Plan will consist of the evaluation studies to be conducted during the implementation of NACSAP III including the description of each study, evaluation questions, methodology, timeframe and the responsible institutions.

In measuring the implementation performance of NACSAP III, the proposed set of national homegrown corruption and good governance and anti-corruption indicators will be used. A combination of perception-based and quantitative indicators will be used for comparative purposes in order to facilitate objective interpretations of the findings.

The main data sources are principally of two types. For the perception-based indicators, the main sources of data will be three surveys namely General Public Impact Survey-GPIS, Public Complaints Tracking System-PCTS and NACSAP III Outcomes Survey-OS (Citizens’, Business and Political parties’ Surveys). Surveys will have a frequency of five years.

Evaluation studies will provide objective evidence of whether the interventions and targets achieved have led to the achievement of the outcomes as envisioned in the strategy. The Evaluation Plan Matrix is as detailed below:
<table>
<thead>
<tr>
<th>S/N</th>
<th>Evaluation Study</th>
<th>Description</th>
<th>Evaluation Study Questions</th>
<th>Methodology</th>
<th>Time frame</th>
<th>Responsible Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>General Public Impact Survey (GPIS)</td>
<td>The survey seeks to assess the impact on NACSAP III from the General Public</td>
<td>Survey Questions to be prepared by PCCB</td>
<td>Survey</td>
<td>Mid term</td>
<td>Employers, GGCU, Police, PCCB, CHRAGG, CAG, ES, Others</td>
</tr>
<tr>
<td>2</td>
<td>Public Complaints Tracking System (PCTS)</td>
<td>The assessment seeks to track public outcry regarding corruption and maladministration practices</td>
<td>Survey Questions to be prepared by PCCB</td>
<td>Survey</td>
<td>Annual</td>
<td>NAO, PO-PSM (EDP), the Treasury and PO-RALG, GGCU</td>
</tr>
<tr>
<td>3</td>
<td>NACSAP III Outcomes Survey (OS)</td>
<td>The survey seeks to assess the immediate benefits accrued from the NACSAP III implementation</td>
<td>Survey Questions to be prepared by PCCB</td>
<td>Survey</td>
<td>Midterm and End of Program</td>
<td>Employers, GGCU Police, PCCB, CHRAGG, CAG, ES, Others</td>
</tr>
</tbody>
</table>
6.5 Composition of Integrity Committees and meetings

There will be integrity committees in all public institutions, Non-State Actor organizations and in the private sectors at all levels whose members will be appointed by Heads of respective institutions. Each committee will comprise of 5 members; at least two of them should be females. The committee shall meet on quarterly basis (i.e. 4 times per year) and submit reports to GGCU via heads of respective institutions.

6.6 Reporting Plan

The Reporting Plan will cover internal and external reporting systems. The reporting plan will be in accordance with statutory requirements as may be required from time to time.

6.6.1 Internal Reporting Plan

This plan will involve preparations of various reports. They will be prepared by NACSAP III implementers on quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan will be as detailed below.
<table>
<thead>
<tr>
<th>S/N</th>
<th>Type of Report</th>
<th>Recipient</th>
<th>Frequency</th>
<th>Responsible Persons</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Quarterly Report</td>
<td>GGCU</td>
<td>Quarterly</td>
<td>Heads of public and private institutions</td>
</tr>
<tr>
<td>2</td>
<td>Annual Report</td>
<td>GGCU</td>
<td>Annually</td>
<td>Heads of public and private institutions</td>
</tr>
</tbody>
</table>

### 6.6.2 External Reporting Plan

External reporting plan entails submission of reports to Development partners as well as Regional and International meetings/fora. The External Reporting Plan will involve the preparation of five types of reports namely Performance Reports, Financial Reports, Annual Reports, Project Reports and a 5-Year Outcome Report. All these reports will be submitted to GGCU for consolidation, coordination and distribution to various stakeholders. The reports will be prepared on quarterly, semi-annually, annually or on the demand basis.
### Table 8: External Reporting

<table>
<thead>
<tr>
<th>S/N</th>
<th>Type of Report</th>
<th>Recipient</th>
<th>Frequency</th>
<th>Responsible Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Progress Reports</td>
<td>Chief Secretary-President’s office</td>
<td>Quarterly &amp; Semi-annual</td>
<td>GGCU</td>
</tr>
<tr>
<td>2.</td>
<td>Financial reports</td>
<td>Chief Secretary-President’s office</td>
<td>Quarterly &amp; Semi-annual</td>
<td>GGCU</td>
</tr>
<tr>
<td>3.</td>
<td>Annual Reports</td>
<td>Chief Secretary-President’s office</td>
<td>Annually</td>
<td>GGCU</td>
</tr>
<tr>
<td>4.</td>
<td>Project Reports</td>
<td>Chief Secretary-President’s office</td>
<td>Quarter &amp; annually</td>
<td>GGCU</td>
</tr>
<tr>
<td>5.</td>
<td>Outcome Report</td>
<td>Chief Secretary-President’s office</td>
<td>Annually</td>
<td>GGCU</td>
</tr>
</tbody>
</table>
**APPENDIX 1: FORM No. 5.1**

**GOVERNMENT OF THE UNITED REPUBLIC OF TANZANIA**

**STRATEGIC MANAGEMENT AND GOOD GOVERNANCE REPORTING TEMPLATE:**

**QUARTERLY PERFORMANCE RETURN TO H.E. THE PRESIDENT**

| NAME OF DEPART./AGENCY ...........................................(M/YR) |
| NAME OF OFFICER REPORTING............................... TITLE: ............... |

### A. ADMINISTRATIVE MEASURES TO IMPROVE SERVICE DELIVERY AND COMBAT UNETHICAL CONDUCT

1. Number of public complaints against the Ministry/Department/Agency or its staff recorded by the MDA in the previous quarter for corruption or unethical behavior: (See Note 1)

   (i) Number raised in Parliament.

   (ii) Number reported in the mass media (newspapers, magazines, radio, TV etc.).

   (iii) Number of letters received directly.

   (iv) Number referred by PO PSM, PCCB, CHRGG etc.

   (v) Number referred by NGOs/Civil Society Organizations.

   **Number**

2. Administrative measures taken against errant staff for corruption or unethical behavior by the MDA:

   (i) Number issued with reprimand/warning letters.

   (ii) Number interdicted (suspended from employment) pending investigation.

   (iii) Number dismissed or retired in the public interest.

   (iv) Number referred to Police or PCCB for investigation/prosecution.
B. SELF-ASSESSMENT OF ACHIEVEMENT FOR THE PREVIOUS QUARTER ENDED (M/YR)

3. Five high priority activities or outputs selected for the previous Quarter (see Note 1 over the page)

(i) ........................................................................................................................................

(ii) ........................................................................................................................................

(iii) ........................................................................................................................................

(iv) ........................................................................................................................................

(v) ........................................................................................................................................

4. Summary of explanations for B, C and D rating above (if any) - See Note 3

(i) ........................................................................................................................................

(ii) ........................................................................................................................................

(iii) ........................................................................................................................................

C. CURRENT QUARTER PLANS: QUARTER ENDS (M/YR) DECEMBER/2015

5. List high priority activities/outputs of your Ministry/Department/Agency for this quarter (See Note 4)

(i) ........................................................................................................................................

........................................................................................................................................

(ii) ........................................................................................................................................

........................................................................................................................................

(iii) ........................................................................................................................................

........................................................................................................................................

(iv) ........................................................................................................................................

........................................................................................................................................

(v) ........................................................................................................................................

........................................................................................................................................
Signed by Permanent Secretary/Chief Executive .................................................................

Name: ........................................................................................................ Date ......................

_________________________________________________________________________________

Remarks of the Chief Secretary .........................................................................................

........................................................................................................................................

Counter signed by Chief Secretary ...................................................................................

Name ........................................................................................................ Date ......................
# APPENDIX 2: FORM No. 5.2

## FORM 5.2

**GOVERNMENT OF THE UNITED REPUBLIC OF TANZANIA**

**GOOD GOVERNANCE MONITORING AND EVALUATION REPORTING**

**SPECIAL QUARTERLY REPORT TO H.E. THE PRESIDENT ON COMBATING CORRUPTION**

**NAME OF ORGANISATION:**

……………………………………………………………………………….

**NAME OF REPORTING OFFICER:**

…………………………………………………………..

**TITLE:**

…………………………………………………………..

**REPORTING CASES OF BRIBERY, CORRUPTION, FRAUD AND OTHER UNETHICAL CONDUCT BY PUBLIC OFFICIALS**

<table>
<thead>
<tr>
<th>Sources of the Cases</th>
<th>Category of Official</th>
<th>Covered by Leadership Code</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Identified by the Organization’s Staff/ agents.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Referred by other Investigative Agencies (PCCB, Police, TRA, etc).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Referred by watchdog agencies (CHRAGG, CSO, NGOs etc).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Referred by Employer (Ministry/ Department/ Agencies).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Referred by other (informers, individual, news paper etc).</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. Referred by direct personal visit to the office.

7. Referred by letters (written complaints).

1. REPORT ON CASES FOLLOW-UP

<table>
<thead>
<tr>
<th>Status of Follow-up</th>
<th>Category of Official</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Covered by Leadership Code</td>
</tr>
<tr>
<td>1. Investigation File Formally Opened.</td>
<td></td>
</tr>
<tr>
<td>2. Cases lodged with lower Courts.</td>
<td></td>
</tr>
<tr>
<td>3. Cases lodged with the High Court-Original Jurisdiction.</td>
<td></td>
</tr>
<tr>
<td>4. Cases lodged with the High Court-Appellate and Revisionary Jurisdiction.</td>
<td></td>
</tr>
<tr>
<td>5. Cases taken to court of appeal.</td>
<td></td>
</tr>
<tr>
<td>6. Cases referred to other agencies (including DPP).</td>
<td></td>
</tr>
<tr>
<td>7. Cases referred to employer for administrative action</td>
<td></td>
</tr>
<tr>
<td>8. Investigations completed with “No-Case” status.</td>
<td></td>
</tr>
<tr>
<td>9. Cases competed with convictions</td>
<td></td>
</tr>
</tbody>
</table>

2. REMARKS (especially on collaboration received or denied by other public and other agencies)

…………………………………………………………………………………………………
…………………………………………………………………………………………………

Signed by Permanent Secretary/Chief Executive ................................................

Name ................................................................. Date: .........................

Counter signed by Chief Secretary ........................................................................

Name ................................................................. Date: .........................