



THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE - STATE HOUSE

**NATIONAL ANTI-CORRUPTION
STRATEGY AND ACTION PLAN PHASE
FOUR (NACSAP IV) 2023-2030**

**President's Office
State House
Dodoma, Tanzania**

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ACRONYMS AND ABBREVIATIONS

APRM	African Peer Review mechanism
AUCPCC	African Union Convention on Prevention and Combating Corruption
BAKWATA	Baraza Kuu la Waislamu Tanzania
BRELA	Business Registration and Licensing Agency
CCM	Chama Cha Mapinduzi
CCT	Christian Council of Tanzania
CEO	Chief Executive Officer
CHRGG	Commission for Human Rights and Good Governance
CoE	Code of Ethics
CoI	Conflict of Interest
COVID-19	Corona Virus Disease 2019
CP	Communication Plan
CPI	Corruption Index Perception
CS	Chief Secretary
CSC	Client Service Charter
CSOs	Civil Society Organizations
DAG	Deputy Attorney General
DCC	District Consultative Committee
DCs	District Commissioner
DoEM	Directorate of Ethics Management
DPG	Development Partners' Group
DPP	Director of Public Prosecution

DPs	Development Partners
ECoC	Ethical Code of Conduct
e-GA	e-Government Authority
EITI	Extractive Industry Transparency Initiative
ES	Ethic Secretariat
ESRF	Economic and Social Research Foundation
FBOs	Faith-Based Organizations
FIU	Financial Intelligence Unit
GCU	Government Communication Unit
GDP	Gross Domestic Product
GGRD	Good Governance and Reforms Directorate
GoT	Government of Tanzania
GPIS	General Public Impact Survey
ICs	Integrity Committees
ICT	Information and Telecommunication Technology
IEC	Information Education and Communication
ISO	International Organization for Standardization
LGAs	Local Government Authorities
MCDGWSG	Ministry of Community Development, Gender, Women and Special Groups
MCT	Media Council of Tanzania
MDAs	Ministries, Departments and Agencies
MEL	Monitoring Evaluation and Learning

MIIT	Ministry of Investment, Industry and Trade
MoHA	Ministry of Home Affairs
MP	Member of Parliament
NACSAP	National Anti-Corruption Strategy and Action Plan
NAOT	National Audit Office of Tanzania
NEC	National Electoral Commission
NGACS	National Governance and Anti-Corruption Survey
NGO	Non-Governmental Organization
NPS	National Prosecution Service
NSAs	Non-State Actors
NSC	National Steering Committee
OAG	Office of the Attorney General
OS	Outcome Survey
PCCB	Prevention and Combating of Corruption Bureau
PCIAC	Presidential Commission of Inquiry Against Corruption
PCS	Public Service Commission
PCTS	Public Complaints Tracking System
PO-PSMGG	Presidents Office-Public Service Management And Good Governance
PO-RALG	President's Office-Regional Administration And Local Government

POSH	President Office-State House
PPRA	Public Procurement Regulatory Authority
PPRs	Public Procurement Reports
PS-POSH	Permanent Secretary-President Office State House
RAS	Regional Administrative Secretary
RCC	Regional Consultative Committee
RS	Regional Secretariat
SADC	Southern African Development Community
TANGO	Tanzania Association of Non-Governmental Organization
TANU	Tanganyika African National Union
TDV	Tanzania Development Vision
TEC	Tanzania Episcopal Conference
THDR	Tanzania Human Development Report
TI	Transparency International
TNBC	Tanzania National Business Council
ToC	Theory of Change
ToT	Training of Trainers
TPSF	Tanzania Private Sector Foundation
TRA	Tanzania Revenue Authority
UN	United Nations
UNCAC	United Nations Convention Against Corruption
UNDP	United Nations Development Programme

WE

Ward Executive

WOIs

Watchdog and Oversight Institutions

FOREWORD

For more than six decades, the Government of Tanzania has been designing and implementing various policies, strategies, plans and projects to bring about political, economic and social development. Also, in improving the provision of services to the public, the Government has made various reforms including the development and implementation of the National Anti-Corruption Strategy and Action Plan-(NACSAP) with the aim of increasing productivity and efficiency in service delivery. Furthermore, in recognizing adverse effects of corruption in undermining the prosperity of the Nation, the Government, since independence in 1961, has undertaken various initiatives to curb corruption that include the Arusha Declaration (1967); instituting *Ahadi 10 za Mwana TANU* (1971); Ratification of International and Regional Agreements and Protocols; incorporating fight against corruption in CCM (Ruling Party) Election Manifestos; National Development Vision and various Development Plans.

The National Anti-Corruption Strategy and Action Plan-(NACSAP) originates from the recommendations of the 1996 Presidential Commission of Inquiry Against Corruption (PCIAC), commonly known as “The Warioba Commission”. So far, three phases of the Strategy have been implemented with different implementation objectives. Each Phase has focused on the challenges and opportunities of the previous phase both with an ultimate aim of reducing corruption by building and strengthening systems of integrity, accountability and transparency in Public Institutions. In this Strategy, priority has been given in sectors prone to corruption including revenue collection, public procurement, recruitment processes in the

public service, community services such as health and education, administration of the justice system and land allocation.

Speaking to Members of Parliament in Dodoma on 22nd April, 2021, Her Excellency Dr. Samia Suluhu Hassan, the President of United Republic of Tanzania reiterated that the fight against corruption would go on unabated. This statement connotes the commitment of the Government to continue its efforts against corruption including implementation of the 4th Phase of the Strategy (NACSAP IV).

Likewise, when receiving the report of the Controller and Auditor General of Government Accounts and the Performance Report of the PCCB in March, 2021 Her Excellency, President of the United Republic of Tanzania instructed on the wide participation of stakeholders in the preparation and implementation of the Strategy. These instructions were considered in the development of the NACSAP IV by collecting and incorporating different stakeholders' opinions on corruption which included the need to combat grand corruption; presence of adequate budget for implementing the Strategy; effective Strategic Coordination Committees; curbing corruption in political elections; promoting public morals; emphasize on monitoring, evaluation, and learning; and promoting positive changes in perceptions and mindsets of all stakeholders including the public.

Implementation of the NACSAP IV is centered on the wide participation of stakeholders in the fight against acts of corruption, and puts emphasis on recognizing contemporary corruption dynamics, promoting integrity and sustaining

achievements made in the implementation of the previous phases of the NACSAP.

NACSAP IV is in compliant with the objectives set in National Development Frameworks such as the Tanzania Development Vision 2025, and the Five-Year Development Plans, Election Manifestos and Regional and International Agreements. Along with other considerations, the overall goal of the NACSAP IV is to build a prosperous society with robust systems of integrity promotion and zero tolerance to corruption.

In order to attain the above goal, NACSAP IV puts emphasis on creating an environment of zero tolerance to corruption; establishing frameworks for promoting integrity and enhancing good governance; having an effective and responsible Government; strengthening the use of ICT and WOIs Institutions; and involvement of Non-State Actors in promoting integrity and efforts against corruption.

Thus, the Government's mission through the NACSAP IV is to ensure that all stakeholders participate with high spirit in its implementation in order to achieve the expected goals.



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PREFACE

The National Anti-Corruption Strategy and Action Plan Phase IV (2023-2030) is a strategic document that confirms continuance of efforts by the Government of Tanzania to combat corruption, which is an obstacle in building the prosperity of the Nation.

The previous phases of the NACSAP aimed at strengthening institutional procedures and processes in preventing and combating corruption. Implementation of Phase I (2001-2005) and Phase II (2008-2011) were carried out in line with different public sector reform programmes aimed at having an efficient, responsive and effective public sector. NACSAP III (2017-2022) established a more inclusive approach by involving Non-State Actors in the fight against corruption. This framework was one of the major achievements, of which, the NACSAP IV (2023-2030) has set a clear strategic objective for enhancing participation of Non-State Actors in preventing and combating corruption.

Preparation of the NACSAP IV began in 2021 by conducting an evaluation of the NACSAP III which identified successes and challenges that were used as lessons in the preparation of the new Strategy. Also, NACSAP IV has taken into account stakeholders' opinions and dynamics of corruption as experienced during implementation of the previous phases. It has therefore set an effective monitoring, evaluation and learning frameworks to track progress. Development of NACSAP IV is one of the steps towards supporting efforts and realising the Nation's goal of combating corruption.

In order to attain the aforementioned overall goal, this Strategy has set key strategic objectives for its implementation which includes; Empowered society to participate in anti-corruption initiatives and promoting integrity; Enhanced accountability and transparency in State and NSAs' institutions; Enhanced ICT-based systems in State and NSAs' service delivery; Strengthen WOIs in upholding integrity and undertaking anti-corruption initiatives; Actively engage Non-State Actors in promoting integrity and supporting anti-corruption initiatives; and Strengthened integrity and corruption-free political electoral process management.

It is the Government's expectation that management, coordination and implementation of this Strategy as instructed in the NACSAP IV (2023 - 2030) Implementation Document will be effectively and properly considered.



Dr. Moses Mpogole Kusiluka
The Chief Secretary

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 Anti-Corruption Initiatives in Tanzania

The Government of Tanzania (GOT) has all along recognised corruption as a serious scourge that challenges its efforts towards socio-economic development, and the goal of poverty reduction. The recognition of the seriousness of this vice is evidenced by one of pre-independence statement by TANU¹ that “*Rushwa ni adui wa haki, sitatoa wala kupokea rushwa*” which translates into “corruption is an enemy to justice, I will not offer or take bribe.” The statement connotes that, corruption violates the rights and freedoms of individuals to get basic services from public service providers. Corrupt public officials distort the required equitable distribution of goods and services to citizens, and instead, they offer preferential treatment to those who can provide bribe. Corruption hinders the effective development of political, economic, and social systems in a country as it promotes patron-client networks which are regarded as hallmark of a badly governed State. Corruption in political processes undermines democracy, corruption causes a costly diversion of resources from their proper use; it is a major threat to political and civic rights; distorts competition as well as a driving force for gross inefficiencies in both the State and Non-State Actors (NSA) sectors. Corruption has far-reaching

¹ Tanganyika African National Union (TANU).

²Failure to effectively curb corruption has been the main cause of breakdown of law and order leading to civil disobedience and chaos in some countries.

consequences to a country's human resource as it rewards mediocrity to the disappointment of excellence. Inequity in the distribution of national resources and irregular access to public services leads to frustration and apathy among citizens, thus weakening the fabric that binds members of the society². Endemic corruption puts the legitimacy of a government into question as well.

Corruption is a global phenomenon, in many developing countries, it is fuelled by, among others, widespread poverty, ignorance, and declining moral uprightiness. The situation is exacerbated by the lack of strong civil societies to rebuke and oppose corrupt leaders, thus allowing the culture of corruption to be carried over from one generation to another, as well as spreading from one sector to another. Developed countries have the same challenge but have in place better and stronger mechanisms to address or mitigate the triggers of corruption. Unlike developing countries, developed countries have advanced capacity to deliver public services which alleviates the need for preferential treatments that can only be given if a service provider is bribed.

The most notable and deliberate institutionalised effort to address corruption challenges is traced back from the 1996 Presidential Commission of Inquiry Against Corruption (PCIAC), commonly known as "The Warrioba Commission". It undertook the assessment of the country's corruption status

and prepared a report that recommended systematic measures to address the situation, amongst which include formulation of National Anti-Corruption Strategies and Action Plans (NACSAPs). The report identified critical areas for quick intervention which included public procurement, employment, revenue collection, administration of justice system and land allocation. In response to these recommendations, the country developed and implemented three phases of NACSAPs in continuation of the government's efforts to provide a policy framework to address corruption and governance issues. The NACSAPs have so far been implemented in three phases: Phase I: 2001 - 2005, Phase II: 2006 - 2011, Phase III: 2017 - 2022. The focus of the Strategies has been to build systems of integrity, accountability, and transparency in public and non-state actors; for improving service delivery at the level of Ministries, Departments, and Agencies (MDAs) and within Local Government Authorities (LGAs). The three phases of NACSAPs have focused on the following, among others: (a) rule of law: strive and restore confidence in the judiciary and law enforcement agencies (b) financial discipline: increase revenue collection and reduction of mismanagement of resources (c) public procurement: to ensure transparency and compliance of procurement procedures (d) public awareness: enhance public awareness on the issues of anti-corruption and good governance (e) public service: instil a sense of responsibility and accountability to public officers, and (f) media: enhance the use of media in reporting and exposing corrupt individuals and transactions.

The emphasis of the NACSAPs has been on the zero-tolerance policy against corruption; promoting effective governance, proactive and pro-business government, good corporate governance and making effective and profitable public investment in state owned enterprises.

1.2 State of Corruption in Tanzania

International ranking indicated in the Transparency International (TI) 2021 report showed that Corruption Perception Index (CPI) for Tanzania slightly improved and therefore removed from the list of most prone corruption/bribery countries in the global rankings. Likewise, the Afrobarometer's round 8 survey conducted in 2021 indicated that corruption levels had decreased in Tanzania.

On the other hand, National Governance and Corruption Survey (NGACS) carried out in 2020 identified the state and dynamics of corruption in Tanzania using several variables including: understanding of corruption, perception of corruption as a vice in society, most corrupt institutions, level and trend of corruption, personal experience in taking and receiving bribes, drivers and initiators of corruption, areas of institutional performance and new corruption patterns and dynamics. The survey indicated that there were improvements in reducing corruption among public institutions compared to the last ten years. The success identified by the survey was

attributed by the law enforcement, introduction of e-Government especially automation of many business processes, among others.

However, citizens considered corruption as a major societal problem, manifested by a widespread practice by public servants demanding unofficial payment in exchange for services. The study identified traces of corruption in sectors including social services delivery, administration of justice, revenue collection, and employment processes. Among the reasons for persistence in corruption were low level of awareness on the rights of the public to access services, low civic competence, a culture of impunity in contravening rules and regulations, and the soft or lenient sanctions against corruption offenders.

It is also indicated that there are emerging new patterns of corruption related to among others, the use of mobile money transfers, extortion through faked charges, and nepotism in State and NSAs' employment.

In addition to NGACS, the results of 2022 Tanzania Public Service Integrity Survey indicated that despite the knowledge on code of ethics, there is a slight improvement in ethical behaviours among public servants.

International and regional ranking institutions show an improvement in position that Tanzania stands among its peers in recent years with respect to corruption status assessments.

Similarly, integrity level has improved in public service and a level of corruption is reported to have been reduced according to national studies. Furthermore, NACSAP III evaluation results concluded that despite success documented in different areas, there was still a need to continue with a follow-up framework to carry on some of the achievements made, continue addressing some of the unfulfilled targets, and bring on board some new areas of focus.

1.3 Development of NACSAP IV

In 2021 the Government conducted an evaluation to assess the performance of NACSAP III against the indicators and targets set out in results framework and highlighted the key achievements, challenges and lesson learned in implementing it regarding the emphasize on the zero-tolerance policy against corruption, promoting effective governance, pro-active and pro-business government, good corporate governance and making effective and profitable public investment in state owned enterprises. From the results of the aforesated evaluation, the NACSAP IV is developed basing on the best practices, challenges, gaps and lessons learnt from the implementation of NACSAP III as well as new and emerging global, regional and national evidence towards achieving the implementation of NACSAP IV.

The approach adopted in preparing this Strategy combined information from desk work and stakeholders' consultations. Official documents and other literature were used, and the information obtained from desk work was complemented by

stakeholders' views on current situation and required interventions to continue building an ethically upright society.

The broad stakeholders' consultation brought on board the executive, judiciary, technocrats, office of the parliament, politicians, civil society organizations, private sector, faith-based organizations, media, youth and women, academia, and development partners. Stakeholders' consultations focused on service delivery improvement, enforcement of anti-corruption measures, contribution of integrity, broad stakeholders' engagement, and political contribution.

Furthermore, findings from stakeholders' views and literature reviews were organized to produce priority areas to be addressed in NACSAP IV. The priority areas include; having a society empowered with civic education; accountable and transparent state and NSAs' service providers; adoption of ICT in service delivery; strengthened WOIs; active NSAs in anti-corruption initiatives; and sound political leadership.

1.4 Purpose of the Strategy

This Strategy will serve as a national framework for guiding networked efforts of players in dealing with contemporary corruption dynamics and sustain achievements made in the implementation of previous NACSAPs to build a society with integrity and upholding zero tolerance to corruption.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 Introduction

A corrupt practice is the offering, giving, receiving, or soliciting, directly or indirectly, anything of value to improperly influence the actions of another party. 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, these two are the major obstacles to poverty alleviation and development.

Anti-corruption initiatives have a long history as demonstrated by different initiatives undertaken by Government. This chapter demonstrates the current situation in anti-corruption initiatives and how regional and international efforts have complemented the country's efforts. Key internal and external factors affecting the corruption and Governance landscape in the country are presented in Annex I. This chapter also presents lessons learnt from past efforts and the recommendations of key issues that this Strategy should embrace.

2.2 Performance Review of National, Regional and International Efforts on Anti-Corruption Initiatives

2.2.1 NACSAP III

NACSAP III (2017-2022) addressed the fundamental issues that had persisted and remained unresolved in the first two phases of NACSAPs. It focused on building systems of integrity, accountability, and transparency in both State and NSA institutions, where the Government was expected to collaborate closely with stakeholders from all sectors of society, including private, religious and media. The Chief Secretary (CS) was an overall in-charge of the implementation of NACSAP III.

The Strategy pursued various specific objectives with different interventions, which resulted to varying degrees of successes and challenges. Among the remarkable achievements made during implementation of the Strategy are:

- (a) Strengthening the capacity of WOIs to effectively undertake their mandates in anti-corruption initiatives.
- (b) Strengthening existing and establishment of new Integrity Committees among MDAs, Regional Secretariat (RS) and LGAs, which included capacity building.
- (c) Amendment of five legislations, which included: The Drugs Control and Enforcement (Amendments) Cap 95; The Political Parties (Amendments) 258; Cap. 258; The Written Laws Miscellaneous Amendments (No. 2; No. 3;

no. 4; no. 5, No. 6, and No. 7), 2019; The Arbitration Act Cap.15; The Written Laws Miscellaneous Amendments (No. 1; No. 2; and No. 3), 2020; and Public Leadership Code of Ethics Act CAP 398.

- (d) Adopting eight new laws relating to improved governance and tackling corruption. They included e-Government Act No. 10 of 2019; The Drug Control and Enforcement Act, Cap. 95; The Legal Aid Act 2017; The Natural Wealth and Resources Contracts (Review and re-Negotiation of Unconscionable Terms) Act, No. 6 of 2017; The Natural Wealth and Resources (Permanent Sovereignty) Act No.5 of 2017; The Land Transport Regulatory Authority Act No. 3 of 2019; and the Medical, Dental and Allied Health Professionals Act No. 11 of 2017.
- (e) Adoption of e-Government service delivery model that led to, for example, (i) increased efficiency in land surveys and allocation of title deeds, eliminating previous problems related to double allocation of parcels of land; (ii) more than tripled revenue collection by the Tanzania Revenue Authority (TRA), thus increasing the ratio of tax revenue to GDP from 9.9 percent in 2010 to 11.2 by 2021/2022; (iii) digitalization of registration and proceedings of court cases, which shortened the duration in final determination of court cases; (iv) enhanced business registration and licensing procedures; (v) import and export clearance; and, (vi) public procurement.

Despite the efforts made and success documented, the evaluation of NACSAP III indicated the following challenges (i) persistence of corruption (ii) inadequate resource allocation to MDAs, RS and LGAs that affected the performance of the Strategy (iii) minimal reach out to NSAs and, (iv) slowdown in training of MDAs staff due to COVID-19 outbreak.

2.2.2 National Governance and Anti-Corruption Survey

NGACS was undertaken in 2020 to assess the state and dynamics of corruption in Tanzania. The survey probed variables that included understanding of corruption, perception of corruption as a vice in society, most corrupt institutions, level and trend of corruption, personal experience in obtaining, soliciting and giving bribe, drivers and initiators of corruption, areas of institutional performance and new corruption patterns and dynamism. The revealed corruption drivers included disregard of laws, lack of awareness on people's civic rights, greed, and self-indulgence by perpetrators of corruption, unlawful fast-tracking of services, and leaders maintaining unrealistic lifestyles. In addition, the survey revealed the following:

- (a) Corruption was still a major societal vice that warranted special efforts to eliminate.
- (b) There is a misleading interpretation of corruption as mostly limited to demand for unofficial payment, bribes, and favors in exchange for public services.

- (c) Public institutions with elevated levels of interactions with citizens (land allocation, recruitment processes, administration of justice, health care, public procurement, higher education, revenue collection and natural resources utilization) were perceived to be most prone to corruption.
- (d) Institutions viewed to possess the highest level of integrity included the institutions responsible for defense.

2.2.3 Controller and Auditor General Reports

In most recent years, the proportion of public institutions receiving unqualified audited reports have been on the increase, signifying adherence to laid down policies, laws, and regulations on public resources management. This is an indication that government's effort to improve governance and adopting anti-corruption initiatives have been paying off. However, the annual audit reports show reoccurrence of areas that require more concerted efforts, especially on the need to strictly adhere to procurement procedures and properly accounting for disbursed funds for both development and recurrent expenditures.

2.2.4 Integrity Survey Report in Tanzania Public Service 2022

The Public Service Integrity Survey Report disclosed a rise of integrity behaviour in Tanzania public service by 9.8 percent as compared to the same survey conducted in 2014. The observed improvement of integrity in the public service was attributed to

multiple Government interventions that include adoption of e-government in various government service delivery. The survey recommended among others to continue with efforts of educating public servants on their roles of providing services to the expectations of stakeholders and citizens. Furthermore, it recommended that mass communication programmes aimed at making citizens well informed of their right to good public service are sustainably implemented. Overall, there will be a need to intensify trainings on mind-set change in public service ethics and enhance ethical culture to value public interest as opposed to personal interests.

2.2.5 Regional and International Conventions, Protocols, Treaties and Other Commitments

Tanzania is obliged to keep on improving transparency and accountability of leaders and institutions by complying with international commitments such as the Sustainable Development Goals (SDGs), which have made an explicit link between corruption and peaceful, just, and inclusive development of societies. Measures taken include the ratification of regional and international treaties and protocols aim at fighting corruption and promoting good governance. These include the United Nations Convention Against Corruption (UNCAC), adopted by the United Nations General Assembly in 2003 and came into force in 2005; UNDP's assistance to governments to strengthen anti-corruption institutions and systems, supporting the implementation of

UNCAC, mitigating corruption risks in essential sectors, and strengthening collective actions of governments, civil society, and the private sector in fighting corruption. The country is an active participant to international conventions on preventing internationally organised crime related to money laundering, human trafficking and drugs/narcotics, and terrorism financing.

Tanzania is also a signatory to the African Union Convention on Preventing and Combating Corruption (AUCPCC) of 2003. Other relevant protocols being observed by the country are the SADC Protocol Against Corruption of 2001, the African Peer Review Mechanism (APRM); and Extractive Industry Transparency Initiative (EITI). It is therefore the Tanzania's aspiration to effectively enforce implementations of both regional and international and other related commitments to zero tolerance to corruption.

2.3 Political Commitment and Leadership on Anti-Corruption Initiatives

There is a consensus among political parties and their leaders on the need to have a corruption free society for a robust socio-economic development as reflected in election manifestos and evidenced by speeches made in public gatherings. The rallying points include to (i) take brave steps in adopting a more stringent system for screening and getting political leaders; (ii) develop and adopt a common code of ethics for political party members; (iii) establish a national forum for political parties to

deal with progress made in governance and tackling corruption; (iv) develop a set of criteria that leaders must satisfy in terms of experience and commitment to leadership positions; and (v) continue with interventions in dealing with errand leaders who violate the established code of conduct spearheaded by the National Electoral Commission, Registrar of Political Parties and Parliament.

2.4 National Planning Frameworks

2.4.1 Tanzania Development Vision 2025

One of the three main pillars of TDV 2025 envisages the country to build a system that promotes good governance, and its people adhere to the rule of law. Among the aspirations prescribed in the Vision is to have a society that (a) has desirable moral and cultural uprightness; (b) promotes strong adherence and respect for the rule of law; and (c) corruption-free. This pillar is critical to the performance of the other two pillars, namely, improved livelihoods of citizens and building a strong competitive industrial economy. Therefore, linkage of NACSAP to the attainment of national aspirations is paramount.

2.4.2 Five-Year Development Plans

The country has been implementing Five-Year Development Plans (FYDPs) as building blocks towards the attainment of TDV 2025 goals. The plans have therefore systematically aimed

at (a) increasing the number of qualified personnel in all fields as part of human capital development, thus improving the availability of services; (b) building infrastructure for the provision of social services such as water, medical care and education, and ensuring that they are well equipped; (c) expanding the network of productive infrastructural services for efficient supply of energy, water and telecommunication. ICT sector has allowed the digitalization of services as MDAs, RSs and LGAs moved to adopt e-Government services.

Therefore, the plans cover sectors whose development are directly and indirectly linked to NACSAP IV.

2.4.3 National Annual Budget Guideline

Matters of governance and addressing corruption practices are mainstreamed in the budgets of all public institutions and featured as Objective B in strategic plans, which spells that “implementation of national anti-corruption strategy enhanced and sustained.” On that outcome, every institution should produce interventions and budget for implementation. The endeavour needs sustaining in all institutions and enforcement to be done by a robust Monitoring, Evaluation and Learning (MEL).

2.5 Lessons Learned from Previous Experience

The preparation of NACSAP IV was informed by lessons learned from the implementation of NACSAP III, which include:

- (a) Strengthening of Integrity Committees (ICs) was helpful in promoting good governance in public institutions.
- (b) Public sector reforms have contributed to the improvement of service delivery and governance at large.
- (c) Regular amendment of existing legislations and enacting new ones contributed to the success of anti-corruption initiatives.
- (d) Developing and effectively using new ICT-based systems in improving access to and quality of public service delivery.
- (e) Effective coordination of institutions implementing NACSAP III helped to achieve positive results with the support of robust results framework.

2.6 Way Forward

NACSAP IV will sustain previous achievements and addressing emerging challenges guided by strategic objectives comprehensively presented in the next chapter.

CHAPTER THREE

GOAL AND STRATEGIC OBJECTIVES

3.1 Goal of the Strategy

The overall goal of NACSAP IV is to have a prosperous society with robust systems of integrity promotion and zero tolerance to corruption.

3.2 Theory of Change

The ultimate change to be impacted by NACSAP IV is to build a prosperous society with robust systems of integrity and zero tolerance to corruption because of active citizens' engagement, including NSAs in anti-corruption drive, high levels of accountability and transparency among NACSAP IV stakeholders, adoption of ICT-systems, strengthened WOIs and electoral management systems. This is possible through the influence of committed leadership at all levels in the country, delivery of sound legislation to the administration of justice, effective information sharing coupled by synergization, building mutual partnership among stakeholders, and digitalization of State and NSAs service delivery. Among the key interventions that will be implemented during NACSAP IV include capacity building amongst implementers, awareness among citizens on anti-corruption initiatives, review of legal framework, and information sharing. Stakeholders shall avail adequate resources to enable the interventions to take place.

The thrust of NACSAP IV lies in two focus areas which are integrity promotion and improved service. The former shall positively cause corruption to diminish significantly and the later improve service delivery in all sectors to the level of reducing appetite for preferential treatment geared by corrupt transactions by service user. The Society empowerment; strengthening of accountability and transparency; use of ICT-based systems to reduce personal contacts; WOIs' enforcement capacity strengthening; scaling up active engagement of NSA; and effective political leadership commitment to corruption-free service delivery system will deliver the intended prosperous society characterized by high level of integrity and that will create the behavioural change of the society towards corruption.

3.3 Strategic Objectives

The overall goal of the strategy will be achieved after attaining the following strategic objectives:

- (a) Society empowered to participate in anti-corruption initiatives and promoting integrity.
- (b) Accountability and transparency enhanced in State and NSAs institutions.
- (c) WOIs strengthened in upholding integrity and undertaking anti-corruption initiatives.
- (d) ICT-based systems enhanced in State and NSAs' service delivery.
- (e) Non-State Actors actively engaged in promoting integrity and supporting anti-corruption initiatives.

- (f) Integrity and corruption-free electoral process management strengthened.

The above-mentioned strategic objectives are elaborated below.

Strategic Objective One: Society Empowered to Participate in Anti-Corruption Initiatives and Promoting Integrity.

This will entail to develop citizens' and netizens' competence to demand for better services from providers and to enforce service providers' accountability and transparency while building a culture of integrity. There will also be deliberate efforts to create citizens awareness for understanding evils of corruption.

Proposed Strategic Interventions

- (a) Prepare and conduct public awareness raising programmes on ethics and integrity.
- (b) Develop and design topical IEC material and messages.
- (c) Engage artists to play a role in promoting integrity and fight against corruption through their works of art.
- (d) Engage influential leaders (religious, political, traditional, etc.) to play a role in promoting integrity and fight against corruption through their platforms.
- (e) Prepare a guideline for stakeholders' engagement on anti-corruption initiatives and promotion of integrity.
- (f) Prepare and conduct awareness programmes on citizens to demand for accountability and transparency of service providers.

- (g) Ensure integrity promotion and anti-corruption initiatives as a permanent agenda in all meetings from village to national level.
- (h) Establish "Citizens Against Corruption" Forum
- (i) Undertake Annual Anti-Corruption Forum

Strategic Objective Two: Accountability and Transparency enhanced in State and NSAs' Institutions.

Effective actions against corruption requires building the capacity of institutions that ensure and promote adherence to regulatory and disclosure requirements that are necessary for service users. Institutions' statutory organs should therefore adhere to stipulated calendar of meetings and reporting. Likewise, IC has proven to be an important organ in promoting ethical conduct of staff and effective implementation of anti-corruption initiatives within institutions.

Proposed Strategic Interventions

- (a) Strengthen internal control systems.
- (b) Adopt electronic feedback mechanism.
- (c) Build capacity in use of electronic feedback mechanism.
- (d) Analyse data from electronic feedback mechanism.
- (e) Develop tools for information sharing.
- (f) Conduct designated studies on special issues of interest.
- (g) Facilitate forums for information sharing.
- (h) Train ICs and institutions' staff.
- (i) Establish Training of Trainers on the implementation of NACSAP IV.

(j) Prepare and conduct training programmes on citizens to demand for accountability and transparency of service providers.

Strategic Objective Three: Watchdog and Oversight Institutions strengthened in upholding integrity and undertaking anti-corruption initiatives.

WOIs engage in enforcement of adherence to legislations on anti-corruption and promoting integrity. Some of these include PCCB, National Prosecution Services (NPS), Office of the Attorney-General (OAG), President's Office Public Service Management and Good Governance (PO-PSMGG), Ethics Secretariat (ES), Commission for Human Rights and Good Governance (CHRGG), National Audit Office of Tanzania (NAOT), Public Procurement Regulatory Authority (PPRA), and the Financial Intelligence Unit (FIU). Their role in ensuring successful implementation of NACSAP IV will require adequate resources to undertake their respective mandates, which contextually include building their capacity in detection, prevention, deterrence, and asset-tracing and recovery.

Proposed Strategic Interventions

- (a) Increase resource mobilization for WOIs.
- (b) Conduct collaborative studies and research.
- (c) To oversee legal compliance on regular bases.
- (d) Conduct needs assessment of WOIs.
- (e) Tracing and asset recovery.
- (f) Review integrity and anti-corruption legislations.
- (g) Facilitate trainings of staff.

- (h) Establish infrastructure for improved performance of WOIs.
- (i) Facilitate information sharing among WOIs.
- (j) Prepare National Ethics Policy.

Strategic Objective Four: ICT-based systems enhanced in State and Non-State Actor's service delivery.

ICT-based systems in implementing interventions provide a more effective approach to stamping out corruption by avoiding unnecessary physical contacts with service providers. NACSAP IV will encourage service providers to embrace ICT applications in their operations and reach out broader range of the society. This will include designing, review, and fill the gaps of information management systems that are robust enough for information sharing and exchange.

Proposed Strategic Interventions

- (a) Facilitate the design, review, and fill the gap of ICT applications for facilitating information sharing and exchange.
- (b) Business process re-engineering to reduce personal contacts in service delivery.
- (c) Facilitate orientation of service providers and clients on ICT applications.
- (d) Conduct survey on systems integration.
- (e) Facilitate systems support.
- (f) Facilitate establishment of One Stop Centres

Strategic Objective Five: Non-State Actors are actively engaged in promoting integrity and supporting anti-corruption initiatives.

NACSAP IV will use a participatory and holistic approach that include as many stakeholders as possible to buy in the merits of the strategy. This will make sure that key stakeholders are actively involved by having assigned roles to play; and making sure that all available tools, structures, and mechanisms are used in unison. The key stakeholders that government will bring on board include civil society organizations, media, private sector, religious organizations, and development partners.

Proposed Strategic Interventions

- (a) Prepare _____ and _____ conduct meetings/workshops/seminars/dialogues with NSAs.
- (b) Conduct orientation to NSAs on the use of electronic feedback system.
- (c) Adopt electronic feedback system.
- (d) Develop guideline for training anti-corruption and integrity issues.
- (e) Conduct regular review of legal and regulatory framework to facilitate information sharing.

Strategic Objective Six: Integrity and corruption-free political electoral process management strengthened.

There is consensus on the need to strengthen political leadership and commitment to anti-corruption activities. This would involve making mandatory a special oath on zero

tolerance by all political parties and their candidates, seal loopholes to prevent unethical and corrupt leaders from taking public office, and curb political corruption in election management systems.

Proposed Strategic Interventions

- (a) Prepare and conduct civic education programmes on credible election process to the public.
- (b) Prepare and conduct voters' awareness campaign programmes on credible political election process.
- (c) Develop and legally enforce shared Code of Ethics (CoE) among political parties.
- (d) Facilitate political parties to sign to the CoE.
- (e) Develop ethics guidelines for parties' screening process.
- (f) Widening participation of political members in political parties' election process.
- (g) Undertake special studies on corruption in political electoral processes.
- (h) Undertake annual forums for political parties to deliberate on anti-corruption initiatives and integrity promotion in the country.

3.4 Enablers

3.4.1 Committed Leadership

Significant reduction of corruption is attributed by the type and commitment of leadership in place. NACSAP IV envisages leadership as the major key factor for its success, leading by

example with a firm hand and unwavering commitment in addressing corruption. To achieve this, a leader must be an outstandingly upright individual with clean records of integrity and ethical behaviour.

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3.4.2 Conflict of Interest Avoidance

Conflict of interest (CoI) is among ethical problems that fuels corruption and affects socio-economic development. If CoI is not well addressed, may lead to a demoralised society and lowering public confidence to the government. CoI is universally perceived as an incubator for corruption and needs to be avoided. Failure to separate leadership and business is a fundamental aspect of CoI that can lead to corruption incidences.

3.4.3 Effective System for the Administration and Dispensation of Justice

NACSAP IV recognizes the importance of putting in place an effective legal and regulatory framework for dispensation of justice. In lieu of that, the system for administration and dispensation of justice is supposed to be corruption-free. As corruption tends to deliberately disregard the rules, the constitutional provisions guaranteeing the independence of the administrators of justice in the country underlines good prospects for anti-corruption initiatives.

3.4.4 Effective Partnership and Synergies Among Key Stakeholders

The implementation of NACSAP IV will pursue a holistic approach by assuring existence of effective partnership amongst the key stakeholders. The scope of partnership involves cooperation and collaboration with national, regional and international stakeholders from both State and NSAs' sectors.

3.4.5 A Thriving Economy and Availability of Adequate Resources

Implementation of NACSAP IV should accord high priority to building a thriving economy while ensuring availability of adequate resources for anti-corruption initiatives and cultivating a national culture of embracing good governance. The adequacy of resources in finances, human and technology are needed for successful implementation of the strategy.

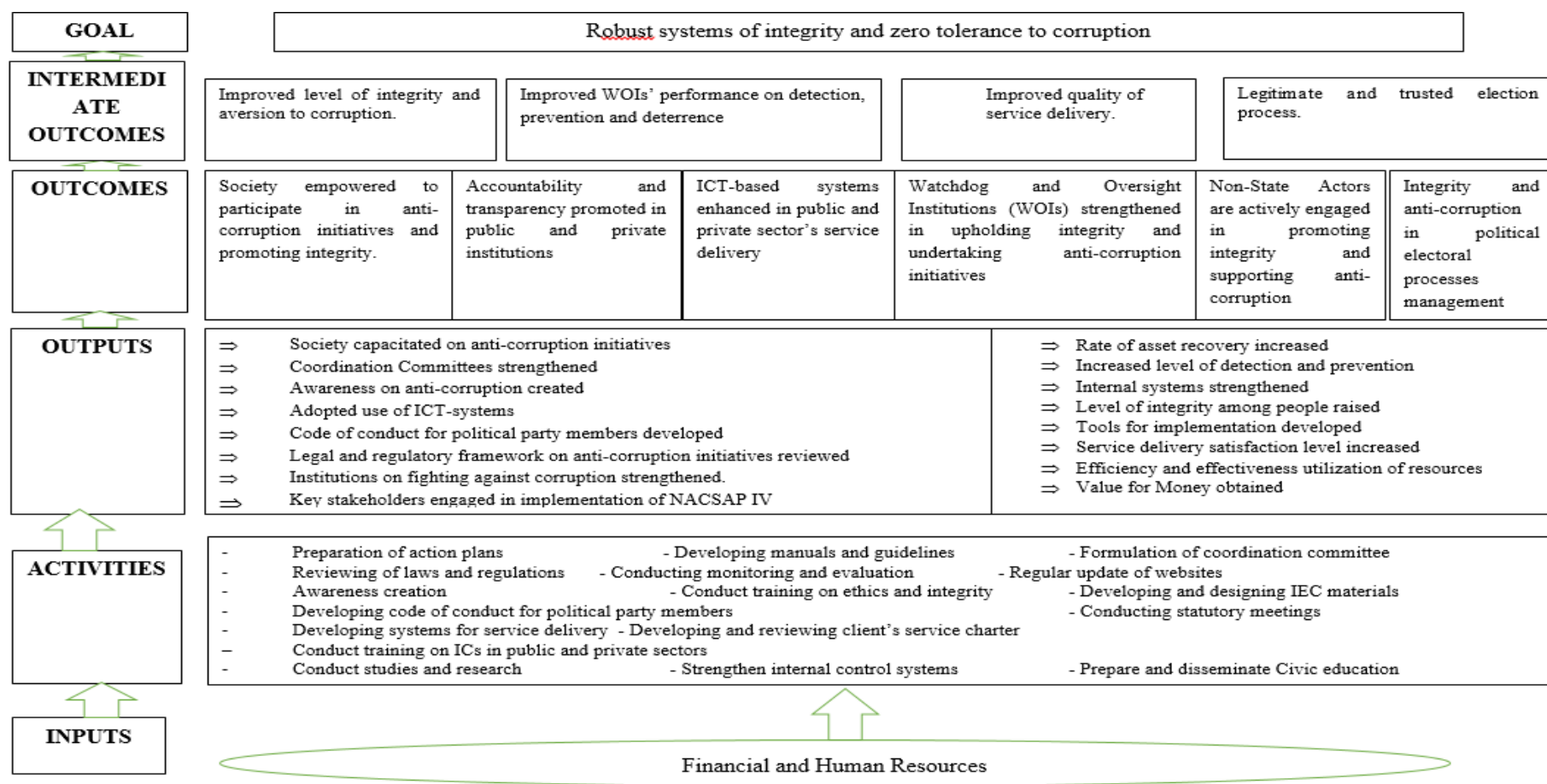
3.4.6 Obligations to Conventions, Protocols and Treaties

The country prescribes to regional and international conventions, protocols and treaties guiding implementation of anti-corruption initiatives under NACSAP IV. Tanzania will continue ratifying, adopting, and domesticating regional and international agreements by considering their merits in supporting anti-corruption and integrity initiatives.

3.4.7 Digitalization of Service Delivery by Enhancing the Use of ICT

Implementation of NACSAP III revealed that the use of ICT contributed to acceleration of public service delivery in collective actions of government, civil society, and the private sector in anti-corruption initiatives. Wide use of ICT applications will be encouraged in service delivery, resulting to more transparency, efficiency, effectiveness, equity, and accountability. This will include interoperability and integration of business processes and systems within government and between State and NSAs' sector.

Figure 1: NACSAP IV Result Chain



CHAPTER FOUR

MONITORING EVALUATION AND LEARNING

4.1 Introduction

Monitoring, Evaluation and Learning (MEL) framework is meant to ensure that there is a focussed implementation of NACSAP IV and deliver expected results. MEL framework is critical for enhancing transparency, strengthening decision-making, accountability and enables documentation of lessons learned from various stakeholders involved in the implementation of the strategy. The MEL is necessary in promoting and enhancing awareness and knowledge sharing. Monitoring will be a continuous process of data collection and processing to gauge performance and make remedial measures if at risk or off-track. Evaluation will be undertaken on regular basis and include ad-hoc studies, mid-term and final assessment of the expected results emanating from strategy implementation. Learning implies continuous process of using information from monitoring and evaluation for undertaking remedial actions, creation of awareness messages for improved implementation modalities. It will also be used to inform future planning of interventions and policy decisions, see NACSAP IV communication plan in **Annex I**.

4.2 The MEL Framework

The MEL framework will guide the implementation of NACSAP IV for the period 2023-2030. The framework will be

actualized through prepared and implemented annual plans in line with the stipulated targets. The cause-effect relationship as presented in the Theory of Change (ToC) will guide the planning process in relation to intended results in a hierarchical order to include strategic objectives, outcomes, outputs, and required interventions facilitated by inputs (**Table 4.1**). Indicators are consistently drawn based on the flow of results framework.

Table 4.1: The NACSAP IV Results Framework Matrix

S/No.	Strategic Objectives	Outcome	Outcome Indicators	Output Indicators	Required Interventions
SO1.	Society Empowered to Participate in Anti-Corruption Initiatives and Promoting Integrity.	(i) Improved level of integrity and aversion to corruption (ii) Improved quality of service provision.	(i) Proportion of citizens subjected to corrupt transactions/ experiences. (ii) Citizens' perception on quality-of-service delivery.	(i) Number of awareness sessions on ethics and integrity conducted. (ii) Number of complaints registered on services delivered. (iii) Number of Media forums on ethics and integrity conducted. (iv) Number of IEC material developed and disseminated. (v) Number of corruption cases reported. (vi) Number of corruption cases resolved. (vii) Number of administration malpractices and unethical actions reported.	(i) Prepare and conduct public awareness raising programmes on ethics and integrity. (ii) Develop and design topical IEC material and messages. (iii) Engage artists to play a role in promoting integrity and fight against corruption through their works of art. (iv) Engage influential leaders (religious, political, traditional, etc.) to play a role in promoting integrity and fight against corruption through their platforms. (v) Prepare a guideline for stakeholders' engagement on anti-corruption initiatives and promotion of integrity. (vi) Prepare and conduct awareness programmes on citizens to demand for accountability and transparency of service providers. (vii) Ensure integrity promotion and anti-corruption initiatives as a permanent agenda in all meetings from village to national level. (viii) Establish "Citizens Against Corruption" Forum (ix) Undertake Annual Anti-Corruption Forum

S/No.	Strategic Objectives	Outcome	Outcome Indicators	Output Indicators	Required Interventions
SO2.	Accountability and Transparency promoted in State and NSAs' Institutions.	<ul style="list-style-type: none"> (i) Improved service delivery. (ii) Enhanced efficiency in resource use. (iii) Enhanced adherence to legislation. (iv) Improved governance of institutions. 	<ul style="list-style-type: none"> (i) Citizens' perception on quality-of-service delivered. (ii) Audit opinion Proportions with effective Client Service Charter. 	<ul style="list-style-type: none"> (i) Number of State and NSAs' institutions receiving unqualified audit reports. (ii) Number of complaints on provided services registered (iii) Number of State and NSAs' institutions with effective tools for information sharing. (iv) Number of State and NSAs institutions submitting statutory implementation reports. (v) Number of State and NSAs' institutions with Special Management and Integrity committee. 	<ul style="list-style-type: none"> (i) Strengthen internal control systems. (ii) Adopt electronic feedback mechanism. (iii) Build capacity in use of electronic feedback mechanism. (iv) Analyse data from electronic feedback mechanism. (v) Develop tools for information sharing. (vi) Conduct designated studies on special issues of interest. (vii) Facilitate forums for information sharing. (viii) Train ICs and institutions' staff. (ix) Establish Training of Trainers on the implementation of NACSAP IV. (x) Prepare and conduct training programmes on citizens to demand for accountability and transparency of service providers.
SO3.	Watchdog and Oversight Institutions strengthened in upholding integrity and undertaking anti-corruption initiatives.	<ul style="list-style-type: none"> (i) Reduced corruption incidences in the country. (ii) Increased positive feedback from citizens on service delivery. (iii) Improved WOIs' performance on detection, 	<ul style="list-style-type: none"> (i) Corruption levels. (ii) Level of integrity in public services. (iii) Resource savings from improved WOIs' performance. 	<ul style="list-style-type: none"> (i) Number of corruption cases. (ii) Number of ethical misconduct cases. (iii) Resources saved. (iv) Number of ethics building systems inspected. (v) Number of legislations reviewed. (vi) Number of WOIs staff 	<ul style="list-style-type: none"> (i) Increase resource mobilization for WOIs. (ii) Conduct studies and research. (iii) Conduct regular inspections. (iv) Conduct needs assessment of WOIs. (v) Tracing and asset recovery. (vi) Review integrity and anticorruption legislations. (vii) Facilitate trainings of staff. (viii) Establish infrastructure for improved performance of WOIs.

S/No.	Strategic Objectives	Outcome	Outcome Indicators	Output Indicators	Required Interventions
		prevention, and deterrence. (iv) Reduced loss of public resources.	(iv) Value of assets and resources recovered.	trained.	(ix) Facilitate information sharing among WOIs. (x) Prepare National Ethics Policy. (xi) Conduct needs assessment of WOIs. (xii) Facilitate information sharing among WOIs.
S4	ICT-based systems enhanced in State and NSAs' service delivery.	(i) Efficient and effective service delivery. (ii) Reduced personal contact and incidences of corruption.	(i) Proportions of institutions with effective Client Service Charter. (ii) Level of data integration.	(i) Number of service delivery ICT application systems developed. (ii) Number of institutions with automated services. (iii) Number of information sharing platforms. (iv) within an institution (v) Number of public institutions adopted the use of e-procurement system. (vi) Number of ICT systems fully integrated.	(i) Facilitate the design, review, and fill the gap of ICT applications for facilitating information sharing and exchange. (ii) Business process re-engineering to reduce personal contacts in service delivery. (iii) Facilitate orientation of service providers and clients on ICT applications. (iv) Conduct survey on systems integration. (v) Facilitate systems support. (vi) Facilitate Establishment of One Stop Centres
S5.	Non-State Actors are actively engaged in promoting integrity and supporting anti-corruption initiatives.	(i) Improved level of integrity and aversion to corruption. (ii) Improved quality of service provision. (iii) Improved information sharing.	(i) Level of integrity. (ii) Level of corruption. (iii) Level of customers' satisfaction.	(i) Number of engagement programmes with NSAs. (ii) Number of complaints on dissatisfaction on provided services. (iii) Number of complaints on unethical issues. (iv) Number of awareness programmes conducted by NSAs.	(i) Prepare and conduct meetings/workshops/seminars/dialogues with NSAs. (ii) Conduct orientation to NSAs on the use of electronic feedback system. (iii) Adopt electronic feedback system. (iv) Develop guideline for training anti-corruption and integrity issues. (v) Conduct regular review of legal and regulatory framework to facilitate

S/No.	Strategic Objectives	Outcome	Outcome Indicators	Output Indicators	Required Interventions
				(v) Number of engagements conducted by NSAs.	information sharing.
S6.	Corruption-free political electoral process management strengthened.	(i) Credible political candidates. (ii) Legitimate and trusted election process (iii) Improved harmony during election period.	(i) Percentage of election petitions. (ii) Percentage of Voters turnout. (iii) Percentage of spoilt votes.	(i) Number of voters' awareness campaigns. (ii) Number of civic education programmes. (iii) Eligible voters' education programmes.	(i) Prepare and conduct civic education programmes on credible election process to the public. (ii) Prepare and conduct voters' awareness campaign programmes on credible political election process. (iii) Prepare and conduct programmes for eligible voters' education on credible election process. (iv) Develop and legally enforce shared Code of Ethics among political parties. (v) Facilitate political parties to sign to the CoE. (vi) Develop integrity guidelines for parties' screening process. (vii) Widening participation of political members in political parties' election process. (viii) Undertake special studies on corruption in political electoral processes. (ix) Undertake annual forums for political parties to deliberate on anti-corruption initiatives and integrity promotion in the country.

4.3 NACSAP IV MEL Plan, Action Plans and Reporting

Implementation of the NACSAP IV will be guided by the MEL plan (**Annex II**), a matrix consisting of, among other things, indicators to provide guidance to stakeholders on the implementation of NACSAP IV activities. Generally, the MEL Matrix consists of indicators, indicator definition, baseline values, indicator targets, data sources, indicator reporting frequencies and responsible institutions for data collection, analysis, and reporting. Also, this plan comprises of outcome and output indicators to be tracked and reported on quarterly, annual, and bi-annual basis.

The State Actors (MDAs, RSs and LGAs) and NSAs will develop and streamline the anti-corruption initiatives with their respective annual action plans in-line with the NACSAP IV MEL plan. The format for action plan shall consist of overarching objective, specific objectives, desired outcomes, targets, key activities, time frame, and responsible entities/persons. The overall NACSAP IV Implementation Plan for guiding institutions to develop their respective actions plans is shown in **Annex VI**.

Implementation reports will be submitted to the CS, POSH. Hence, at national level the CS through the GGRD will coordinate the MEL functions while at institutional level (MDAs, RS, LGAs and NSAs) this responsibility will rest with heads of institutions through Special NACSAP IV Management

Committees. An electronic or digitized reporting tool will be used to allow for real-time access and consolidation of the reports by the POSH (GGRD). The output indicators will be reported on quarterly and annual basis, while the outcome indicators will be tracked and reported through conducting ad-hoc studies, evaluations at the mid-term and end-term of strategy implementation to be conducted by an independent evaluator.

4.3.1 Reporting Mechanisms

(a) Quarterly Progress Reports

The quarterly reports from implementers (MDAs, RSs and LGAs) will be prepared and submitted to CS. For NSAs, reports shall be submitted to regulatory Authorities who will submit consolidated report to CS. The reports will inform where and what kind of anti-corruption activities were delivered in the past three months in line with MEL plan. It will also assist stakeholders in identifying gaps and thus better preparing forthcoming plans. The reporting forms are presented as **Annex III, IV, and V** for this strategy, and they are of three types: Form 5.1 for State Actors (with exception of WOIs); Form 5.2 for WOIs and Form 5.3 for NSAs respectively.

(b) Annual Progress Report

NACSAP IV annual progress reporting, using a digitized format, will provide a comprehensive overview of the progress

and outcomes of the collective efforts by stakeholders of the implementation of the strategy. The report will be broad-focused and cover key result areas defined in the MEL plan. It will be based on reporting of all core NACSAP IV indicators and other relevant information provided by the MEL plan.

(c) Outcome Report

The report will be prepared during the mid or end of term evaluation of the outcome indicators as identified in the MEL plan and approved by the CS for a wider dissemination. Further, stakeholders will undertake their own sector evaluations when necessary, whose findings can be used to inform reviews of NACSAP IV, and respective reports shall be used for the purpose of their original design as enshrined in their terms of reference.

CHAPTER FIVE

INSTITUTIONAL ARRANGEMENTS AND RESPONSIBILITIES

5.1 Introduction

NACSAP IV implementation arrangement will be a multi-level entailing coordination at national, institutional level and local government authorities. In all levels, there will be internal arrangements for coordination of implementation of the Strategy.

5.2 National Level

5.2.1 National Steering Committee

The National Steering Committee (NSC) will oversee NACSAP IV implementation. Members of NSC shall include Permanent Secretary- responsible for policy and coordination; Permanent Secretaries responsible for public service management and good governance and regional administration and local government; Judicial Court Administrator; Deputy Attorney General (DAG); Co-Chair of Tanzania National Business Council (TNBC); and representatives from Tanzania Episcopal Conference (TEC), Baraza Kuu la Waislamu Tanzania (BAKWATA) and Christian Council of Tanzania (CCT). The CS will chair the NSC while the PS-POSH will be the Secretary to the Committee.

The functions of the National Steering Committee shall include:

- (i) Oversee the implementation of the Strategy at all levels and provide necessary directives.
- (ii) Reinforce an information sharing practice on anti-corruption initiatives and integrity promotion related issues.
- (iii) Review and deliberate on recommendations from the National Technical Advisory Committee; and
- (iv) Advise the government on policy issues related to anti-corruption initiatives and integrity promotion.

5.2.2 National Technical Advisory Committee (NTAC)

There shall be a National Technical Advisory Committee chaired by the Permanent Secretary-State House (PS-POSH). Members of the NTAC will be nominated from PCCB, PO-RALG, ES, PO-PSMGG, NPS, Judiciary, Police, PSC, NAOT, PPRA, representative from the OAG and NSAs (including Media and CSOs) and co-opted members for specific tasks. The Secretariat to the Committee shall be the GGRD that will liaise on day-to-day basis with implementing institutions.

The functions of the National Technical Advisory Committee shall be:

- (i) Receive, review, and recommend on the consolidated NACSAP IV Action Plans, quarterly and annual implementation reports.
- (ii) Propose policy issues related to anti-corruption initiatives and integrity promotion.

- (iii) Ensure the existing mechanism for mainstreaming NACSAP IV implementation in National Planning and Budget is enhanced and sustained.
- (iv) Receive, review, deliberate, advise and recommend on NACSAP IV guidelines.
- (v) Propose best practices and mechanisms to promote integrity and anti-corruption initiatives.
- (vi) Serve as a consultative or reference body to NACSAP IV implementing institutions. and
 - (i) Ensure national, international, regional obligations related to anti-corruption initiatives are integrated into national development plans and programs.

5.2.3 Good Governance and Reforms Division

The GGRD shall be the secretariat to the National Steering Committee and the National Technical Advisory Committee and shall be assisted by the Taskforce to:

- (i) Prepare consolidated actions plans, quarterly, and annual implementation reports for the National Technical Advisory Committee;
- (ii) Establish and oversee implementation of Training of Trainers (ToT) on the execution of the Strategy.
- (iii) Oversee training of ICs and Management Committees in State and NSAs' institutions.
- (iv) Provide technical backstopping support for the implementation of the Strategy.
- (v) Provide technical assistance to State and NSAs' institutions on preparations of actions plans, as well as quarterly and annual implementation reports; and

- (vi) Make follow ups on the Public Institutions allocation of Funds on Objective B of MTEF and on the NSAs Annual Action plan for NACSAP IV implementation; and
- (vii) Provide advice to the National Annual Plan and Budget guideline committee of Ministry of Finance on the allocation of funds for the Strategy implementation.

In performing some of these functions there shall be a task force that will constitute Government officials to work under GGRD.

5.2.4 Implementation of Strategy at Institutional Level

Within each institution (MDAs, RSs, LGAs and NSAs) there will be two committees i) Special NACSAP IV Management Committee and ii) Integrity Committee. Members of integrity committee will be appointed by the Chief Executive Officer of the respective institution and shall not be less than five.

The CEO will oversee the implementation of NACSAP IV at the institutional level and shall be advised by "*Special NACSAP IV Management Committee*" whose composition will include heads of Departments and Units. The Chairperson of the IC will be the co-opted member of the Special NACSAP IV Management Committee. The CEO will submit the quarterly progress report to the Chief Secretary.

The Special NACSAP IV committee will have the following functions in the respective institution:

- (i) Ensure existence of functional IC as it is required by MEL plan.
- (ii) Ensure implementation of the Strategy is mainstreamed in annual institutional action plans and budgets by domesticating NACSAP IV specific objectives and their respective interventions into contextual targets and activities of objective B.
- (iii) Develop, approve, and implement an institutional anti-corruption policy.
- (iv) Ensure that all staff observe rules and regulations, procedures and enshrined principles related to professional ethics.
- (v) Implement measures to combat all forms of corruption, administration malpractices and unethical actions.
- (vi) Strengthen transparency and accountability in discharging and implementing institutional functions.
- (vii) Establish a system for receiving and dealing with public complaints that observe confidentiality. The public complaints' system will have options for receiving complaints and providing feedback in person or virtually using digital technology.
- (viii) Receive and review quarterly and annual reports from ICs and submit to the CS.

Members of IC shall be five including one from outside the respective institution. Where an institution is large enough, a

modality for having extra members will be applied, but the core IC will maintain the same number of members to ensure smooth implementation of the Strategy. The Chairperson and Secretary of the IC shall be appointed by the CEO. Committee members should have attained the status of senior officials with a high integrity personality. The Chairperson and Secretary will serve for the lifetime of the NACSAP IV, but the CEO has the discretion to change the membership of the IC on reasonable grounds as it will be deemed necessary. The Department responsible for Administration and Human Resources Management shall serve as the Secretariat to the IC and facilitate smooth functioning of the IC.

Integrity Committees in each of the NACSAP IV implementing institutions will have the following roles to perform:

- (i) Mapping of areas prone to corruption and develop respective interventions.
- (ii) Articulate institutional responsibilities pertaining to implementation of the Strategy into the actionable plans and report to the management on regular basis.
- (iii) Prepare and submit quarterly and annual reports to Special NACSAP IV Management Committee.
- (iv) Receive, consider, and provide redress to complaints (seven days for ordinary complaints) from within or outside the institution to issues related to violations of ethical practices.
- (v) Prepare and implement capacity building interventions to middle level officials, managers and lower cadres on integrity issues, anti-corruption and good governance.

- (vi) Monitor implementation of induction courses for newly recruited and appointed staff.
- (vii) Inform and advise respective management on the enforcement of the existing laws, rules, and regulations, and
- (viii) Develop and implement NACSAP IV Action Plans.

5.3 Roles and functions of Institutions

5.3.1 Ministries, Departments and Agencies (MDAs)

MDAs will execute anti-corruption initiatives and integrity promotion through the organs of implementing NACSAP IV.

5.3.2 MDAs Playing the Role of Watchdog and Oversight

The responsibilities of WOIs shall be overseeing, promoting, and enforcing anti-corruption interventions in the implementation of NACSAP IV. WOIs functions will include the following:

- (i) Prepare and conduct contextual capacity building programmes to stakeholders responsible for implementing the strategy.
- (ii) Provide expertise in the preparation of guidelines to be adhered to by all stakeholders responsible for the implementation of the strategy.

- (iii) Provide contextual expertise to the government and other stakeholders on best ways or approaches in the implementation of the Strategy.
- (iv) Provide expertise in national campaigns to raise public awareness, promote national ethics, and implement measures to prevent and combat corruptions in all sectors.
- (v) Provide expertise to facilitate the preparation of a National Ethics Policy.
- (vi) Strengthen the implementation of Whistle-blower and Witness Protection Act, 2015.
- (vii) Collaborate with other national, regional, and international stakeholders in dialogues with regards to exchange of experiences on best ways of implementing the Strategy.
- (viii) Participate in the undertaking of regular monitoring, evaluation and learning exercises on the implementation of the Strategy.

5.3.3 MDAs Responsible for Regulating NSAs

Non State Actors will be required to report to their respective government regulatory and supervisory authorities. The authorities will also coordinate the involvement of the NSA in the implementation of NACSAP IV. Some of the responsibilities of the NSAs which will be coordinated through regulatory and supervisory authorities include:

- (i) Establishment of ICs or similar organs existing in public sector institutions
- (ii) Preparation of Action Plan for the implementation of NACSAP IV.
- (iii) Implementation of the Integrity Pledge.
- (iv) Ensuring that NSAs comply with anti-bribery management system (ISO 37001).
- (v) Monitor the implementation progress of NACSAP IV by NSAs.

5.4 Regional and Local Government Levels

5.4.1 Regional Secretariats and Local Government Authorities

At the RS level, there shall be two committees: i) Special NACSAP IV Management Committee, and ii) Integrity Committee to oversee RS, District Commissioner's Office, and Divisional level. The Regional Administrative Secretary (RAS) will be the main implementer of NACSAP IV at the RS and oversee the implementation at LGAs level. The RAS shall be advised by "*Special NACSAP IV Management Committee*" whose composition will be members of the Management. The Chairperson of the IC will be the co-opted member of the Special NACSAP IV Management Committee.

Regional Administrative Secretary (RAS) shall appoint five members to form RS Integrity Committee, amongst them will be Chairperson and Secretary. Among appointed members, one shall come from another institution. The IC Chairperson shall be the co-opted member of the Special NACSAP IV RS

Management Committee. The Department responsible for Administration and Human Resources Management shall be a Secretariat of the Committees and there shall be a focal person of the IC in every DCs offices.

At the Council level, there will be an IC to oversee the Council's and Ward's Offices. The Council Director will appoint Chairperson, Secretary and Members of IC of Council and Wards. With the exception of the ward IC members, one of the members of the Council IC shall be appointed from another public institution. There shall also be a Special NACSAP IV Council's Management Committee. The Special NACSAP IV Council Management Committee will receive and discuss the implementation reports submitted by Integrity Committee of the respective Council and Wards.

At Ward level, there shall be an IC to oversee integrity and anti-corruption measures and shall submit/reports (with inputs from village/mtaa) to the respective IC of the Council. Chair Person, Secretary and Members of the IC at ward level will be appointed from representative institutions at the ward level.

Functions of Regional Secretariats

- (i) Ensure Local Government Authorities prepares and submits quarterly NACSAP IV implementation reports to the Regional Administrative Secretary;

- (ii) Ensure mid-year and annual NACSAP IV implementation reports are submitted to the Regional Consultative Committee (RCC);
- (iii) Ensure existence of functional RS and LGAs Integrity and Special NACSAP IV Management Committees;
- (iv) Prepare and submit a consolidated quarterly NACSAP IV implementation report of its jurisdiction to the Chief Secretary;
- (v) Ensure implementation of NACSAP IV is mainstreamed in annual RS and LGAs action plans and budgets;
- (vi) Develop, approve, and implement regional anti-corruption policy;
- (vii) Ensure that all employees observe laws, rules, regulations, procedures and professional code of ethics;
- (viii) Implement measures to combat all forms of corruption, administration malpractices and unethical conducts;
- (ix) Strengthen transparency and accountability in discharging and implementing RS functions.
- (x) Enhance and establish a system for receiving and dealing with public complaints and provide feedback in person or virtually.
- (xi) Ensure RS and LGAs prepare an operational Client Service Charter (CSC) to assist in improving services delivery to the public.
- (xii) Ensure activities of RS and LGAs are undertaken for the public interest and offer value for money.

- (xiii) Design programmes to enhance public awareness on desired ethical and moral conduct and the required actions to prevent corrupt practices;
- (xiv) Design and implement a Strategy for awareness creation on the evils of corruption through IEC;
- (xv) Mainstream corruption risk assessment findings into RS risk register.

Functions of Local Government Authorities

- (i) Ensure NACSAP IV implementation reports are submitted to the District Consultative Committee (DCC);
- (ii) Ensure existence of functional LGAs Integrity and Special NACSAP IV Management Committee;
- (iii) Prepare and submit quarterly NACSAP IV progress report to RAS;
- (iv) Ensure implementation of NACSAP IV is mainstreamed in annual LGAs action plans and budgets;
- (v) Develop, approve, and implement council's anti-corruption policy;
- (vi) Ensure that all employees observe laws, rules and regulations, procedures and professional ethics code of conduct;
- (vii) Implement measures to combat all forms of corruption, administration malpractices and unethical conducts;
- (viii) Strengthen transparency and accountability in discharging and implementing LGA functions;

- (ix) Enhance and establish a system for receiving and dealing with public complaints and provide feedback in person or virtually;
- (x) Ensure LGAs prepare an operational CSC to assist in improving services delivery to the public.
- (xi) Ensure activities of LGAs are undertaken for the public interest and offer value for money.
- (xii) Design programmes to enhance public awareness on desired ethical and moral conduct and the required actions to prevent corrupt practices;
- (xiii) Design and implement a Strategy for awareness creation on the evils of corruption through IEC;
- (xiv) Mainstream corruption risk assessment findings into LGA findings risk register; and
- (xv) Enforce integrity promotion and anti-corruption initiatives as a permanent agenda in all meetings from village to district level.

5.5 Non-State Actors

Non-State Actors include CSOs, private sector organisations, development partners, political parties and the media all being important players in the implementation of NACSAP IV.

5.5.1 The Civil Society Organizations

Civil Society Organisations include NGOs, FBOs, Professional Associations, CBOs, and Trade Unions. In implementation of NACSAP IV, the role of CSOs will include:

- (i) Establish functional organs to oversee good governance and integrity, like the ICs within public institutions;
- (ii) Collaborate with the Government in the implementation of NACSAP IV;
- (iii) Prepare and implement action plans in their areas of jurisdiction;
- (iv) Participate in dialogues and implement deliberations reached with the Government and other stakeholders;
- (v) Participate in national campaigns to raise awareness and promotion of national ethics and anti-corruption initiatives;
- (vi) Research on critical issues and provide trainings on matters related to prevention of corruption and promotion of integrity and good governance;
- (vii) Participate in the preparation of policies on national ethics and anti-corruption initiatives; and
- (viii) Prepare and submit periodic implementation progress reports to respective government regulatory bodies/institutions.

5.5.2 Private Sector

The private sector will have the following roles to perform in the implementation of NACSAP IV:

- (i) Establish functional organs to oversee good governance and integrity, like the ICs within public institutions.

- (ii) Share their experiences on how best to promote ethical conduct and prevention of corrupt practices during their interaction.
- (iii) Mainstream action plans to prevent corruption and promoting ethical conduct in their regular business plans and projects.
- (iv) Prepare and implement a system that promote and nurture ethical practices in conducting businesses.
- (v) Ensure that laws, regulations, and procedures for promoting business ethics are observed and adhered to.
- (vi) Implement articulated international agreements/treaties and guidelines on business ethics.
- (vii) Strengthen cooperation and partnership between the Public Sector and the Private Sector in the anti-corruption initiatives.
- (viii) Participate in dialogues and implement deliberations reached with the Government and other stakeholders.

5.5.3 Political Parties

Political Parties will be required to report to the Registrar of Political parties on Strategy implementation. They will have the following roles in the implementation of NACSAP IV

- (i) Political parties shall be required to establish organs to oversee good governance and integrity, like the ICs within public institutions;
- (ii) Ensure that members and party leadership adhere to political parties and election laws;

- (iii) Build the capacity of party members and the society at large on how to prevent corruption practices and unethical behaviour;
- (iv) Ensure transparency and ethical conduct in internal election to promote and strengthen democracy;
- (v) Strengthen ethical conduct among members of all political parties;
- (vi) Mainstream anti-corruption measures in parties' constitutions and election manifestos; and
- (vii) Participate in developing and Signing of mutual agreement on minimal requirements of a shared CoE among political parties.

5.5.4 The Media

The media will have the responsibility to ensure effective implementation of NACSAP IV by doing the following:

- (i) Media houses shall be required to establish organs to oversee good governance and integrity, like the ICs within public institutions.
- (ii) Observe professional media ethics and sanction those who violate.
- (iii) Promote national ethics and values.
- (iv) Build the capacity of media practitioners on professional code of ethics and Good Governance.
- (v) Participate in awareness creation campaigns.

- (vi) Promote investigative journalism as an effective approach to uncover corruption and other fraudulent acts.
- (vii) Enhance effective communication of anti-corruption initiatives to the public.
- (viii) Participate in developing IEC strategy for anti-corruption and integrity issues.

5.5.5 Development Partners

Development Partners (DPs) are aware of the international requirements on the fight against corruption globally, and the fact that the matter is also enshrined in the International Pronouncement. For that reason, DPs are expected to facilitate the following:

- (i) Articulate the implementation of NACSAP IV and assist in technical and financial resource mobilization.
- (ii) Participate in debates involving Government and other stakeholders during implementation of NACSAP IV.
- (iii) Participate in dialogues with the Government on integrity and anti-corruption initiatives.
- (iv) Participate in national campaigns to raise awareness and promote embracing of national ethics and anti-corruption initiatives.
- (v) Participate in the processes for preparing policies on national ethics and anti-corruption initiatives.

CHAPTER SIX

6.1 Introduction

Corruption practices and related consequences are among the main causes of the multifaceted ethical and socio-economic crisis in Tanzania. Such practices threaten the proper functioning of politics, social cohesion, and national development. The current situation requires collaborative efforts among stakeholders through the implementation of a well-structured, transparent, and integrated national anti-corruption strategy.

This guideline is intended to assist various stakeholders in the implementation of NACSAP IV. **Table 6.1** presents various tools for the implementation of the strategy.

Table 6.1: NACSAP IV Implementation Tools

S/No	Tools	Responsible Stakeholders
1.	Action Plan	Responsible stakeholders
2.	Integrity Committees (IC)	Responsible stakeholders
3.	NACSAP Management Committee	Institutional level
4.	National Advisory Committee	Chief Secretary
5.	National Steering Committee	Chief Secretary
6.	Monitoring and Evaluation Plan	Responsible stakeholders

7.	Reporting-Using TFN 960 A	State Actors
8.	Reporting-Using TFN 960 B	Law Enforcing Agencies (WOIs)
9.	Reporting-Using TFN 960 C	Non-State Actors (NSAs)

6.2 Action Plans

Public institutions (MDAs, RSs and LGAs) will develop their respective action plans and/or anti-corruption approaches in their own context for implementation of NACSAP IV. The Non-State Actors (NSAs), on the other hand, are required to develop and implement the same in their respective areas of jurisdiction. In so doing, reference should be made to the NACSAP IV, institutional core functions and mandates and provided formats. The action plans by public institutions and NSAs must be endorsed by respective committees.

The format for action plan shall consist of overarching strategic objectives outcomes, targets, indicators, interventions, time frame, and responsible actors. The overall NACSAP IV Action Plan template is shown in **Table 6.2**. The template will guide institutions to develop their respective actions plans as shown in **Appendix III**.

Table 6.2: Action Plan Template

Strategic Objectives Outcomes	Targets	Target Indicators	Interventions	Timeframe	Lead Actors

6.3 Monitoring, Evaluation and Learning Plan

The monitoring plan will consist of indicators, indicator description, baseline values, 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 indicators which will be tracked on quarterly and reported on annual basis. **Table 6.3** is a general monitoring plan or format while **Annex II** present the specific monitoring plan with required information, proposed data sources and responsible institutions for collecting such data.

Table 6.3: General Monitoring Plan and Template

Indicator and its description	Baseline			Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection
	Data	Value	Y1	Data Sources	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		

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

In measuring the implementation performance of NACSAP IV, the proposed set of indicators will be sourced from existing good governance and anti-corruption studies. A combination of perception-based and quantitative indicators will be used for comparative purposes to facilitate objective interpretations of the findings. 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 IV Outcomes Survey (OS) including Citizens’ and 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 presented in **Table 6.4**.

Table 6.4: Evaluation Plan Template

S/No.	Evaluation Study	Description	Evaluation Questions	Study	Methodology	Timeframe	Responsible Institutions

6.4 Report Submission to POSH

There is a reporting plan which involves preparations of various reports by NACSAP IV implementers on quarterly, annually or on demand basis as may be required from time to time. The reports shall be submitted to CS -POSH and feedback be provided.

CHAPTER SEVEN

NACSAP IV COMMUNICATION PLAN

7.1 Introduction

Among the lesson learnt and drawn from the experiences of implementing NACSAP III was to improve aspects of communication among implementers of the strategy and between the implementers and the public. Consequently, NACSAP IV will have effective communication strategy to be jointly owned by all key stakeholders under the leadership of WOIs and coordination of GGRD.

7.2 Key Elements of the Communication Strategy

The NACSAP IV communication strategy will be used as a key instrument for ensuring all stakeholders are kept informed. The first and most essential element is agreeing on the overall or main goal of the communication strategy, identifying all the key stakeholders and arranging them in groups of stakeholders with common interests;. creating contents of compelling messages to be communicated to the identified audience of stakeholders; picking the right communication platforms; and Establishing feedback mechanism.

7.3 Main and Specific Objectives of the Communication Strategy

7.3.1 Main Objective

The main objective of the communication strategy is to raise awareness aimed at changing Tanzanian's behaviour by embracing the goals of the NACSAP IV that intended ultimate impact is to build an ethical and morally upright society with people and institutions committed to promoting good governance and abhorring corruption.

7.3.2 Specific Objectives

- (i) Raise awareness on the main components of the Strategy (NACSAP IV) and the responsible institutions.
- (ii) Code of ethical conduct disseminated among stakeholders.
- (iii) Morally upright and ethical society built through public education on their role at family and school levels.
- (iv) Share with the public evidence-based achievements made in the implementation of NACSAP IV by WOIs and other stakeholders.
- (v) Publicise outcomes from rewards and sanctions system implemented by different establishments.
- (vi) Share with the public deliberations and resolutions made in different national, regional, and international forums on good governance, ethics, and fight against corruption.

7.4 Main Players in the Communication Strategy

7.4.1 Main Initiators and Drivers of the Communication Strategy

The GGRD will coordinate state and non-state actor's information sharing. Each of the stakeholders will be obliged to prepare periodic routine reports and special reports as required in the MEL strategy. Each participating institution shall be obliged to ensure that the public is aware of the NACSAP IV and conduct shared and own specific messages intended to change mindset of Tanzanians to abhor corruption and cultivate desirable moral and ethical behaviour.

7.4.2 Target Audience of the Communication Strategy

Each of the designed communication message will have its primary and secondary audience, depending on the contents. For example, the primary audience for messages meant to encourage improved service delivery by health services in hospitals and dispensaries will be staff working in those facilities. On the other hand, Chief Executive Officers of Public and NSAs institutions will be the primary audience for messages condemning the culture of offering bribes or kick-backs to influence the procuring/tendering processes conducted by public institutions. In the political arena, messages to discourage corrupt practices during elections may be designed to target both the aspiring candidates and the voters as primary audience, while PCCB and election supervising officers will be secondary audience.

7.5 Communication Approaches and Platforms

For the purpose of this communication strategy, the following approaches and platforms or vehicles to convey the messages are proposed:

- (i) The use of popular version (in Swahili and English) of NACSAP IV for the targeted audiences.
- (ii) Prepare special curricula or packaged messages for (a) moulding the behaviour of children from very early ages at homes, schools and colleges, and religious centres offering childhood religious training (b) changing and moderating adults' behaviour to abhor corruption and cherish ethical behaviour through special sessions at workplace (as part of induction trainings and regular seminars), adult worship sermons (c) in public transport (buses, trains, ferries/ships, seaports, airports and train/bus stops/stations).
- (iii) Adopting a common annual calendar for conducting promotional "Good Governance and Anti-Corruption" events at district, regional, and national levels with the purpose of creating awareness of the campaign to promote good governance, ethical behaviour and abhor corruption.
- (iv) Enhance the visibility of Tanzanians awarded for being champions in the fight against corruption and in promoting good governance and ethical behaviour.

- (v) Encourage Tanzanians to expose behaviour that promote corruption and undermine good governance and ethical behaviour.
- (vi) Creating awareness among Tanzanians on Whistleblowers Protection Act.
- (vii) The public to cherish the good work of journalists to expose corruption and systems that undermine good governance and ethical behaviour.
- (viii) Adopting a common slogan which is written as a signature to all official email addresses of lead ministry staff.
- (ix) Conduct regular press briefings to share information on emerging corruption dynamics.

Platforms for conveying messages may include Quarterly and Annual Reports; Institutional Websites and a Dedicated Website on Good Governance, Ethics and Anticorruption Campaigns; the use of advertisements in different formats such as television, radio, newspapers, social media, billboards, portals to share corruption and good governance information, social media and social marketing; theatre arts: music, drama, movies; promotional events at district, regional, and national levels with the purpose of creating awareness to promote good governance, ethical behaviour and abhor corruption; special convened workshops and seminars dedicated to matters of Good Governance, Ethics and the fight against corruption. Some of them are further elaborate below:

- (i) *Print media:* These are newspapers, newsletters, brochures, flyers, and posters. These are used to disseminate messages for the target audiences who can read and write. Print media may also include pictorial presentations for target audiences that cannot read but can follow a story in pictures and diagrams.
- (ii) *Radio, Television and Mobile Telephone:* They have the capacity to reach large audiences at once. They have the power to disseminate news stories, documentaries and talk shows to people who cannot read and write. The focus is the community who are the producers, and policy makers who provide policy direction to communities.
- (iii) *Social media:* These are new forms of media channels. They can be used to create and facilitate activities of social communities, social publishing, social entertainment, and social commerce. There are several platforms such as facebook, twitter, YouTube, blogs, LinkedIn, Flickr, websites, web portals, e-mail alerts, e-newsletters, intranet, mobile short message/messaging services, and Multimedia.
- (iv) *Media events:* These include press conferences, media advertising and press releases used to brief journalists on information that the audiences need to know and act.

- (v) *Public events:* These include meetings, workshops, seminars, and tele/video conferences, shows, and national and international trade fairs. They can be used for sharing information with specific group of audience.

- (vi) *Theatre Arts:* Include special messages delivered in popular songs, drama, and movies.

7.6 Communication Plan

The Communication Plan (CP), as presented in **Table 7.1**, will consist of identified information to be shared, sources of such information, target audience of the information package, timing of dissemination, and main vehicle for dissemination.

Table 7.1: Communication Plan

Package of Information	Main Contents	Routine of Dispatch	Intended Audience		Lead Institutions
			Primary	Secondary	
Strategy and Workplan Progress Reports.	Status in attaining work plan targets.	Quarterly.	Internal governance/ reporting system.	Public when published	POSH and WOIs.
Special surveys on state of corruption.	Public perceptions on state of governance and corruption in the public sector.	Every 5 years.	Public Institutions	The public at large.	WOIs (e.g., PCCB).
	Public perceptions on state of governance and corruption in the private sector and CSOs.	Every 5 years.	Private sector	The public at large. Registrar of NGOs- Ministry of Community Development Gender Women and Special Groups (MCDGWSG); Registrar of Societies- Ministry of Home Affairs (MoHA)	TPSF, NGO Umbrella Organizations.
Special Curriculum for Ethical Character Moulding of Young Tanzanians.	Simple character-building messages to cherish morally upright acts in daily life such as merits of telling the truth, consequences of evils such as stealing, lying, being fair to others, helping others, etc.	Routinely used from age 4 until age 18.	Family Units, Day-care centres/Nursery classes, Pre-primary classes, primary and secondary school classes; faith-based centres.	Parents, secular education religious education teachers, media house managers.	Ministries responsible for Basic Education and Culture. Ministry responsible for children- (MCDGWSG) Ministry responsible for youths- Prime Minister's Office (labor Youth Employment and Persons with Disabilities).
Special Programmes	Mandatory training of all	Routinely undertaken	All State Actors and private	Non State Actors	WOIs under the POSH.

Package of Information	Main Contents	Routine of Dispatch	Intended Audience		Lead Institutions
			Primary	Secondary	
for Leadership Mentoring and Coaching on Ethical Code of Conduct (ECoC).	leaders on good governance principles, ECoC and avoiding of conflict of interest	starting from the day of appointment to positions of leadership	sector companies.		
Special Programmes for Influencing Public Character to Abhor Corruption and Promote Moral and Ethical Behaviour.	Popular form of messages for raising awareness and educating the public on the desired ethical behaviour, good governance principles and fight against corruption	Throughout	Public at large	Public at large	WOIs under the POSH
Special Programme for Ethical and Moral Conduct in Grooming and Selecting Political Leaders.	Basic requirements to be adopted in each of the political parties to include in their constitutions and regulations to ensure that they groom and promote leaders who subscribe to principles of leadership ECoC, good governance and abhor corruption.	Continuous process, but stricter during internal election process within the parties and in contesting with other parties	Leaders of Political Parties.	Registrar of Political Parties and the ES.	POSH, ES and Registrar of Political parties
Special Messages on Anticorruption and Good Governance for use in Billboards,	Sharp and appealing messages urging different segments of the society	All the time and in all places.	The Public in specific sector related to the crafted messages.	The public at large.	WOIs under the POSH.

Package of Information	Main Contents	Routine of Dispatch	Intended Audience		Lead Institutions
			Primary	Secondary	
Wall Posters, Fliers, TV screens, mobile phones, and national or community transistor radio sets.	and in different sector or walks of life, on the importance of ethical behavior and shunning corrupt practices.				

Annex I: Strength Opportunities Weaknesses and Threats Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>a. The emphasis of NACSAP has been on the zero-tolerance policy against corruption.</p> <p>b. Commitment to promoting effective governance.</p> <p>c. Pledge to evolve a pro-active and pro-business government.</p> <p>d. Pledge to promote good corporate governance.</p> <p>e. Presence of WOIs.</p> <p>f. Presence of training awareness programmes.</p> <p>g. Identification of sectors prone to corruption.</p> <p>h. Presence of the legal and regulatory framework.</p> <p>i. Increasing digitalization in public service delivery.</p> <p>j. Growing institutional framework (e.g., establishment of Integrity Committees) for fighting corruption.</p>	<p>a. Low participation of non-state actors</p> <p>b. Low level of Client Service Charter.</p> <p>c. Low level of institutionalization of Strategic Plans with anti-corruption component.</p> <p>d. Lack of in-depth analysis of sectors prone to corruption.</p> <p>e. Inadequate budget to finance anti-corruption and integrity promotional interventions.</p> <p>f. Capacity and institutionalization weakness in integrity committees.</p> <p>g. Corruption during political elections.</p> <p>h. Attitude and mind-set change towards corruption.</p> <p>i. Weak monitoring, evaluation, and reporting.</p> <p>j. Weak systems of integrity in State and NSAs institutions.</p> <p>k. Low capacity of Watchdog and Oversight Institutions in detection, prevention, deterrence, and asset-tracing and recovery.</p> <p>l. Minimal awareness of Non-State Actors on corruption and integrity issues.</p> <p>m. Weak communication plan to facilitate implementation of the strategy.</p> <p>n. Limited joint ownership by all key stakeholders.</p> <p>o. Low level of enforcement of existing legislations.</p>	<p>a. Availability of National Governance and Corruption Survey and NACSAPs.</p> <p>b. Information on new corruption patterns and dynamics.</p> <p>c. Widening and strengthening participation of all stakeholders.</p> <p>d. New and emerging areas of corruption.</p> <p>e. Elaborate MEL framework.</p> <p>f. Development of Information, Education and communication strategy.</p> <p>g. Consolidation of collaborative efforts among key stakeholders</p> <p>h. Growing availability of ICTs.</p> <p>i. Advocating proper implementation of the NACSAP IV at all levels.</p> <p>j. Capacity building towards</p> <p>k. Economic empowerment opportunities,</p> <p>l. Review and enforcement of Legislations relating to anti-corruption.</p> <p>m. Deploying new emerging technology to fight corruption e.g., India- "I paid a bribe" App and World Bank App. Known as "Integrity App."</p>	<p>a. Perception that corruption is only be fought by WOIs.</p> <p>b. Slow implementation of NACSAPs.</p> <p>c. Budgetary constraints facing implementers.</p> <p>d. Low capacity to deliver public services.</p> <p>e. Political interference.</p> <p>f. Political leadership that emerges from corrupt election process.</p> <p>g. Existence of poverty as one of the key drivers of corruption.</p> <p>h. Long process taken in reviewing legislations.</p>

Annex II: NACSAP IV Monitoring, Evaluation and Learning Plan

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection
			Y1	Y2	Y3	Y4	Y5	Y6	Y7				
STRATEGIC OBJECTIVE 1: SOCIETY EMPOWERED TO PARTICIPATE IN ANTI-CORRUPTION INITIATIVES AND PROMOTING INTEGRITY													
1.1. OUTCOME INDICATORS													
1. Proportion of citizens subjected to corrupt transactions/ experiences.	The proportion of citizens who have experienced or been subjected to corrupt transactions or practices in their interactions with State and NSAs officials or institutions.	41%	N/A	N/A	40%	N/A	39%	N/A	38%	General Public Impact Survey. NACSAP IV Outcome Surveys; NGACS Reports; THDR	Surveys Documentary Reviews	Mid and End Term Period Evaluations.	POSH-GGRD, PCCB, Research Institutions
2. Citizen's perception on quality-of-service delivery.	The proportion of citizens who rate the quality of services provided by public institutions as excellent, very good, good, or poor, based on their personal experiences or perceptions.	71.4% ³	N/A	N/A	72%	N/A	73%	N/A	74%	NGACS report;	Surveys Documentary reviews	Annually	PCCB, POSH-GGRD, ES, PO-PSMGG-DoEM, PO-RALG, Research Institutions.
1.2 OUTPUT INDICATORS													
1. Number of awareness sessions on ethics and integrity.	The number of programmes or campaigns implemented by State Actors and Non State Actors to raise awareness among citizens on ethics and integrity issues.	38	1,000	1,200	1,400	1,600	1,800	2,000	2,200	PCCB Annual Reports/Public Service Commission/ES/PO-PSM.	Review of Institutional records.	Quarterly	POSH-GGRD, PCCB.
2. Number	The total number of	8,499	10,000	9,000	8,000	7,000	6,000	5,000	4,000	Public	Review of	Quarterly	POSH-GGRD,

³ Median.

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection	
			Y1	Y2	Y3	Y4	Y5	Y6	Y7					
Number of complaints registered on services delivered.	complaints filed by citizens or users of public services regarding the quality, accessibility, or responsiveness of the services received.										Complaints Tracking System (PCTS); Institutions. PCCB Annual Reports/Public Service Commission/ES/PO-PSM/e-Mrejesho.	Institutional records.		PO-PSMGG-DoEM, BRELA, ES, Research Institutions
3. Number of Media fora on ethics and integrity.	The number and types of media forums or platforms that are dedicated to promoting ethics and integrity issues to the public, such as talk shows, debates, documentaries, or interviews.	511	600	700	800	900	1,000	1,000	1,000	PCCB Annual Reports/Public Service Commission/ES/PO-PSM/GCU.	Review of Institutional records.	Quarterly	POSH-GGRD, PO-PSMGG-DoEM, ES, MCT.	
4. Number of IEC material developed and disseminated.	The number and types of IEC materials produced and disseminated on corruption and integrity issues, such as brochures, posters, leaflets, flyers, banners, billboards, videos, or public service announcements.	100	150	200	250	300	350	400	450	Institutions.	Review of Institutional records	Quarterly	POSH-GGRD, PO-PSMGG-DoEM, ES.	
5. Number of corruption cases reported.	Number of corruption cases that have been reported to relevant authorities or anti-	48	46	44	42	40	38	36	34	PCCB/NPS/	Review of Institutional records.	Quarterly		

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection
			Y1	Y2	Y3	Y4	Y5	Y6	Y7				
	corruption agencies within a specific timeframe.												
6. Number of corruption cases resolved.	Total number of corruption cases that have been resolved or concluded within the specified timeframe.	57	60	60	60	60	60	60	60	Judiciary/NP S& PCCB	Review of Institutional records.	Quarterly	POSH, Judiciary, NPS
7. Number of administration malpractices and unethical actions reported.	Number of administration malpractices and unethical actions that have been reported within a specific timeframe.	586	600	590	580	570	560	550	540	PSC/ES, POPSM, CMA	Review of Institutional records.	Quarterly	POSH, PSC, ES, CMA
STRATEGIC OBJECTIVE 2: ACCOUNTABILITY AND TRANSPARENCY ENHANCED IN STATE AND NSAs' INSTITUTIONS													
2.1 OUTCOME INDICATORS													
1. Citizen s' perception on quality-of-service delivery	The level of satisfaction of citizens with the quality of public services they have received with regard to access, timeliness, and quality.	71.4	N/A	N/A	72%	N/A	73%	N/A	74%	General Citizens' Survey	Surveys Documentary reviews	Annually	POSH-GGRD, PCCB, ES, PO-PSMGG-DoEM, PO-RALG, Research Institutions.
2. External audit opinion	The extent to which the organizations comply with the relevant laws, regulations, and standards in its financial reporting and internal controls, as assessed by the external auditor.	Proportion of institutions with an unqualified audit certificate: MDAs (94%);	MDAs (94%); LGAs (95.6%)	MDAs (95%); LGAs (96%). Public enterprises (97%)	MDAs (95%); LGAs (96%). Public enterprises (97%)	MDAs (95%); LGAs (96%). Public enterprises (97%)	MDAs (95%); LGAs (96%). Public enterprises (97%)	MDAs (95%); LGAs (96%). Public enterprises (97%)	MDAs (95%); LGAs (96%). Public enterprises (97%)	CAG Reports	Documentary reviews	Annually	POSH, MDAs, LGAs

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection
			Y1	Y2	Y3	Y4	Y5	Y6	Y7				
		LGAs (95.6%). Public enterprises (96.6%)						(97%)					
3. Proportions of institutions with effective Client Service Charter (CSC).	The extent to which institutions have implemented and effectively adhered to a Client Service Charter (CSC) that outlines their commitments, standards, and procedures for providing quality services to clients.	N/A	N/A	N/A	60%	N/A	N/A	N/A	80%	NGACS	Survey	Annually	POSH-GGRD, PO-RALG, Institutions.
2.2 OUTPUT INDICATORS													
1. Number of State and Non-State Actors (NSAs) receiving unqualified audit reports	Number of institutions which comply with the relevant laws, regulations, and standards in its financial reporting and internal controls, as assessed by the external auditor.	a. Public Institutions 204	205	205	205	205	205	205	205	CAG Reports.	Documentary reviews	Annually	POSH-GGRD, PCCB, NAOT.
		b. Non-State Actors 2019	2020	2030	2040	2060	2080	2100	2200	Regulatory Authorities.	Documentary reviews	Annually	
2. Number of complaints registered on	The number of complaints received by the organizations	8,499	10,000	9,000	8,000	7,000	6,000	5,000	4,000	Public Complaints Tracking	Review of Institutional records.	Quarterly	POSH-GGRD, PCCB, PO-PSMGG-DoEM,

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection
			Y1	Y2	Y3	Y4	Y5	Y6	Y7				
provided services.	through its complaints handling mechanisms from its clients or customers regarding the quality, timeliness, or accuracy of the services provided.									System (PCTS); Institutions. PCCB Annual Reports/Public Service Commission/ES/PO-PSM/e-mrejesho.			PO-RALG.
3. Number of State and NSAs with effective tools for information sharing.	The types of tools used by the institutions for information sharing, such as websites, social media platforms, mobile applications, newsletters, or public consultations.	1,000	1,100	1,100	1,1150	1,150	1,150	1,150	1,150	Institutions e-GA	Institutions' System Audit. Review of e-GA reports.	Quarterly	POSH-GGRD, e-GA, PO-RALG.
4. Number of State and NSAs institutions submitting implementation reports.	Number of institutions which have complied with the requirement for submitting NACSAP IV implementation reports to CS	Public 233	400	450	590	590	590	590	590	Public Institutions, GGRD	Documentary reviews	Quarterly	POSH-GGRD, PO-RALG.
		NSAs 2019	2020	2030	2040	2060	2080	2100	2200	GGRD, Registering Authorities	Documentary reviews		
5. Number of State and NSAs with Special	Number of State and NSAs that have established Special Integrity	State 590	590	590	590	590	590	590	590	Institutions, GGRD	GGRD	Quarterly	POSH-GGRD, MDAs, RSs, LGAs, NSAs.

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection
			Y1	Y2	Y3	Y4	Y5	Y6	Y7				
Management and Integrity committees.	committees specifically dedicated to ensuring management and operational integrity within the organization	NSAs N/A	2020	2030	2040	2060	2080	2100	2200				
STRATEGIC OBJECTIVE 3: WATCHDOG AND OVERSIGHT INSTITUTIONS STRENGTHENED IN UPHOLDING INTEGRITY AND UNDERTAKING ANTI-CORRUPTION INITIATIVES													
3.1 OUTCOME INDICATORS													
1. Corruption levels.	The extent to which corruption is perceived to exist in the country as measured through various indexes and surveys, such as the Corruption Perceptions Index (CPI).	38	41	42	43	44	45	46	47	Transparency International Annual Reports. General Citizen's Surveys. Business Environment Surveys.	Surveys. Documentary reviews.	Annually	POSH-GGRD, PCCB. MINISTRY RESPONSIBLE FOR PLANNING AND INVESTMENT
2. Level of integrity in public services.	The analysis of level of integrity in Tanzania public service.	75.9%	N/A	N/A	N/A	N/A	80	80	80	Survey GGRD	Documentary reviews, survey	Three years interval	POSH, PO-PSM.
3. Proportion of Resources saved from improved WOIs' performance.	Monetary value deterred as compared to resources saved from WOIs operations.	81%	82%	83%	84%	85%	86%	87%	87%	PCCB, MOF, PO-RALG, NAOT	Public expenditure tracking	Annually	POSH-GGRD, MDAs, RSs, LGAs, NAOT, Research Institutions.
4. Value of assets and resources recovered.	Total value of assets and resources that have been recovered or confiscated because of efforts to combat illegal or corrupt activities within a given period.	TZS 1.39 billion	TZS 1.0 bn	TZS 0.9 bn	TZS 0.8 bn	TZS 0.7 bn	TZS 0.6 bn	TZS 0.5 bn	TZS 0.5 bn	PCCB, NPS, JUDICIARY	Institutional Documentary review	Annually	POSH-GGRD, MDAs, RSs, LGAs, NAOT, Research Institutions

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection
			Y1	Y2	Y3	Y4	Y5	Y6	Y7				
3.2 OUTPUT INDICATORS													
1. Number of corruption cases.	Total number of cases involving corruption that have been reported, within a given period.	48	46	44	42	40	38	36	34	PCCB,POSH-GGRD	Documentary reviews.	Quarterly	POSH-GGRD, PCCB, Judiciary.
2. Number of corruption cases.	Total number of cases involving corruption that have been investigated, within a given period.	48	46	44	42	40	38	36	34	PCCB,NPS	Documentary reviews.	Quarterly	POSH-GGRD, PCCB, Judiciary.
3. Number of corruption cases.	Total number of cases involving corruption that have been prosecuted within a given period.	48	46	44	42	40	38	36	34	PCCB,NPS,Judiciary	Documentary reviews.	Quarterly	POSH-GGRD, PCCB, Judiciary.
4. Number of ethical misconduct cases.	Total number of cases from both State and NSAs' sectors involving unethical behavior that have been reported within a given period.	586	600	590	580	570	560	550	540	PSC,GGRD, reports	Documentary reviews.	Quarterly	POSH-GGRD, ES, MDAs, RSs, LGAs, PCCB, Judiciary/DPP.
5. Number of ethical misconduct cases.	Total number of cases from both State and NSAs' sectors involving unethical behavior that have been investigated within a given period.	586	600	590	580	570	560	550	540	PSC,GGRD, reports	Documentary reviews.	Quarterly	POSH-GGRD, ES, MDAs, RSs, LGAs, PCCB, Judiciary/DPP.
6. Number of ethical misconduct cases.	Total number of cases from both State and NSAs' sectors involving unethical behavior that have been addressed within a given period.	586	600	590	580	570	560	550	540	PSC,GGRD, reports	Documentary reviews.	Quarterly	POSH-GGRD, ES, MDAs, RSs, LGAs, PCCB, Judiciary/DPP.

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection	
			Y1	Y2	Y3	Y4	Y5	Y6	Y7					
7. Number of integrity building systems inspected.	Total number of systems or processes for services delivery that have been inspected within a given period to ensure compliance with anti-corruption and integrity promotion regulations, standards, or best practices.	N/A	20	20	20	20	20	20	20	e-GA, PSC, ES, PCCB, CAG	Documentary reviews.	Quarterly	POSH-GGRD, PCCB.	
8. Number of legislations reviewed.	Total number of laws, regulations, or policies that have been reviewed within a given period to effectively address corruption and promote integrity.	7	6	5	5	5	5	5	5	OAG's Chamber records, reports. Parliament records, reports.	Documentary reviews.	Quarterly	POSH-GGRD, AG, PCCB, PARLIAMENT,	
9. Number of WOIs staff trained.	Number of employees within WOIs who have received training on relevant topics related to their oversight functions.	761	770	772	775	778	780	790	795	WOIs training records, reports, records.	Documentary reviews.	Quarterly	POSH-GGRD, WOIs.	
STRATEGIC OBJECTIVE 4: ICT-BASED SYSTEMS ENHANCED IN STATE AND NON-STATE ACTORS SERVICE DELIVERY														
4.1 OUTCOME INDICATORS														
1. Proportions of institutions that have adopted the use of ICT in service delivery.	The proportion of institutions that have embraced ICT to enhance the efficiency, effectiveness, and accessibility of their	Public: 60%	62%	65%	68%	70%	72%	74%	76%	e-GA	System Audit Reports	Annually	POSH-GGRD Regulatory Authority	
		NSAs									Regulatory Authority	Documentary reviews.	Annually	POSH-GGRD Regulatory Authority
		N/A												

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection
			Y1	Y2	Y3	Y4	Y5	Y6	Y7				
	services to the public.												
2. Level of data integration within an institution.	Data integration involves accessibility of information within an institution.	60%	62%	65%	68%	70%	72%	74%	76%	e-GA/NIDA	System Audit Reports	Annually	POSH-GGRD Regulatory Authority
4.2 OUTPUT INDICATORS													
1. Number of service delivery ICT application systems developed.	Number of digital tools, software, and platforms that are designed to support various functions and processes within an organization.	N/A	590	592	594	596	597	599	600	Regulatory Authority, CAG	Institutions' System Audit. Review of e-GA reports	Quarterly	POSH-GGRD, e-GA, PO-RALG.
2. Number of institutions with automated services.	The total number of State and NSAs' institutions that have implemented digital tools and platforms such as online portals, chatbots, mobile applications, and other digital platforms to enable clients to interact with an organization in a more streamlined and efficient way.	N/A	590	592	594	596	597	599	600	e-GA, Regulatory Institutions.	Institutions' System Audit. Review of e-GA reports.	Annually	POSH-GGRD, e-GA, PO-RALG, Regulatory Institutions
3. Number of information sharing platforms.	Total number of digital platforms or tools such as Web-based collaboration tools, and other digital platforms that enable individuals or organizations to share information and	1,000	1,100	1,100	1,1150	1,150	1,150	1,150	1,150	Regulatory Institutions	Institutions' System Audit. Review of e-GA reports/records.	Quarterly	POSH-GGRD, e-GA, PO-RALG.

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection
			Y1	Y2	Y3	Y4	Y5	Y6	Y7				
	resources with one another.												
4. Number of service delivery ICT systems fully integrated.	ICT integration involves the synchronization of different ICT systems, for seamless data sharing and communication between systems.	N/A	10	10	10	10	10	10	10	Institutions. e-GA, Regulatory Authorities	Institutions' System Audit. Review of e-GA reports/records.	Quarterly	POSH-GGRD, e-GA, PO-RALG.
5. Number of public institutions adopted the use of e-procurement system.	Number of public institutions that have implemented and actively use electronic management (NeST) and automation of the entire procurement cycle, including requisitioning, sourcing, bidding, contracting, and payment processes.	N/A	150	150	150	150	150			PPRA, GPSA, Institutions	Procurement System Audit NeST, mapping.	Quarterly.	POSH-GGRD, PPRA
STRATEGIC OBJECTIVE 5: NON-STATE ACTORS ARE ACTIVELY ENGAGED IN PROMOTING INTEGRITY AND SUPPORTING ANTI-CORRUPTION INITIATIVES.													
5.1 OUTCOME INDICATORS													
1. Level of integrity	The degree to which individuals or organizations within a particular context or sector adhere to ethical principles and values, such as honesty, fairness, and accountability.	75.9%	N/A	N/A	N/A	N/A	80	80	80	Integrity Survey Report for public institutions. General Citizen's Surveys. Political Parties Surveys.	Surveys. Documentary reviews.	Interval of three years	POSH-GGRD, PCCB, Research institutions.

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection
			Y1	Y2	Y3	Y4	Y5	Y6	Y7				
2. Level of corruption	The extent to which corruption is perceived to exist in the country as measured through various indexes and surveys, such as the Corruption Perceptions Index (CPI).	38	41	42	43	44	45	46	47	Transparency International Annual Reports. General Citizen's Surveys, Business Environment Survey,	Surveys. Documentary reviews.	Annually	POSH-GGRD, PCCB.
3. Level of customer satisfaction	The extent to which citizens are satisfied with public services provided by State and NSAs sectors.	71.4% ⁴	N/A	N/A	72%	N/A	73%	N/A	74%	NGACS report, Integrity Survey Report for public institutions, General Citizen's Surveys, e-Mrejesho	Surveys. Documentary reviews. e-Mrejesho	Annually	POSH-GGRD, PCCB, ES, PO-PSMGG-DoEM, PO-RALG, Research Institutions.
5.2 OUTPUT INDICATORS													
1. Number of engagement programmes with NSAs.	Number of programs or initiatives such as consultations, dialogues, partnerships, and joint initiatives that involve collaboration or interaction between government institutions and Non-State Actors (NSAs)	2019	2020	2030	2040	2060	2080	2100	2200	Regulatory Authorities.	Documentary reviews	Annually	POSH-GGRD, Public institutions; NSAs, Regulatory Authorities

⁴ Median.

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection
			Y1	Y2	Y3	Y4	Y5	Y6	Y7				
	within a specific sector or context.												
2. Number of complaints on dissatisfaction on provided services.	Total number of complaints received by an organization or institution from its customers or clients expressing dissatisfaction with the services provided.	8,499	10,000	9,000	8,000	7,000	6,000	5,000	4,000	Regulatory Authority, POSH-GGRD, e-Mrejesho	Review of institutional records.	Quarterly	POSH-GGRD, PO-PSMGG-PO-RALG, Regulatory Authorities
3. Number of complaints on unethical issues.	Total number of complaints received by an organization from its employees that violate ethical standards or codes of conduct.	586	600	590	580	570	560	550	540	GGRD reports, Regulatory Authorities	Review of institutional records	Quarterly	POSH-GGRD, PO-PSMGG-DoEM,, Regulatory Authorities, Research Institutions, FCC
4. Number of awareness programmes conducted by NSAs.	Total number of awareness-raising programs or activities organized and conducted by NSAs to promote ethical behavior and anti-corruption values within a community or society.	N/A	5	5	5	10	15	10	5	POSH-GGRD, Regulatory Authorities	Documentary reviews.	Quarterly	POSH-GGRD, Regulatory Authorities .
5. Number of engagements conducted with NSAs.	Total number of roundtable discussions, workshops, conferences, or public consultations held between government institutions, civil society organizations, private sector actors,	N/A	4	4	4	4	4	4	4	State and NSAs records/reports.	Documentary reviews.	Quarterly	POSH-GGRD, Regulatory Authorities

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection
			Y1	Y2	Y3	Y4	Y5	Y6	Y7				
	and other stakeholders on issues related to ethics, integrity, and anti-corruption efforts.												
STRATEGIC OBJECTIVE 6: CORRUPTION-FREE POLITICAL ELECTORAL PROCESS MANAGEMENT STRENGTHENED.													
6.1 OUTCOME INDICATORS													
1. Percent age of political election petitions.	Proportion of election petitions filed by candidates or voters challenging the outcome of an election on the grounds of irregularities, fraud, or other violations of electoral laws.	0.4%	N/A	N/A	0.4%	N/A	N/A	N/A	0.2%	NEC election petitions reports, Judiciary,	Documentary Review	After every 5 years	POSH-GGRD, NEC, PCCB.
2. Percent age of Voters turn-out.	The proportion of eligible voters who cast their ballots in an election calculated as the ratio of the number of voters who participated in an election to the total number of eligible voters.	50.7%	N/A	70%	N/A	N/A	N/A	N/A	90%	NEC General Election Reports,	Documentary Review	After every 5 years	POSH-GGRD, NEC.
3. Percent age of spoilt votes.	A proportion of ballots that are deemed invalid or spoiled during an election hence rejected by electoral officials.	1.7%	N/A	1.6%	N/A	N/A	N/A	N/A	1.5%	NEC General Election Reports	Monitoring and analysis of election results and voter registration records.	After every 5 years	POSH-GGRD, NEC,
6.2. OUTPUT INDICATORS													
1. Number of voters'	Total number of campaigns or initiatives	3,956	N/A	4,000	N/A	N/A	N/A	N/A	4,000	National Electoral	Documentary reviews.	After every 5 years	POSH-GGRD, NEC.

INDICATOR	Indicator Definition	Baseline	Indicator Targets							Data Source	Tools for Data Collection	Frequency of Data Collection	Responsible for data collection
			Y1	Y2	Y3	Y4	Y5	Y6	Y7				
awareness campaigns	conducted by State and NSAs to increase public awareness and understanding of the electoral process, including voter registration, voting procedures, and electoral laws and regulations.									Commission (NEC), State and NSAs			
2. Number of civic education programmes.	Total number of educational programs or initiatives by State and NSAs aimed at promoting civic education and democratic values among citizens.	245	300	600	N/A	N/A	N/A	N/A	800	National Electoral Commission (NEC), State and NSAs,	Documentary reviews.	After every 5 years	POSH-GGRD, NEC
3. Eligible voters' education programmes.	The total number of educational programs or initiatives by State and NSAs aimed at educating eligible voters on the voting process, electoral procedures, and voter rights and responsibilities.	1,000	N/A	1,000	1,000	N/A	N/A	1,000	1,000	National Electoral Commission (NEC), State and NSAs,	Documentary reviews.	After every 5 years	POSH, NEC

Annex III:

REPORTING FORM FOR ALL STATE ACTORS.



THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE STATE HOUSE

NACSAP IV QUARTELY PERFORMANCE REPORTING FORM

INSTRUCTIONS/HINTS:

- Name of Institution, Sector, respective quarter, region and district shall be in capital letters.
- Apply a tick symbol (√) where the answer is “yes or no”.
- Use digits where the provided information involves numbers (1,2,3...).
- Quarterly performance reporting form shall be signed by Chief Executive Officer or the Acting Officer of the respective Authority.
- The relevant information shall be filled in boxes provided in respective sections.

NAME OF INSTITUTION											
SECTOR.....											
DATE/MONTH/YEAR.....											
QUARTER.....											
REGION:DISTRICT:											
A. SOCIETY EMPOWERED TO PARTICIPATE IN ANTI-CORRUPTION INITIATIVES AND PROMOTING INTEGRITY							Annual target	Actual			
								Q1	Q2	Q3	Q4
1. Number of awareness sessions conducted on anti-corruption initiatives and integrity promotion::											
Sources of financial resources used:[own/external].....											
2. Number of fora on integrity and anti-corruption conducted by types of media channels:											
Radio	TV	Public meetings	Social media	Seminars and workshops	Others	Total					
3. Number of IEC materials developed and disseminated by types of media channels:											
Radio	TV	Public meetings	Social media	Seminars and workshops	Others	Total					
4. Number of corruption and administrative malpractice cases reported (by sectors):											
.....											
5. Number of corruption and administrative malpractice cases resolved (sectors):											
.....											

<p>Others:</p> <p>i).....</p> <p>ii).....</p> <p>iii).....</p> <p>6. Administrative measures taken against errant staff for corruption or unethical behaviour during the reference quarter:</p> <table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:20%;">Number of staff issued with reprimand/warning letters</td> <td style="width:20%;">Number of staff with pending investigation</td> <td style="width:20%;">Number of staff dismissed or retired in the public interest</td> <td style="width:40%;">Number of staff referred to Police or PCCB for investigation/prosecution</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </table>	Number of staff issued with reprimand/warning letters	Number of staff with pending investigation	Number of staff dismissed or retired in the public interest	Number of staff referred to Police or PCCB for investigation/prosecution														
Number of staff issued with reprimand/warning letters	Number of staff with pending investigation	Number of staff dismissed or retired in the public interest	Number of staff referred to Police or PCCB for investigation/prosecution															
B. ACCOUNTABILTY AND TRANSPARENCY ENHANCED IN STATE AND NON-STATE ACTORS																		
<p>1. Number of complaints registered on services delivered related to integrity and corruption:</p> <p>1.1 Complaints from within the institution.....</p> <p>1.2 Complaints from within the instution resolved.....</p> <p>1.3 Carried foward complaints (from within the institution) from the previous quarter resolved.....</p> <p>1.4 Complaints from outside the institution. (e.g. Citizens,CSOs, Media, Private Sector, Parliament)</p> <p>1.5 Complaints from outside the instiution resolved.....</p> <p>1.6 Carried foward complaints (from outside the institution) from the previous quater resolved.....</p> <p>1.7 Nature of complaints registered (As reported in 1.1 -1.6 above)</p> <table border="1" style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="width:35%;">Source of Complaints</th> <th style="width:30%;">Individual/Institution</th> <th style="width:35%;">Types of complaints</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Complaints from within the institution</td> <td>Directed to individuals</td> <td> </td> </tr> <tr> <td>Directed to the institution</td> <td> </td> </tr> <tr> <td rowspan="2">Complaints from outside the institution</td> <td>Directed to individuals</td> <td> </td> </tr> <tr> <td>Directed to the institution</td> <td> </td> </tr> </tbody> </table> <p><u>Key:</u></p>	Source of Complaints	Individual/Institution	Types of complaints	Complaints from within the institution	Directed to individuals		Directed to the institution		Complaints from outside the institution	Directed to individuals		Directed to the institution						
Source of Complaints	Individual/Institution	Types of complaints																
Complaints from within the institution	Directed to individuals																	
	Directed to the institution																	
Complaints from outside the institution	Directed to individuals																	
	Directed to the institution																	

Types of complaints may include: Unnecessary delay of service; non-delivery of service; poor customer care; rent-seeking; misuse of public resources; abuse of office; unethical behaviour;													
2. Existence of Special NACSAP IV Management Committee and Integrity Committee within the Institution													
<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td></td> <td></td> </tr> </table>		Yes	No										
Yes	No												
C. WATCHDOG AND OVERSIGHT INSTITUTIONS STRENGTHENED IN UPHOLDING INTEGRITY AND UNDERTAKING ANTI-CORRUPTION INITIATIVES													
			Number										
1. Number of integrity building systems inspected.													
2. Number of training provided by WOIs to NACSAP IV implementing institutions.													
3. Number of legislations reviewed.													
4. Number of WOIs staff trained (and areas of training).			Area 1:	Number:									
			Area 2:	Number:									
			Area 3:	Number:									
			Area 4:	Number:									
Key: Areas = types of training received (e.g. investigation, corruption risk assessment, etc).													
D. ICT-BASED SYSTEMS ENHANCED IN STATE AND NON-STATE ACTORS' SERVICE DELIVERY													
1. Number of Service Delivery ICT application systems developed and operationalized:													
S/N	Name of the system		Function(s)	Date of commissioning									
1													

2														
3														
4														
2. Number of outomated services:														
S/N	Type of outomed service	Date of commencement of the service												
1														
2														
3														
3. Number of service delivery ICT system fully integrated by sectors:														
S/N	Name of the system	Function(s)	Date of commissioning											
1														
2														
3														
4														
4. Are Adoption and use of e-public procuremet system iadopted and put in use:														
<table border="1"> <tr> <td>Yes</td> <td></td> </tr> <tr> <td>No</td> <td></td> </tr> </table>											Yes		No	
Yes														
No														
5. Does the Institution have the existence of ICT feedback systems from service users:														
<table border="1"> <tr> <td>Yes</td> <td></td> </tr> <tr> <td>No</td> <td></td> </tr> </table>											Yes		No	
Yes														
No														
E. NON-STATE ACTORS ARE ACTIVELY ENGAGED IN PROMOTING INTEGRITY IN SUPPORTING ANTI-CORRUPTION INITIATIVES														
1. Number of engagements conducted with NSAs.														

Type of engagement		Number (frequency)			
Meetings, workshops, seminars, etc					
Research					
Capacity building					
Resources' support					
Others					
F. CORRUPTION FREE POLITICAL ELECTORAL MANAGEMENT STRENGTHENED					
1. Number of spoiled votes					
Local Government elections	Councillors	Members of Parliaments	Total		
2. Number of voters' awareness campaigns on:					
Accountability	Transparency	Civic	Others	Total	
3. Number of Civic Education Programmes [.....]					
4. Number of eligible voters' education programmes [.....]					
5. Number of complaints related to corruption in election [.....]					
6. Number of primary objections on corruption in election [.....]					
7. Number of petitions on corruption in election [.....]					

G: SELF-ASSESSMENT OF ACHIEVEMENT FOR THE PREVIOUS QUARTER ENDED (MONTH/YEAR) [.....]

(Tick as appropriate (✓) against each objective relevant to your institution)

S/N	Objective	Percentage achievements Vs Plan			
		Very Good (Between 80%-100%)	Good (Between 61-79%)	Average (Between 50%-60%)	Unsatisfactory (Between 0%-49%)
A	SOCIETY EMPOWERED TO PARTICIPATE IN ANTI-CORRUPTION INITIATIVES AND PROMOTING INTEGRITY				
B	ACCOUNTABILITY AND TRANSPARENCY ENHANCED IN				

	STATE AND NON-STATE ACTORS				
C	WATCHDOG AND OVERSIGHT INSTITUTIONS STRENGTHENED IN UPHOLDING INTEGRITY AND UNDERTAKING ANTI-CORRUPTION INITIATIVES				
D	ICT-BASED SYSTEMS ENHANCED IN STATE AND NON-STATE ACTORS' SERVICES DELIVERY				
E	NON-STATE ACTORS ARE ACTIVELY ENGAGED IN PROMOTING INTEGRITY IN SUPPORTING ANTI-CORRUPTION INITIATIVES				
F	CORRUPTION FREE POLITICAL ELECTORAL MANAGEMENT STRENGTHENED				

Summary of explanations for Very Good, Good, Average and Unsatisfactory rating above
.....
.....

H: CURRENT QUARTER PLANS: QUARTRE ENDING (MONTH/YEAR).....

List high priority activities of your Institution (Related to the implementation of NACSAP IV) for this quarter:

i).....

ii).....

iii).....

iv).....

v).....

Signed by Chief Executive Officer.....

Name

Date:

Annex IV : REPORTING FORM FOR WATCHDOG AND OVERSIGHT INSTITUTIONS (WOIs).

THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE STATE HOUSE

NACSAP IV QUARTELY PERFORMANCE REPORTING FORM

INSTRUCTIONS/HINTS:

- Name of Institution, Sector, respective quarter, region and district shall be in capital letters.
- Apply a tick symbol (√) where the answer is “yes or no”.
- Use digits where the provided information involves numbers (1,2,3...).
- Quarterly performance reporting form shall be signed by Chief Executive Officer or the Acting Officer of the respective Authority.
- The relevant information shall be filled in boxes provided in respective sections.

NAME OF INSTITUTION	
SECTOR.....	
DATE/MONTH/YEAR.....	
QUARTER.....	
REGION:DISTRICT:	

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

Sources of Cases	Category of Official		Total	Annual Target	Q1	Q2	Q3	Q4	Total
	Covered by Leadership Code	Others							
1. Identified by the Organization's Staff/ agents.									
2. Referred by other Investigative Agencies (PCCB, Police, TRA).									
3. Referred by watchdog agencies (CHRAGG, NAOT, ES).									
4. Emanated from CAG reports.									
5. Referred by Employer (Ministry/ Department/ Agencies/RSs/LGAs).									
6. Emanated from informers, whistleblower, and media.									
7. Emanated from direct personal visit to the office.									
8. Referred by letters (written complaints).									

2. REPORT ON CASES FOLLOW-UP

Status of Follow-up	Category of Official		Total	Annual Target	Q1	Q2	Q3	Q4	Total
	Covered by Leadership Code	Other							
1. Investigation File Opened.									
2. Investigations completed with "No-Case" status									
2. Cases referred to DPP.									
3. Cases lodged to lower Courts (Primary/District-RM's Courts)									
4. Cases lodged to the High Court-									
5. Cases taken to Court of Appeal.									
6. Cases referred to tribunals.									

7. Cases referred to employer for administrative action.										
8. Cases completed with acquittal										
9. Cases completed with convictions										

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

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.....

Signed by Chief Executive Officer.....

Name

Date:

Annex V :

REPORTING TEMPLATE FOR NON-STATE ACTORS (NSAs)



THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE STATE HOUSE

NACSAP IV QUARTELY PERFORMANCE REPORTING FORM

INSTRUCTIONS/HINTS:

- Name of Institution, Sector, respective quarter, region and district shall be in capital letters.
- Apply a tick symbol (√) where the answer is “yes or no”.
- Use digits where the provided information involves numbers (1,2,3...).
- Quarterly performance reporting form shall be signed by Chief Executive Officer or the Acting Officer of the respective Authority.
- The relevant information shall be filled in boxes provided in respective sections.

NAME OF INSTITUTION.....
 CATEGORY OF INSTITUTION (CSO/PRIVATE SECTOR/MEDIA).....
 REGION:DISTRICT:.....
 DATE/MONTH/YEAR.....
 QUARTER.....

1. Supportive Systems and Structures for Anti-Corruption Initiatives and Integrity Promotion:

	Yes	No		Annual Target	Q1	Q2	Q3	Q4	Total
1. Does the Institution have the existence of Special NACSAP IV Management and Integrity Committees									
2. Does the Institution have the existence of ICT feedback systems from service users									
3. Does the institution adopted and use of e-public procuremet system									

2. Interventions to Improve Service Delivery and Combat Unethical Conduct:

	Number		Annual Target	Q1	Q2	Q3	Q4	Total
1. Number of Training on good governance and anti-corruption initiatives undertaken.								
2. Number of Platforms or Fora at various levels involving State and NSAs.								
3. Number of awareness programmes conducted by NSAs on anti-corruption and intergrity promotion.								
4. Number of fora on intergrity and anti-corruption conducted								
5. Number of IEC materials developed and disseminated								
6. Number of corruption and administrative malpractice cases reported								
7. Number of corruption and administrative malpractice cases resolved								
8. Administrative measures taken against errant staff for corruption or unethical behaviour								
9. Number of Service Delivery ICT application systems developed and operationalized								
10. Number of outomated services								
11. Number of service delivery ICT system fully integrated								

3. Remarks by the Chief Executive Officer

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.....

Signed by Chief Executive Officer..... Name:.....Date.....

Annex VI: NACSAP IV ACTION PLAN

1. STRATEGIC OBJECTIVE ONE (SO1): SOCIETY EMPOWERED TO PARTICIPATE IN ANTI-CORRUPTION INITIATIVES AND PROMOTING INTEGRITY

SO1 Outcomes	Targets	Target Indicators	Interventions	Timeframe	Lead Actors
(i) Improved level of integrity and aversion to corruption (ii) Improved quality of service provision.	Awareness programmes on anti-corruption initiatives and integrity promotion conducted throughout the country.	Number of awareness programmes on ethics and integrity.	Prepare a guideline for stakeholders' engagement on anti-corruption initiatives and promotion of integrity	2023 -2024	GGRD, WOIs and other stakeholders.
			Engage influential leaders (religious, political, traditional, etc.) to play a role in promoting integrity and fight against corruption.	2023-2030	GGRD, WOIs and other stakeholders.
			Engage artists to play a role in promoting integrity and fight against corruption through their works of art.	2023-2030	GGRD, WOIs and other stakeholders.
			Establish "Citizens Against Corruption" Forum	2024	GGRD, WOIs and other stakeholders.
			Undertake Annual Anti-Corruption Forum	2023-2024	GGRD, WOIs and other stakeholders
	(viii) System for capture and register of citizens' complaints on services received established.	System for capture and register citizens' concerns in place.	Design citizen feedback mechanism for use by service providers.	2023-2030	GGRD, WOIs and other stakeholders.
(ix) Citizen's training programmes on ethics and integrity conducted.	Number of programmes prepared.	Prepare and conduct programmes for training of citizens on ethics and integrity.	2023-2030	GGRD, WOIs and other stakeholders.	

SO1 Outcomes	Targets	Target Indicators	Interventions	Timeframe	Lead Actors
	(x) Citizen's training programmes on demanding accountability and transparency from service providers	Number of programmes for training citizens to demand accountability	Prepare and conduct training programmes on citizens to demand for accountability and transparency of service providers.	2023-2030	GGRD, WOIs and other stakeholders
	(xi) Citizens' anticorruption forum established	Number of forums established	Establish citizens' anti-corruption forum at national, regional, district and ward levels	2023-2030	GGRD, WOIs and other stakeholders
	(xii) Media forums on ethics and integrity established and operational	Number of Media forums on ethics and integrity	Establish Anti-corruption Forum for Media Houses	2023-2030	GGRD, WOIs and other stakeholders.
			Convening of media forum as per agreed timetable	2023-2030	GGRD, WOIs and other stakeholders.
	(xiii) IEC material developed and disseminated to the public throughout NACSAPIV period	Number of types of IEC material developed	Develop and design topical IEC material and messages.	2024	GGRD, WOIs and other stakeholders.
			Distribute the prepared IEC material and messages	2025-2030	GGRD, WOIs and other stakeholders.

2. STRATEGIC OBJECTIVE TWO (SO2): ACCOUNTABILITY AND TRANSPARENCY PROMOTED IN STATE AND NSAs' INSTITUTIONS

SO2 Outcomes	Targets	Target Indicators	Interventions	Timeframe	Lead Actors
<p>(i) Improved service delivery.</p> <p>(ii) Enhanced efficiency in resource use.</p> <p>(iii) Enhanced adherence to legislations.</p> <p>(iv) Improved governance of institutions.</p>	(i) The proportion of State institutions receiving unqualified audit reports increased.	Percent of public institutions receiving unqualified audit reports	Strengthen internal control systems of public institutions	2023-2030	GGRD, WOIs and other stakeholders.
	(ii) System for registration of citizens' complaints on provided services strengthened.	Number of MDAs and NSAs with established complaints registration system	Build capacity in use of electronic feedback mechanism.	2023-2030	GGRD, WOIs and other stakeholders.
		Number of complaints on provided services registered	Analyse data from electronic feedback mechanism.	2023-2030	GGRD, WOIs and other stakeholders.
			Build capacity in use of electronic feedback mechanism.	2023-2030	GGRD, WOIs and other stakeholders.
	(iii) Effective tools for information sharing between public and State and NSA' institutions in place.	Number of public and NSA institutions with effective tools for information sharing.	Installation of information sharing systems in public and NSA institutions	2023-2030	GGRD, WOIs and other stakeholders.
	(iv) Statutory reporting compliance by State and NSAs' institutions improved.	Number of public and NSA institutions submitting statutory implementation reports.	Enhance internal controls for financial resource management and accountability in public and NSA institutions	2023-2030	GGRD, WOIs and other stakeholders.
	(v) State and NSAs' institutions have Integrity Committees established and functional	Number of Public and NSA institutions with Integrity Committees	Establishment of ICs and training its members in public and NSA institutions	2023-2030	GGRD, WOIs and other stakeholders.

SO2 Outcomes	Targets	Target Indicators	Interventions	Timeframe	Lead Actors
	(vi) Mid-term and end-term perception surveys on quality of services undertaken	Number of surveys undertaken	Undertake citizens' perception surveys on improved services by service providers	2027 and 2029/30	GGRD, WOIs and other stakeholders.
	(vii) Mid-term and end-term perception surveys on corruption and governance undertaken	Number of surveys undertaken	Undertake citizens' perception surveys corruption and governance undertaken	2027 and 2030	GGRD, WOIs and other stakeholders.

3. STRATEGIC OBJECTIVE THREE (SO3): WATCHDOG AND OVERSIGHT INSTITUTIONS STRENGTHENED IN UPHOLDING INTEGRITY AND UNDERTAKING ANTI-CORRUPTION INITIATIVES

SO3 Outcome	Targets	Target Indicators	Interventions	Timeframe	Lead Actors
(i) Reduced corruption incidences in the country.	(vii) A National Ethics Policy prepared and adopted	National Ethics Policy prepared	Prepare National Ethics Policy	2023-2024	GGRD, WOIs and other stakeholders.
(ii) Increased Positive feedback from citizens on service delivery.	(viii) Ability to manage and determine corruption cases enhanced	Number of Staff with ability	Facilitate trainings of staff on investigations and case handling	2023-2030	GGRD, WOIs and other stakeholders.
		Number of corruption cases determined.	Proper preparations of cases Proper analysis of cases	2023-2030	GGRD, WOIs and other stakeholders.
(iii) Improved WOIs' performance on detection, prevention, and deterrence.	(ix) Improved funding for implementation of workplans and budgets	Level of budget allocated for WOIs	Increase resource mobilization for WOIs to perform their mandates	2023-2030	GGRD, WOIs and other stakeholders.
(iv) Reduced loss of public resources.	(x) Ability to identify and manage ethical misconduct cases enhanced.	Number of Trained Staff	Facilitate training of staff on handling misconduct cases	2023-2030	GGRD, WOIs and other stakeholders.
		Number of ethical misconduct cases.	Improve the handling and determination of ethical cases		
	(xi) Volume of resources saved due to prevention and winning cases increased	Volume of resources saved	Tracing and asset recovery.	2023-2030	GGRD, WOIs and other stakeholders.
			Conduct studies and research	2023-2030	GGRD, WOIs and other stakeholders.

SO3 Outcome	Targets	Target Indicators	Interventions	Timeframe	Lead Actors
	(xii) Regular inspection of electronic systems undertaken.	Number of electronic systems inspected.	Undertake regular inspections of electronic systems	2023-2030	GGRD, WOIs and other stakeholders.
	(xiii) Infrastructure for WOIs improved	Number of WOIs with improved infrastructure	Establish infrastructure for improved performance of WOIs.	2023-2030	GGRD, WOIs and other stakeholders.
	(xiv) Review of integrity and anticorruption legislations undertaken	Number of legislations reviewed	Review integrity and anticorruption legislations	2023-2030	GGRD, WOIs and other stakeholders.
	(xv) WOIs staff trained.	Number of WOIs staff trained.	Undertake training of WOI staff	2023-2030	GGRD, WOIs and other stakeholders.

4. STRATEGIC OBJECTIVE FOUR (SO4): ICT-BASED SYSTEMS ENHANCED IN STATE AND NSAs' SECTOR'S SERVICE DELIVERY

SO4 Outcomes	Targets	Target Indicators	Interventions	Timeframe	Lead Actors
(i) Efficient and effective service delivery. (ii) Reduced personal contact and incidences of corruption.	(i) Service delivery ICT application systems developed.	Number of service delivery ICT application systems	Business process re-engineering to reduce personal contacts in service delivery. Facilitate systems support.	2023-2030 2023-2030	GGRD, WOIs na wadau wote GGRD, WOIs na wadau wote
	(ii) SA and NSAs Institutions with automated services increased.	Number of SA and NSAs institutions with automated services.	Facilitate orientation of service providers on ICT applications.	2023-2030	GGRD, WOIs na wadau wote
	(iii) Information sharing platforms established.	Number of information sharing platforms.	Facilitate the design, review, and fill the gap of ICT applications for facilitating information sharing and exchange	2023-2030	GGRD, WOIs na wadau wote
	(i) WOIs/MDAs ICT systems fully integrated	Number of ICT systems fully integrated	Conduct survey on systems integration.	2023-2030	GGRD, WOIs na wadau wote

5. STRATEGIC OBJECTIVE FIVE (SO5): NON-STATE ACTORS ARE ACTIVELY ENGAGED IN PROMOTING INTEGRITY AND SUPPORTING ANTI-CORRUPTION INITIATIVES

SO5 Outcomes	Targets	Target Indicators	Interventions	Timeframe	Lead Actors
(i) Improved level of integrity and aversion to corruption.	(vi) Non-State Actors (NSAs) programmes for active engagement in anti-corruption initiatives implemented	Number of programmes for NSA engagement in anti-corruption initiatives developed	Prepare programmes for NSAs engagement in anticorruption initiatives	2023-2024	GGRD, WOIs and other stakeholders.
(ii) Improved quality of service provision.	(vii) Awareness programmes to NSAs on integrity promotion and anti-corruption conducted	Number of awareness sessions conducted	Prepare and conduct meetings/workshops/seminars/dialogues by NSAs.	2023-2030	GGRD, WOIs and other stakeholders.
(iii) Improved information sharing	Review of legal and regulatory framework for information-sharing developed	Number of legislations reviewed	Conduct regular review of legal and regulatory framework to facilitate information sharing.	2023-2030	GGRD, WOIs and other stakeholders.
	(i) Guidelines for use by NSAs in anti-corruption capacity building is prepared and adopted	Number of guidelines for used by NSAs in awareness creation developed	Number of guidelines for use by NSAs in awareness creation developed	2023-2024	GGRD, WOIs and other stakeholders.

6. STRATEGIC OBJECTIVE SIX (SO6): CORRUPTION-FREE POLITICAL ELECTORAL PROCESS MANAGEMENT STRENGTHENED

SO6 Outcomes	Output Targets	Target Indicators	Interventions	Timeframe	Lead Actors
(i) Credible political candidates. (ii) Legitimate and trusted election process (iii) Improved harmony during election period.	(i) A common code of ethics for political parties adopted	Adopted Code of Ethics	Develop a shared Code of Ethics to be subscribed by political parties.	2023	PMO (Policy, Parliament and Coordination), Registrar of Political Parties, and Political Parties
			Adopt legislation to enforce shared Code of Ethics among political parties.	2023-2024	PMO (Policy, Parliament and Coordination), Registrar of Political Parties, and Political Parties.
			Facilitate political parties to sign to the CoE.	2024-2025	PMO (Policy, Parliament and Coordination), Registrar of Political Parties, and Political Parties
	(ii) Integrity guidelines for screening political candidates adopted by political parties	Candidate screening Integrity Guideline	Develop integrity guidelines for parties' screening process	2024-2025	PMO (Policy, Parliament and Coordination), Registrar of Political Parties, and Political Parties
	(iii) Special study on corruption in electoral process undertaken	Study Report on Political Corruption	Undertake special studies on corruption in political electoral processes.	2023-2024	PCCB.

SO6 Outcomes	Output Targets	Target Indicators	Interventions	Timeframe	Lead Actors
	(iv) Civic Education Programmes on election process conducted	Number of voters' awareness campaigns.	Prepare and conduct civic education programmes on credible election process to the public. Coordinate implementation of civic education programme	2024- 2030	GGRD, WOIs and other stakeholders.