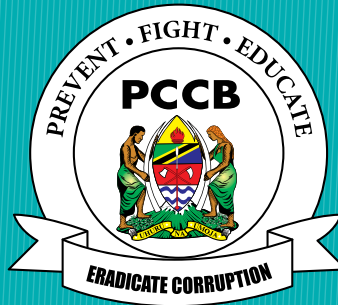


THE UNITED REPUBLIC OF TANZANIA

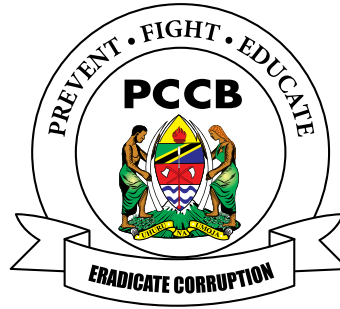


THE PREVENTION AND COMBATING OF CORRUPTION BUREAU

STRATEGIC PLAN

2017/18 - 2021/22

THE UNITED REPUBLIC OF TANZANIA



THE PREVENTION AND COMBATING OF CORRUPTION BUREAU

STRATEGIC PLAN

2017/18 - 2021/22

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ABBREVIATIONS

ACS	Anti Corruption Squad
AfDB	African Development Bank
AU	African Union
AUABC	African Union Advisory Board on Corruption
BPI	Business Process Initiatives
CBOs	Community Based Organisations
CA	Chief Accountant
CIA	Chief Internal Auditor
CPA	Criminal Procedure Act
CPD	Continuous Professional Development
CSOs	Civil Society Organisations
CUIS	Common Used Items and Service
DAHR	Director of Administration and Human Resources
DCE	Director of Community Education
DG	Director General
DOI	Director of Investigation
DPME	Director of Planning, Monitoring and Evaluation
DPP	Director of Public Prosecutions
DRC	Director of Research and Control
EAC	East African Community
FBO	Faith Based Organizations
GGCU	Good Governance Coordination Unit
GPN	General Procurement Notice
GPSA	Government Procurement Service Agency
HRMS	Human Resource Management System
ICT	Information and Communication Technology

IFMS	Integrated Financial Management System
IPSAS	International Public Sector Accounting Standards
KPI	Key Performance Indicators
LAN	Local Area Network
LGAs	Local Government Authorities
LPO	Local Purchase order
MDAs	Ministries, Departments and Agencies
MTEF	Medium Term Expenditure Framework
NSGRP	National Strategy for Growth and Reduction of Poverty (MKUKUTA)
MTSPBM	Medium Term Strategy Planning and Budgeting Manual
NACSAP	National Anti-Corruption Strategy and Action Plan
NCDs	Non-Communicable Diseases
NEC	National Electoral Committee
NGOs	Non-Governmental Organisations
OPRAS	Open Performance Review and Appraisal System
PA	Public Address
PC	Personal Computer
PCA	Prevention of Corruption Act
PCB	Prevention of Corruption Bureau
PCCA	Prevention and Combating of Corruption Act
PCCB	Prevention and Combating of Corruption Bureau
PCO	Prevention of Corruption Ordinance
PETS	Public Expenditure Tracking Survey
PMU	Procurement Management Unit
PPRA	Public Procurement Regulatory Authority
PRO	Public Relations Officer
RPM	Routine Preventive Maintenances
SACCOs	Savings and Credit Cooperatives

SWOC	Strengths, Weaknesses, Opportunities and Challenges
TBC	Tanzania Broadcasting Corporation
TTCL	Tanzania Telecommunications Company Limited
UPS	Uninterruptible Power Supply
VICOBA	Village Community Banks
VPN	Virtual Private Network

PCCB DIRECTORS



Mr. Valentino L. Mlowola
Director General



Mr. Alex B.D.J. Mfungo
*Director of Administration and
Human Resources*



Ms. Kulthum A. Mansoor
*Director of Planning,
Monitoring & Evaluation*



Mr. Ekwabi W.T. Mujungu
*Director of Community
Education*

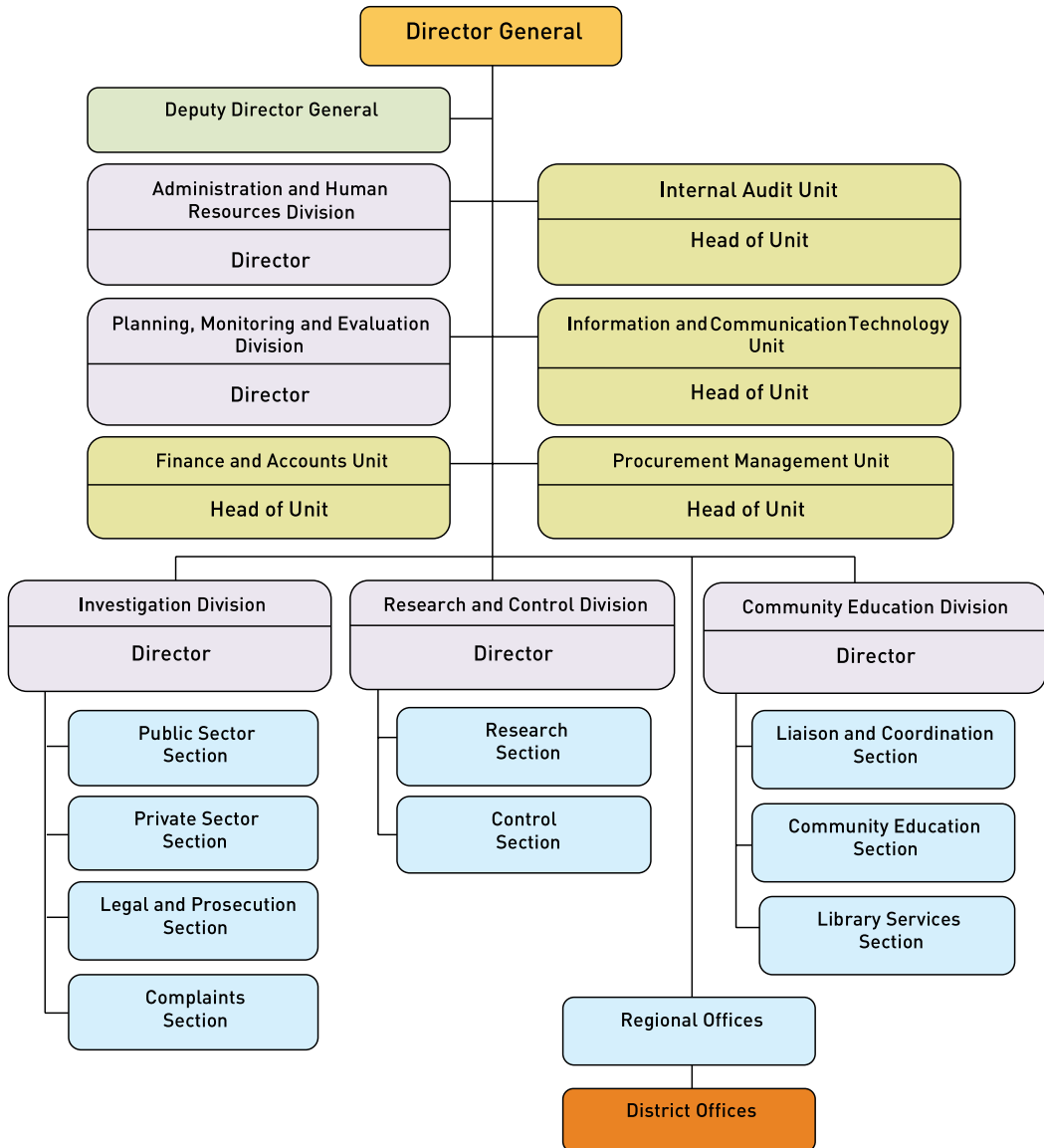


Ms. Sabina C. Seja
*Director of Research and
Control*



Mr. Mbengwa G. Kasomambuto
Director of Investigation

PCCB ORGANIZATION STRUCTURE



PREFACE

STATEMENT BY THE DIRECTOR GENERAL



The fourth Strategic Plan for the Prevention and Combating of Corruption Bureau (PCCB) covers the period of five years from 2017/18 to 2021/22. It is a corporate plan which assesses the current situation, review challenges and incorporates management's thinking and aspiration on how best to achieve the organisation's legal mandate. Goals and activities described in this Plan reaffirm Bureau's commitment and determination to fulfil its obligations of eradicating corruption and promoting transparency, accountability and integrity to

the public and private sectors for economic growth and equitable social order. The Plan takes over from the previous three years plan of 2014/15 to 2016/17 and intends to make the Bureau a proactive institution that target corruption vulnerabilities, prevent and mitigate.

In developing this plan, the Strategy took on board the Tanzania's Development Vision 2025, the Second National Five Years Development Plan 2016/17 – 2020/21, the National Strategy for Growth and Reduction of Poverty II (NSGRP II), the ruling party Election Manifesto 2015, the speech by the President of the United Republic of Tanzania, His Excellency Dr. John Pombe Joseph Magufuli, when officially inaugurating the 11th Parliament of the United Republic of Tanzania in Dodoma, 20th November, 2015, Global Sustainable Development Goals 2030, Sectoral Policies and Strategies and the reform measures currently being undertaken by the Fifth Phase Government within the motto of "*Hapa Kazi Tu*". It focuses on improving systems and business structures for a better and more efficient service delivery in the endeavour to control the problem of corruption. It also adopted generic objectives of reducing morbidity and mortality caused by HIV/AIDS and NCDs and implement National Anti-corruption Strategy and Action Plan to counter and check internal corruption.

73 percent of the preceding Strategic Plan objectives were realised. This is an outstanding achievement reflecting our endless efforts and Government commitment in eradicating corruption by building a corruption free society in the context of zero tolerance to corruption through education, prevention, investigation and prosecution.

Despite the achievements registered by the Bureau in the past years in fighting corruption, much more need to be done in containing this menace, and to meet the new emerging challenges emanating from the high expectations the general public has over PCCB. I am confident that this Strategic Plan will guide and enrich the Bureau's ability to meet the challenges at a new level. Successful implementation of this Plan will ensure a full utilisation of opportunities to promote socio-economic development, raise ethical standards in all sectors of the economy and increase public trust towards PCCB and Government as a whole. Mechanisms are in place to ensure regular reviews to assess performance and achievements and the need to adjust objectives and actions where necessary. I encourage feedback and comments, and seek the advice and support of all stakeholders and our partners.

In recognition of their hard work in developing this document, I would like to extend my thanks to Ms. Kulthum A. Mansoor, the Director of Planning, Monitoring and Evaluation and the staff under this directorate who devoted much time and energy to put this plan in place. I also acknowledge the effort made by Directors, Zonal Inspectors, Head of Units, Sections and all who were involved in one way or another in developing this Strategic Plan.

I sincerely hope this plan will also serve as a guide to all stakeholders in the fight against corruption and promote their commitment and participation in this crusade to bring about the benefits that our country can have if corruption is put under control.



Valentino L. Mlowola

DIRECTOR GENERAL

EXECUTIVE SUMMARY

It is generally accepted that for any organisation to perform its functions efficiently and effectively, it must improve its management and performance. This in turn demands a solid foundation, Vision, Mission and clear strategic direction of what and where the organisation wants to be. In this regard, issues such as the nature and expectations of its customers and other stakeholders; the quality and quantity of its products and services; the capacity and quality of its staff; and appropriateness of its physical facilities and working tools; and the appropriateness of its management systems and processes are key and need to be addressed.

This plan has four chapters. **Chapter One** contains introductory part which highlights the effects of corruption in the society; rationale to have workable strategies to combat corruption, methodology used to develop the plan, objective and layout of the Plan. **Chapter Two** outlines a detailed Situation Analysis which includes Performance Review of the preceding Strategic plan, Stakeholders Analysis, SWOC Analysis and identifies recent and critical issues facing the Bureau which forms the basis for developing the objectives, strategies, targets and performance indicators; for the next five years. **Chapter Three** indicates the new Plan, which contains Vision and Mission, Institutional Core Values, Objectives, Strategies, Expected Outcomes and Key Performance Indicators. Unlike the previous plan which had eight objectives, this plan has only four objectives including two generic objectives to be implemented at work place for all MDAs and LGAs on HIV/AIDS and NCDs and counter internal corruption. **Chapter Four** focuses on the Result Framework, which comprises the planned outcomes, the monitoring plan, planned reviews and evaluation plan as well as the internal and external reporting mechanisms.

CHAPTER ONE

1.1 Introduction

Corruption is a global problem that has negative effects on societies particularly for the growing economies like Tanzania. It hurts the poor disproportionately by diverting funds intended for development, undermining a Government's ability to provide quality basic services, encourages tax evasion resulting in a lower tax base for government revenue collection, encourages hiring based on nepotism, cronyism and patronage, reducing the quality of the public institutions lowering public trust to government, discouraging foreign aid and investment leading to economic underperformance which is a major obstacle to poverty alleviation and development. Corruption undermines democracy and the rule of law, leads to violations of human rights, distorts economies, erodes the quality of life and allows organized crimes, terrorism and other threats to human security to flourish.

In order to reverse these socio-economic hazards, there must be a workable well-tailored strategy and proper action plans for community involvement. This Strategic Plan covers a period of five years 2017/18 to 2021/22. The Plan describes what type of organization is PCCB, its vision, mission and what it aspires to achieve, how to achieve the intended outcomes, results for its customers, internal and external stakeholders and how it will contribute to the national long-term goals and the development agenda. The Plan specifically explains how PCCB will realise its legal mandate to prevent, detect, investigate, prosecute and combat corruption.

1.2 Methodology

The Strategic Plan has been developed in participatory process through brainstorming sessions involving the PCCB top management including Directors, Zonal Inspectors, Heads of Units and Sections. In order to ensure achievement of our Vision and Mission, the Strategic Objectives were formulated in accordance with the Medium Term Strategic Planning and Budgeting Manual (MTSPBM) issued in October, 2007. Reference was also made to the Tanzania's Development Vision 2025, the Second National Five Years Development Plan 2016/17 – 2020/21, the National Strategy for Growth and Reduction of Poverty II (NSGRP II), the ruling party Election Manifesto 2015, the speech by the President of the United Republic of Tanzania, His Excellency Dr. John Pombe Joseph Magufuli, when officially inaugurating the 11th Parliament of the United Republic of Tanzania in Dodoma, 20th November, 2015, Global Sustainable Development Goals 2030, Sector Policies and Strategies and the reform measures currently being undertaken by the Fifth Phase Government within the motto of "*Hapa Kazi Tu*". Furthermore, the results from Self Assessment Survey and inputs from the lessons obtained from the implementation reports of the preceding strategic plan 2014/15 - 2016/17 were also taken into account. In developing the plan, a deep situation analysis was carried out, which included Performance Review, Stakeholders Analysis, Strengths, Weakness, Opportunities and Challenges (SWOC) Analysis where the critical issues were identified and used as a basis for developing Objectives, Strategies, Targets and Key Performance Indicators and development of the Results Framework.

1.3 Objective of the Plan

The overall objective of this Plan is to provide a strategic direction/roadmap of PCCB in the next five years and guides the implementation process. It also aims at creating a strategic framework and common standards amongst staff, customers and stakeholders in enhancing collective efforts in order to eradicate corruption through strengthening political leadership in fighting the corruption, increase public accountability and trust in government institutions.

1.4 Layout of the Plan

This Strategic Plan is structured into four main chapters. **Chapter One** provides an introductory part highlighting the effects of corruption in the society; rationale to have workable strategies to combat corruption, methodology used to develop the plan, objective and layout of the Plan.

Chapter Two indicates the situation analysis, which covers historical background of PCCB, mandates and functions, major roles, current vision and mission and performance review of the preceding strategic plan 2014/15 – 2016/17, stakeholders' analysis, SWOC analysis, recent initiatives and critical issues.

Chapter Three represents the Plan, which contains vision and mission, institutional core values, Objectives, Strategies, expected outcome and Key Performance Indicators.

Chapter Four focuses on the Result Framework which comprises the planned outcomes, the monitoring plan, planned reviews, evaluation plan, internal and external Reporting Plans.

This Strategic Plan also contains One annexure - **the Strategic Plan Matrix**.

CHAPTER TWO

SITUATION ANALYSIS

2.1 Historical Background

The history of the fight against corruption can be traced back to the colonial era, where the British colonial government enacted several pieces of legislation to outlaw corrupt practices that existed by then. The legislation included the first Penal Code of 1938¹, the second Penal Code of 1945² and the Prevention of Corruption Ordinance (PCO) of 1958³. The 1958 Ordinance re-enacted and expanded corruption offences that were then contained in the penal code; and after independence in 1961, Tanganyika Government inherited the PCO to continue the fight against corruption.

In May 1971, the Prevention of Corruption Ordinance of 1958 was repealed and replaced by the Prevention of Corruption Act No. 16 of 1971 which established the Anti-Corruption Squad (ACS). The Anti-Corruption Squad (ACS) was given the mandate to: investigate and prosecute offences under the Prevention of Corruption Act and other offences involving corruption, take necessary measures for the prevention of corruption in the public, parastatals and private sectors, and to advise the government and parastatal organizations on the ways and means to combat corruption. Initially, the ACS discharged its duties from its Headquarters in Dar es Salaam and, in later years, expanded to zones. To date PCCB has opened up offices in 29 regions, 85 districts and 7 posts in Tanzania Mainland.

In 1991, the PCA was amended again in order to strengthen the operations of the office by changing the name from the *Anti-Corruption Squad (ACS)* to the *Prevention of Corruption Bureau (PCB)*. Furthermore, on 1st July, 2007, the Prevention of Corruption Act was repealed and replaced by the Prevention and Combating of Corruption Act No.11/2007 (PCCA). The new legislation is a better creature; it contains broad and comprehensive provisions for the prevention, investigation and combating of corruption and related offences, and it gives the Bureau a new name, the Prevention and Combating of Corruption Bureau (PCCB), and the mandate to operate independently.

2.2 Mandate and Functions of PCCB

PCCB draws its mandate from the PCCA, No. 11 of 2007⁴. The Bureau is established under section 5 of the Act as an independent public body and Section 7 of the Act sets out the functions of the Bureau as to take necessary measures for the prevention and combating of corruption in the public, parastatal and private sectors. In this regard the Bureau is empowered to do the following:

- (a) Examine and advise on the practices and procedures of public, parastatal and private organizations, in order to facilitate the detection of corruption or prevent corruption and secure the revision of methods of work or procedures which appear to add to the efficiency and transparency of the institution concerned;

¹ Act No 11 of 1938

² Chapter 16 of the Laws of Tanganyika

³ Chapter 400 of the Laws of Tanganyika

⁴ As noted above this Act repealed and replaced the Prevention of Corruption Act, No. 16 of 1971.

- (b) Enlist and foster public support in combating corrupt practices;
- (c) Advise public, private and parastatal bodies on ways and means of preventing corrupt practices, and on changes in methods of work or procedures of such public, private and parastatal bodies compatible with the effective performance of their duties, which the Bureau considers necessary to reduce the incidence of corrupt practices;
- (d) Cooperate and collaborate with international institutions, agencies or organizations in the fight against corruption;
- (e) Investigate and subject to the directions of the Director of Public Prosecutions, prosecute offences under this Act and other offences involving corruption; and
- (f) Investigate any alleged or suspected:
 - (i) Offence under this Act;
 - (ii) Conspiracy to commit an offence under this Act;
 - (iii) Conduct of a public official which apparently involves corruption⁵.

The Director General, who is the Chief Executive Officer, and other officers of the Bureau, are given special powers of investigation, which they can exercise in the course of performing their duties under the Act⁶. Compared to the repealed legislation, under this Act the Bureau has a much wider scope of operation, having to deal with twenty four offences.

In discharging its statutory functions, the Bureau is governed by the said PCCA and its regulations⁷, and also takes into consideration the following pieces of legislation:

- (a) The Constitution of the United Republic of Tanzania of 1977;
- (b) The Economic and Organised Crime Control Act, No. 13 of 1984;
- (c) The Criminal Procedure Act, No. 9 of 1985;
- (d) The Police Force and Auxiliary Forces Act, Cap 322;
- (e) The National Prosecution Service Act, No. 27 of 2008;
- (f) The Penal Code, Cap.16;
- (g) The Evidence Act, No. 6 of 1967;
- (h) The Proceeds of Crime Act, No. 25 of 1991;
- (i) The Anti-Money Laundering Act, No. 12 of 2006;
- (j) The Mutual Legal Assistance in Criminal Matters Act, No. 24 of 1991;
- (k) The Public Procurement Act, No. 21 of 2004
- (l) Election Expenses Act, No. 6 of 2010

⁵ Act No. 11 of 2007, Section 7.

⁶ Act No. 11 of 2007, Section 10.

⁷ The Prevention and Combating of Corruption Bureau Regulations, 2009.

2.3 The Major Roles of PCCB

- 1) To receive and investigate corruption complaints from various sources;
- 2) To prosecute cases when investigation is completed;
- 3) To research on services provided by government, its institutions as well as private companies aiming at detecting corruption elements and provide advice on such services if they lead to corruption;
- 4) To educate and raise public awareness to the community on various laws and their rights; and
- 5) To motivate citizens to participate in the fight against corruption.

2.4 Previous Vision, Mission and Core Values

2.4.1 Vision

To be an excellent, efficient and effective organization and at the forefront of the fight against corruption in Tanzania by the year 2025.

2.4.2 Mission

The prevention and combating of corruption will be achieved through education, prevention, detection, investigation and prosecution, by involving stakeholders to make it a high risk activity with low returns.

2.4.3 Core Values

- i) **Innovativeness:** We shall be a creative organization that constantly promotes a culture of developing and accepting new ideas from inside and outside the organization;
- ii) **Integrity:** PCCB staff shall not seek or accept gifts, favour or inducement, financial or otherwise in the course of discharging our duties, like wise we shall not offer gifts, favour or inducement;
- iii) **Diligence on duty:** PCCB staff shall be at workplace during working hours and shall devote wholly to work;
- iv) **Respecting rule of law:** PCCB staff shall respect laws, rules, regulations and procedures in executing their duties;
- v) **Team work:** We shall work as a team;
- vi) **Courtesy:** We shall strive to meet our stakeholders' needs by building a culture of good customer care and having competent and motivated work force;
- vii) **Professionalism:** PCCB staff shall strive to deliver top class quality services and maintain ethical and professional standards; and

- viii) **Accountability:** PCCB staff shall be responsible for their action during performance of their duties.

2.5 Performance Review

This review reveals the achievement attained during the implementation of the preceding Strategic Plan of 2014/2015 to 2016/2017, challenges faced and the way forward. The objectives were implemented as follows:-

Objective A: HIV and AIDS infections reduced and supportive services improved

This objective was achieved by: **58.2**

Achievements:

- i) Preventive Programs developed and implemented
 - 2 (**100%**) training programs conducted where 211 employees sensitized, tested and counseled;
 - 81 (**3.9%**) staff filled questionnaires on awareness of HIV and AIDS; and
 - 4000 condoms were distributed to PCCB Officers.
- ii) Care and supportive services provided to PCCB staff living with HIV/AIDS
 - Perception was gathered where by **29%** of employee agrees with the quality of HIV/AIDS supportive services provided to employees living with HIV/AIDS;
 - Fourteen (14) employees living with HIV/AID and their families were provided with supportive services (**100%**).

■ **Challenges:**

- i) Budget constraint;
- ii) Willingness of employees to test HIV/AIDS status due to stigma; and
- iii) Poor education on HIV/AIDS that hinder employees to reveal their health status.

■ **The way forward:**

- i) Mobilize and allocate enough budget to finance HIV/AIDs activities;
- ii) More education programs on HIV/AIDS and provision of care and supportive services to all employees.

Objective B: Implementation of National Anti-Corruption Strategy enhanced and Corruption incidences reduced

This objective was achieved by: **100%**

■ Achievements:

- i) Internal control framework developed and implemented:
 - Internal frame work has been designed where all 45 employees with misconduct and corruption allegations were vetted and investigated (**100%**);
 - Advices were given for all the 23 misbehaving staff (**100%**); and
 - Forms for filling all necessary information of employees for vetting purposes were prepared and filled by all 444 new employees (**100%**).
- ii) Integrity committees strengthened:
 - All integrity committees were strengthened (**100%**).

■ Challenges:

- i) Scarcity of office for vetting officers' office;
- ii) Lack of training to vetting officers; and
- iii) Negative attitude to vetting officers by other staff.

■ The way forward:

- i) Proper records keeping of all corruption allegations and complaints received against PCCB staff and action taken;
- ii) Set aside enough budget to facilitate proper functioning of regional integrity committees; and
- iii) PCCB staff from internal control unit to be attached to other similar organizations that deal with internal affairs control issues.

Objective C: Working conditions and environment improved

This objective was achieved by: **59.1%**

■ Achievements:

- i) Construct 6 office Buildings;
 - 3 (**50%**) office buildings were completed
- ii) Rehabilitate and refurbish 12 Office Buildings;
 - 4 (**33.3%**) buildings were rehabilitated: PCCB HQ, Masaki, Geita and Chato

iii) Construction of AU Advisory Board on Corruption office building;

The AU Advisory Board on Corruption building was not constructed but only preliminary processes was done **(0%)**

- Procurement of Consultant;
- Preparation and approval of drawings;
- Surveying and acquiring of plot.

iv) 6 plots for PCCB offices acquired;

- 3 **(50%)** office plots were acquired

v) 438 Office equipment & tools maintained (repaired & serviced)

- 456 **(100%)** Office equipment & tools maintained (repaired & serviced).

vi) Payment of rental fees for 109 offices;

- Rent for all specified offices were paid **(100%)**

vii) Construction of 2 RBC's residential houses;

- 2 **(100%)** RBCs regional houses were constructed

viii) Inspect, develop & implement Estate Maintenance plan for 46 PCCB owned buildings;

- Estate Maintenance plan for 46 **(100%)** PCCB owned buildings is in place.

ix) 6 Real estate valuated;

- Three (03) **(50%)** properties (at Korogwe, Tanga and Mkuranga) evaluated for the purpose of purchase.

x) Strengthen Library Services by facilities and tools annually;

- 44,597 daily newspapers were acquired as planned, **(100%)**
- 540 government gazette were acquired at HQ as planned **(100%)**

xi) 12 operationalize Computerized Library Information System annually;

- **5 (41.7%)** regional libraries were inspected and officers trained on how to deploy the PCCB Library Control System (Tanga, Lindi, Singida, Tabora and Ruvuma)

xii) Subscribe to Westlaw e-library in full annually;

- Subscription was available from 2014 up to February 2016 (50%). Access to online materials was available.

xiii) Establishment of one PCCB modern studio;

- PCCB modern studio was not established due to financial constraint **(0%)**.

xiv) One routine preventive maintenance (RPM) service for all ICT Hardware, Software and Networks at each PCCB office;

- RPM conducted in 18 **(64.3%)** regions which are Arusha, Pwani, Mbeya, Dodoma, Singida, Tanga, Kagera, Njombe , Mwanza, Geita, Lindi, Mtwara, Ilala, Kinondoni, Temeke , Morogoro, Simiyu, Kilimanjaro and Head office. The regions which their ICT equipment are not serviced for the past 10 years include Iringa, Ruvuma Manyara, Shinyanga, Mara, Kigoma, Rukwa, Katavi, Tabora and Shinyanga.

xv) Support on the use of ICT resources provided to all users;

- Investigators from 8 **(28.6%)** regions of Dodoma, Mwanza, Shinyanga, Lindi, Mtwara, Kagera, Tanga & Pwani were trained on the use of goCASE and other applications,
- 1547 out of 1576 **(98.2%)** ICT related problems reported were resolved,
- PCCB Website upgraded in 2015 to add the Name and Shame page, a page where convicts data is published **(100%)**,
- The use of Corruption Reporting System started on May, 2016 **(100%)**,
- PCCB Website upgraded in 2016 to meet government standards **(100%)**.

xvi) Extension of PCCB Telecommunication Network to 77 PCCB District Offices;

- 26 Districts and 2 regional officers **(36.4%)** connected to the head office via PCCB virtual Private Network **(VPN)**

xvii) One Routine Preventive Maintenance for LAN to each PCCB office;

- Repair of Networking Infrastructures was done to Geita, Chato & Morogoro offices and 2 buildings at the head office **(3.3%)**

xviii) PCCB ICT Security Program enforced;

- PCCB Website vulnerability scan was carried out and weaknesses were patched up. **(100%)**
- Antivirus licenses were renewed and activated annually **(100%)**.

■ **Challenges:**

- Lack of adequate budgetary funds;
- The ICT officers who are in the regional offices are not formally trained to carry out Routine Preventive Maintenance;
- Lack of ownership of information systems by user departments to support their functions and therefore use of systems is very low;

- iv) ICT officers in the regions have not been trained on how to service and repair ICT equipment and in some regions they still depend on head office for support;
- v) Late Delivery of Networking Equipment;
- vi) Poor capability of TTCL infrastructure limits the quality of Network service in the districts;
- vii) Equipment installed in Lighting prone regions suffer regular damage and costs the bureau; and
- viii) Limitation of funds means that routine preventive maintenance cannot be done, instead repairs are done where needed most.

■ **The way forward:**

- i) Train Regional ICT Officers in the regions;
- ii) Allocate funds for Preventive Maintenance to RBCs;
- iii) Coordinate RPMs;
- iv) The Bureau should create Equipment Maintenance Policy not only for ICT Equipment but for all machinery;
- v) User departments must be held responsible for enforcing usage of information systems; and
- vi) ICT Officers must be given professional training.

Objective D: Corruption combated through Investigation and Prosecution

This objective was achieved by **72%**.

■ **Achievements:**

- i) 20 Grand Corruption Cases investigated;
 - 92 Grand Corruption Cases investigated and sent to DPP
- ii) 12 Grand corruption cases prosecuted;
 - 69 Grand corruption cases prosecuted
- iii) 12 Petty Corruption cases investigated by each office;
 - 375 petty corruption cases investigated and sent to DPP
- iv) 12 Petty Corruption Cases prosecuted by each office;
 - 560 petty corruption cases prosecuted
- v) Forensic Laboratory in use;
 - Forensic Laboratory started operation in 2014/2015

- vi) Asset tracking and Recovery Unit established and operationalised;
 - 2 Cases under unexplained property investigated
 - 8 notices issued to suspected persons
 - 14 bank accounts amounting to Tshs. 4.3 billion and USD 1.82 million maintained by the suspects have been prohibited
- vii) Surveillance and intelligence equipments acquired;
- viii) Training on use of Surveillance and Intelligence equipment conducted to 27 regions;
- ix) Use of go-Case in investigation and prosecution improved;
 - 90% trained
- x) Special training programme for investigators and prosecutors implemented.
 - clubs, 315 Radio and Television programmes, Participate in 251 Exhibitions and 528 Press releases and Documentaries

■ **Challenges:**

- i) More time is spent in the investigation of grand corruption cases involving securing of evidence from abroad;
- ii) Insufficient fund to finance investigation;
- iii) Lack of support from other stakeholders;
- iv) Inadequate number of mobile forensic equipment to deal with the number of incoming electronic devices to be extracted;
- v) Lack of knowledge to the investigators “ first responder;
- vi) Absence of Non Conviction Based Asset Forfeiture;
- vii) Lengthy Mutual Legal Assistance Procedures;
- viii) Physical security of ATRU members;
- ix) The cash based/ informal economy in Tanzania allows easy concealment of the proceeds of crime and with greater resource requirement for effective investigation;
- x) Inadequate equipment for surveillance; and
- xi) Reluctant of using the go-Case.

■ The way forward:

- i) To strengthen cooperation with other Anti-corruption Agencies in abroad with the aim of speeding up our requests in obtaining evidence;
- ii) To request the Government to allocate enough fund for investigation;
- iii) To keep on educating various stakeholders in the war against corruption;
- iv) To buy enough mobile forensic equipment;
- v) To train first responders;
- vi) Ensure all assets restrained by PCCB are ultimately forfeited to the Government of Tanzania upon conviction;
- vii) Recovery of proceeds of corruption upon conviction [conviction based asset recovery];
- viii) Procure surveillance and intelligence equipment and conduct adequate training for officers;
- ix) More emphasis on the use of go-Case; and
- x) Conduct important and adequate special training for investigators and prosecutors.

Objective E: Public awareness on corruption risks Promoted and commitment of Government in fighting corruption communicated

This objective was achieved by: **87.7%**

■ Achievements:

- i) Implementation of PCCB Communication Strategy to reach 8 groups of stakeholders
 - **27 (100%)** groups were reached comprised by Public and Private sectors, MDAs, CSOs, CBOs, NGOs and citizens at large;
- ii) 48 Seminars at each regional and district office to be prepared and disseminated to 8 groups of stakeholders;
 - **5,426 (94%)** seminars have been conducted. Groups reached are politicians, youths and students, farmers, pastoralists, public servants, religious leaders and citizens at large.
- iii) 32 Public meetings to be prepared and conducted at each regional and district office;
 - **3,558 (93%)** public meetings/talks were held
- iv) Each region and district to conduct 40 activities of opening and strengthening anti corruption clubs;

- **5,274 (100%)** clubs have been opened and strengthened
- v) Each region and district to participate in 2 exhibitions;
 - Regions and Districts participated in 341 (100%) exhibitions
- vi) Coordinate and /or participate in 6 exhibitions at national level;
 - PCCB coordinated and participated in **7 (100%)** exhibitions at national level (i.e. 3 exhibitions per year) (Nane Nane, Uhuru Torch, Law Day and International Anti- Corruption Day)
- vii) Printing and distribution of 5 types of publication at headquarters;
 - **8 (100%)** types of publications were printed i.e. **25,000** PCCB newsletters, **34,500** calendars, **2,700** diaries, **8,000** flyers, **65,200** brochures, **2** banner stands, **6,500** stickers, **50** t-shirts and **50** caps)
- viii) Preparation of 4 articles at each regional and district office for the PCCB newsletter and website;
 - **419 (87%)** articles were prepared
- ix) Prepare and air 104 radio programs at headquarters;
 - **94 (90%)** radio programs were prepared and aired
- x) Prepare and air 4 television Programs at headquarters;
 - **(75%)** television programs were prepared and aired
- xi) Prepare and disseminate 2 news papers special supplement articles at headquarter;
 - **2 (100%)** newspapers feature stories published in Raia Tanzania newspaper
- xii) Prepare and air 4 radio and television programs at each regional offices;
 - **407 (85%)** radio and television programs were aired by regions;
- xiii) Prepare 8 video documentaries at headquarters;
 - **(38%)** video documentaries were prepared and aired
- xiv) Prepare 16 video documentaries for archive at headquarters;
 - **16 (100%)** video documentaries were prepared for archive
- xv) Prepare and disseminate 8 adverts at the headquarters;
 - **45 (100%)** TV adverts were aired. However, **13** corruption messages, **3** TV drama and 2 TV spots were aired
- xvi) Digital inflatable screen shows on election organized and displayed in 27 regions; and

- P.A Van shows was conducted in **7** regions (Ilala, Temeke, Kinondoni, Morogoro, Iringa, Dodoma and Mbeya. Also **1** inflatable screen show was conducted in Manyara) (**28.5%**)

xvii) 2 Refresher courses/ training conducted to 50 community education officers.

- No refresher course/training conducted but preliminary stages were prepared including training themes, needs and facilitators were identified but training was not conducted due to lack of funds

■ **Challenges:**

- i) Lack of assessment on public awareness on the efforts to fight corruption made it difficulty in measuring the understanding capacity and perception;
- ii) Insufficiency fund released for publications led to regions or districts getting less publications compared to the need of the stakeholders;
- iii) Delays in distribution of publications;
- iv) Budget deficit makes the Directorate to air its Programmes through TBC Taifa only that causing other listeners from other stations to miss the aired Programme; and
- v) Budget does not suffice preparation and air more television programs.

■ **The way forward:**

- i) The use of PCCB Communication Strategy is the best way to educate the public and change its perception on the fight against corruption;
- ii) To participate in more exhibitions and educate public about corruption and its effects and way to abhor it;
- iii) To increase printing of publications for public awareness on corruption; and
- iv) Continuous use of Inflatable screen and Public addressing van during public awareness programs.

Objective F: Prevention and Curbing of Corruption Loopholes in the Society Enhanced

This objective was achieved by: **75.8%**

■ **Achievements:**

- i) Conduct 6 studies on systems prone to corruption in public and private organizations;
- 10 (**100%**) studies conducted. The studies were conducted in the following sectors/ institutions: Water, Industry, Election, Tanzania Ports Authority, Weight and Measures Agency, Land, Finance, Roads Infrastructure, Oil and Gas.

- ii) Conducting quick wins (6 by HQ, 1044 by regions and districts);
 - 6 **(100%)** systems analysis conducted at HQ on Finance, Construction, Occupational Health and Safety, and Industry sectors.
 - 862 **(82.6%)** Systems analysis conducted at regions and districts by May, 2016 in the sectors of Finance, Land, Agriculture, Health, Education, Works, Water, Industry, Social Security, Judiciary, Local Government Authorities
 - iii) Conducting stakeholder`s workshops (6 by HQ, 684 by regions and districts);
 - 6 **(100%)** Stakeholders` workshop conducted at HQ on the following sectors: Finance, Industry, Construction, Oil and Gas and Occupational Health and Safety.
 - 500 **(73.1%)** Stakeholders` workshops conducted at Regions and Districts by May 2016 in the sectors of Finance, Land, Agriculture, Health, Education, Works, Water, Industry, Social Security, Judiciary and Local Government.
 - iv) Conducting post workshops follow ups (4 by HQ, 468 by regions and districts);
 - 3 **(75%)** post workshops follow ups have conducted at HQ
 - 299 **(63.9%)** post workshop follow ups conducted at Regions and Districts by may 2016 in the sectors of Finance, Land, Agriculture, Health, Education, Works, Water, Industry, Social Security, Judiciary and Local Government.
 - v) Printing and disseminating 6,000 copies of research work reports;
 - 5000 **(83.3%)** copies printed and disseminated. The printed reports were about Oil and gas (2,000), Diagnostic Survey on Corruption in Road Infrastructure (1,000), High Risk High Impact sectors (1,000) and Local Government Election (2,000)
 - vi) One (01) best practice guidelines on Weights and Measurement Agency prepared and disseminated; and
 - Corruption prevention guidelines on Weights and Measurement prepared **(100%)**
 - vii) Development of National Anti Corruption Policy.
 - Not yet developed due to financial constraints **(0%)**
- **Challenges:**
- i) Shortage of funds;
 - ii) Lack of corporation from stakeholders; and
 - iii) Low compliance rate of agreed recommendations.

■ **The way forward:**

- i) Mobilize and allocate enough budget for research related activities;
- ii) Continue with stakeholders awareness programs in fighting corruption; and
- iii) Introduce laws, rules, regulations and directives to force the compliance of the agreed recommendations made during stakeholders' workshops.

Objective G: Result based management Promoted and accountability strengthened

This objective was achieved by: **64.6%**

■ **Achievements:**

- i) Conduct Monthly, Quarterly, Semi-annually and Annually M & E;
 - 3 **(75%)** Monitoring and Evaluation visits conducted to all Regional and Districts Offices and visits report has been prepared and submitted.
 - 8 **(100%)** quarter reports has been prepared and submitted to the management.
- ii) Carry 2 evaluation studies;
 - Evaluation studies not carried out due to insufficient budget **(100%)**
- iii) Conduct one Service Delivery Survey;
 - No survey Conducted due to insufficient budget **(100%)**
- iv) Conduct one Self Assessment Survey;
 - 1 **(100%)** Self Assessment Survey Conducted
- v) Review Strategic plan; and
 - Strategic plan Reviewed **(100%)**
- vi) Prepare and Produce Monthly, Quarterly, Semi-annually and annually statistical data
 - 8 **(100%)** quarter reports has been prepared and submitted to the management

Objective H: Improved resource Management

This objective was achieved by: **63.2%**

■ Achievements:

- i) Procurement management system enhanced;
 - Procurement of 78 desktop computers, 33 printer, 23 fax machine, 89 UPS, 6 stabilizer, 33 laptop computer, 7 heavy duty scanner and 2 medium scanner, 9 photocopier machine 2520, 734 tyres, furniture, LAN materials, working tools (LAN), 88 mobile phone, 26 motor vehicle, calendars, newsletters and diaries for 2015 and 2016. **(100%);**
 - Items from China Government supplied include; 160 computers, 162 UPS, 20 laptops, 90 printers, 1 scanner, 4 mobile phones, 4 servers, 1 san storage, and 10 flash discs. **(100%).**
- ii) Procurement guidelines prepared and implemented;
 - Prepared Annual Procurement plan, annual procurement report, General Procurement Notice, monthly CUIS reports ,GPN summary for GPSA and PPRA for (2014/2015-2015/2016); **(100%)**
 - Prepared Tender documents for procurement of calendars and diary for 2015 and 2016; **(100%)**
 - Prepared Local Purchase Order (L.P.O), Call off order for procurement of common use items; **(100%)**
 - Prepared evaluation report for calendars, and diaries for 2015 and 2016; **(100%)**
 - Prepared Inspection reports for tyres, stationeries and consumables, motor vehicle spare parts, office equipment, LAN material and furniture. **(100%)**
- iii) Acquire and Implement IFMS;
 - The Accounting Software not yet Acquired/Purchased due to financial constraints. **(0%)**
- iv) Consolidated financial statements prepared;
 - The Consolidated Financial Statements is in place and prepared every financial year end. **(100%)**
- v) Training 10 accounts staff on IPSAS; and
 - No Training conducted yet to the budgeted number of staff **(0%)**
- vi) Strengthening Master Assets Register.
 - Work done of entering Asset information in the system is appropriate **79%** complete

■ **Challenges:**

- i) Some suppliers are not conversant with Public Procurement law and regulations;
- ii) Lack of enough space for storage of office equipment;
- iii) Public procurement Act of 2011 and its regulation of 2013 which necessitate the capacity building for awareness;
- iv) Availability of fake products in the markets;
- v) Lack of funds;
- vi) Lack of Training on IPSAS;
- vii) Limited budget to finance training;
- viii) No pre information was given to the asset offices concerning the movement/ shift of an asset from one place to another place (Information gap).

■ **The way forward:**

- i) Enough space to be obtained for storage purposes
- ii) Increasing expediting in PMU
- iii) Training is required to both PMU staff and user departments
- iv) The Feasibility study should be done and the best program should be identify and Purchased
- v) 10 implementing accounts staff should be trained on IPSAS.
- vi) The said training have to be given a priority when funds available
- vii) Asset officer should be informed concerning movement of Asset from one place to another
- viii) PMU Office should notify Asset Office about all procurements of new Assets and this will minimize the tracing cost by the Asset office.

2.6 Available Opportunities

- i) Existing Government Structure
- ii) Qualified and motivated staff
- iii) Development Partners
- iv) Political Will
- v) Public Support
- vi) Resources

2.7 Stakeholder Analysis

PCCB serves a number of stakeholders who include individual citizens, investors, residents, public and private sector institutions, and non-governmental organizations. PCCB aspires to implement government policies, strategies and other anti-corruption initiatives that will create an environment where individual citizens, investors, residents, public and private sector institutions, and Non-Governmental Organizations (NGOs) will access services without bribing service providers in public, private and non-governmental organizations. The services by PCCB to MDAs include public awareness programmes on negative effects of corruption, investigation and prosecution of corrupt elements, research on systems and structures prone to corruption and dissemination of the findings for use by the general public, public institutions, private sector and NGOs. In short, the list of stakeholders, their expected services from PCCB as well as expectations of PCCB from its stakeholders is provided in Table 1 below:-

Table 1: Stakeholders Analysis

S/NO.	STAKEHOLDERS NAME	SERVICES OFFERED BY PCCB	EXPECTATION
1.	President's Office-State House	Annual Report	Timely and Quality reports.
		Quarterly Performance reports	
		Election Manifesto implementation reports	
		Good Governance Report	
		Technical advice	Timely and quality advice.
	Personnel during joint tasks/ operations/committee	Competent personnel	
2.	Ministry of Finance and Economic Affairs	Technical advice on anti-corruption matters	Timely and quality advise
		Investigation and feedback on money laundering cases	Timely and quality investigation and feedback
		Personnel in joint operations	Competent personnel
3.	National Audit Office	Investigation and feedback on cases	Timely, quality investigation and feedback
		Personnel in joint operations	Competent personnel
		Information Sharing	Timely and quality information
4.	DPP	Investigation and case files	Timely and quality investigation and quality case files
		Training on anti-corruption and ethics infrastructure	Quality and relevant training

S/NO.	STAKEHOLDERS NAME	SERVICES OFFERED BY PCCB	EXPECTATION
5.	PPRA	Annual procurement plans and reports	Timely and quality annual procurement report
		Investigation and feedback on cases	Timely, quality investigation and feedback
6.	Judiciary	Training on anti-corruption and ethics infrastructure	Quality and relevant training
		Provision of evidence on cases	Quality and relevant evidence
7.	Police Force	Case files	Relevant case files in relation to police force jurisdiction
		Training on anti-corruption and ethics infrastructure	Quality and relevant training
		Investigation	Quality and timely investigation
		Personnel in joint operations	Competent personnel
8.	MDAs and LGAs	Technical support on implementation of NACSAP II and other Anti-Corruption activities	Timely and accurate technical advice
		Technical support in plugging corruption loopholes	
9.	CSOs, CBOs, FBOs and Private Sector	Technical advice on anti-corruption matters	Timely and accurate technical advice
		Information on anti-corruption matters	Accurate, relevant and timely information
		Training on anti-corruption and ethics infrastructure	Quality and relevant training
10.	Development partners	Periodic performance Reports	Timely and quality reports.
11.	Students/Youth	Relevant anti-corruption programs	Quality anti-corruption programs
12	Parliament	Information on corruption and anti-corruption	Accurate, reliable and timely information
		Technical advice on anti-corruption matters	Timely and accurate technical advice
13	PCCB Staff	Staff motivation	Increased productivity
		Good working condition	Motivated staff

S/NO.	STAKEHOLDERS NAME	SERVICES OFFERED BY PCCB	EXPECTATION
14	General Public	Information on corruption and anti-corruption	Accurate, reliable and timely information
		Public education on anti-corruption	Relevant education and punished corruption criminals
15	Media	Information on corruption and anti-corruption	Accurate, reliable and timely information
		Public education on anti-corruption	Relevant education and punished corruption criminals
16	APNAC	Training on anti-corruption and ethics infrastructure	Adequate knowledge
		Technical advice	Adequate knowledge
		Information sharing	support advocacy
17	Office of Registrar of political parties	Training on anti-corruption and ethics infrastructure; election expenditure to attain value for money	Reduction of corruption practices, embezzlement and misappropriation of allocated funds
18	National electoral commission (NEC)	Training on anti-corruption and ethics infrastructure and impartiality	Fairness in service delivery to all political parties
19	Public and Local Government Committees	Training on anti-corruption and ethics infrastructure	Fair reporting
		Information sharing	Increasing integrity and transparency
20	Political parties	Training on anti-corruption and ethics infrastructure	Relevant Education
21	Professional bodies	Training on anti-corruption and ethics infrastructure	Relevant Education
22	Financial institutions	Training on anti-corruption and ethics infrastructure	Relevant Education
23	Foreign Anti-Corruption Agencies	Information sharing and expertise	Shared information and experiences
24	Regulatory Authorities	Training on anti-corruption and ethics infrastructure	Relevant Education
25	Telecommunication companies		Way of communication
26	Diaspora	Information sharing	Relevant Education

2.8 SWOC Analysis

This SWOC analysis measures the internal and external outlook of PCCB. It flaunts the strengths, weaknesses, opportunity and challenges of PCCB. Four criteria have been used to conduct SWOC analysis as shown in the table below:-

Table 2: SWOC Analysis

SN	AREAS	STRENGTHS	WEAKNESS	OPPORTUNITY	CHALLENGES
1.	Human resource Management	<ul style="list-style-type: none"> Presence of qualified professionals, Presence of multi-disciplinary staff Such as; Auditors, Lawyers, Engineers, Economists Existence of training policy and program, and Existence of Medical support to staff, Client Service Charter in place Existence of complaints handling section, Existence of Internal Affairs Unit, Existence of mobile messaging systems, Existence of competent and multi disciplinary staff Existence of energetic, dynamic staff with positive attitude towards customers Existence of OPRAS Existence of robust recruitment procedures 	<ul style="list-style-type: none"> Absence of staff regulations, Lack of human resource plan, Lack of placement and rotation strategy, Lack of competence framework, Non compliance to OPRAS, Lack of succession plan, and Late confirmation and promotion of staff, Inadequate dissemination and internalization of information about training policy and program offered by PCCB, Undocumented retention strategy in PCCB, Client service charter is outdated and not distributed to the stakeholders Shortage of specialized skills, Lack of comprehensive training and Development, Poor Skills Management, Lack of rewarding mechanism Weak vetting system, Absence of training framework for induction, senior and command training program Client service Charter not known by staff within PCCB, Lack of internal client service charter Lack of special unit to counter internal corruption against PCCB staff Lack of internal reporting mechanism to informers who report corruption allegations against PCCB officers. Ineffective system to deal with complains of unsatisfied customers. Internal Control Unit lack adequate number of staff 	<ul style="list-style-type: none"> Opportunities for attachment of staff to other institutions, Availability of training opportunities within and outside the country, Existence of emerging ICT to improve PCCB services, and Opportunities of sharing knowledge and experience with other international organization such as, There is a room for change With the presence of new technology can easily be distributed to stakeholders Willingness of Telecommunication Networks to work with PCCB There is a possibility of reviewing the organization structure There is a room to employ more staff, Existence of Tanzania Intelligence Security Services, 	<ul style="list-style-type: none"> Existence of HIV pandemic, Lack of autonomy in HR issues, and Lack of clear policy in the Public service on attraction and retention of competent staff. Little awareness on obligation, right and responsibilities of PCCB staff Low remuneration and terminal benefits Limited training opportunities within and outside the country for staff due to resource limitation Presence of huge customer base making it costly to reach them Customers Misuse of telecommunication networks Budget constraint Customers Misuse telecommunication networks Labor turnover Lack of supervision of OPRAS from the ministry of public service Ineffective implementation of OPRAS Unethical job seekers

SN	AREAS	STRENGTHS	WEAKNESS	OPPORTUNITY	CHALLENGES
2.	Business	<ul style="list-style-type: none"> Existence of operational policies, regulations and guidelines for core and non core functions, Existence of PCCA and other laws, Existence of reporting framework, Existence of offices at zonal and regional levels, and Existence of organizational structure, Existence of court for economic crime Existence of Mechanism for reviewing business processes 	<ul style="list-style-type: none"> Inadequate capacity to cope with rapid technological changes, Accommodation of PCCB officers in suspects premises, Inadequate dissemination and internalization of policies, regulations and guidelines among staff. Inadequate communication between Offices at DSM HQ with regional and District offices, Most of regional and districts office buildings are not owned by the Bureau 	<ul style="list-style-type: none"> Existence of emerging ICT to improve PCCB deliverance of services, 	<ul style="list-style-type: none"> Rapid technological changes, High public expectations on performance of PCCB, Inadequate implementation of PCCB recommendations,

SN	AREAS	STRENGTHS	WEAKNESS	OPPORTUNITY	CHALLENGES
3.	Customer relationship management & results	<ul style="list-style-type: none"> Existence of goodwill towards our customers, and Existence of official PCCB Website and Journals 	<ul style="list-style-type: none"> Client service charter not operational, Lack of complaints handling mechanism, No common understanding of the PCCA offences, Inadequate capacity to investigate grand corruption, Inadequate capacity to manage change and cope with rapid technological changes, 	<ul style="list-style-type: none"> Opportunity to expand PCCB officers to other areas, Opportunity to harness ICT in PCCB services, Existence of customer care training program. Access to amend the law Availability of resources to facilitate the functions of the Bureau Availability of modern equipments for monitoring and detecting corruption Availability of communication network Strong support at the highest political and administrative cycles of the government 	<ul style="list-style-type: none"> Existence of knowledgeable customers and citizen who demand accountability in the use of public resources, Incomplete information provided to PCCB by informants, Misinterpretation on and non compliance to laws and regulations, Fulfilling customers' expectation. Inadequate resources to undertake PCCB activities. Bureaucratic procedures to amend the law High cost for modern equipments for preventing and combating corruption Poor cooperation of public during investigation and prosecutions. Budget constraints Rapid change of the technology Misuse of telecommunication networks Reluctance of staff to use communication networks

SN	AREAS	STRENGTHS	WEAKNESS	OPPORTUNITY	CHALLENGES
4	Stakeholders	<ul style="list-style-type: none"> Goodwill of PCCB, Timely submission of report to the President, Timely submission of physical and financial performance report to donors Membership and Participation of international anti-corruption associations such as; Participation in Public awareness programs such as Public Service Week, Sabasaba, etc Existence of Anti-Corruption Programs for youth. Existence of communication strategy Existence of mechanism to interact with Stakeholders 	<ul style="list-style-type: none"> Sustainability of Anti-Corruption Programs for youth. No survey on the impact of community education programs to youths, Lack of collective/joint implementation of communication strategy 	<ul style="list-style-type: none"> Existence of supportive stakeholders, Existence of strong public trust, Strong support from the highest political level and government as well Existence of donor support, and Existence of cooperative mass media such as TVs, radios, etc Incorporate anti-corruption in school curriculum, Strong support from regional and international agencies 	<ul style="list-style-type: none"> Dependence of donor funds to finance our operation, and Fulfilling stakeholders' expectation Late or non release of funds from the Government, Long bureaucratic procedures Culture of silence among citizens on reporting corruption incidences. Reluctance of citizens to act as witnesses on corruption cases Global financial crisis Declining economic growth

2.9 Recent Initiatives

- i) Community education provision through documentaries and digital balloons
- ii) Investigation and Research related to agri-input subsidies, forest produce, infrastructure, oil and gas;
- iii) On-going construction of African Union Advisory Board on Corruption (AUABC) office building at Arusha;
- iv) Preparation of investigation and prevention manual on corruption in procurement;
- v) Preparation and implementation of communication strategy and public awareness on corruption and anti-corruption;
- vi) Computer forensic laboratory has been established and staff trained;
- vii) The Bureau has started to collect and use electronically collected evidence;
- viii) New functions and organization structure for operational staff have been approved;
- ix) Recruitment of 394 new staff;
- x) Establishment of statistical framework and database;
- xi) Roll out of case management system in the regions;
- xii) Establishment of Asset Tracing and Asset Recovery unit;
- xiii) Establishment of PETS in Zonal offices;
- xiv) Expansion of PCCB services in 29 regions and 86 Districts and 7 special posts
- xv) Training for of HRMS and Payroll system
- xvi) Establishment of inventory register
- xvii) Proposal for amendment of Asset Recovery and civil forfeiture is on process
- xviii) Launch of 'Longa Nasi' campaign which literally means 'speak with us'. The campaign aims at making it easier for the public to reach PCCB.
- xix) Launching a new service to help the public reach PCCB in a much easier way through an emergency number 113 free of charge. The public can call 113 and speak with a PCCB officer or using *113# to provide reports on corruption through mobile subscribers; TTCL, Airtel, Tigo, Vodacom, Zantel and Halotel;
- xx) Development of National Corruption and Anti-Corruption Efforts Indicators.
- xxi) Expansion of Library Control System.

2.10 Critical Issues

- i) Ensuring financial sustainability;
- ii) Capacity building to deliver quality services;
- iii) Improving working environment;
- iv) Enforcing PCCA ;
- v) Developing and implementing sound human resource policies (OPRAS, succession plans training plans, human resource planning, skills mapping, incentive schemes);
- vi) Shifting PCCB HQ to Dodoma;
- vii) Capitalizing the use of technology in prevention and combating corruption;
- viii) Promoting best human resources and leadership practices (team building, staff meetings, workers councils, timely communication);
- ix) Increasing communication with stakeholders;
- x) Increasing stakeholders participation in anti-corruption interventions;
- xi) Investigation of grand corruption offences;
- xii) Staff retention strategy and minimize Staff turnover;
- xiii) Mobilization of resources to carryout PCCB functions;
- xiv) Printing and distribution of Developed home grown corruption indicators and Mini baseline survey report to Improve business processes;
- xv) To process whistleblowers act to protect witnesses, experts and informers;
- xvi) Preventing and Combating HIV/AIDS and NCDs;
- xvii) Preventing and combating corruption within PCCB;
- xviii) Recruitment of 580 new staff every year to a total of 5,000 after 5 years; and
- xix) Strengthening Intelligence system.

CHAPTER THREE

THE PLAN

3.1 Current Vision, Mission and Core Values

3.1.1 Vision

To be an efficient and effective Anti-Corruption Agency.

3.1.2 Mission

PCCB is committed to fight corruption through prevention and deterrence.

3.1.3 Core Values

1. **Integrity:** Employees shall not seek or accept gifts, favors or inducement, financial or otherwise in the course of discharging our duties, like wise we shall not offer gifts, favor or inducement,
2. **Accountability:** Employees shall be responsible for their action during performance of their duties,
3. **Professionalism:** Employees shall strive to deliver top class quality services and maintain ethical and professional standards,

3.2 Overarching Objective:

To promotion and enhance good governance and eradicate corruption.

3.3 Specific Objectives

3.3.1 OBJECTIVE A: HIV/AIDS and NCDs morbidity and mortality reduced

Rationale

HIV/AIDS and chronic Non Communicable Diseases (NCDs) which includes cardiovascular diseases, cancer, diabetes, chronic respiratory disease, oral health, mental health and substance abuse, accidents and injuries are pandemic that affect the availability and efficiency of human resource and future operations of the Nation due to morbidity and mortality. The rapid increase in prevalence of NCDs is attributed to the demographic change, lifestyle specifically concerning diet, level of physical activity, alcohol and tobacco usage which are common risk factors shared by several NCDs.

The major effects of the HIV/AIDS and NCDs are reduction of human resource through deaths, low productivity associated with unhealthy staff, loss of funds spent to support infected employees to maintain their health in terms of treatment, medication and diet. Besides these economic costs; HIV/AIDS and NCDs can lead to social costs at both individual and employers level due to individual loss

of position in the family, stigma, misconceptions and necessary lifestyle changes.

In recognition of these problems, the Government issued directives⁸ to all public service institutions to develop and implement work place interventions on HIV/AIDS and NCDs. The main purpose of these directives were to promote an evidence based approach ensuring that interventions are of high standard as well as cost effective, reduce the disease burden from HIV/AIDS and NCDs by taking an integrated action as to have employees with good health.

In fulfilment of this directive, in the year 2004/05 PCCB introduced HIV/AIDS work place intervention which focuses mainly on prevention as well as provision of care and support services such as medicine and financial support to staff who are living with HIV and AIDS. This Strategic Plan pays attention to the risk factors that are common causative agents for the development of NCD namely: malnutrition over and under nutrition, lack of physical activity, alcohol and tobacco use. In order to address these problems, the following strategy will be implemented:-

Strategies:

- i) Prepare and Implement preventive and supportive program

Outputs from the above strategies

- i) Number of PCCB staff with HIV/AIDS with new infections
- ii) Number of PCCB staff with NCDs

Key Performance Indicators to Measure Expected Outcomes Under this Objective are:-

- i) HIV /AIDS prevalence rate
- ii) NCDs prevalence rate
- iii) Perception of staff on quality of HIV/AIDS and NCDs supportive services

3.3.2 OBJECTIVE B: Internal Corruption eradicated

Rationale

Corruption is a national outcry which has been prevailing in both private and public sectors. In order to address the above challenge, the Government of Tanzania has undertaken various initiatives; among them is the introduction of National Anti-Corruption Strategy and Action Plan (NACSAP) with the aim of combating corruption and enhancing good governance in the country. In NACSAP, PCCB is mandated to lead and spearhead the fight against corruption in the country. However, like in many other MDAs, there are allegations from the general public that PCCB employees are involving into corruption practices while executing their duties. PCCB has adopted this generic objective to adhere with Government directive to implement NACSAP to check and counter internal corruption for effective operations.

⁸ The National Multi- Sectoral Strategic Framework (NMSF) on HIV and AIDS (2003 – 2007) which articulates a vision for Tanzania in line with the National Policy on HIV and AIDS, Government circular No. 2 of 2006 directs MDAs to provide preventive and supportive services on HIV and AIDS, National Non communicable Diseases Strategy (July, 2008 to June 2018) and "Mwongozo wa kudhibiti VVU, UKIMWI na Magonjwa Sugu Yasiyoambukiza Mahali pa Kazi katika Utumishi wa Umma", February, 2014.

Strategies:

- i) Strengthening integrity committee and Internal Affairs Unit

Outputs from the above strategies

- i) Core Values Adhered

Key Performance Indicators to measure expected outcomes under this objective are:-

- i) Number of allegations against PCCB Staff

3.3.3 OBJECTIVE C: Corruption in the country reduced

Rationale

Corruption has been one of the major obstacles on social, economic and political development of the society. It undermines the ability of the Government to provide quality social services, fight poverty, disturbs economic development, discourages investments reduces Government revenues, endangers rule of law, and hence threatens stability of the State. This objective intends to reduce corruption in the county through prevention and deterrence.

Strategies:

The following are the strategies that will be used to address the challenges under this objective:-

- i) Strengthen investigation and prosecution;
- ii) Intelligence division services streamlined to the regional and district offices;
- iii) Strengthening systems to plug corruption loopholes in public and private sectors;
- iv) Implement PCCB Communication Strategy.

Expected outputs from the above strategies

- i) Number of corruption cases investigated and prosecuted;
- ii) Number of convictions;
- iii) Systems strengthened;
- iv) Public awareness on corruption;

Key Performance Indicators to measure expected outcomes under this objective:-

- i) Number of investigation cases investigated and prosecuted;
- ii) Perception of the public on quality of service delivery;
- iii) Change in public Knowledge, Attitude and Practice towards corruption.

3.3.4 Objective D: Management systems and working conditions improved

Rationale

Conducive working environment is essential for any organisation to perform its functions effectively and efficiently. However, it was noted in the situation analysis that the working environment for PCCB staff was not encouraging in terms of office buildings, furniture, ICT equipment, motor vehicles, tools and other facilities which are important for the Bureau to realise its objectives. Also promoting result based management and strengthening accountability is an important framework to help management to focus on measuring and reporting outcomes.

Strategies:

The following are the strategies that will be used to address the challenges under this objective:-

- i) Strengthening Institutional capacity of PCCB;

Outputs from the above strategies

- i) Improved working environment

Key Performance Indicators to measure expected outcomes under this objective

- (a) Perception on PCCB staff on working environment changed,

CHAPTER FOUR

RESULT FRAMEWORK

4.1 Introduction

This Chapter shows how the results envisaged in this Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. It also shows how various interventions will be undertaken during the five years of the strategic planning, how the interventions will be monitored, what kind of reviews that will be done over the period and what type of evidence based evaluation studies and analytical work to be undertaken. The remainder of this chapter shows the overall Development Objective which is line with MKUKUTA goals. The chapter also shows the Result Chain; the Result Framework Matrix, the Planned Reviews and finally the Reporting Plan.

4.2 The Overarching Objective

The Overarching Objective of PCCB is to reduce corruption in the country. This will be achieved through Prevention, Education and Investigation. The development objective represents the highest level of results in the PCCB result chain, though other law enforcement organs, Public Institutions, Private Institutions, non state actors and private individuals will also contribute significantly towards the achievement of this development objective.

4.3 Beneficiaries of the PCCB Services

The beneficiaries of the services of PCCB include individual citizens, Investors, residents, public and private sector institutions, and non-governmental organisations. PCCB intends to implement government policies, strategies and other anti-corruption initiatives that will create an environment where all beneficiaries will access services without bribing service providers in public, private and non- governmental organisations. The services offered include public awareness programmes on negative effects of corruption, investigation and prosecution of corrupt elements, research on systems and structures prone to corruption and dissemination of the findings for users.

4.4 Linkage with MKUKUTA

This strategic plan has four objectives which contribute significantly in attaining the Vision 2025 and MKUKUTA II. Under vision 2025, PCCB contributes to Good Governance and rule of law attribute and absence of corruption and other vices targets. Under MKUKUTA II, PCCB contributes to Cluster III interventions which are: (i) assurance of Good governance and the rule of law; (ii) accountability of leaders and public servants to the people; (iii) deepening of democracy, political and social tolerance; and (iv) cultivation and sustainability of peace, political stability, national unity and social cohesion. Interventions set in this strategy will provide effective mechanisms for the control of both petty and grand corruption.

4.5 Result Chain

PCCB's result chain consists of outcomes, outputs, activities and inputs which broadly contribute, Vision 2025 and MKUKUTA as indicated above. A combination of the objectives and targets in the strategic plan and activities and inputs in the business plan forms the PCCB's result chain. The inputs that are utilization of resources will lead to achievement of the activities, which in turn will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives which will lead to realization of PCCB's development objective. This results chain will justify PCCB's use of the tax payer's money into the various interventions and thus contribute to reduction in corruption across the country.

4.6 The Result Framework Matrix

This matrix contains PCCB's Overarching Objective, Objective Code, Objectives, planned outcomes and outcome indicators. The matrix envisions how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of planned outcomes and objectives. It should be noted that achievement of PCCB's overall objective will be contributed by several other players, and may not be solely attributed to interventions under this strategic plan.

Table 3: Result Frame Work Matrix

Overarching Objective	Objective Code	Objective Name and Description	Planned Outcomes	Indicators
To reduce and eradicate corruption in the country.	A	HIV/AIDS and NCDs morbidity and mortality rates reduced	<ul style="list-style-type: none"> Morbidity and mortality rate reduced Infection rate reduced 	<ul style="list-style-type: none"> HIV/AIDS prevalence rate NCDs prevalence rate Perception of Staff on quality of supportive services
	B	Internal corruption eradicated	<ul style="list-style-type: none"> Positive behavior change of PCCB Staff 	<ul style="list-style-type: none"> Number of allegations against PCCB Staff
	C	Corruption in the country reduced	<ul style="list-style-type: none"> Public trust towards PCCB improved. 	<ul style="list-style-type: none"> Number of files investigated and prosecuted. Number of application for forfeiture filed in court
			<ul style="list-style-type: none"> Quantity of intelligence information enhanced 	<ul style="list-style-type: none"> Number of intelligence information gathered
			<ul style="list-style-type: none"> Improved quality of forensically obtained evidence 	<ul style="list-style-type: none"> Number of staff aware of forensic laboratory services
			<ul style="list-style-type: none"> Improved flow of information 	<ul style="list-style-type: none"> Number of files involving forensically obtained
			<ul style="list-style-type: none"> Time used investigation reduced 	<ul style="list-style-type: none"> Number of files uploaded to the goCase System
			<ul style="list-style-type: none"> Improved quality of evidence gathered and preserved 	<ul style="list-style-type: none"> Number of goCase users Number of courses conducted Number of equipments acquired
			<ul style="list-style-type: none"> Systems strengthened 	<ul style="list-style-type: none"> Number of investigation facilities in place
				<ul style="list-style-type: none"> Baseline information on the state of corruption in Tanzania in place
				<ul style="list-style-type: none"> State of corruption review report in place
				<ul style="list-style-type: none"> Number of studies conducted
				<ul style="list-style-type: none"> Number of systems analysis conducted
			<ul style="list-style-type: none"> Number of workshops conducted 	
			<ul style="list-style-type: none"> Number of studies whose control measures have been developed 	
			<ul style="list-style-type: none"> Number of surveys (PETS) conducted 	
			<ul style="list-style-type: none"> Number of compliance checks conducted 	
			<ul style="list-style-type: none"> Public perception rate on corruption and anti-corruption efforts improved 	
			<ul style="list-style-type: none"> Number of CD produced and disseminated 	
			<ul style="list-style-type: none"> Number of programs conducted 	
			<ul style="list-style-type: none"> Number of shows conducted 	
			<ul style="list-style-type: none"> Number of Management systems established and function 	
	D	Management Systems and Working Conditions improved	<ul style="list-style-type: none"> Efficiency and effectiveness of PCCB core function 	<ul style="list-style-type: none"> Number of Management systems established and function

4.7 Monitoring, Reviews and Evaluation Plan

4.7.1 Monitoring Plan

The Monitoring Plan matrix consist of indicators, indicator description, baseline, indicator targets values, data collection and methods of analysis, indicator reporting frequencies and the Division/Unit responsible for data collection, analysis and reporting. This Plan comprises 24 indicators which will be tracked quarterly and reported on annual basis. The monitoring and evaluation plan is detailed below;

Table 1: Monitoring Plan Matrix

SN	Indicator and its Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection and Analysis
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
1	Number of Baseline Studies conducted	xx	xx						Stakeholders	Survey	Once in 5 years	Survey report	Once	DRC
2	Number of Reviews conducted	xx	xx						Stakeholders	Survey	Once in 5 years	Review report	Once	
3	Number of studies conducted	2016/17	3						Stakeholders	Questionnaire, and checklist	Once per year	Study report	Once	
4	Number of systems analysis conducted	2016/17	3						Stakeholders	Questionnaire and checklist	Once per year	Report	Once	
5	Number of workshop conducted	2016/17	3						Stakeholders	-	Once per year	Workshop report	One	
6	Number of studies whose control measures have been developed	2017/17	1						Stakeholders	Checklist and Interview	Once per year	Report	Once	

SN	Indicator and its Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection and Analysis
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
7	Number of compliance checks conducted	2016/17	1						Stakeholders	checklist	Once per year	Compliance report	Once	DRC
8	Number of surveys (PETS) conducted	xx	xx						Development projects	Survey	Once per year	Survey report	Once	
9	Number of copies of research and control report printed and disseminated	2016/17	1000						DRC	-	Once per year	Number of report printed	Once	
10	Number of files investigated and prosecuted	2015/16	687						PCCB	Document Review	Annually	Progress reports	Quarterly and annually	DOI
11	Number of application for forfeiture filed in court	2015/16	xx						PCCB	Document Review	Annually	Progress reports	Quarterly and annually	
12	Number of intelligence information gathered	2016	xx						PCCB	Document Review	Annually	Progress reports	Quarterly and Annually	
13	Number of staff aware of forensic laboratory services	2015/16	xx						PCCB	Document Review	Annually	Progress reports	Quarterly and Annually	
14	Number of files set to forensic laboratory and examination	2015/16							PCCB	Document Review	Annually	Progress reports	Quarterly and Annually	
15	Number of files uploaded to the goCase system	2015/16							PCCB	Document Review	Annually	Progress reports	Quarterly and Annually	

SN	Indicator and its Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection and Analysis
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
16	Number of goCase users	2015/16							PCCB	Document Review	Annually	Progress reports	Quarterly and Annually	DOI
17	PCCB Communication strategy reviewed	xx							Stakeholders	Document Reviews checklist	Two reviews in 5 years	Review report	Twice	DCE/DPME
18	Level of awareness and communication on anti-corruption efforts improved	xx							Stakeholders	Questionnaire, Document reviews	Once in 5 years	Survey report	Once	DCE/DPME
19	Anti-corruption issues incorporated in school and college curriculum	xx							Stakeholders	Document reviews	Annually	Progress reports	Once	DCE
20	HIV/AIDS prevalence rate	2015/16	14						Stakeholders		10 times in 5 years	Self reporting staff	10 times in 5 years	DCE
21	NCDs prevalence perception of staff on quality of supportive	2016/17							Stakeholders	Sensitization, testing and counselling of PCCB Staff	10 times in 5 years	Testing reports from stakeholders	10 times in 5 years	DAHRM
22	Perception of staff on quality of support	2014/15	81						Stakeholders (EMPLOYEE)	Questionnaires	5 times in 5 years	Reports produced	5 times in 5 years	DAHRM
23	Number of corruption allegation against PCCB staff	2015/16	5						HRM	PCCB staff files	Quarterly	Quarterly reports produced	Quarterly	DAHRM
24	Number of corruption Management Systems established and function	???							HRM/ADM	DMS and HRMS systems in place	10 times in 5 years	ICT reports submitted	10 times in 5 years	DAHRM

SN	Indicator and its Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection and Analysis
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
									EM	Inspections and supervisions conducted	Construction inspections of 1,125 office buildings and 3,000 residential houses	Inspections reports produced	1125 office inspections and 3000 residential inspections	
									EM	Inspections and supervisions conducted	Inspections and supervision of 55 office building and 12 residential houses	Inspection and supervisions reports produced	Inspections and supervisions on of 55 office building and 12 residential houses	
									HRM	Training programme in place course or training conducted	Quarterly	Reports submitted	Quarterly	
									HRM	<ul style="list-style-type: none"> Succession plan in place Leadership development plan in place Contingency workforce 	5 times in 5 years	Write-ups produced	5 times in 5 years	
									ADM	Questionnaires	10 times in 5 years	Survey reports produced	10 times in 5 years	

SN	Indicator and its Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection and Analysis
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
									ADM	Procurement plan	Procurement 10 motor vehicles, 200 computers, 50 printers, 50 photocopiers, 150 office tables and 250 office chairs.	Office machines, equipment and tools in place	10 times in 5 years	DAHRM
								ADM	Daily correspondence with regional security staff and surprised check	Daily	Security reports produced	1825 times in 5 years		

4.7.2 Planned Reviews

In the course of implementing this Strategic Plan, it is planned to carry out ten (10) formal reviews, that is (5) midyear reviews and five (5) annual reviews. The reviews which will be based on a total of 29 pre-planned milestones will focus on determining whether the planned activities are moving towards the true north in achieving the annual targets. In addition, the review will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective Directors will take a lead in the review process.

The specific planned reviews, milestones timeframes and the responsible Divisions/Units are detailed below:

Table 2: Planned Reviews

Year	Planned Reviews	Milestones	Timeframe	Responsible Division/Unit
Year 1 2017/ 18	Two Reviews Per Year - (Mid Year and Annual Reviews)	20 Grand Corruption Cases investigated	June 2018	DOI
		882 Petty Corruption Cases investigated	June 2018	DOI
		18 Grand Corruption Cases prosecuted	June 2018	DOI
		882 Petty Corruption Cases prosecuted	June 2018	DOI
		Tshs.6b recovered from convicted cases	June 2018	DOI
		Conducting 3 Studies on systems prone to corruption	July,2017 – June, 2018	DRC
		Conducting 536 systems analysis at Regional and District offices	July,2017 – June, 2018	DRC
		Conducting 299 stakeholders’ workshops at HQ, regional and district offices	July,2017 – June, 2018	DRC
		Develop control measures in 3 studied areas by HQ	July,2017 – June, 2018	DRC
		Conducting Public Expenditure Tracking Surveys (PETS), (224 projects at Regional and 736 projects at District offices)	July,2017 – June, 2018	DRC

Year	Planned Reviews	Milestones	Timeframe	Responsible Division/Unit
		To conduct 243 post workshop follow ups at HQ, Regional and District offices	July, 2017 – June, 2018	DRC
		To conduct 2 compliance check studies by the HQ	July, 2017 – June, 2018	DRC
		Printing and dissemination of 4,000 copies of research and control reports	July, 2017 – June, 2018	DRC
		Print 10,000 copies of PCCB Communication Strategies at head office	July 2017 – June 2018	DCE
		Procure to design 2 behavioural change community education programs at head office	July 2017 – June 2018	DCE
		Open and strengthen 32 anti-corruption clubs in schools and colleges annually at regional and district offices	July 2017 – June 2018	DCE
		Digital inflatable screen shows, organized and displayed in 3 regions quarterly	July 2017 – June 2018	DCE
		Cooperate with regional administration and districts LGAs officials to conduct 60 outreach mobilization programs intended to improve governance, development projects and solve problems of citizens at their localities	July 2017 – June 2018	DCE
		Prepare 2 learning materials intended to inculcate moral values among schools and out of school youth	July 2017 – June 2018	DCE
		PCCB modern studio established and improving library services	July 2017 – June 2022	DCE
		Conducting public education programmes with a view to change knowledge, attitude and practice of the targeted groups in the society towards corruption	July 2017 – June 2022	DCE
		Conducting 1 Survey: Service Delivery Survey	July 2017	DPME
		Conducting seminars, sensitization, testing and counselling of PCCB staff	September, 2017 and April, 2018	DAHR
		Preparation, coordinating, conducting and implementation of training/course programmes	September, 2017; December, 2017; March, 2018 and June, 2018	DAHR

Year	Planned Reviews	Milestones	Timeframe	Responsible Division/Unit
Year 2 2018/ 19	Two Reviews Per Year - (Mid Year and Annual Reviews)	20 Grand Corruption Cases investigated	June 2019	DOI
		882 Petty Corruption Cases investigated	June 2019	DOI
		18 Grand Corruption Cases prosecuted	June 2019	DOI
		882 Petty Corruption Cases prosecuted	June 2019	DOI
		Tshs. 6b recovered from convicted cases	June 2019	DOI
		Conducting 1 Baseline study on the state of corruption in Tanzania	July, 2018 – June, 2019	DRC
		Conducting 3 Studies on systems prone to corruption	July, 2018 – June, 2019	DRC
		Conducting 536 system analysis at Regional, District offices	July, 2018 – June, 2019	DRC
		Conducting 299 stakeholders' workshops at HQ, Regional and District offices	July, 2018 – June, 2019	DRC
		Develop control measures in 3 studied areas by HQ	July, 2018 – June, 2019	DRC
		Conducting Public Expenditure Tracking Surveys (PETS), (224 projects at regional and 736 projects at district offices)	July, 2018 – June, 2019	DRC
		To conduct 243 post workshop follow ups at HQ, Regional and District offices	July, 2018 – June, 2019	DRC
		To conduct 2 compliance check studies by HQ	July, 2018 – June, 2019	DRC
		Printing and dissemination of 4,000 copies of research and control reports	July, 2018 – June, 2019	DRC
		Conduct 1 periodic reviews on the developed PCCB Communication Strategy	July 2018 – June 2019	DCE
		Disseminate 2 behavioural change community education programs through various channels at head office and regional offices	July 2017 – June 2018	DCE

Year	Planned Reviews	Milestones	Timeframe	Responsible Division/Unit
		Conduct 1 situational analysis on the incorporation of corruption and governance in school and colleges curriculum at headquarter	July 2017 – June 2018	DCE
		Open and strengthen 32 anti-corruption clubs in schools and colleges annually at regional and district offices	July 2017 – June 2018	DCE
		Conducting public education programmes with a view to change knowledge, attitude and practice of the targeted groups in the society towards corruption	July 2017 – June 2022	DCE
		Cooperate with regional administration and districts LGAs officials to conduct 60 outreach mobilization programs intended to improve governance, development projects and solve problems of citizens at their localities	July 2017 – June 2018	DCE
		Preparation, coordinating, conducting and implementation of training/course programmes	September 2018; December 2018; March 2019 and June 2019	DAHR
		Preparation of succession plan	July 2018 – June 2019	DAHR
		Procurement of office machines, equipment and tools	Sept 2018, January 2019 June, 2019	DAHR
Year 3	Two Reviews Per Year - (Mid Year and Annual Reviews)	20 Grand Corruption Cases investigated	June 2020	DOI
2019/ 20		882 Petty Corruption Cases investigated	June 2020	DOI
		18 Grand Corruption Cases prosecuted	June 2020	DOI
		882 Petty Corruption Cases prosecuted	June 2020	DOI
		Tshs.6b recovered from convicted cases	June 2020	DOI
		Conducting 3 Studies on systems prone to corruption	July 2019 – June 2020	DRC

Year	Planned Reviews	Milestones	Timeframe	Responsible Division/Unit
		Conducting 536 system analysis at regional and districts offices	July 2019 – June 2020	DRC
		Conducting 299 stakeholders' workshops at HQ, Regional and District offices	July 2019 – June 2020	DRC
		Develop control measures in 3 studied areas by HQ	July 2019 – June 2020	DRC
		Conducting Public Expenditure Tracking Surveys (PETS), (224 projects at regional and 736 projects at district offices	July 2019 – June 2020	DRC
		To conduct 243 post workshop follow ups at HQ, Regional and District offices	July 2019 – June 2020	DRC
		To conduct 2 compliance check studies by HQ	July 2019 – June 2020	DRC
		Printing and dissemination of 4,000 copies of research and control reports	July 2019 – June 2020	DRC
		Conducting public education programmes with a view to change knowledge, attitude and practice of the targeted groups in the society towards corruption	July 2017 – June 2022	DCE
		Open and strengthen 32 anti-corruption clubs in schools and colleges annually at regional and district offices	July 2019 – June 2020	DCE
		Digital inflatable screen shows, organized and displayed in 3 regions quarterly	July 2019 – June 2020	DCE
		Cooperate with regional administration and districts LGAs officials to conduct 60 outreach mobilization programs intended to improve governance, development projects and solve problems of citizens at their localities	July 2019 – June 2020	DCE
		Conducting seminars, sensitization, testing and counselling of PCCB staff	September 2019 and April 2020	DAHR
		Management of staff, buildings and properties	July 2017 - June 2022	DAHR
		Preparation, coordinating, conducting and implementation of training/course programmes	September 2019; December 2019; March 2020 and June 2020	DAHR
		Preparation of Leadership development plan	July 2019 – June 2020	DAHR

Year	Planned Reviews	Milestones	Timeframe	Responsible Division/Unit
Year 4 2020/ 21	Two Reviews Per Year - (Mid Year and Annual Reviews)	20 Grand Corruption Cases investigated	June 2021	DOI
		882 Petty Corruption Cases investigated	June 2021	DOI
		18 Grand Corruption Cases prosecuted	June 2021	DOI
		882 Petty Corruption Cases prosecuted	June 2021	DOI
		Tshs.6b recovered from convicted cases	June 2021	DOI
		Conducting 3 Studies on systems prone to corruption	July 2020- June 2021	DRC
		Conducting 536 system analysis at regional offices, district offices	July 2020- June 2021	DRC
		Conducting 299 'stakeholders' workshops at HQ, Regional and District offices	July 2020- June 2021	DRC
		Develop control measures in 3 studied areas by HQ	July 2020- June 2021	DRC
		Conducting Public Expenditure Tracking Surveys (PETS), (224 projects at regional and 736 projects at district offices)	July 2020- June 2021	DRC
		To conduct 3 post workshop follow ups at HQ	July 2020- June 2021	DRC
		To conduct 240 post workshop follow ups at regional and at district offices	July 2020- June 2021	DRC
		To conduct 2 compliance check studies by HQ	July 2020- June 2021	DRC
		Printing and dissemination of 4,000 copies of research and control reports	July 2020- June 2021	DRC
		Conducting 1 periodic reviews on the developed PCCB Communication Strategy	July 2020- June 2021	DCE
		Conducting public education programmes with a view to change knowledge, attitude and practice of targeted groups in the society towards corruption	July 2017 - June 2022	DCE
		Conducting 1 survey on effectiveness of interventions on creation of awareness and communication	July 2020- June 2021	DPME, DCE
		Open and strengthen 32 anti-corruption clubs in schools and colleges annually at regional and district offices	July 2017- June 2022	DCE
		Cooperate with regional administration and districts LGAs officials to conduct 60 outreach mobilization programs intended to improve governance, development projects and solve problems of citizens at their localities	July 2017- June 2022	DCE
		Conducting seminars, sensitization, testing and counselling of PCCB staff	September 2020 and April 2021	DAHR
		Management of staff, buildings and properties	July 2017 - June 2022	DAHR

Year	Planned Reviews	Milestones	Timeframe	Responsible Division/Unit
		Preparation, coordinating, conducting and implementation of training/course programmes	September 2020; December 2020; March 2021 and June 2021	DAHR
		Conducting 1 Survey: Self Assessment Survey	2019/2020	DPME
Year 5	Two Reviews Per Year - (Mid Year and Annual Reviews)	20 Grand Corruption Cases investigated	June 2022	DOI
2021/22		882 Petty Corruption Cases investigated	June 2022	DOI
		18 Grand Corruption Cases prosecuted	June 2022	DOI
		882 Petty Corruption Cases prosecuted	June 2022	DOI
		Tshs,6b recovered from convicted cases	June 2022	DOI
		Intelligence Division established and operationalized	June 2022	DOI
		Use of goCase system for investigation and prosecution activities streamlined to the level of PCCB District Offices	June 2022	DOI
		Conducting 1 Review on the state of corruption	July 2021 – June 2022	DRC
		Conducting 3 Studies on systems prone to corruption	July 2021 – June 2022	DRC
		Conducting 536 system analysis at Regional offices and Districts offices	July 2021 – June 2022	DRC
		Conducting 299 stakeholders' workshops at HQ, Regional and Districts offices.	July 2021 – June 2022	DRC
		Develop control measures in 3 studied areas by HQ	July 2021 – June 2022	DRC
		Conducting Public Expenditure Tracking Surveys (PETS), (224 projects at regional and 736 projects at district offices)	July 2021 – June 2022	DRC
		To conduct 243 post workshop follow ups at HQ, regional offices and district offices	July 2021 – June 2022	DRC
		To conduct 2 compliance check studies by HQ	July 2021 – June 2022	DRC
		Conducting 3 Studies on systems prone to corruption	July 2021 – June 2022	DRC
		Conducting 1 periodic reviews on the developed PCCB Communication Strategy	July 2021 – June 2022	DCE
		Conducting public education programmes with a view to change knowledge, attitude and practice of the society towards corruption	July 2017 – June 2022	DCE
		Open and strengthen 32 anti-corruption clubs in schools and colleges annually at regional and district offices	July 2021 – June 2022	DCE
		Digital inflatable screen shows, organized and displayed in 3 regions quarterly	July 2021 – June 2022	DCE

Year	Planned Reviews	Milestones	Timeframe	Responsible Division/Unit
		Cooperate with regional administration and districts LCAs officials to conduct 60 outreach mobilization programs intended to improve governance, development projects and solve problems of citizens at their localities	July 2021 – June 2022	DCE
		Conducting seminars, sensitization, testing and counselling of PCCB staff	September, 2021 and April, 2022	DAHR
		Management of staff, buildings and properties	July, 2017 - June, 2022	DAHR
		Preparation, coordinating, conducting and implementation of training/course programmes	September, 2021; December, 2021; March, 2022 and June, 2022	DAHR

4.7.3 Evaluation Plan

This Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Planning Cycle, description of each study, the evaluation questions, methodology, timeframe and the responsible Division/Unit. PCCB intends to conduct 4 evaluation studies over the period of two years with a total of 21 evaluation questions. The evaluation studies intends to obtain evidence as to whether the interventions and outputs achieved have lead to the achievement of the outcomes as envisioned in the strategic plan outputs. The Evaluation Plan matrix is detailed below:

Table 6: Evaluation Plan

S/N	Evaluation Study	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible Person
1	Study on the effectiveness of interventions on creation of awareness on corruption	This study intends to measure the degree of awareness on the effects of corruption in the country	<ul style="list-style-type: none"> What is the scope of the intervention? What is the level of awareness on the effects of corruption in the community? What are the challenges facing awareness creation programs? What need to be done to improve these programs? Are the programs cost effective? How do stakeholders perceive the quality of awareness interventions being carried out? Are the interventions achieving the intended outcome? 	Survey	2017/18	DCE
2.	Service delivery survey	This study intends to indicate the perception of external stakeholders on quality of PCCB services	<ul style="list-style-type: none"> Are the stakeholders satisfied with the quality of services? Are the service delivery strategies effective? Are the mechanism for engaging PCCB stakeholders effective? What are the areas for improvement? To what extent? 	Survey	2017/18	DPME
3.	Study on the effectiveness of HIV/AIDS supportive services	This study intends to measure the effectiveness of HIV/AIDS supportive services provided by PCCB	<ul style="list-style-type: none"> Is the HIV/AIDS infection rate reduced? Are HIV/AIDS supportive services improved? 	Survey	2017/18	DAHR
4	Self Assessment	This study intends to indicate the perception of staff on capacity and performance of PCCB.	<ul style="list-style-type: none"> Is the PCCB leadership capable? What is the management style? How is the quality of organizational policies and strategies? How are organizational resources managed? Are the staff satisfied with the HR Practices? Are the business processes effective? Is the mechanism for engaging PCCB stakeholders effective? What are the areas for improvement? 	Survey	2017/18	DPME

4.8 Reporting Plan

Reporting Plan covers the internal and external reporting systems. The reporting plan is in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time.

4.8.1 Internal Reporting Plan

This plan will involve preparation of various reports. These reports will be prepared on weekly, monthly, quarterly, annually or on demand basis as may be required from time to time by Districts, Regions, Sections, Units and Departments. The Reporting Plan is detailed below:

Table 7: Internal Reporting

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Section Report	Director	Daily/Weekly	Head of Section
2.	Division/Unit Report	DG	Daily/Weekly/Monthly	Director/Head of Units
3.	Quarterly Report	DG	Quarterly	Director/Head of Units
4.	Annual Report	DG	Annually	Director/Head of Units

4.8.2 External Reporting Plan

This plan will involve preparation of five types of reports namely; Performance Reports, Financial Reports, Annual Reports, Project Reports and two years Outcome Report. All the reports will be submitted to President's Office - State House from which the reports will be directed to various external stakeholders i.e. The Ministry of Finance and Economic Affairs, Prime Minister's Office, Controller and Auditor General, Development Partners, the Parliament and the General Public. The reports will be prepared on quarterly, Semi – annually and annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements as directed from time to time, as well as the Government Performance reporting requirements as stipulated in the Medium Term Strategic Planning and Budgeting Manual.

Table 8: External Reporting

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Performance Reports	President's Office-State House	Quarterly/Semi-annual	DG
2.	Financial Statements	President's Office-State House	Annually	DG
3.	Annual Reports	President's Office-State House	Annually	DG
4.	Project Reports	Development Partners	Quarter & annually	DG
5.	Outcome Report	President's Office-State House	Annually	DG

4.8.3 Relationship between Results Framework, Results Chain, M&E and Reporting Arrangements

Level 1- Inputs

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

Level 2 – Activities

The second level of the Results Framework focuses on realization of activities and linkage between activities and outputs. At this level indicators will focus on processes, activities programming and timeliness of implementation. Activities will be reviewed on monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if are not contributing to outputs.

Level 3 – Outputs

The third level of the Results Framework tracks the realization of the outputs that PCCB produces and which are attributed solely to PCCB. The outputs at this level will be measured by output Indicators and milestones and data collection and analysis will be done quarterly. Outputs or Milestones which have significant impact on achievement of the objectives will be reviewed quarterly and will be reported in Quarterly reports. The reports will focus on how the outputs produced are delivering the outcomes and will inform corrective action if the outputs are not being delivered effectively or are not contributing to outcomes.

Level 4 – Outcomes

The fourth level of the Results Framework tracks the realization of the planned outcomes specified for each objective, though achievement of these outcomes may not be attributed to PCCB alone as there will be several players contributing to these outcomes. These planned outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or the two year outcome report. The annual reports and the two years outcome reports will be based on either sector or specific evidence based studies using national statistics. The reports focus on benefits delivered to PCCB clients and other stakeholders.

ANNEX I - STRATEGIC PLAN MATRIX - 2017/18 – 2021/2022

CODE	OBJECTIVE	STRATEGY	TARGETS	OUTPUT	OUTCOME	KPI	IMPACT	RESPONSIBLE DEPARTMENT/UNIT
A	HIV/AIDS and NCDs Morbidity and mortality rates reduced	Prepare and implement preventive and supportive program	Preventive and supportive programs developed and implemented by June, 2022	<ul style="list-style-type: none"> Number of PCCB staff with HIV/AIDS with new infections Number of PCCB staff with NCDs 	<ul style="list-style-type: none"> Morbidity and mortality rate reduced Infection rate reduced 	<ul style="list-style-type: none"> HIV/AIDS prevalence rate NCDs prevalence rate Perception of Staff on quality of supportive services 	Active and Efficiency work force	DAHR
B	Internal corruption eradicated	Strengthening integrity committee and internal Affairs unit	Robust Internal affairs Unit and integrity committee by June, 2022	PCCB core values adhered	Positive behavior change of PCCB Staff	Number of allegations against PCCB Staff	Positive image of PCCB	DAHR/ INTERNAL AFFAIRS
C	Corruption in the country reduced	Strengthen investigation and prosecution	100 Grand Corruption files investigated by June, 2022.	Increased corruption cases investigation and prosecution	Public trust towards PCCB improved.	<ul style="list-style-type: none"> Number of files investigated and prosecuted. Number of application for forfeiture filed in court 	<ul style="list-style-type: none"> Make corruption a high risk undertaking with low returns Corruption reduced 	DOI
			80 Grand corruption files prosecuted by June, 2022.					
			12 files investigated by each PCCB Regional office per year by June, 2022.					
			12 files prosecuted by each PCCB Regional office per year by June, 2022.					
			6 files investigated by each PCCB District office per year by June, 2022.					

CODE	OBJECTIVE	STRATEGY	TARGETS	OUTPUT	OUTCOME	KPI	IMPACT	RESPONSIBLE DEPARTMENT/UNIT
			6 files prosecuted by each PCCB District office per year by June, 2022.					
			Tshs. 30 billion recovered as proceeds of corruption from all convicted grand corruption cases by June, 2022.					
		Intelligence division services streamlined to the regional and district offices level	Intelligence division established and operationalised by June, 2022	Existence of Intelligence Division	Quantity of intelligence information enhanced	Number of intelligence information gathered	Improved Investigation	
		Strengthen forensic laboratory services	Use of forensic laboratory services improved by June, 2022.	Improved Forensic Laboratory Services	Improved quality of forensically obtained evidence	<ul style="list-style-type: none"> Number of staff aware of forensic laboratory services Number of files involving forensically obtained evidence 	<ul style="list-style-type: none"> Time taken for investigation reduced Admissibility of evidence recovered forensically enhanced 	
		Enforce use of goCase system	Use of goCase system for investigation and prosecution activities streamlined to the level of PCCB District Offices by June, 2022	goCase system used in investigation and prosecution at all levels	Improved flow of information	<ul style="list-style-type: none"> Number of files uploaded to the goCase System Number of goCase users 	Improved decision making process	

CODE	OBJECTIVE	STRATEGY	TARGETS	OUTPUT	OUTCOME	KPI	IMPACT	RESPONSIBLE DEPARTMENT/UNIT
		Provision of specialized programs to prosecutors and investigators	Special investigation and prosecution course provided by June, 2022 Modern investigation equipment acquired by June, 2022 Modern investigation facilities in place by June, 2022	Improved investigation of corruption cases	Time used investigation reduced Improved quality of evidence gathered and preserved	Number of courses conducted Number of equipments acquired Number of investigation facilities in place	Number of files returned from DPP for further investigation decreased Number of convictions increased	
		Strengthening systems	Conducting 1 Baseline study on the state of corruption in Tanzania	Baseline study report	Systems strengthened, Service delivery and revenue collection improved Systems strengthened	One baseline study conducted by June, 2022	Corruption reduced and economic growth enhanced	DRC
			Conducting 1 Review on the state of corruption	Review report		One review conducted by June, 2022		
			Conducting 15 Studies on systems prone to corruption at HQ	Study reports		Number of studies on systems prone to corruption conducted by June, 2022		
			Conducting 840 system analysis at regional offices	Reports of systems analysed		Number of studies on systems analysis conducted by June, 2022		
			Conducting 1840 system analysis at district offices	Reports of systems analysed		Number of studies on systems analysis conducted by June, 2022		
			Conducting 15 stakeholders' workshops at HQ)	Workshop reports	Implementation of recommendations increased	Number of workshops conducted by June, 2022		

CODE	OBJECTIVE	STRATEGY	TARGETS	OUTPUT	OUTCOME	KPI	IMPACT	RESPONSIBLE DEPARTMENT/UNIT
			Conducting 280 stakeholders' workshops at Regional offices	Workshop reports		Number of workshops conducted by June, 2022		
			Conducting 920 stakeholders' workshops at District offices	Workshop reports		Number of workshops conducted by June, 2022		
			Develop control measures in 15 studied areas by HQ	Control measure reports or booklets		Number of control measures conducted by June, 2022		
			To conduct 10 compliance check studies by HQ	Compliance reports	Procedures adhered	Number of compliance checks conducted by June, 2022		
			Conducting Public Expenditure Tracking Surveys (PETS), (1,120 projects at regional and 3680 projects at district offices	Survey reports	<ul style="list-style-type: none"> Transparency on government projects and service delivery increased. Value for money realized 	Number of Surveys (PETS) conducted by June, 2022		
			20000 copies of research work reports printed and disseminated by June 2016	Books/newsletters	Research and control works findings disseminated to stakeholders	Number of copies of research and control reports printed and disseminated		

CODE	OBJECTIVE	STRATEGY	TARGETS	OUTPUT	OUTCOME	KPI	IMPACT	RESPONSIBLE DEPARTMENT/UNIT
			<p>To train 134 regional and district officers on research design and methods, corruption prevention cycle and compliance checks and review</p> <p>To train 14 HQ officers on M&E: skills, data analysis (quantitative & qualitative),</p> <p>Preparation of corruption prevention tools, policy analysis and Public Expenditure Tracking system in Development Projects.</p>	Existence of trained officers	<ul style="list-style-type: none"> Work performance improved Professionalism and creativity increased. 	Number of officers trained by June, 2022		
		Implement PCCB Communication Strategy	Conduct 2 reviews on the developed PCCB Communication Strategy by June 2022	Communication Strategy report	Communication strategy implemented	Communication strategy reviewed	Corruption reduced	DCE
			Incorporate survey questions on effectiveness of community awareness and communication in one PCCB comprehensive survey conducted by June 2022	Survey report	Community awareness programs and communication improved	Level of awareness and communication on anti-corruption efforts improved		
			Contract to design 5 communication messages and disseminate through different channels to change citizen's mindset from being reactive to proactive by June 2022	Behavioral change programs	Stakeholders participate in the fight against corruption	Number of behavioral change communication (BCC) messages and programs developed and channelled		

CODE	OBJECTIVE	STRATEGY	TARGETS	OUTPUT	OUTCOME	KPI	IMPACT	RESPONSIBLE DEPARTMENT/UNIT
			Conduct 2 programmes (<i>Media and outreach</i>) to increase awareness of stakeholders and empower them to take necessary actions in anti-corruption agenda by June 2022	Awareness programs	Awareness on corruption increased and Stakeholders participate in the fight against corruption	Number of awareness/behaviour change education programs		
			Conduct media programs enhancing visibility and positive image of the Bureau in spearheading the fight against corruption by June 2022	Activities and programs		Improved perceptions of stakeholders on PCCB Service delivery		
			Conduct programs to involve 6 critical target groups (<i>Journalists, Bloggers, barefoot reporters, Artists, Lobbyists and Parliamentarian Committees</i>) that are insufficiently involved in the fight against corruption by June 2022	Stakeholders		Number targeted groups and stakeholders reached		
			Cooperate with stakeholders to incorporate anti-corruption issues in schools and colleges curriculum by June 2022	School and college curriculum	Culture of ethics and integrity inculcated among youths and kids	Anti-corruption issues incorporated in school curriculum		
			Collaborate with TIE and MOEC to conduct situational analysis on issues related to corruption and good governance in school and college curriculum	Research results	Culture of ethics and integrity inculcated among youths and kids	Situational analysis conducted		

CODE	OBJECTIVE	STRATEGY	TARGETS	OUTPUT	OUTCOME	KPI	IMPACT	RESPONSIBLE DEPARTMENT/UNIT
			Conduct 20 training to increase competence and effectiveness of key partners involved in the fight against corruption by June, 2022	Training package		Number of training to community education officers and targeted groups		
			Develop 10 programs involving students and youth's changes of ethical behaviours and prepare plan to sustain School anti-corruption club members after completion of their studies by June 2022	Youths programs Anti-corruption clubs		<ul style="list-style-type: none"> Number of youth's programs conducted Number of anti-corruption clubs opened and strengthened Number of club members traced and maintained 		
D	Man-agement Systems and Working Conditions improved	Strengthening Institutional Capacity of PCCB	ADMIN Construction of 125 PCCB Offices and 500 Residential buildings by June, 2022	Construction of 25 PCCB Offices and 100 Residential buildings	Efficiency and effectiveness of PCCB core function	<ul style="list-style-type: none"> Perception of PCCB Staff on working environment Perception of Stakeholders' on PCCB service Delivery 	Public trust towards PCCB increased	DAHR
			Establishment of new 31 PCCB Offices by June,2022	New 31 PCCB Offices established annually				
			Rehabilitation of 55 office and 12 residential building by June,2022	Rehabilitation of 11 Office and 12 residential building annually				
			Development and implementation of training programs by June, 2022	Number of courses/ programmes attended				

CODE	OBJECTIVE	STRATEGY	TARGETS	OUTPUT	OUTCOME	KPI	IMPACT	RESPONSIBLE DEPARTMENT/UNIT
			Preparation of Human resource and workforce plan by June, 2022	Human Resource/ Workforce strategies develop				
			Maintain clean working environment	Clean Environment				
			Establish PCCB Dispensary	Availability of PCCB Dispensary				
			Acquire and maintain office machines, equipments and tools by June, 2022	<ul style="list-style-type: none"> · Number of machines, tools/ equipment acquired · Number of machines, tools/ equipment serviced 				
			PCCB security enhanced by June, 2022	<ul style="list-style-type: none"> · Premises and personnel to be secured · Information Management system to be secured 				
			Development of operating Standards and Policy Guidelines by June, 2022	Number of standards and guidelines in place				
			Improve regional and global participation relations					

CODE	OBJECTIVE	STRATEGY	TARGETS	OUTPUT	OUTCOME	KPI	IMPACT	RESPONSIBLE DEPARTMENT/UNIT
			Development of National Anti-corruption policy by June, 2022	Anti-corruption policy				DPME
			Preparation of Strategic Plan by June, 2022	Work plans and budget, progress report and MTEF in place				
			Resource mobilization and coordination by June, 2022	Increase resource and coordination				
			Monitor and evaluate implementation of Strategic Plan by June, 2022	Decision making improved				
			Conducting surveys					
			All PCCB Offices to be connected by June, 2022	55 Districts to be connected annually				ICT
			Implementation and use of Information systems enforced by June, 2022	Number of information system established and function				
			Financial Management improved by June, 2022	Financial management improved				CA
			Procurement management system enhanced by June, 2022	Efficient execution of the procurement plan				PMU
			Quality of Internal audit services enhanced by June, 2022	Enhance Internal controls				CIA

CODE	OBJECTIVE	STRATEGY	TARGETS	OUTPUT	OUTCOME	KPI	IMPACT	RESPONSIBLE DEPARTMENT/UNIT
		Strengthening library services	Establishment of libraries in regional and districts offices by June 2022	Libraries established and operationalised		Number of libraries established, operationalized and computerized		DCE
		Establishment of PCCB modern studio and teleconference	One PCCB modern studio established at HQ by June, 2018	Availability of Modern studio		PCCB Studio in place		
		To establish a printing unit	Printing unit established at Head Office by June, 2019	Availability of Printing Unit	Reduced printing cost	Printing unit in place		DCE/DAHR
		Acquire PCCB College of Good Governance and Anti-Corruption	PCCB College of Good Governance and Anti-Corruption acquired by June, 2020	Availability of PCCB College of Good Governance and Anti-Corruption	<ul style="list-style-type: none"> Reduced training costs Efficiency and effectiveness of PCCB core functions 	PCCB College of Good Governance in place		DAHR

