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AGENDA PARTICIPATION 2000

EVALUATION OF CORRUPTION TRACKER SYSTEM (CTS) FROM 2009-2012

EVALUATION REPORT

Final report

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Executive Summary

Introduction

Tanzania Corruption Tracker System (CTS) is a project that has been implemented by Agenda Participation 2000 (AP 2000), a Tanzanian NGO working to promote a culture of Good Governance and Democratization in Tanzania. The CTS project has been implemented for four years from 2009 to 2012. The project has been funded by The Embassy of Finland and Swiss Development and Cooperation (SDC) with the total funding commitment of € 364,435 for the four years of implementation. The main objective of the project was to build a data bank of cases on presumed and confirmed cases on corruption, increasing transparency and accountability of cases and citizen engagement in the fight against corruption.

The objective of the evaluation was to assess the contribution of the CTS (2009-2012) to increasing accountability, responsiveness and citizen engagement in the fight against corruption in Tanzania, as expressed in its overall goal. Field work for this evaluation started from 10th to 20th December 2012 in Dar es Salaam.

Key Findings

- The project has achieved its objectives in terms of outputs as evidenced by the following facts.
 - establishment and maintenance of bilingual website with about 751,442 online visitors (as at 4th January 2013);
 - The online newsletter subscribed to over 100,000 people;
 - total of 171 articles in the archive;
 - 18 policy briefs in the archive;
 - 3 tracker bulletins in 2009, 18 tracker bulletins in 2011 and 8 tracker bulletins in 2012;
 - 2 public dialogues in 2011; 2 in 2012;
 - Printing and dissemination of over 10,000 policy briefs in 2011;
 - TV and Radio campaigns.

- The project has impacted CSOs and NGOs network in their work since it has acted as a main source of information and evidence to support their work when engaging with the government and ministries on issues of corruption.
- The government has taken some action against corruption as a result of the corruption stories and analysis documented by the tracker.
- The project has had positive impact in instilling public confidence to speak about and in some instances to take action against corrupt officials. This is evidenced by the fact that unlike in the past, the public is now able to discuss freely issues of corruption.
- The CTS has also been used by some members of parliament and some mainstream media as a reference point in parliamentary sessions and in compiling articles on corruption.
- The project has been able to stimulate citizens to think & talk about corruption especially the analyses of the sources or loopholes used in corruption

Lessons Learned and Best practices

- Evidence and credible research is important in the fight against corruption. The CTS has promoted a culture of using evidence to fight corruption among various stakeholders in government.
- Availability of credible information/data and statistics on corruption empowers citizens and policy makers to take action against corrupt government officials. Similarly availability of credible evidence on corruption puts pressure on government to act on corruption cases. CTS information on corruption at the NHC prompted the Ministry of Land to act.
- An interactive website on corruption promotes citizen dialogue on corruption and instills confidence among citizens to post their cases but also to inspire one another on how to take action against corrupt government officials
- When the information from the tracker is used in combination with the print media and dialogue, more awareness is created and people get the opportunity to present their views and suggestions on what needs to be done through telephones and in the dialogues

- Fight against corruption rocks the status quo and challenges power. This can be countered in a way that threatens peoples' lives and the tracking system itself. As highlighted elsewhere in this report, forces against anti corruption efforts hacked the systems and confronted CTS staff with hostility.
- The effectiveness of CTS relies on collaboration between public anti corruption agencies and the CTS project. PCCB support of CTS and use of information from the CTS has added in instilling citizen confidence and trust on the CTS.
- Government action on published cases of corruption is necessary for maintaining citizen's momentum in the fight against corruption.
- An independent corruption tracking system like the CTS is more trusted by citizens as a reliable source of information on corruption as well as a trustworthy platform/space for people to talk freely about corruption or post their allegations about corruption.

Recommendations

- There is need for AP 2000 to work in partnership together with other CSOs which are non partisan. This is to allow usage of the corruption tracker system by more users.
- Regarding rolling out of CTS to the local level, AP 2000 needs to look on the capacity they have in terms of resources. There is possibility of working in partnership with other CSOs in a particular locality. It would be important for AP 2000 to work with CSOs/NGOs they know and have started working with. This is because AP 2000 may not be in capacity to go fully fledged immediately in all the regions of Tanzania. Presence can be strengthen in areas where there is presence already and identify other organizations' to work with. A good example is the work they have started with Action Aid Tanzania in Pwani and Dar on good governance program. Possibilities should be explored in other regions where AATz and her partner have presence already like Kigoma, Lindi, Zanzibar, Tanga, Morogoro, Newala, Singida etc.
- In line with the same recommendation above, AP 2000 needs to identify the sectoral areas where they have strength and document corruption issues on those. In areas where they do not have the strength they will need to identify organisations which they can work and network closely. A good example is the work AP 2000 has started with SIKIKA on governance of health issues (presence of SIKIKA in Dodoma, Singida and Manyara is an added advantage); Action Aid with youth governance issues; Other possibilities are organizations like Haki Elimu, Twaweza in education; Forum Syd dealing

with social accountability (their presence is in Mwanza and Kagera); Action Aid on issues of land ; etc

- More people read magazine. Radio and TV programs should be used on constant basis in form of calling those accountable to respond to the public to the evidence that have been produced.
- There is a need to track the status of the confirmed and presumed cases of corruption, where are they at the moment on continuous basis.
- There is a need for AP 2000 and other CSOs to work together in advocating and pressurizing government to ensure grand corruption cases are dealt with.
- AP 2000 needs to find ways of coming up with more details on the data they get from government institutions like PCCB to indicate which ones are corruption allegations and which ones are not so that a correct picture of corruption allegations can be seen. Also with future focus into the regions it would be good to categorize all the corruption cases based on whether they are grand corruption or not, based on regions, sectors, and any other category that may seem fit.
- There is need to ensure that corruption tracking is localized where citizen can also relate with the corruption cases in their area. This can be done by tracking of petty corruption at local level and populating to the national level in collaboration with the CTS. AP 2000 can also work with Policy Forum which is a network.
- The government needs to strengthen wages of public servants or their personal economies to absolve them from engaging in corruption. This should be accompanied by a good social protection policy that will relieve public servants from dependents whose livelihoods are dependent on proceeds of corruption of public servants.
- There is need to have more interactive forums/platforms through the use of sms for petty corruption where people can send in videos/sms to the platform and encourage the media people to follow on these. The interactive forum should be moderated and managed in such a way that the content that is published to the public is the information that is with evidence
- There is need to have a mechanism within CTS and its products to monitor use of bulletins and other print media by those who receive information from CTS and how they use the bulletins and other printed media.

- The website need to be vibrant, need people with new ideas, website makers, new thinking
- AP 2000 needs to introduce a platform to provide citizens with mechanisms for continuous assessment of duty bearer's response to corruption as well as to inspire/motivate service units/duty bearers to improve performance on corruption. While the tracker system is doing a good job on reporting and alerting citizens and government on corruption, there is very little action on the part of government in addressing corruption cases. The PCCB law and the legal system in Tanzania, prohibits citizens and the media from pursuing further cases which are in court. As such, citizens require a complementary mechanism to influence behavioural change on the part of duty bearers. In this case, the corruption barometer could be considered. The corruption barometer, with its emphasis on using media to present good and bad performers in corruption among public service institutions, creates incentive for behavior change among duty bearers. Thus fills in gap in fighting corruption from the current mechanisms such as the controller and auditor generals' (CAG) reports and citizens service delivery surveys, which are reactionary in nature.
- With the upcoming new strategy AP 2000 needs to have program focus in its implementation by having the different projects/components including the CTS contributing to AP 2000 overall vision of good governance and democracy.

Structure of the Report:

The report is structured into 7 chapters.

- Chapter 1 is Introduction of the Project. This provides the background and objectives of the project.
- Chapter 2 is on CTS Project outline providing details of how the CTS project has evolved over the years.
- Chapter 3 outlines the evaluation methodology.
- Chapter 4 presents an analysis of the qualitative data from the evaluation.
- Chapter 5 is on Findings from the evaluation
- Chapter 6 presents best practices and lessons learned,
- Chapter 7 outlines recommendations

List of Acronyms

| | |
|-----------------------|---|
| AATz | Action Aid International Tanzania |
| ANGOZA | Association of Non Governmental Organisations in Zanzibar |
| AP 2000 | Agenda Participation 2000 |
| APRM | African Peer Review Mechanism |
| AY | African Youth |
| CEOAC | Combined Effort Organization Against Corruption, from University of Dar es Salaam |
| COSETA | Community Servers Tanzania |
| CSOs | Civil Society Organisations |
| CTS | Corruption Tracker System |
| EPA | External Payments Arrear account |
| FCS | The Foundation for Civil Society |
| FDG | Focus Group Discussion |
| FES | Friedrich-Ebert –Stiftung Foundation |
| IPTL | Independent Power Tanzania Ltd |
| ITV | Independent Television |
| KII | Key Informant Interview |
| LHRC | Legal and Human Rights Centre |
| MCT | Media Council of Tanzania |
| <i>MIRADI</i> Consult | This is a consultancy firm based in Tanzania |
| <i>Muafaka</i> | This is Swahili word meaning Agreement |
| NAC SAP II | National Anti Corruption Strategy and Action Plan |

| | |
|---------|---|
| NGOs | Non Governmental Organisations |
| NHC | National Housing Corporation |
| PCA | Prevention of Corruption Act |
| PCB | Prevention of Corruption Bureau |
| PCCA | Prevention and Combating of Corruption Act |
| PCCB | Prevention and Combating of Corruption Bureau |
| PETs | Public Expenditure Tracking Survey |
| PPRA | Public Procurement Regulatory Agency |
| SDC | Swiss Agency for Development and Cooperation |
| SIKIKI | Sikika is a health advocacy local NGO registered in Tanzania with national wide mandate in health governance. |
| TANESCO | Tanzania Electricity Supply Company |
| TCIB | Tanzania Citizens Information Bureau |
| TCRA | Tanzania Communications Regulatory Authority |
| TEDO | Tegeta Environmental Development Organization |
| TMF | Tanzania Media Fund |
| TNRF | Tanzania Natural Resource Foundation |
| TWENDE | Twende, is a Swahili for “Let’s Go”, is NGO promoting use of appropriate technology. |
| YITA | Youth Initiative Tanzania |
| YPC | Youth Partnership Countrywide |

1.0 Introduction to the Project

Background

Tanzania Corruption Tracker System (CTS) is a project that has been implemented by Agenda Participation 2000 (AP 2000), a Tanzanian NGO working to promote a culture of Good Governance and Democratization in Tanzania. The organization conducts civic education, training and documentation of issues that can strengthen citizen engagement in the governance and development process. The CTS project was implemented from 2009 as a pilot phase, and then scaled up its operation from 2010 to 2012. The project is funded by The Embassy of Finland and Swiss Development and Cooperation (SDC) with a total of € 364,435 for the four years of implementation.

Project Goal and Objectives

The CTS project had one overall goal, three objectives and a number of activities to accomplish the three objectives. The overall goal or purpose of the project was to have a track record of publicly available information on presumed or confirmed cases of corruption in order to increase public engagement, accountability and responsiveness in the fight against corruption. This overall goal was to be achieved through three objectives. These included: Building a data bank of information on presumed and confirmed cases of corruption in Tanzania; Establishing an electronic website and archive that can be accessed for information and for monitoring cases on corruption; and providing a public forum and an electronic medium for interface between the state institutions and public on issues related to corruption. All these were to be achieved through the following set of activities:

- Establishment of Bilingual (Kiswahili and English) website
- Purchase of equipment (computers, printers and software)
- Increase of staff deployed to the expanded tracker
- Conducting of Periodic Public Dialogues on Corruption
- Preparation and Printing of selected articles into Kiswahili & English briefs
- Preparation and Airing of TV scrolls on Political /Election Corruption

Purpose of the independent external evaluation

This independent evaluation had its main objective to assess the contribution of the CTS (2009-2012) to increasing accountability, responsiveness and citizen engagement in the fight against corruption in Tanzania, as expressed in its overall goal. Specifically the assessment focused on examining and assessing the extent to which project outputs were achieved, the contribution of outputs to the intended project outcome, and their likely impact, relevance and overall sustainability. In addition, the evaluation aimed at drawing lessons and making recommendations for future development of the CTS with a view to inform the design of CTS Strategic Plan for the next three years (*See Annex 1 for Evaluation TOR*).

2.0 CTS Project Outline

Overview of the Agenda Participation 2000 and CTS project

The beginnings of AP2000

Agenda Participation 2000 started in the year 2000. Originally it started as a program that was dealing purely with civic education. This was the time, Tanzania was moving into multi party elections for the second time and participation in political processes, specifically election was very low among the Tanzanian population. . The main aim of the founder members was to build a culture of democracy by encouraging citizen “participation” Hence a team of people came together to form a preparatory team and organized a campaign called “Agenda Participation for Election”. The whole idea was to persuade people “to come out and vote” or “participate in voting in big numbers”. To guide them in this, the team came up with core values which formed the basis of the culture for participation. These were participation; consensus; transparency; rule of law; human rights; truthfulness; culture of competition; civic competence; integrity; and equal opportunity. These values are still promoted through booklets, pamphlets, T-shirts and organization headed papers. The Funding was provided by Swiss Agency for Development and Cooperation (SDC) through Friedrich-Ebert –Stiftung (FES), a German Foundation.

The establishment of AP 2000 as an NGO

AP 2000 was upgraded into a Non Governmental Organization in 2002 as a result of recommendations of an evaluation done then. The evaluation found out that the program that AP 2000 was implementing was very good but needed to go beyond the elections and focus on broader governance issues. This necessitated the expansion of the mandate of AP 2000. In 2004 with AP 2000 acquired an office in Ubungo Plaza and in 2005, was fully registered as an NGO. Consequently the organization added the advocacy and policy component.

AP 2000 continued with its Advocacy work until 2008, when monumental scandals of corruption in the country such as EPA, Richmond, Meremeta and IPTL were unearthed. These had happened in the previous years. Consequently, CSOs, the Government and Development partners felt that they needed to do something. One of the outcomes of these scandals was the formation of the Prevention and Combating of Corruption Bureau (PCCB) in 2007.

At another front, it was necessary to strengthen CSO participation in the fight against corruption. This was after the realization that the engagement of CSOs and citizens in the fight against corruption was very low. After discussions amongst the CSOs and the private sector and development partners, the idea of the corruption tracker system (CTS) came up. A tracker would make information and facts related to corruption available to the public in the context which they can relate with and in simple language. This would enable the citizens to use that information to hold the government to account.

Consequently a call for proposals from the Swiss Development Cooperation and Finish Embassy to NGOs and CSOs on how they would implement the corruption tracker. There were three components to the tracker: the system; the website; and the bulletin.

Corruption Tracker Project (CTS) in 2009

In 2009, after successful bidding, AP 2000 was given funds to implement the Tanzania Corruption Tracker System (CTS) project. The decision was to publish corruption cases in the corruption tracker website hence tracking corruption cases and making the information available to the public. When the CTS began operation, the response from the public was overwhelmingly good. Initially it had targeted about 100,000 online visitors but by the end of the year 2011, the target had been surpassed as shown in the quotation below.

“When we were started in 2009, we were targeting 100,000 visitors by 2011, but surprisingly by end of 2010 the visitors had surpassed 100,000. This was above what we had targeted” Senior Editor of CTS, Attilio Tagalile

Corruption Tracker Project (CTS) from 2010 to 2012

In 2010, after internal reflection within AP 2000, it was decided that it would be appropriate to add a printed version to supplement what was in the website. In this regard, printing was focused on the articles that captured a big interest amongst the public. Such a version would be easily shared amongst various partners. Also a Swahili version was added to the English version in the website to ensure a wider access amongst Swahili readers.

In 2011 AP 2000 introduced another project to complement the tracker. This focused on Youth governance and anti-corruption. This project, funded by Action Aid Tanzania, aims at mobilizing youth movements to engage in anti-corruption issues at their local level. The project links with

CTS in that the corruption cases from local level are reported in the tracker. The project focuses on training youth on Public Expenditure Tracking system (PETS); basic reporting of anti corruption; and training on the use of the social media. The future is to also link with the supply side (duty bearers) as well.

In 2012, another dimension was added to the CTS project involving use of TV spots. This is where corruption issues would be taken in the tracker and put in a short video clips and aired in the in ITV and Star TV in form of TV spots to raise more awareness on corruption issues. The project has been running TV spots messages on the fight against corruption from the late and former President of Tanzania, Julius Kambarage Nyerere. These have been effective in raising public awareness on issues of corruption. The spots have received high responses from the public.

Currently the products of the Corruption Tracker include: The bulletins; the bilingual policy briefs; TV and radio spots; public dialogues; and the linking of the tracker with the local people. Through the CTS project, AP 2000 is also funding an additional column in The Citizen Sunday magazine every week called Katiba¹ Review Special which is used to raise citizen awareness on the various issues on the constitution. In future there are plans to make this column available in Swahili as well. Another product is the use of social media like face book and twitter which was not in the initial plan but arose from the demand on the need to reach out more people especially the youth.

3.0 Evaluation Methodology

Evaluation Team and Composition

The evaluation was carried out by MS-Training Centre for Development Cooperation (MS-TCDC). The evaluation team comprised Nesserian Boaz Mollel (Team leader); Thomas Muema and Dr. Suma Kaare. Consultations¹ with the client were through Moses Kulaba the Executive Secretary for Agenda Participation 2000 and contact person for this assignment. He also assisted in the logistical arrangements for meetings with all the key partners for this evaluation.

Evaluation Methodology and Approach

This independent evaluation was divided into three phases:

- (i) Documentary review, methodology and tools development

¹ Katiba is a Swahili word which means Constitution

- (ii) Field work
- (iii) Analysis, report writing and sharing of findings.

The interviews and data collection was conducted in Dar as Salaam where the CTS project and the partners are based. The evaluation framework (Annex 2) and field schedule (Annex 3) was prepared by the evaluation team and shared with AP 2000. The field schedule was updated based on availability of partners. The evaluation team used a number of methods:

Literature review

This entailed review of secondary data such as documents from the government, CSOs and development partners. Published government documents included specifically The National Anti Corruption Strategy and Plan (NACSAP), various reports of the Africa Peer Review Mechanism (APRM), and Open Government Initiatives, Other documents which were reviewed in this evaluation included:

- The proposals for the CTS project for year 2008, 2009, 2010-12
- Financial reports for 2009, 2011, and mid 2012
- Annual plans, progress reports, project log frames and evaluation TOR.
- Internet was used to review some of the anti corruption websites like Transparency International (TI), the corruption tracker, PCCB website, the social media used by the tracker in face book and twitter.
- In addition, the evaluation team reviewed a number of CTS products like the online articles, TV spots, bulletins, policy briefs, newspaper articles.

Key informant interviews

The evaluation conducted a total of 25 Key Informant Interviews (KIIs) which involved face to face semi structured interviews with key informants in the program, partners, NGOs, Media (*refer Annex 3b for the list of people interviewed*). Interview checklist and guide was used to guide the interviews (see Annex 4 and Annex 5 for KII/FGD checklist and KII/FGD guide respectively). The interviews targeted staff and CTS partners especially those that have been directly involved in the CTS project activities. They were AP 2000 leadership, AP 2000 Staff, AP 2000 Board, development partners e.g. Finnish Embassy and SDC. Others included the editorial board, CSOs/NGOs who are users of the CTS, the Media and youth. Interviews were also held with other NGOs and media working on corruption issues.

The evaluation team was not able to have face to face interviews with government officials from PCCB and PPRA by the time they concluded field visits. Though it is important to note that PCCB responded by using the electronic questionnaire that was sent to them. Initially several attempts for face to face interviews were made by AP 2000 and evaluation team to contact PCCB and PPRA in vain. Attempts were also made to interview PCCB in Arusha, but they declined face to face interviews saying they are not the spokesperson for PCCB and would need to get approval from PCCB Headquarters. Also it was difficult to interview the AP 2000 board member based in Zanzibar, who despite several attempts made to interview him through telephone it has not been possible due to his busy schedule.

Focus group discussions (FGDs)

Two Focus group sessions were conducted, involving AP2000 staff and a youth group. A checklist of questions was used to guide the discussions (see Annex 4 and 5 for KII/FGD checklist and KII/FGD guide respectively). The participants engaged in discussing the impact of the CTS project, relevance of the programme and suggestions to improve the effectiveness of the project. The FGDs were also used to gain insight into the project impacts and in carrying out a SWOT analysis as well as in outlining suggestions on the way forward. The FGDs comprised 4 to 6 participants.

Semi structured interviews using questionnaire

A self-administered semi structured questionnaire (Annex 6) was used to solicit feedback from CTS subscribers. The brief questionnaire was sent to 100 randomly selected CTS subscribers who were to fill the questionnaire and return it to the evaluation team by email. A number of emails (20 emails) bounced back indicating either that some emails are not active; or some have moved on to other organizations. Initially only 1 person had responded by email. The evaluation team sent reminders and a total of 4 people responded.

Debriefing and stakeholder consultation meeting

Debriefing meeting was conducted in mid January 2013 where the evaluators shared the draft report with findings and initial recommendations to AP 2000 and key partners. The debriefing meeting was to ensure that the findings and recommendations are validated by partners before the final report is produced by 8th February 2013.

Sample size and Sampling procedures

This evaluation has used purposive sampling in the KII and FGDs. The intention of purposive sampling was to select groups of people that have been engaged in this project as: users of the CTS and partners of the CTS project such as the NGOs, government and donors.

Limitations

Semi structured interviews using questionnaire: This method was limited by the fact that evaluation was running at the time when it is difficult for people to respond due to the fact that majority were approaching Christmas season where people take leave during this time. Also the evaluation team could not tell from the email list which of the users would be active or not. The team addressed the limitation by sending reminders to the sampled people after the Christmas break to increase the response.

Availability of some stakeholders: For some stakeholders especially government officials it was not possible to have face to face interview at the time when the evaluation team was in the field due to other pressing demands. Arrangements were made to consult them through telephone but this was possible through the use of electronic questionnaire.

4.0 Analysis

Analysis approach used for this evaluation was content analysis. With this analysis the evaluators captured the emergent themes that were coming from the interviews based on the objectives of the evaluation. These were: the impact of the project, relevance, efficiency, effectiveness, sustainability, lessons learned and best practices.

5.0 Findings

5.1 Impact of the CTS project

Impact of the project was measured against CTS contribution in ensuring the public is informed and constantly discussing and engaging other agencies in the fight against corruption. This involved looking at how CTS is a major player in the network of CSOs and other actors (public, policy makers, media) engaged in corruption; How it is referenced and cited on matters of corruption; How it contributes to quality discussions, issues and questions raised on corruption and measures taken (including government response to corruption).

Impact to CSOs and NGOs work

Findings from the interviews have indicated that CTS has impacted CSOs and NGOs networks positively but only limited to those which are aware of CTS. However, more effort is needed to raise awareness of CTS to other CSOs. During interviews, it became clear that CTS has acted as main source of information and source of evidence when engaging with government institutions for those CSOs that have interacted with CTS. This is expressed by testimonies of members of the NGO network:

“We are receiving a newsletter from CTS every month informing us on corruption issues. A good example is a case of Spice Iceland boat accident. This vessel was not sea worthy but it was registered and came incorruptly compromising the security of passengers. We have used the evidence of this case from CTS when presenting our arguments as CSOs before the Commission which was formulated to investigate the issue. In many instances the government has been responding to issues which are raised and discussed by citizens and CSOs. CTS has been a source of information and evidence in most of our work, especially when we are meeting with the government” Executive Director, ANGOZA.

“CTS has really helped us to give correct statistics and facts on corruption which have been very useful in the trainings we have been doing on governance and accountability” Richard Angelo, Manager of Capacity Enhancement, Policy Forum

“The tracker has been able to provide timely information on corruption issues, which we normally use in our lobbying and advocacy work” Gloria Mafole, Legal and Human Rights Centre

Impact of the project on government actions

The project has had impact on government response to corruption issues. There is some evidence to show that in some incidences, the government has used information from CTS to act on corruption raised by citizens. An example is a case quoted from the response of PCCB Director on a corruption case that involved PCCB staff quoted below:

“Dear Mr. Kulaba, Thank you for your Newsletter. You are doing a good job. On complaints against my officer in Nzega I will immediately establish the truth and take remedial action. Wishing you and your organization a Merry Christmas and a Happy New Year. Together we will succeed against the scourge of corruption. Dr. Hoseah” On Wed, Dec 21, 2011 at 2:15 AM, Tanzania Corruption Tracker System Online [quoted from AP 2011 Annual Report]

In addition government institutions, like PCCB have used the information from the tracker to prepare awareness raising program for citizens as expressed by a quote from one PCCB officer: *“CTS Survey reports like any other independent publicized reports identified areas to have higher level of corruption practices. We normally take actions by actively preparing and conducting education programmes, conduct investigations or research to plug corruption loopholes and*

provide recommendations to rectify the existing situation” Juventus Baitu, PCCB [quoted from filled electronic questionnaire from PCCB]

Other cases of impact to government action are stories which were shared by an interviewee in one of the FGDs.

“There is a place called Kibirashi in Kilindi, we published a story in CTS of illegal logging that was happening in Mswaki area. We believe, the media picked up the story and worked on it since we were the first to publish this case. Consequently, the Village Executive officer was interrogated and people dealing with this illegal logging were apprehended and taken to court. They were found guilty and jailed. Recently people, from this village have been approaching us seeking advice on how to track their resources” FGD with AP 2000 staff

The project has also had impact on providing support to aggrieved citizens to seek redress against corrupt deeds of government officials and institutions. A case in point is a Chinese lady who sought the support of AP 2000 to seek judicial redress against some officials of the National Housing Corporation (NHC) who mistreated her because she refused to engage in corruption. With support from AP 2000, the lady filed a court case against NHC and won.

“We believe, the story published on the CTS terming NHC a den of corruption and many other similar stories published in the CTS may have prompted Government action to reshuffle some officials of NHC as well as changing its leadership.” Senior Editor of CTS, Attilio Tagalile

Impact to the public

CTS project has had major impact on the public especially in seeking for trusted sources of information on corruption. The project has made AP 2000 the most trusted platform/space for citizen reporting corruption issues compared to government institutions. This is indicated by an increase in frequency of people sending information on corruption to AP 2000 than to government institutions as evidenced by quotes from different interviewees:

“CTS has inculcated a culture which was not there, in the past people used to rely on government as a source of information for discussing incidences of corruption and to mention those involved. Now citizens are seeking for more credible sources outside the government. ” Executive Director, Youth Partnership Countrywide

“We have been using the information from the tracker for our advocacy work to challenge the government and PCCB on the many cases of corruption that have not been dealt with” CTS User, Reginald Munisi

“To an extent, knowledge is power. I believe that AP2000 is doing a very valuable job in informing people of what is happening. This can give moral support to CSOs and individuals and assist them to resist appeals for bribes” Jim Elsworth, Twende

“When people have information, then the government tends to fear and take action since people are aware” Costantine Njunwa, Associate editor, The Citizen

However concerns were raised by some CSOs that the section of the public targeted by CTS did not represent the ordinary Tanzanian who lives in the rural areas. It is more of the elite, mainly those who have access to computers, internet and printed media. Efforts need to be taken to reach ordinary Tanzanians using swahili language as well as popular print media and radio programs which are the main sources of information of majority of ordinary and rural based Tanzanians.

“80% percent of Tanzanians are in rural areas where majority do not have access to electricity not to mention internet. It is important to reach the majority of Tanzanians and have public dialogue decentralized from Dar and go beyond Dar es Salaam.” Leticia Rweyemamu, FCS

“The tracker should be accessible more to the common man and woman of Tanzania” Deus Kibamba, Director, TCIB

Impact to the policy makers and media

CTS has also been used by some Members of Parliaments as a reference in parliament sessions and in raising awareness to the public on the impact of corruption on their lives. These have resulted to public being more aware of the corruption issues. Some media houses have used the tracker as a source of information in their campaign against corruption. Evidence from mainstream media shows that quite a number have used CTS in their work. Quotes below from media and staff have indicated this.

“We have used a number of stories from the tracker to publish stories in our magazines. Good examples of these are the corruption scandals involving the debt account with the Central Bank of Tanzania popularly known as EPA and the emergency power supply scheme popularly known as Richmond case, which were also widely discussed by citizens” Associate Editor, the Citizen

“It has been a useful source of information on corruption issues” Pili Mtambalike, Media Council of Tanzania

“I have used the tracker as source of information” Kurwa Magwa, Assistant Editor of Uhuru and Mzalendo Magazines

The information from the tracker has been used to steer up debates in the media talk shows and public debates.

“With the CTS we are getting a lot of space in radios and TV to discuss issues of corruption. We have been invited in programmes like ‘Hoja ya Leo’ in Radio One, as experts on Kipima Joto in ITV and in EATV in youth program 2010 general election and 5 connect” former CTS staff and current CTS user

It should be noted however, the use of CTS by media is only limited to urban based media. Findings from the evaluation indicate a number of media especially those which are outside Dar es Salaam, and in remote areas of Tanzania are not aware of the corruption tracker even though they also document corruption cases. These were expressed by some of the Journalists who have been TMF beneficiaries. This is also explained in the report in section 5.2.

“I just came to hear about the tracker (Agenda Participation 2000) one time through other NGOs we are working within the forum. Though we have been working on a number of corruption cases in natural resource management we have not been receiving their information” Cassian Sianga, Senior Forest Programme Officer, TNRF

“Though I have been writing on issue of corruption for many years now I have not heard of Corruption tracker” Stanley Lyamunga, TMF beneficiary for 9 times and Independent journalist for The African and Business Times

“I have not heard or used corruption tracker” Sr Maria Mteule, Radio Maria. The same was expressed by Mathias Byabato of Channel 10

“We have not really used the tracker as we are the funding organisation, we normally fund governance project where corruption is just an element” Leticia Rweyemamu, FCS

Regarding use of CTS by members of parliament, although it was difficult to establish evidence from MPs like Hon Mnyika and Hon Zitto, whom AP staff have indicated that are main users of the CTS, testimony from AP staff help to shed light on the extent of use of CTS by parliamentarians:

“We are aware that some MPs like Hon Zitto and Mnyika are referencing CTS when they table and or raise their concerns on the house floor, they have frequently followed leads from CTS and used the information” FGD with AP 2000 staff

Role of leadership and commitment to fighting corruption

Fighting corruption requires committed leadership to turn information and knowledge on corruption cases to action. With the institutionalization of corruption in Tanzania, to remove it requires commitment and determination from individuals and leadership. This is somehow lacking in Tanzania. Knowledge and information on corruption is rarely followed up with action on the part of leadership. It was also noted that people in power have influence to wipe out corruption in Tanzania and to act as role models for others to follow. This point was emphasized by one of the interviewees who stated that: *“There must be few people in power who can push things, people who have the courage and commitment and are ready to say no to corruption. A good example is the late Mwalimu Nyerere, people like him are role models”* AP 2000 Board member, Prof Ibrahim Focus Shao.

It is unfortunate that despite good policies and plans for fighting corruption in Tanzania, political will and commitment on part of political and administrative leadership is an area that needs to be looked into.

5.2 Effectiveness of the CTS project

The evaluation assessed effectiveness in terms of: the ability of the project to accomplish its objectives as per log frame; the outreach and visibility of the corruption tracker and its various products. The outreach and visibility of the tracker was looked in terms of who are the users and what the users do with the information.

Accomplishment of project objectives

Findings indicate overall the project has been effective in meeting its objectives. The project has gone beyond target in most of the activities. Some of the major accomplishments include: Establishment and maintenance of the bilingual website with about 751,442 (as seen on 4th Jan) online visitors; Online newsletter subscribed to over 100,000 people; a total of 171 articles in the archive; about 18 policy briefs in the archive; 3 tracker bulletin for 2009, 18 tracker bulletin for 2011 and 8 tracker bulletin for 2012; 3 public dialogues in 2011; 2 public dialogues in 2012; Printing and dissemination of over 10,000 copies of selected policy briefs for 2011; TV and Radio campaigns (Refer Annex 7 and 8 for CTS website and sample of its products respectively). With these accomplishments, the CTS has been a major reliable source of information on corruption cases where CSOs, academicians, researchers, media, and the government have referred to it. CTS is the only website in Tanzania which is tracking corruption.

Outreach and Visibility of Corruption tracker and its products

The CTS has very large readership inside and outside Tanzania. The website has been accessed by about 751,442 (as of 10.00am 4th Jan 2013) online visitors and over 100,000 online

subscribers who are also receiving the regular online newsletters. The corruption tracker has been used as a reference for a number of studies including the African Peer Review Mechanism (APRM). In its recent report, APRM Tanzania report 30th October 2012, acknowledges CTS as having contribution in prompting government action against corruption cases (see APRM, Tanzania Report 30th October 2013, p 149).

Apart from APRM studies, the CTS has become a popular source of information for other researchers inside and outside Tanzania. This is attested by Mr. Deus Kibamba of TCIB and Mr. Attilio Tagalile of AP 2000 as quoted below:

“The tracker has benefitted a lot of students and academic people doing their PhDs” Deus Kibamba, TCIB

“We have been receiving many calls from people within and outside Tanzania like Washington DC. Some people are using the information in the tracker for their PhD studies. The whole idea was for the tracker to be a one stop centre on information issues of corruption” says Attilio Tagalile, Senior Editor of CTS

TV spots talking on corruption have been another product that has been used from the CTS project and messages are getting across to different regions of Tanzania where people are responding and sending back short mobile texts (sms). Examples of the responses from the listeners and those watching corruption spots in TVs are given below:

“I am Nelson Isack working in Shinyanga. If a leader is found to be involved in corruption they should be held accountable so that citizen can trust their government, short of that there is no trust at all” sms sent on 21st October 2012

“The leaders of today if they were with the late Mwalimu Julius Nyerere today our national economy could have grown” sms sent on 12th September 2012

“You have not been fair to air the TV spots by Julius Kambarage Nyerere. It has been very short. Please you need to prepare a special programme for at least thirty minutes for the ‘Father of the Nation’ speech on corruption. I believe Tanzanians will be inspired by his speech. If funds are needed to sponsor the programme we are ready to contribute” sms sent by Victor Masuka on 12th October 2012, a listener of the TV spots from Tarime.

“Our country is going in the wrong direction. Corruption is dangerous. Hard decisions need to be made immediately” sms sent on 25th October 2012

Findings also indicate that AP 2000 disseminates printed media to different stakeholders but there is no systematic monitoring by AP 2000 of the printed media. There is need to track who

receives the print media and how they use these bulletins and other printed media for their work in anti corruption. For the media, CTS has been a source of stories, tips for stories to follow.

5.3 Project relevance

The evaluation assessed relevance in terms of extent to which the CTS project design was responding to and addressing: the needs and priorities identified in the national policies and strategy documents; priorities of anti corruption institutions; the impact of corruption to the poor; the network with other organisations/stakeholders working infighting corruption; the relevance of the CTS design to the bigger picture of AP 2000 good governance and democracy

Findings indicate that the CTS project has been and is still very relevant. The project is relevant in supporting government cause in fighting corruption in the country by making available information on corruption cases, stimulating public debate on corruption as well as inspring citizens to report on corruption. In addition, it makes available to the general public information of allegations from the documented stories from different sources that AP 2000 has been receiving and using. Findings from documentary review show that CTS project is contributing to objective B and Objective D of the current PCCB strategic plan of 2011/2012 to 2013/2014. Objective B is on the implementation of the National Anti Corruption Strategy and Action Plan (NACSAP II) and reducing corruption incidences and Objective D is on reducing corruption. PCCB is implementing Objective D through a three-pronged approach: prevention, education, investigation and prosecution of offenders. CTS project is contributing in the prevention of corruption and in educating the public on corruption by making information available to the public through publishing presumed and confirmed cases of corruption and through creating awareness to public on corruption through use of other CTS products like the online bulletin, policy briefs, public dialogues on corruption issues, TV/Radio spots and on corruption.

The work of this project can be better achieved by strengthening collaboration with the media, as it is better placed to fight corruption. However, it is important to note that there are limitations of the media being compromised by being bought or paid not to publish certain information, which is something AP 2000 needs to be aware off. AP 2000 needs to collaborate with other partners to join efforts because corruption is becoming more sophisticated and it requires the efforts of many other actors. The importance of collaboration is underscored by the following quote:

*“Corruption that we are dealing with now is moving from one to one to a network corruption”
Senior Editor of CTS, Attilio Tagalile*

“Some media has been very corrupted as they are paid” Senior Editor of CTS, Attilio Tagalile

CTS project is relevant to the extent that it is an innovation and a new thing in Tanzania – providing citizens and stakeholders in the fight against corruption an opportunity to access information that as a lead for further evidence and follow up on corruption issues; In addition, the project has prompted the media like TV & Radio to go beyond mere reporting and engage more on investigative journalism to establish evidence and digging deeper on issues. The tracker system has been widely accepted by government institutions such as PCCB (Prevention and Combating corruption bureau) who have openly shared information with the CTS project.

CTS has been identified as a relevant platform for sensitizing women and young people on corruption and available avenues for seeking redress from mistreatment by corrupt public officials. In addition the relevance of the project is seen in its ability to: *stimulate citizens to think and speak* about corruption. The tracker system has provided citizens with an alternative platform for reporting, discussing and dialoguing on corruption. The system is more trusted than media as it undertakes deeper analyses of the corruption issue Vis a Vis the law.

Other aspects of relevance are reflected in: its contribution to good governance by making the government more responsive to cases of corruption raised by citizens. In some aspects the tracker system has contributed to improvement in government services. It has also made government more open to citizens by giving feedback where citizens have made complaints against some officials. Feedback clients, citizens and government officials express satisfaction on the usefulness of the tracker system in improving relationship between and among them. And a good number of citizens have given a positive feedback to CTS usefulness in raising public awareness on corruption especially the ongoing TV Spots.

CTS project within AP 2000 Vision

The focus and vision of AP 2000 is to have a democratic and peaceful society and state characterized by democratic values and practices. However, this focus has been achieved through projects that are related but not coherently aligned. Findings indicate that there is currently a project focus in AP 2000 with regards to implementation of their activities. There are currently three different projects that are related currently being implemented by AP 2000 and CTS project is one of them. The other two projects are on youth governance and on mining advocacy and natural resource governance. These projects lack backward and forward linkages between them typical of project approach. All projects work in isolation. One would have

expected more stories from youth governance and mining advocacy would feed into tracker and vice versa. This is not the case although AP 2000 staffs see great potential for all the three projects benefiting from each other and contributing to the bigger vision of AP 2000.

The project approach has also contributed to inadequate coordination among donors funding the three projects at AP 2000. This means AP 2000 needs to have an overarching framework that will create forward and backward linkages between the three projects as well as ensure a greater focus on AP 2000 outcomes than currently is. A program approach is thus highly recommended as a way forward as AP 2000 moves to strengthen its strategic approach to governance and democracy. With this program approach, it is also possible to bring all donors together for more impact and linking of CTS with activities on the ground through other projects.

5.4 CTS Sustainability

In the context of CTS project sustainability was assessed in terms of the extent to which the project is able to benefit the intended beneficiaries after the life of the project. Suggestions on how best the outreach and visibility of CTS can be improved was also another aspect which was assessed

Findings indicate concerns on sustainability. The project is perceived to be more dependent on donor funding and for that matter a single or current donor(s). A number of interviewed stakeholders considered this as a major setback to this noble course once donor funding comes to an end. Majority of the interviewees felt that the potential for diversification of funding is high for the project and management could proactively work to consider those alternative funding sources. Different views on sustainability of CTS were made by stakeholders including consistency of funding, fundraising mechanism, decentralization specifically linkages with local level and or community based stakeholders and partnerships with other NGOs; strengthening the management of the CTS to ensure quality products are produced. These views are well presented by quotations from some of the interviewees:

“For sustainability the project should not depend on donor funding alone. It should complement with advertisement as a means to fundraising. What is needed is to have the best count. If a personal blog can be able to raise Tsh 12 million in a month due to advertising, then it should be possible for the CTS website to rise over Tsh 8million a month.” Senior Editor of CTS, Attilio Tagalile

“For sustainability, there is need to adopt a mixed model of operation i.e. both NGO and also business orientation. In that the online version should be of two types: one free and another one for paying visitors (e.g. the confidential newsletter)” Marie Binti Shaba, Editorial Board member.

“Need to adopt some advertising through the website. By Marie Binti Shaba, Editorial Board member

“CTS sustainability has 3 aspects: decentralization; management of the organization in terms of funding; drawing our energy on how to deal with this growing problem of corruption.” AP 2000 Chairperson, Prof. Max Mmuya

“The project has a potential to attract more donors with the positive changes and if it is visible.” Sonya, SDC

“For sustainability data need to be stored in a data bank. In addition proper management of the project will add to that” Thomas SDC

CTS and its future

Findings indicate that the project in future needs to expand its mandate to strengthen its research capability not necessarily moving to assume an investigative role. Currently, CTS relies on information from other sources whose credibility may require some testing through further research. While some stakeholders thought this role could be strengthened by AP 2000 shifting its mandate towards investigative role, others felt this would be going beyond mandate and perhaps may require a different institutional framework altogether. This means the future mandate of CTS and limitations of AP 2000 in facilitating CTS future role needs to be discussed by AP 2000 leadership and stakeholders to secure consensus. This new mandate also will mean and demand stronger research capacity. There also some suggestions that CTS need to be more focused on key areas to ensure quality. These are expressed by the comments below:

“In future CTS need to be able to lead in coming up with new corruption information, rather than reporting from other sources. For example the case that was reported in the December 2012 article on Billions in Swiss accounts we have been hearing this for some time, CTS need to be able to come up with a new angle to the information, e.g provide us with the list of the accused with their names” Irenei Kiria, SIKIKA

“AP 2000 needs to identify few priority sectors to work with and then focus on those” Irenei Kiria, SIKIKA

“There is need in future to focus on fewer things to be able to produce quality work. In addition more analysis should be done to have summarized topics” Sonya Elmer Dettelbacher, SDC

“In future they will need to be more focused on research, proactive research and share and publish results” Clara Ruhara, Finish Embassy

“We want in future to move into using sms as evidence “ushahidi”. We need to be able to get information through sms where corruption is going on, then the system should be able give the

maps of various sectors, departments, regions where information can be collected and put on website” Executive Secretary of AP 2000, Moses Kulaba.

“Next phase we should be doing investigative journalism. This will mean a lot of funding will need to be taken into this, including some funds for insurance to protect those involved in investigative role because of the risky nature of the work” Senior Editor of CTS, Attilio Tagalile

The evaluation team also noted that on the aspect of investigative journalism, AP 2000 can also take advantage of partnering and/or collaborating with NGOs focusing on investigative journalism. A good example is the work that has been done for many years by Tanzania Natural Resources Forum (TNRF) on investigative documentations where they use visuals in documenting evidence on incidences involving natural resources in Tanzania.

There are also suggestions from other NGOs, development partners, media and staff on the need to have more active and interactive website where there can be more citizen engagement. The interactive website need to be moderated to ensure what is published is credible. There are also suggestions for more networking and more coordinated work with media.

“The website features can be improved by complementing (supplementing) with visuals like cartoon.” Executive Director, ANGOZA

“They need to do a lot with media. When they come with new information definitely the media will run after them and NGOs will use the information for advocacy work” Irenei Kiria, SIKIKA.

“There has not been so much frequent interaction between AP 2000 and the media, the next phase should be able to utilize the media more frequently and have more media engagement. An article in the tracker can be so loaded to attract interest of an ordinary citizen, but the media has the language and approach of presenting information in a way that attracts people to read. Tracker should continue with research but use media for advocacy” Deus Kibamba, TCIB

“Media and NGOs need to work together to empower the community to demand for their right. When citizen are empowered they will know at to do and they will follow up” Mathias Byabato, Channel 10 TV

“In future there is need to have more focus on organized networks. This can be integrated with the media like local radio” Thomas Crick, SDC

In future CTS should come with mechanism for ensuring that the information is available to a larger number of CSOs. It is evident that some CSOs especially those outside Dar es Salaam do not have access to the current information produced by CTS.

“There are very few CSOs which have excellent facilities that they can receive the online materials”. Executive Director, ANGOZA

“There is need to focus in other regions as well, not just Dar es Salaam. Look into Zanzibar, Mwanza, and other regions” Executive Director, ANGOZA

“We have been blamed for being here in Dar es Salaam and not in other regions. We see the need to reach more areas” AP 2000 Chairman

Other suggestions that were made for future included the need to ensure: Anti corruption efforts are mainstreamed in activities of all CSOs and Government bodies:

“In order to bring changes to areas where corruption seems to be high, corporation with other legal mandated institutions is inevitable. Sharing of reports and expertise with anti corruption bodies like the PCCB is vital for the purpose of having a common understanding on the kind of reports to be published reflecting real situation and thus would stimulate the public to participate fully in the fight against corruption” Juventus Baitu, PCCB [quoted from filled electronic questionnaire from PCCB]

Emphasis was also made on the need to ensure: collaboration with other CBOs is strengthened to bring cross fertilization. CTS is running as an independent program in AP 2000; the tracker should be able to report cases of the larger public as well and allow platform for discussion. There was also suggestion that the corruption tracker should be able to really track the corruption cases. This can be done by having a database that is tracking corruption integrated into the tracker.

“We need to think of way where they are really tracking corruption cases. The idea would be to have database where cases can be categorized in sector and in a way where one can quickly get the current status”. Jussi Nummelin, Finish Embassy

5.5 CTS Replicability

Replicability was looked in terms of the extent and possible options to which the project can be repeated with the same results in Tanzania and other countries around the region.

Tanzanian tracker idea was brought from Namibia, although with some improvements some neighboring countries like Kenya have shown interest to have a similar tracker system. The tracker is something that can be replicated within the country. Replicability could entail AP 2000 maintaining a national focus work with other partners or networks to integrate the initiative into regional, district and village/

“mtaa” street contexts. This will make the fight against corruption an everyday effort among Tanzanians. Also it will allow AP 2000 and CTS to focus on both grand corruption at national level and petty corruption at regional, district, ward and village or mtaa levels. The key element here is decentralization of the initiative through collaboration with other CSOs and NGOs who are expert in the different sectors.

5.6 CTS Project efficiency

Project efficiency was assessed in terms of how best the project used the resources at its disposal. This looked in terms of: use of funds; implementation of activities; and adequacy of staff and professional experience.

Budget spending

The information in this analysis is based on the financial records of CTS project for 2009, 2011 and mid of 2012. Together with financial reports are progress reports for 2009 and 2011.

The findings from the documentary review indicate that overall the project has performed quite well in funds absorption and utilization.

- This is the case for 2009 and 2011 with 100% spending. In 2009 there was 92% spending of the total budget in 2011. However, this is not the case for 2012 where the absorption rate has been quite low compared to previous years. By mid 2012 the project had utilized only 7% of the total budget (*refer table 1 in Annex 9 on fund utilization*). The expected level of absorption rate by mid 2012 should have been at least 50% of its total budget. This low spending was partly caused by delays in disbursement of funds in 2012 and reduction in staff following exit of two key staff of CTS project. Delays in disbursements were sighted as one of the main reason for staff leaving CTS project. On the other hand, delays on disbursements were mainly attributed to CTS project late submission of financial reports to the funders. This was compounded by the changes in the leadership in the donor embassies.

Assessment of budget items in each year:

- In year 2012 there was under spending in every budget item.
- In 2009 and 2011 though the general spending was excellent, there were overspending and under spending in some budget items. The noted ones for 2009 are on CTS launching where this item was not budgeted for but was implemented, and the other was on CTS computer software and hardware where there was overspending by 54%.

The noted under spending were on editorial meeting and allowance where only 7% of the budgeted amount was utilized.

- For 2011 the noted overspending which was above the 50% was on coordination expenses, CTS computer software and hardware, and CTS office equipment which were above by 72%, 112%, and 86% respectively. The ones which were under spent included wireless internet subscription, editorial team meeting , and public dialogue which had spent only 38%, 21%, and 47% of the budgeted funds respectively (refer table 1 in Annex 9 on fund utilization).
- In conclusion there is need to ensure that there is proper planning and correct estimate of the budget as much as possible so that spending is done according to the budget

Implementation of activities

Generally activities have been implemented as per the plan in the proposal, although delays in implementation have been noted for some of the activities as expressed in the annual report. Activities that should have been completed by in 2011 were still being implemented in 2012. For example the evidence based research on corruption; conducting of strategic planning meeting and the rebranding of CTS.

Staffing capacity

The project had the right staffing capacity in the past before it expanded its mandate to include 2 more projects. Currently two staff has left the CTS project with replacement made for only one who is still new to the project. With the current setting, apart from the Executive Secretary and the Senior Editor, all other CTS project staff is also working on other projects implemented by AP 2000. This at times leads to work overload among CTS project staff and reduces their efficiency and attention on the project. This tends to affect negatively the frequency of the updates in the tracker, face book and twitter including some translations into Swahili in the tracker.

With the future expansion of the project there is need to consider new capacity needs and ensure adequate staffing in line with expanded mandate of the AP 2000. With the focus to increase the intensity of the updates from the CTS, follow ups and more research there is a need to increase the number of staff. This should be discussed at the management and Board level and during the strategic planning meeting with partners. In future the budgets should also have a component on capacity building and training of staff.

Lack of systematic schedule of reporting

During evaluation, it was found that the reports are produced when funds have been finished and to support request for subsequent funding. For efficiency purposes the project should have a reporting time frame aligned to the organization wide reporting schedule i.e. quarterly, bi-annual and annual reporting. With this there is a need for AP 2000 to align project reporting to organization wide Monitoring and Evaluation System and accompanied reporting schedule to inform its project and organization wide planning, monitoring and decision making system.

5.7 CTS Value for money

The value for money was assessed in terms of the project costs; financial investments in the light of the benefits that the project delivered. With regard to project costs the evaluation looked at the project management costs as compared to the total budget.

Generally findings from the evaluation indicate there is value for money in a sense that the benefits generated by the projects are reflective of the costs. Although project management costs are higher than the norm.

Project management cost

Findings indicate that the project management costs are high. This shows that the project by design had planned to have higher project management or indirect costs than the norm in project management practice. So if we compare it with the design it shows that the project is doing well. Project management or indirect costs included expenses which are not direct project cost. For this analysis, the project management costs have been considered to be costs for salaries, administration, project evaluation, internet subscription, accounting software expenses, project evaluation expenses, audit fee, contingency and contingency legal fees, and bank charges). In the CTS project, the project management costs are 56.7% (i.e., Tshs. 34,260,255/=) out of the total budget of Tshs. 60,421,855/= for year 2009 and even higher, 64.5% in 2011 (Tsh. 113,646,210/= out of total budget of Tsh. 170,546,188/=). (*Refer table 2 in Annex 9 on ratio of project management cost*).

This means more than half of the project funding is going into indirect project cost. Salaries and administration seem to take a large chunk of project funding. Note that the salaries are generally low but administration costs are higher by 14%. This is not because of generally high spending costs but because of the structuring of administration costs within the project. In this case some salaries (for example the salary of an assistant has been included under administration). It is important that the project considers restructuring project costs by ensuring all salaries are under the same component (i.e salaries). It is important to note that project spending on the total project management cost has been within what was planned in the budget; however the difference lies within the project management cost.

However the evaluation team noted that the high percentage of project management cost is not contributed by the fact that salaries are very high but by the design itself which allowed the proportion to be higher compared to the direct project cost. Thus looking at the investment made and the nature of the project there has been value for money.

5.8 Other Findings

These are findings that may not be linked to the terms of reference but the evaluation team finds them important. The findings are drawn from the teams' observations during interviews and or from various published reports.

Other noted relevant/useful findings for this evaluation included:

- There are competing demands from different projects implemented by AP 2000 including the users of the tracker system. This may put a lot of pressure on AP 2000 with the likelihood of compromising the quality of CTS. AP 2000 needs to be more focused on key areas where they have competency on avoiding spreading themselves too thinly. The best thing for AP 2000 is deepen their impact through consolidating the gains of the CTS project rather than expanding to follow funding by engaging in things that may bring in more funding but with no strong linkages to the CTS vision.
- AP 2000 has been concentrating on grand corruption, there is need to focus into petty corruptions as well. (The need to localize anti corruption measures at village, ward, district, and regional level). This will help citizens to connect directly with the issues that matter to them at most. Petty corruption is one of the major factors that deny women and young people access to critical services for the full enjoyment of their human rights and fundamental freedoms. Hence, there is a need for AP 2000 to pursue decentralization through collaboration with other CSO, CBOs to ensure the two dimensions of corruption are joined or linked.
- So much has been done by the project in documenting and sharing with the public the confirmed and presumed cases of corruption since the project started in 2009. Little has been done on documenting the status of these cases. This is fine to the extent this is the focus of the project as per the proposal. However, there is now need to focus on documenting both the new emerging corruption cases and the status/progress on government action on all the corruption cases and allegations that have been published in the past and presently.
- Over the current years, Tanzania ranking on CPI has been low and the results show a mixed picture making it difficult to tell whether we are progressing for better or worse.

Sources show that the Corruption Perception index (CPI) has moved from 94 in 2007, to 102 in 2008, to 126 in 2009, to 116 in 2010, to 100 in 2011, and finally 102 in 2012. These scores have been changing with 2009 having the low ranking. Last year (2011) Tanzania was ranking 100 but in 2012 has dropped to 102². Based on the PCCB strategy they had planned to improve the ranking from 126 in 2010 to 120 in 2011, to 115 in 2012 and 100 in 2013³. Though 2012 CPI is 102 which is better than the one targeted by PCCB, generally the ranking is still very low compared to the western countries and the efforts taken by various stakeholders. AP 2000 should work with other stakeholders to investigate why Tanzania is progressing at a snail pace in CPI.

- Based on PCCB case statistics, from 2005 to 2012 (it is important to note that these statistics have not separated the cases which are corruption related and general bad governance related), data have indicated in 2012 (by July) PCCB received 3043 allegations. Of these allegations: 723 cases were investigated; 611 completed investigation; 614 were prosecuted; and 30 cases were convicted. The convictions are about 4.9% of the prosecutions, 4.9% of the completed investigations and 0.9% of all the allegations. The figures for the past year (2011) were not very different in terms of the magnitude. The numbers were: 4765 allegations; 819 investigations; 773 completed investigation; 466 prosecutions and 52 convictions. The convictions are about 11% of the prosecutions, 6% of the completed investigations and 1% of all the allegations (Source: Corruption Tracker). Data from the CTS tracker also indicate that the number of grand corruption cases persecuted is very low and takes long time. Out of the six big corruption cases in Tanzania from 2005 to 2011, only one case has been concluded and another case perpetrator jailed for 2 years. Two (2) cases are ongoing and two (2) cases prosecution never took place (see table 1 below)⁴. This is very low and serious measures need to be taken. CTS and AP2000 together with partner CSOs and NGOs need to meet and discuss on what strategies and actions they need to undertake collectively to ensure more responsiveness of the government. This should be looked at holistically and include CSOs from various sectors.

² Sources: Transparency International website: <http://www.transparency.org/cpi2011/results>; Corruption tracker website

³ PCCB Strategic Plan 2011/2012 to 2013/2014

⁴ http://www.corruptiontracker.or.tz/dev/index.php?option=com_content&view=article&id=249%3Afighting-corruption-in-tanzanias-new-constitutional-order-an-old-problem-needs-new-solutions-&catid=18%3Acurrent-issues-&Itemid=51&lang=en

Table 1: Status of big corruption scandals to date

| Scandal/Case | Year | Estimated Amount | Status |
|----------------------------------|-----------|---|---|
| External Arrears Payment Account | 2007 | USD 96 million | Prosecution ongoing |
| BOT-Twin Towers | 2001-2006 | USD 153 million | Amatus Liyumba sentenced to 2 years in jail |
| Meremeta Tangold | 2005 | USD 131.34 million | Prosecution never take place |
| BAE Radar Case | 2008 | USD 40 million | Concluded with return of funds, alleged Tanzanian perpetrators not prosecuted yet |
| BoT Banknotes printing | 2011 | USD 132 million | Prosecution never take place |
| Kiwira Coal | 2005 | Valued at Tsh 700 million but sold at only Tsh 70 million | Prosecution ongoing |

Source: Corruption tracker website Dec, 2012

- CTS Project has raised a lot of awareness on corruption issues and the public has taken these initiatives positively. CTS need to move to the next level by placing emphasis on seeking government action on the cases that have been raised to ensure perpetrators are brought to book. This will instill public confidence in the government and at the same time deter others from engaging in corrupt deeds.
- The tracker system is good but the fact that there is very little effort on the part of government in dealing with corruption cases, and that the PCCB law limits citizens efforts to continue following up on corruption cases once they are brought to court, there is a need for an additional mechanism that will promote action on corruption among government institutions and specifically service delivery unit. The corruption barometer provides an additional mechanism for AP 2000 to promote government action on corruption in Tanzania. Corruption barometer is a platform that presents good and bad performers in corruption among public service institutions based on citizens' assessment on continuous basis. The purpose of the corruption barometer is to create a mechanism that provides an incentive to duty bearers, to act on corruption issues that have been identified in anticipation that continuous and progressive rating will change behavior over time.

5.9 Challenges Faced by AP 2000 and CTS Project

Hostility from forces against anticorruption efforts

AP 2000 experiences hostility and resistance from some anonymous people and at some point the website was hacked. Resistance has also been experienced from government institutions well intended but afraid of reappraisal and at some point asking us to remove the stories from the website.

“We have had cases where some people have called back to us to ask for the reports about them or their offices to be removed from the website” AP 2000 Executive Secretary Moses Kulaba

“The site has been hacked three times. The hackers were successful but what saved us is the backup we have in the UK. We need to upgrade the security of the system and have a bigger back up as the last attack from hackers was very strong” AP 2000 Executive Secretary Moses Kulaba

Delay in disbursement of funds

At some point the project was faced with delay in disbursement of funds for about 2 to 3 months. This was contributed by the delay in putting financial reports and the change of leadership in the embassies. This affected the project drastically as some staff had to leave due to delay in salary. This has had adverse effect on the smooth running of the project.

In addition there is a need of donor coordination to streamline the funding and implementation of the projects. This is informed by the fact that the projects are interlinked i.e. adding value to the CTS in terms of governance and advocacy.

“At some point funding was delayed to the project and this resulted in the delay of salary for staff” Senior Editor of CTS, Attilio Tagalile

“The project is limited with the few resources in form of funds and personnel to be able to carry on investigative journalism. There is a lot of work when it comes to investigative journalism with things like collecting stories, writing, translations” FGD with AP 2000 staff

Need to strengthen the role of the Board

There is need to activate the continuous participation of all board members to all meetings. This is informed by the finding that only two or three board members are actively engaged with the activities of AP 2000.

The need for expansion

There is a need to roll out to the grass root level where issues of ownership at the local level are still a challenge. With the current staffing and structure this is not possible.

“The CTS have been dealing with grand corruption and of recent we realize we need to focus on the grassroots as well” FGD with AP 2000 staff

“There is so much AP 2000 can do but the challenge is how far can AP 2000 go with their mandate”. AP 2000 Executive Secretary Moses Kulaba

Limited access to information

Access to public information is a critical support in the fight against corruption. CTS staff still face challenge in getting information from government agencies in good time to produce reports of corruption cases and where necessary to support citizens who want to take corruption cases in court. CTS is optimistic that the constitution review process will strengthen citizen access to information. Also CTS should join other CSOs to advocate for expanded freedom of access to public information in the context of the Open Governance Initiative implemented by the government of Tanzania.

Problems of connectivity to ICT among Tanzanians

Despite the increasing numbers of visitors in the website and the fact that the website is bilingual, there are still very few Tanzanians who have access to internet⁵. CTS should look into ways in which mobile phones can be used to expand access to the website for many Tanzanians who do not have access to the internet. Other non ICT communication methods such as newsletter and community radio programs could be used to expand access to the section of the public that does not have access to internet. A good example is promoting radio listener groups in which audio tapes with some corruption stories from the tracker system are shared with CBOs who then organize radio listening sessions for communities to be sensitized on corruption but also to be inspired to take action.

Though the website is bilingual there is some information which is available in the website that is in English language instead of Swahili. This was explained by the recent fewer number of staff working with CTS project.

⁵ According to TCRA report, only 11% (4.8 millions) of Tanzanians had access to internet by 2010. Source: <http://thecitizen.co.tz/business/-/18518-number-of-tanzania-internet-users-is-5m>

Culture of corruption

Corruption is a big issue in Tanzania. It has become a cultural thing. There is tendency to shy away from fighting corruption if people are benefitting and vice versa.

“Corruption has been institutionalized to the point that people fight against it if they don’t benefit. If they benefit they do not” Reginard Munisi, CTS user

“The complexity of corruption: In dealing with corruption one needs to look at two levels of complexity, institutionalization of the corruption itself and the complexity of how to deal with it. It is like a culture which needs to be addressed in the minds of the people and the attitude of the people. And this starts with the prize to pay for standing for ones’ right as expressed by one founder of AP 2000.” AP 2000 Board member, Prof Ibrahim Focus Shao

6.0 Best Practices and Lessons Learned

Below are lessons that have been learned from the project and best practices.

1. Evidence and credible research is important in the fight against corruption. The CTS has promoted a culture of using evidence to fight corruption among various stakeholders in government.
2. Availability of credible information/data and statistics on corruption empowers citizens and policy makers to take action against corrupt government officials. Similarly availability of credible evidence on corruption puts pressure on government to act on corruption cases. CTS information on corruption at the NHC prompted the Ministry of Land to act.
3. An interactive website on corruption promotes citizen dialogue on corruption and instills confidence among citizens to post their cases but also to inspire one another on how to take action against corrupt government officials
4. When the information from the tracker is used in combination with the print media and dialogue, more awareness is created and people get the opportunity to present their views and suggestions on what needs to be done through telephones and in the dialogues
5. Fight against corruption rocks the status quo and challenges power. This can be countered in a way that threatens peoples’ lives and the tracking system itself. As highlighted elsewhere in this report, forces against anti corruption efforts hacked the system and confronted CTS staff with hostility.

6. The effectiveness of CTS relies on collaboration between public anti corruption agencies and the CTS project. PCCB support of CTS and use of information from the CTS has added in instilling citizen confidence and trust on the CTS.
7. Government action on published cases of corruption is necessary for maintaining citizen's momentum in the fight against corruption.
8. An independent corruption tracking system like the CTS is more trusted by citizens as a reliable source of information on corruption as well as a trustworthy platform/space for people to talk freely about corruption or post their allegations about corruption.

7.0 Recommendations

Summary of recommendations:

- There is need for AP 2000 to work in partnership together with other CSOs which are non partisan. This is to allow usage of the corruption tracker system by more users.
- Regarding rolling out of CTS to the local level, AP 2000 needs to look on the capacity they have in terms of resources. There is possibility of working in partnership with other CSOs in a particular locality. It would be important for AP 2000 to work with CSOs/NGOs they know and have started working with. This is because AP 2000 may not be in capacity to go fully fledged immediately in all the regions of Tanzania. Presence can be strengthen in areas where there is presence already and identify other organizations' to work with. A good example is the work they have started with Action Aid Tanzania in Pwani and Dar on good governance program. Possibilities should be explored in other regions where AATz and her partner have presence already like Kigoma, Lindi, Zanzibar, Tanga, Morogoro, Newala, Singida etc.
- In line with the same recommendation above, AP 2000 needs to identify the sectoral areas where they have strength and document corruption issues on those. In areas where they do not have the strength they will need to identify organisations which they can work and network closely. A good example is the work AP 2000 has started with SIKIKA on governance of health issues (presence of SIKIKA in Dodoma, Singida and Manyara is an added advantage); Action Aid with youth governance issues; Other possibilities are organizations like Haki Elimu, Twaweza in education; Forum Syd dealing with social accountability (their presence is in Mwanza and Kagera); Action Aid on issues of land ; etc

- More people read magazine. Radio and TV programs should be used on constant basis in form of calling those accountable to respond to the public to the evidence that have been produced.
- There is a need to track the status of the confirmed and presumed cases of corruption, where are they at the moment on continuous basis.
- There is a need for AP 2000 and other CSOs to work together in advocating and pressurizing government to ensure grand corruption cases are dealt with.
- AP 2000 needs to find ways of coming up with more details on the data they get from government institutions like PCCB to indicate which ones are corruption allegations and which ones are not so that a correct picture of corruption allegations can be seen. Also with future focus into the regions it would be good to categorize all the corruption cases based on whether they are grand corruption or not, based on regions, sectors, and any other category that may seem fit.
- There is need to ensure that corruption tracking is localized where citizen can also relate with the corruption cases in their area. This can be done by tracking of petty corruption at local level and populating to the national level in collaboration with the CTS. AP 2000 can also work with Policy Forum which is a network.
- The government needs to strengthen wages of public servants or their personal economies to absolve them from engaging in corruption. This should be accompanied by a good social protection policy that will relieve public servants from dependents whose livelihoods are dependent on proceeds of corruption of public servants/.
- There is need to have more interactive forums/platforms through the use of sms for petty corruption where people can send in videos/sms to the platform and encourage the media people to follow on these. The interactive forum should be moderated and managed in such a way that the content that is published to the public is credible.
- There is need to have a system of tracking which is using CTS and its products so that you can strategically advocate and establish a network to track those who receive information and how they use the bulletins and other printed media. Website need to be vibrant, need people with new ideas, website makers, new thinking
- AP 2000 needs to introduce a platform to provide citizens with mechanisms for continuous assessment of duty bearer's response to corruption as well as to inspire/motivate service units/duty bearers to improve performance on corruption.

While the tracker system is doing a good job on reporting and alerting citizens and government on corruption, there is very little action on the part of government in addressing corruption cases. The PCCB law and the legal system in Tanzania, prohibits citizens and the media from pursuing further cases which are in court. As such, citizens require a complementary mechanism to influence behavioral change on the part of duty bearers. In this case, the corruption barometer could be considered. The corruption barometer, with its emphasis on using media to present good and bad performers in corruption among public service institutions, creates incentive for behavior change among duty bearers. Thus fills in gap in fighting corruption from the current mechanisms such as the controller and auditor generals' (CAG) reports and citizens service delivery surveys, which are reactionary in nature.

- With the upcoming new strategy AP 2000 needs to have program focus in its implementation by having the different projects/components including the CTS contributing to AP 2000 overall vision of good governance and democracy.

Annexes

Annex 1: Terms of references

Contract no. 81016691 (Local Mandate) Evaluation of Corruption Tracker 2012

1. Background and Context

Agenda Participation 2000 (AP 2000) is a Tanzanian NGO working to promote a culture of Good Governance and Democratization in Tanzania. The organization conducts civic education, training and documentation of issues that can strengthen citizen engagement in the governance and development process. In 2009 AP2000 established the Tanzania Corruption Tracker System (CTS) as a pilot project on anti corruption with the aim of tracking publicly available information on presumed or confirmed cases of corruption and in order to increase accountability and responsiveness in the fight against corruption.

The initial objectives of the CTS were to build a data bank of cases on presumed and confirmed cases on corruption, increasing transparency and accountability of cases and citizen engagement in the fight against corruption, establishing an electronic quick archive and a mechanism that can be used as an instrument to compel state institutions to take action in response against corrupt behavior, and to provide an electronic medium for interface between the state institutions and public on issues related to corruption. The online corruption tracker can be viewed on www.corruptiontracker.or.tz.

The Embassy of Finland and SDC provided support to AP2000 for the pilot phase of the CTS in 2009, and then from 2010 until 2012 to scale up the operations of the CTS. Between 2009 and 2012 the two agencies made a total funding commitment of €364,435 to the CTS.

The current phase of support from Finland and SDC will end in December 2012. In the final quarter of 2012, AP2000 intends to develop a new Strategic Plan for 2013-2015 encompassing further improvement and scaling up of the CTS. To this end, AP2000 will commission an independent and external evaluation of the CTS from its inception to its current phase, with a view to providing quality inputs and recommendations for the strategic planning process.

2. Scope and Objectives

The overall aim of the independent evaluation is to assess the contribution of the CTS (2009-2012) to increasing accountability, responsiveness and citizen engagement in the fight against corruption in Tanzania, as expressed in its overall goal. This will be done by examining and

assessing the extent to which outputs were achieved, the contribution of outputs to the intended project outcome, and their likely impact, relevance and overall sustainability.

A second key objective is to draw lessons and make recommendations for future development of the CTS, to inform the design of its next three year Strategic Plan.

The Evaluation scope is focused on the following criteria:

1. Relevance

The extent to which the project design and implementation of activities was able to respond to and address (where relevant):

- The needs identified in national policy and strategy documents such as the NACSAP;
- Priorities expressed by key national and international anti corruption institutions, such as PCCB, Transparency International, etc.
- Recommendations emerging from studies and surveys on corruption, (e.g. by REPOA in 2003 & 2006), and evaluations of donor support for anti corruption efforts in Tanzania (e.g. Norad in 2011);
- The impact of corruption on women and the poor.
- How CTS is situated within the larger picture of initiatives and organizations working toward the same cause, how CTS is networked with other projects and organizations and manages (or not) to fill a gap.

2. Effectiveness

The extent to which project activities yielded expected outputs and contributed to expected objectives and the overall goal as per the log frame, for example:

- Expanding a data bank of information on corruption, presumed and confirmed cases on corruption;
- Establishing an electronic bilingual website and quick archive that can be accessed for information and monitoring cases on corruption;
- Increasing transparency and accountability of on information and cases of corruption;
- Increasing citizen engagement in the fight against corruption;
- Establishing a mechanism that can used as an instrument to compel state institutions to take action in response against corrupt behavior;
- Providing an electronic medium and public forum for interface between the state institutions and public on issues related to corruption.

The evaluation shall examine to what extent results were achieved and endeavor to attribute any positive or negative results to the project.

Further, the evaluation should also look at additional outcomes that may not be considered in the results framework. In particular:

- Assess the outreach and visibility of the Corruption Tracker and its various “products”. Who knows about it? What have people done with information available on the website or from other CTS products?

Assess the degree to which gender was addressed in project design and implementation

3. Efficiency

The evaluation shall further examine how economically the project used resources at its disposal, including the efficacy of the planned activities within the time frame and budget for project implementation; to what extent resources were used appropriately to produce the intended outputs; and the extent to which project funds, expertise (adequacy of staffing and their professional experience) and time were used judiciously to achieve desired project results.

4. Value for Money

The evaluators are expected to make a quantitative cost benefit analysis of selected procurements and activities to determine the extent to which:

- The financial investments (cost of procurement) made were justified in light of the benefits that the project delivered;
- Procurements of products and services were conducted to obtain best value for money;
- Project costs were justified for a project of this scale;

As a minimum, the evaluation shall seek to examine the value for money of at least one activity within each of the project’s components.

5. Sustainability

The extent to which the improved systems, processes, and capacities resulting from this project are likely to benefit the project’s intended direct beneficiaries after the life of the project. Sustainability should be assessed in particular with regard to the following:

- Improvements in the transparency and responsiveness of government bodies;
- Skills and expertise development;
- Capacities for networking and coalition building;
- Improvements in awareness of CSOs and citizens of corruption issues;
- Capacities for citizen engagement and voicing of protest against corruption;
- Future use of key ICT assets, including the website.

6. Lessons learned and recommendations for the future

The evaluation should identify lessons learned from this first experience – good practices, innovation, obstacles, elements that deserve replication.

Lastly, the evaluation should make recommendations on how the performance and visibility of the CTS could be enhanced. Different options could be presented listing what would be needed to develop it further in terms of staff (capacities, number), organizational setting, network (e.g. ownership, strategic partners), funding, etc.

3. Methodology

The evaluation should use a combination of the following methods for data collection:

Document Review – three major categories of documentation will be examined:

- The CTS project document, strategic plans, approved project work plans and budgets, periodic reports, financial reports, etc.;
- Publicly available information such as opinion surveys, reports from independent observers that document corruption issues;
- Internal working documents or other documents produced during the course of implementation, including the CTS website;

Key Participant Interviews – the evaluation should include interviews with key stakeholders:

- Senior management and other key staff in AP2000;
- Direct beneficiaries of the free access to the CTS: organisations working in the field of anti-corruption and domestic accountability, media institutions, CSOs and government (central and local), and members of the public.
- National expert commentators, for example in academia;
- Members of AP2000's Board;
- Representatives of project donors.
- Government representatives (tad which ones – that are involved in anti-corruption or would have an influence in the fight against corruption; could be PCCB or CAG or others who may have sanctioning power?)

Structured surveys and semi-structured interviews – project staff and key informants could be approached in person, by telephone, e-survey or a combination of these. The evaluators may also wish to use this tool for other data collection purposes.

Stakeholder consultations – Consultations with groups of stakeholders i.e. media, CSOs, donors, national anti-corruption institutions, etc.

4. Outputs and Deliverables

The evaluation team shall produce the following deliverables through the course of the assignment:

Work plan – within two days of the start of the assignment. The document will include a detailed approach and methodology, schedule, and a draft data collection procedure. In par-

ticular, the work plan will require a clear approach to data collection and work organization to examine the project in its full scope. The work plan will be evaluated by AP2000 for quality and content, upon which clearance to proceed with the full evaluation will be granted.

Presentation of findings, and draft evaluation report – within 28 days of the start of the assignment, a presentation of findings and preliminary recommendations to key stakeholders orally and in writing will be made at or prior to completion of the evaluation. The purpose of this session is to provide opportunity for initial validation and support further elaboration of the evaluators’ findings and recommendations. The quality of the report and draft findings will be assessed by stakeholders.

Final evaluation report – within one week of receiving the consolidated comments from stakeholders, the Evaluation Team will submit a final document that addresses relevant comments and provides comprehensive reporting on all elements of the assignment. This report will be submitted to the Board of AP2000 for clearance.

A lump sum payment will be effected on the basis of **fully satisfactory and timely delivery** on all deliverables. The report will be considered satisfactory if it addresses all elements in the TOR and has been endorsed by the Board of AP2000.

5. Evaluation Report Outline

As a minimum, the Evaluation Report (draft or final) shall include the following components (the exact structure of the report may be influenced by the project components):

- i. Executive Summary
- ii. List of acronyms
- iii. Introduction
- iv. CTS project outline
- v. Methodology
- vi. Analysis
- vii. Findings
- viii. Best Practices and Lessons Learned
- ix. Recommendations
- x. Relevant Annexes, for example:
 - a. List of people interviewed
 - b. Evaluation work plan and TOR
 - c. List of key reference documents

6. Evaluation Team Composition and Required Qualifications

AP2000 wishes to contract experienced evaluators to undertake the evaluation. A team of two experts will undertake the evaluation. The Team Leader will lead, organize, and supervise the work of the evaluation team, ensuring a division of labor that is commensurate with the skills profiles of the individual team members. He or she will have overall responsibility for the production of deliverables, in particular the evaluation report, and is ultimately accountable for its quality. The Team Leader is also responsible for ensuring adequate consultations with all stakeholders and for reporting to AP2000 on progress.

As a minimum requirement for the team composition, at least one of the members of the evaluation team must have demonstrated strong understanding of anti corruption efforts; at least one member must have demonstrated experience conducting independent evaluations of donor supported projects, and; at least one member must have strong knowledge of broader democratic governance issues. Suggested profiles for the team members:

i. Evaluation Team Leader

- University degree in a relevant area (e.g. political science, international development) with minimum 15 years post-degree work experience;
- Demonstrated capability as an effective evaluation manager with experience leading and conducting evaluation of projects in the area of democratic governance;
- Strong familiarity with corruption issues, and anti corruption efforts in Tanzania, particularly on strengthening the demand side of transparency and accountability;
- Experience with value for money assessment or similar cost-benefit analysis preferred;
- Excellent oral and written communication skills in Swahili and English.

ii. Expert, Democratic governance

- At least a Master's Degree in a relevant area with minimum 7 years post-degree work experience;
- At least 5 years experience in the design, implementation, management, and/or evaluation of democratic governance projects in Tanzania;
- Strong knowledge of broad governance issues in Tanzania, such as political parties, the media, civil society, human rights, women's empowerment, legal sector, and natural resources management;
- Experience with value for money assessment or similar cost-benefit analysis preferred;
- Some familiarity with online communication tools

- Excellent oral and written communication skills in Swahili and English.

Fundamental Principle:

The evaluators must not have had any involvement in the design or implementation of AP2000's current Strategic Plan and has no present affiliation with AP2000, its funding partners, or other key stakeholder organizations in Tanzania that in any way could jeopardize their objectivity in relation to the assignment.

Contracts will be output-based and payment issued only upon delivery of satisfactory outputs.

7. Implementation Arrangements

The Team Leader will report to AP2000 management, who will provide guidance in the development of the work plan and ensure the monitoring of satisfactory completion of evaluation deliverables. AP2000 may provide office space and access to standard office services as needed. The evaluation team should provide its own computer and communications equipment.

In consultation with the Evaluation Team Leader and as requested, AP2000 personnel will make available all relevant documentation and provide contact information to key project partners and stakeholders, and facilitate contact where needed.

The Evaluation is expected to start in September 2012 and have an expected total duration of 24 working days. The final work plan will be confirmed by the evaluation team and AP2000 upon submission of a draft work plan for discussion.

Indicative Work Requirement

| Activity | Indicative no. working days |
|--|------------------------------------|
| Orientation to the assignment, initial document review, and preparation/discussion of the Evaluation Plan | 2 days |
| Detailed document review at component level and interviews with key AP2000 personnel | 2 days |
| Stakeholder consultations, external and internal, including the preparation of surveys etc. | 6 days |
| Analysis and preparation of draft evaluation findings | 2 days |
| Debriefings | 1 day |
| Preparation of Final Evaluation Report, including addressing comments from the stakeholders on the first draft | 2 days |
| Total | 15 working days |

Annex 2: Evaluation Work plan and TOR

Evaluation Framework for Tanzania CTS Project 2009-2012

Project Name: Tanzania Corruption Tracker System

1. Purpose of the Evaluation

The main purpose of this evaluation is to assess the contribution of CTS project to increasing accountability, responsiveness and citizen engagement in the fight against corruption in Tanzania. In addition the evaluation also intends to draw lessons and make recommendations for future development of the CTS, to inform the design of its next three year Strategic Plan.

2. Evaluation Methodology and Approach

The evaluation team will be comprised of Nesserian Boaz Mollel (Team Leader), Thomas Muema, and Dr. Suma Kaare, as key governance expert advising the team technically on governance issues. Consultations will be made with Moses Kulaba (Executive Secretary for Agenda Participation 2000 and contact person for this assignment).

The evaluation is divided into three phases: (i) Desk review, methodology and tools development; (ii) Field work; and (iii) Analysis, report writing and findings sharing

The evaluation will use the following methods:

a. Literature review

Secondary data will be gathered for qualitative analyses. Most of the information sources will include review of existing literature and the official published government documents and reports on issues of interest to the program such as NACSAP, APRM, and Open Government Initiatives. These documents will include, but not limited to, the proposal, annual plans, baseline survey report, annual reports, the study will further employ internet search to access more information that is pertinent to the assignment and review of CTS website.

For this case, the consultants will need to be provided with some key information of the project:

The following basic information and documents will be requested:

- Proposal/project design (with original log frames and revised ones if available)
- Approved work plans and budgets

- Annual reports and any other Progress Reports
- Strategic plan
- Any other document deemed necessary by the client
- Any other relevant information
- Initial assessment reports if available
- Baseline report, if baseline was done

b. Key informant interviews

The evaluation will involve face to face semi structured interview with key informants in the program and partners (see appendix 1 and appendix 2 for KII/FGD checklist and KII/FGD guide). The interviews will target persons, especially those that have been directly involved in the CTS project activities, AP 2000 Staff, AP 2000 Board, donors e.g. Finnish Embassy and others as suggested by AP 2000. Other people who will be interviewed will include PCCB, NGOs/CSOs which have been working closely with AP 2000 in CTS project and partners that have been using the information in the CTS for their accountability and governance work.

c. Focus group discussions (FGDs)

Number of Focus group sessions will be determined after discussion with AP 2000 on the number of stakeholders involved in the program. A checklist of questions will be used to guide the discussions (see appendix 1 and 2). The participants will then be engaged in discussing the appropriateness and achievements of the project, relevance of the programme and suggestions to improve effectiveness of the project. The FGDs will be used to gain insight into the impacts of the project and in the SWOT analysis as well as suggestions on the way forward. The FGDs will be done for a category of partners with about 4 to 6 participants.

d. Semi structured interviews using questionnaire

For partners that are not available in Dar as Salaam, a self-administered semi structured questionnaire will be used. The questionnaire will be sent to the partners. The partners will fill in the questionnaire and return to the evaluators through email.

e. Debriefing meeting

Debriefing meeting will be conducted where the evaluators will share the draft report with findings and initial recommendations to AP 2000 and key partners. The debriefing meeting will ensure that the findings and recommendations are validated by partners before the final report is produced.

Sample size and Sampling procedures

This evaluation will use purposive sampling. The number of KIIs and FGDs will be determined after getting information on the groups of stakeholders and numbers of stakeholders that have been engaged in this project.

3. Schedule/Timeframe for the Evaluation

Here is the proposed evaluation team itinerary:

- 5th to 7th December 2012-Preparation and documentary review including developing tools.
- 9th December 2012-Travel to Dar
- 10th December 2012-Inception meeting with Agenda Participation 2000 and meetings with AP 2000 staff
- 11th to 20th December 2012-Data collection in Dar (meetings with AP 2000 partners including donors who have been involved with CTS project)
- 21st December- Travel back to Arusha
- 3rd to 4th January 2013-Qualitative data Analysis
- 6th to 7th January 2013-Producing draft report
- ? January 2013- Debriefing meeting

4. Logistics

Agenda Participation 2000 will be contact for all the logistics and arrangements in Dar for meetings with CTS project partners.

5. Budget

As per contract

Annex 3a: Field Schedule

| Day, Date and Time | Activity | Venue |
|--|--|----------------|
| 9 th December 2012 | Travel to Dar | |
| Day One Monday (10th Dec 2012) | Inception Meeting with AP 2000 | |
| 09.00am | Inception meeting: <ul style="list-style-type: none"> - Briefing from AP 2000 and CTS project - Presentation of the draft evaluation design and input to evaluation design and tools by AP 2000 - Logistical arrangements (to finalize field itinerary) | AP 2000 office |
| 10.00 Am -14.30 pm | Reading of literature and background documents about the tracker | AP 2000 office |
| 14.30 pm | Meeting (KII) with Executive Secretary AP2000 (Moses Kulaba) | AP 2000 office |
| Day Two Tuesday (11th Dec 2012) | Interviews with donor and partners | |
| 9.00 am – 10.30 am | Meeting with AP2000 CTS staff-Senior Editor of CTS (Attilio Tagalile) | AP 2000 office |
| 10.30 am – 14.30 pm | Meeting (FGD) with AP 2000 staff and program officers (Joseph Joshua Ogana, Yusuf Kajenje, Sechelela Mpande) | AP 2000 office |

| | | |
|---|---|--|
| 14.30 pm – 18.00 pm | Reviewing literatures, TV spots, CTS online emails and mobile SMS | AP 2000 office |
| Day Three Wednesday 12th Dec 2012 | Interviews with partners | |
| 10.00 am | Meeting (KII) with Action Aid- former CTS staff and current CTS user (Michael Dalali) | Action Aid International Tanzania office |
| 12.00 pm | Meeting (KII) with CTS user from Policy Forum (Richard Angelo) | Policy Forum office |
| 14.30 pm | Meeting with AP2000 staff (Lawrence Chuma) | AP2000 office |
| 16.00 pm | Meeting (KII) with Executive Director of Youth Partnership Countrywide(YPC)- AP2000 partner and organization and CTS user (Charles Illunde) | AP2000 office |
| Day Four Thursday 13th Dec 2012 | Interviews with partners | |
| 9.00 am | Meeting (KII) with Stephen Msechu, former CTS staff currently user at IOM | AP2000 office |
| 10.00 am | Meeting (KII) with CTS user and recipient, Executive Director for Association of NGOs in Zanzibar (ANGOZA) (Hassan Hamis Juma) | Dar es Salaam harbors |
| 12.00 pm | Meeting (KII) with Editorial and Advisory Member, Ms Marie Binti Shaba | AP 2000 office |
| 16.00 pm | Meeting with AP2000 Chairperson and Board member, also CTS founder, | University of Dar es Salaam, |

| | | |
|---|---|---|
| | Professor Max Mmuya | Department of Political Science |
| Day Five Friday (14th Dec 2012) | Meetings with partners | |
| 8.00am | Meeting with AP2000 Board member also CTS founder, Professor Ibrahim Focus Shayo | University of Dar es Salaam, Institute of Development Studies |
| 10.00am | Meeting (KII) with donors-Swiss Agency for Development and Cooperation (SDC)-Sonya Elmer Dettelbacher and Thomas Crick | Swiss Agency for Development and Cooperation SDC offices |
| 12.00pm to 13.00pm | Meeting (KII) with Media User- Costantine Sebastian Njunwa, Editor, The Citizen magazine on Saturday and the Citizen on Sunday | Mwananchi Communications offices |
| 15.00pm | Meeting (FGD) with Anti corruption movement youth groups representatives; Omari Kibiriti from Community Servers Tanzania (COSETA), Eda Nchimbi and Nkungu Hango from Tegeta Environmental Development Organization (TEDO), Kazula Luzama from Combined Effort Organization Against Corruption (CEOAC) from University of Dar es Salaam, Zainab Ambali Mtoro from Youth Initiative Tanzania (YITA), and Mwafatima Mgeni Zinga from African Youth | AP2000 offices |
| Day six Monday (17th Dec | | |

| | | |
|---|--|--------------------------|
| 2012) | | |
| 12.00pm | Meeting (KII) with donors-Finish Embassy- Clara Ruhara | Finnish Embassy |
| 2.00pm | Meeting with donors-Finish Embassy- Jussi Nummelin | Finnish Embassy |
| Day seven Tuesday (18th Dec 2012) | Meetings with partners | |
| | Sending questionnaires to CTS online users | AP2000 offices |
| | Reviewing corruption cases/trends from 2009 to 2012 and before | AP2000 offices |
| | Follow up on meetings with PCCB, PPRA through AP 2000, phone and email | AP2000 offices |
| Day eight Wednesday (19th Dec 2012) | Meetings with partners | |
| | Follow up on meetings with CTS user, PCCB, PPRA through AP 2000, phone and email | AP2000 offices |
| | Review of logframe for CTS project for year 2009, 2010 and 2010-2012 | AP2000 offices |
| Day nine Thursday (20th Dec 2012) | Meetings with partners | |
| 9.00 am | Participate in AP 2000 initial strategic planning workshop facilitated by MIRADI Consult | Double View Hotel, Sinza |

| | | |
|--|--|--------------------------|
| 10.00am | Meeting (KII) with CTS user and Independent Consultant -Reginard Munisi | Double View Hotel, Sinza |
| 14.00 pm | General reflection on the evaluation process by Consultants | Double View Hotel, Sinza |
| Friday (21st Dec 2012) | Travel back to Arusha | |
| 23 rd January 2013 | Validation Meeting in Dar with CTC Stakeholders | SDC Offices, Dsm |
| 14 th January 2013 | e-questionnaire by Juventus Baitu, Principal Investigator, PCCB Headquarters | |
| January 2013 | e-questionnaire by Jim Elsworth, General Manager (TWEENDE NGO) Swahili word meaning "Let's Go" | |
| 4 th February 2013 | e-questionnaire by Pili Mtambalike, Head of Regulations and Standards, Media Council of Tanzania (MCT) | |
| 4 th February 2013 | Telephone Interview with Irenei Kiria, Executive Director, SIKIKA | Arusha |
| 5 th February 2013 | Telephone Interview with Leticia Rweyemamu, Grants Officer, The Foundation for Civil Society (FCS) | Arusha |
| 5 th February 2013 | Telephone Interview with Deus Kibamba, Director, Tanzania Citizens Information Bureau (TCIB) | Arusha |
| 6 th February 2013 | Telephone Interview with Kurwa Magwa, Assistant Editor, Mzalendo and Uhuru Magazines | Arusha |
| 6 th February 2013 | Telephone Interview with Mathias Byabato, Journalist on corruption | Arusha |

| | | |
|-------------------------------|--|---------|
| | issues, Channel 10 | |
| 6 th February 2013 | KII with Cassian Sianga, Senior Forest Programme Officer, Tanzania Natural Resource Forum (TNRF) | TNRF |
| 6 th February 2013 | Telephone Interview with Sr. Maria Mteule, Radio Maria | Arusha |
| 7 th February 2013 | KII with Stanley Lyamuya, Journalist, Business Times and The African Magazines | MS-TCDC |
| 7 th February 2013 | e-questionnaire by Gloria Mafole, Government Watch Officer, Legal and Human Rights Centre (LHRC) | |

Annex 3b: List of people Interviewed

| Sno. | Full Name | Name of Organisation |
|------|-----------------------------|----------------------|
| 1 | Attilio Tagalile | AP 2000 |
| 2 | Cassian Sianga | TNRF |
| 3 | Charles Illunde | YPC |
| 4 | Clara Ruhara | Finish Embassy |
| 5 | Costantine Sebastian Njunwa | The Citizen |
| 6 | Deus Kibamba | TCIB |
| 7 | Eda Nchimbi | TEDO |
| 8 | Gloria Mafole | LHRC |
| 9 | Hassan Hamis Juma | ANGOZA |
| 10 | Irenei Kiria | SIKIKI |

| | | |
|----|-------------------------------|---------------------------|
| 11 | Jim Elsworth | TWENDE |
| 12 | Joseph Joshua Ogana | AP 2000 |
| 13 | Jussi Nummelin | Finish Embassy |
| 14 | Juventus Baitu | PCCB |
| 15 | Kazula Luzama | CEOAC, UDSM |
| 16 | Kurwa Magwa | TMF- Uhuru and Mzalendo |
| 17 | Lawrence Chuma | AP 2000 |
| 18 | Leticia Rweyemamu | FCS |
| 19 | Marie Binti Shaba | Activist and Trainer |
| 20 | Mathias Byabato | TMF-Channel 10 Television |
| 21 | Michael Dalali | AAITz |
| 22 | Moses Kulaba | AP2 000 |
| 23 | Mwafatima Mgeni Zinga | African Youth |
| 24 | Nkungu Hango | TEDO |
| 25 | Omari Kibiriti | COSETA |
| 26 | Pili Mtambalike | MCT |
| 27 | Professor Ibrahim Focus Shayo | UDSM |
| 28 | Professor Max Mmuya | UDSM |
| 29 | Reginard Munisi | Independent Consultant |
| 30 | Richard Angelo | Policy Forum |
| 31 | Sechelela Mpande | AP 2000 |
| 32 | Sonya Elmer Dettelbacher | SDC |
| 33 | Sr. Maria Mteule | TMF- Radio Maria |

| | | |
|----|---------------------|---|
| 34 | Stanley Lyamuya | TMF- Business Times and The African Magazines |
| 35 | Stephen Msechu | IOM |
| 36 | Thomas Crick | SDC |
| 37 | Yusuf Kajeje | AP 2000 |
| 38 | Zainab Ambali Mtoro | YITA |

Annex 4: Checklist for the Key Informants Interviews and FGDs

Independent Evaluation for Tanzania Corruption Tracker System (CTS) project 2009-2012

Checklist for KIIs and FGDs

1. What did the project set out to achieve?
 - How were the gaps identified?
 - Were the project activities appropriate?
 - Were the targets realistic?
2. What were the expected linkages between outputs, purpose and the goal for the CTS project?
3. What could have happened in the absence of the project?
4. Is the project purpose/outcome and goal/impact still relevant?
 - Are there other ways in which the same purpose/outcome and goal/impact could be achieved?
 - Would they be more appropriate?
 - Would they be more cost effective?
5. What are the indications about the likely achievement of the project goal?
 - Are the project benefits sustainable?
6. Who were the intended beneficiaries/partners of the project?
 - How were they to benefit?
 - Did the project address the need of partners working in demanding accountability and good governance? How?
7. Were there any unexpected outputs or beneficiaries?
8. Were the risks identified in the logical framework relevant?
 - How did you manage them?
 - Have any new risks appeared in the course of the implementation of the project?
9. What lessons have you learnt for the future design of similar project?
10. Where do you see the Project in terms of future programming?
11. Where do you see the program in terms of further funding?

12. SWOT for project *(do a SWOT analysis with the key informant and group discussion-use cards/post it note where necessary)*

13. What has been your role in this project?

14. How has the project engaged citizens in the fight against corruption?

15. How has the project engaged other NGOs/CSOs and bodies/institutions working to fight corruption?

16. Please highlight key areas of IMPACT as a result of the project.

17. Highlight strategies that are place to ensure sustainability of the project's benefits?

Annex 5: Interview Guide for the KIIs and FGDs

Independent Evaluation for Tanzania Corruption Tracker System (CTS) project 2009-2012

Interview Guide for the Key Informants and FGDs

This interview guide will be used together with the Checklist for KII and FGDs

| Information Need (based on log frame, M & E framework and target groups) | Key Probing Questions |
|---|--|
| Project Objectives | <ul style="list-style-type: none"> • How project objectives were achieved • How has the project increased transparency in corruption issues • How has project contributed to accountability and responsiveness in the fight against corruption • How citizens have engaged in the fight against corruption |
| Project relevance | <ul style="list-style-type: none"> • Extent to which the project contributed to good governance and intended impact • Relevance of the project to national policy and strategy documents such as the NACSAP • Relevance of the project to priorities expressed by key national and international anti corruption institutions like PCCB, Transparency International • Relevance of the project to initiatives and organizations working in fighting corruption |
| Efficiency | <ul style="list-style-type: none"> • How funding and other resources contributed or hindered the achievements • Partnership and management arrangements • Financial system • Risks identification and management |
| Effectiveness | <ul style="list-style-type: none"> • Were targets met as per log frame • What could be changed/done differently • Visibility of CTS • How has CTS helped monitoring of the corruption cases • Accessibility of the CTS databank to different partners |

| | |
|---|---|
| | <ul style="list-style-type: none"> • How has the CTS acted as interface between state and citizens • How CTS has compelled state to take action towards corrupt behaviour • How issues of gender were addressed in the plan |
| Impact | <ul style="list-style-type: none"> • Overall project impact • Contribution to transparency and accountability • Impact of the project towards women and people living in poverty |
| Value for money | <ul style="list-style-type: none"> • Procurement of services: cost of procurement vs. benefits (sampled procurements) • Procurement vs. best value • Activity cost (one for each component) • Management cost vs. project cost (ratio) |
| Sustainability | <ul style="list-style-type: none"> • Presence of sustainability strategy in the project • What can be sustained beyond the funding • Improvements in the transparency and responsiveness of government bodies; • Skills and expertise development; • Capacities for networking and coalition building; • Improvements in awareness of CSOs and citizens of corruption issues; • Capacities for citizen engagement and voicing of protest against corruption; • Future use of key ICT assets, including the website. |
| Lessons learnt and recommendations | <ul style="list-style-type: none"> • Lessons learnt by the project during planning, implementation and monitoring (staffing, funding, networking, organizational setting). • Good practices • Challenges faced during implementation • Replicability of the project • How to enhance visibility of CTS |

Annex 6: Questionnaire for CTS users

Independent Evaluation for Corruption Tracker System

Questionnaire for the CTS users

Introduction

Agenda Participation 2000 (AP 2000) is a Tanzanian NGO working to promote a culture of Good Governance and Democratization in Tanzania. In 2009 AP2000 established the Tanzania Corruption Tracker System (CTS) as a pilot project on anti corruption with the aim of tracking publicly available information on presumed or confirmed cases of corruption in order to increase accountability and responsiveness in the fight against corruption.

AP 2000 is doing independent evaluation for the CTS project to identify impact the project has made in its 4 years of implementation from 2009 to 2012. The evaluation also intends to record and share lessons from the project and different users of information from the corruption tracker. You have been selected to fill this questionnaire by evaluators because you are one of the subscribers for the online newsletter. The information you give will be confidential and will be used for the said purpose. Kindly fill in the questionnaire to the best of your knowledge and return the filled questionnaire electronically to evaluators Nesserian Mollel (molleln@mstcdc.or.tz) and Thomas Muema (muemat@mstcdc.or.tz) by 28th December 2012.

Name (optional): **Title:**

Name of Organization/CSO: **Location (Region):**

1. How did you come to know about Corruption Tracker?

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

2. This CTS project is involved in increasing accountability and responsiveness in the fight against corruption. How are you involved in this work?

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

3. How has the information from the tracker been useful to you? And to your work in fighting corruption?

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

4. What impacts has the tracker made to CSOs and Tanzania community at large?

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

5. What areas would you recommend for improvements for the corruption tracker?

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

Annex 7: Website of corruption tracker



Tanzania Corruption Tracker System



Tanzania Corruption Tracker System

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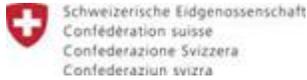
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Visitors Counter

753759

Visitors Counter

Who's Online

We have 2 guests online

View case summary below

| Corruption Case Watch | 2008 | 2009 | 2010 |
|------------------------------|-------|------|------|
| Information Received | 6,137 | - | - |
| New Files Opened | 928 | - | - |
| Files Completed | 184 | - | - |
| Admin Action Taken | 74 | - | - |
| New Cases filed in Court | 147 | - | - |
| Ongoing cases | 308 | - | - |
| Cases carried forward | 161 | - | - |
| Convictions | 37 | - | - |
| Acquittals | 71 | - | - |
| Court Appearances last month | - | - | - |
| Cases Resolved last Month | - | - | - |
| Court Appearances next month | - | - | - |

Fighting Corruption in Kenya

Hosted by



Current Issues

Tanzania's new CCM leadership declares war on corruption, can they win?



15th December, 2012



As it has now become official that corruption penetrated into the ranks of Tanzania's ruling Chama Cha Mapinduzi (CCM), with its cadres dishing out money like toffees to buy voters and 'oil' their ways into the party echelons of power, CCM's new leadership has now declared a war against the vice, that has, according to its Chairman, President Jakaya Mrisho Kikwete made the party unattractive before the eyes of the Tanzanian citizens.

According to President Kikwete over recent years vying for leadership positions within the ruling party, Chama Cha Mapinduzi (CCM) is being associated with money to bribe voters, and this is now public knowledge of an ethical conduct within the party gone too far.

The tit bits of corruption in the party have been around for a while but became very pronounced during the recent concluded intra party elections held in Tanzania's state capital, Dodoma. Leadership aspirants at different levels within the party's leadership hierarchies cried foul play by rival mates in elections. Reports were rife that some voters were lured into the toilets and bribed or given money to vote for particular candidates.

[Read more...](#)

Government to investigate billions 'hidden' in Swiss Accounts, Who owns this money?



15th December, 2012



After a long tangled battle of words and political posturing the government has finally succumbed to parliamentary pressure to investigate the source of the billions held in Swiss Accounts but the multimillion dollar question remains who owns this money in the first

place? The reports of the Tanzanian billions being held in Swiss Accounts came to limelight in June this year when the Swiss Central Bank released its annual reports, which revealed that USD 196 Million (Approximately Tsh 314bln) from Tanzania or by Tanzanian individuals was being held in its accounts. The names and sources of these funds were not disclosed and since then the stories have been awash that these billions could be yet another tip on an ice bag of illicit cash from Tanzania hidden below the cover of tax havens across the world.

According to Tanzania's Parliament, no stone is to be left unturned and the war against corruption in Tanzania has to take a new front, if the citizens and international development partners are to take us serious

The new twist in what has now become known famously as the 'Swiss Billions' took shape in November when the opposition Kigoma North (Chadema) legislator Zitto Kabwe tabled a private motion in the Parliament asking the government to to conduct thorough investigation to establish the names of Tanzanians personalities holding billions of money hidden in Swiss bank accounts, the amounts believed to have been acquired through corrupt practices.

[Read more...](#)

Fighting Corruption in Tanzania's new Constitutional Order, An old problem needs new solutions  

15th December, 2012



The public perception on the fight against corruption is that much has not been done and the new Tanzania's constitutional order should offer new solutions to an old problem. The Prevention and Combating of Corruption Bureau (PCCB) is criticized for its underperformance. Critical views from various circles of the population want the Anti Corruption agency revamped. Some people are of the radical view that the organ be dismantled completely and assembled afresh. Some think the problem with the bureau is lack of autonomy that would enable it handle all cases of corruptions without interference.

[Read more...](#)

Tanzania excels on Global Governance ladder, slips on Global and EABI Corruption Rankings  

Tanzania's regional ranking on corruption does not look good this year but its global governance radar appears to be pointing to a good direction, if the regional and the

international global corruption and bribery rankings are to go by.

Based on the newly published East African Bribery Index (EABI), Tanzania has slipped for the worse place in corruption ranking. The index shows Tanzania having moved from 31.6 per cent, a third place in 2011, up to 39.1 per cent, a second corruption prevalence rank this year. However, East African neighbors, Uganda beats all regional partners in the vice, ranking 40.7 per cent. It has moved one step up from second position, at 33.9 per cent, last year.

[Read more...](#)

Tanzanian transporters pay \$13,000 in bribes per month – a new report reveals  

14th December, 2012



Corruption along transport corridors in Tanzania is highly affecting trade and as a Country may not benefit from the East Africa trade market unless it seriously embarks on fighting all forms of corruption affecting trade along the transportation corridors. A measure taken recently by TANROADS to employ new staff to work at Weigh Bridges scattered everywhere along major routes connecting with its neighbors may not help anyway.

Compared to other East African states, Tanzania is not faring well in the area. A move by the regional block to create larger markets, enable economies of scale, and promote local, regional, and global trade cannot be realized if things continue its current trend whereby corruption is solicited openly as if it is legal.

A recent story by TrustLaw a global hub for free legal assistance and news and information on good governance and women's rights show that Tanzanian transport companies each pay almost **\$13,000 (about Tsh 19.5 million)** a month in bribes to authorities; police and revenue authority officials.

Based on a survey of East Africa's transport corridors by Transparency International, their Kenyan counterparts pay an average of \$6,715 a month each in bribes to revenue authorities, police officers and customs officials, highlighting the difficulties of opening up trade within the five-nation East African Community (EAC).

Annex 8: Sample of published article, bulletin, and online newsletter

Corruption Tracker System Online Newsletter

Subject: Corruption Tracker System Online Newsletter

Send date: 2010-04-03 18:38:43

Issue #: 1

Content:



Issue No 005, March 2010

Dear [NAME]

Welcome to our March issue of the Corruption Tracker online bulletin. The period between February and March has been full of major developments. In Early February, 2010 the Parliament of Tanzania wound up its debate and closed the chapter on the now infamous Richmond Scandal. Despite the public out roar on the manner in which the parliament handled the matter, as of now, the Richmond issue has been buried and there will be no any further debate on the issue.

In the same Month, a senior Journalist and previous anti corruption crusader Mr Jerry Muro was arrested and charged by the police for impersonation and extortion. According to the police Mr Jerry was trying to solicit and extort a bribe from a former public servant.

On the international front the British Serious Fraud Office (SFO) surprised many when it entered into a settlement with the British Aero Space (BAE) Company to drop charges related to the corrupt purchase and sale of defective military Radar to Tanzania. In a landmark deal the BAE admitted guilt; paid a fine in exchange for the SFO dropping charges brought against it. The settlement drew wide spread protests and out cries that justice had been denied.

On the local scene the cases against former senior Tanzania government officials continued being mentioned in Tanzanian courts while in February a new Election expenses bill was passed by the Tanzanian Parliament. The Bill has been signed into law, prompting optimism that a new era against graft in Tanzania's elections may be in making

In this issue we carry many stories but one is a moving story of alleged corruption in the Housing sector in which a single woman is seeking justice. Where is justice in this country, she asks? We also carry an article on Drugs and Corruption in the police force and the global

attempts to fight corruption, drugs and crime. A detailed government report documents corruption in the education sector while in another article we share insights of the late Ambassador Daudi Mwakawago on ethics and leadership in Tanzania.

On the whole, the volume of our readership has expanded since last year. We are pleasantly humbled by the constant enquiries from our readers around the world who keep asking “when will the next issue be coming again?”

We thank you for your patronage and keep reading

Moses Kulaba

Executive Secretary

SFO faces potential suit over Corrupt Tanzania Radar Case



The corruption money would have constructed over 5,400 classrooms, paid 315,000 teachers, provided over 7.4million families with treated anti malaria mosquito nets’.

The Tanzania corrupt Radar scandal appears to be taking a new twist as the notorious British Serious Fraud Office (SFO) now faces a potential legal suit over the manner in which it handled the corruption case involving the British Aero Space (BAE) The potential legal case is being brought against the British Serious Fraud Office (SFO) by anti corruption activists and Anti Arms trade campaigners based in the United Kingdom supported by activists from across the world. [Read More>>](#)

Corruption in Housing: Is NHC a den of Corruption?



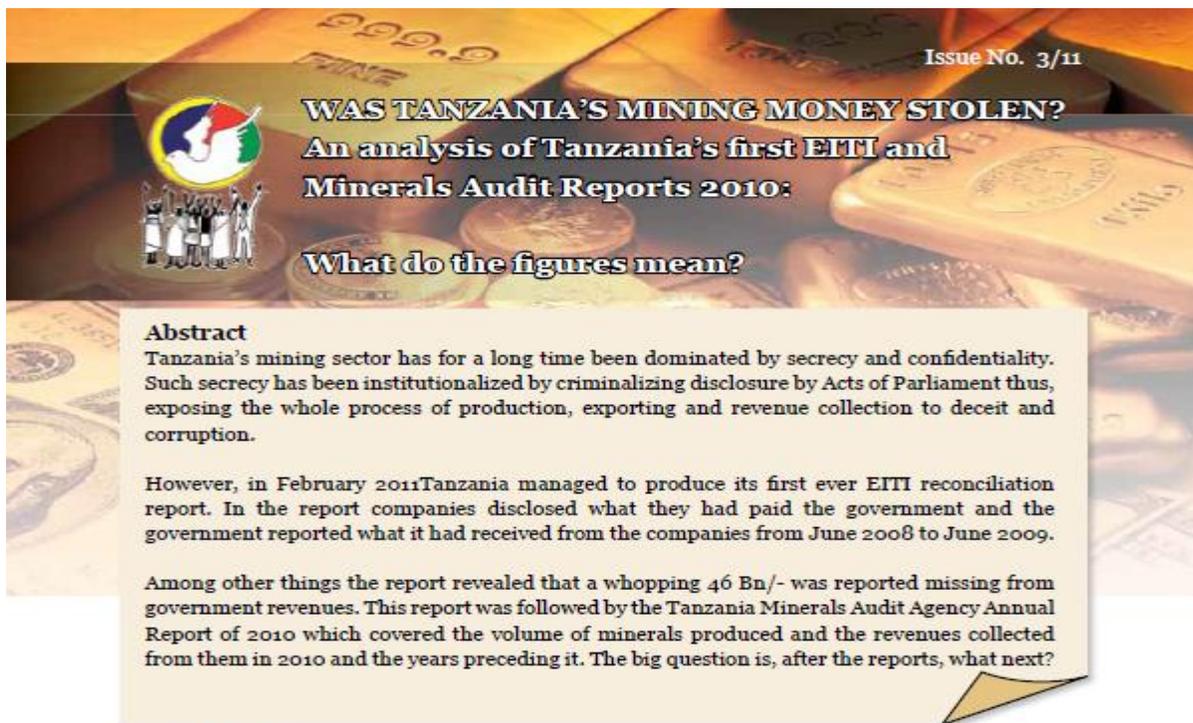
The public outcry of alleged entrenched corruption in Tanzania’s National Housing Corporation (NHC) appears to have reached catastrophic proportions with helpless victims alleging that the vice is so extensive and deeply rooted to the marrow of this giant state corporation

As the alleged wheels of corruption roll on helpless tenants complain of questionable evictions and re-allocation of National Housing Corporation (NHC) houses and flats to new tenants without clearly following due processes as required by the law.

Even when in some cases the Country's judiciary has exonerated the NHC from any corrupt practice, the victims are not contented with the court's verdicts.

According to the victims, the court verdicts are just symbolic of an unofficial marriage of convenience which exists between the NHC and some corrupt officials in the Judiciary/ country's temple of justice. [Read Mor>>](#)

Policy brief



Issue No. 3/11

WAS TANZANIA'S MINING MONEY STOLEN?

An analysis of Tanzania's first EITI and Minerals Audit Reports 2010:

What do the figures mean?

Abstract
Tanzania's mining sector has for a long time been dominated by secrecy and confidentiality. Such secrecy has been institutionalized by criminalizing disclosure by Acts of Parliament thus, exposing the whole process of production, exporting and revenue collection to deceit and corruption.

However, in February 2011 Tanzania managed to produce its first ever EITI reconciliation report. In the report companies disclosed what they had paid the government and the government reported what it had received from the companies from June 2008 to June 2009.

Among other things the report revealed that a whopping 46 Bn/- was reported missing from government revenues. This report was followed by the Tanzania Minerals Audit Agency Annual Report of 2010 which covered the volume of minerals produced and the revenues collected from them in 2010 and the years preceding it. The big question is, after the reports, what next?

Introduction

The government of the United Republic of Tanzania joined the Extractive Industry Transparency Initiative (EITI) in November 2008 and started implementing the initiative in January 2010. This came after the formation of the Multi Stakeholder Group (MSG) which comprises five representatives from the government, mining companies and five from civil societies.

In implementing the initiative which ideally revolves around promotion of transparency and accountability of revenues from minerals, oil and gas, a country has to pass through the five stages of sign up, preparation, disclosure, dissemination and validation.

Annex 9: Funds utilization and ratio of project management cost to the total budget

Table1: Budget utilization

| Item | Financial year 2009 (Jan to Dec) | | | Financial year 2011 (Jan to Dec) | | | Half of Financial year 2012 (from Jan to June) | | |
|--|----------------------------------|---------------------|------------------|----------------------------------|---------------------|-------------------|--|---------------------|---------------------|
| | Funds given 2009 | Funds utilized 2009 | % of utilization | Fund given 2011* | Funds utilized 2011 | % of utilization* | Fund given 2012 | Funds utilized 2012 | % of utilization*** |
| Salaries | 20,400,000 | 20,400,000 | 100% | 92,880,000 | 84,436,500 | 91% | 127,480,000 | 11,672,500 | 9% |
| Website hosting and Designing | 5,520,000 | 5,500,000 | 100% | 4,500,000 | 6,026,600 | 134% | 13,550,000 | 945,000 | 7% |
| Wireless Internet Subscription | 1,680,000 | 680,400 | 41% | 2,520,000 | 963,000 | 38% | 2,400,000 | 1,038,400 | 43% |
| Editorial team meeting allowances | 4,200,000 | 300,000 | 7% | 2,800,000 | 600,000 | 21% | 2,800,000 | - | 0% |
| Administration expenses | 11,570,000 | 13,179,855 | 114% | 18,000,000 | 18,141,588 | 101% | 18,000,000 | 3,026,796 | 17% |
| Coordination expenses | 9,600,000 | 9,252,750 | 96% | 6,000,000 | 10,334,350 | 172% | 12,000,000 | 2,276,700 | 19% |
| CTS Launching and Hon payments to resource persons | 1 | 1,160,000 | 116000000% | | 166,000 | | | - | |
| Participants allowances | - | - | 0% | | | | | - | |
| Newspapers subscription | 1,080,000 | 1,056,950 | 98% | 1,200,000 | 1,150,250 | 96% | 17,280,000 | 533,600 | 3% |

| | | | | | | | | | |
|--|-----------|-----------|------|------------|------------|------|------------|---------|-----|
| Expenditure of funds from Partner NGOs/Consultancy | 2,050,000 | 2,050,000 | 100% | | | | | - | |
| CTS Computer Software and Hardware | 3,800,000 | 5,867,900 | 154% | 1,500,000 | 3,175,000 | 212% | 2,450,000 | 400,000 | 16% |
| CTS Office equipment | 777,917 | 974,000 | 125% | 5,000,000 | 9,318,400 | 186% | 2,500,000 | 820,000 | 33% |
| Printing of monthly bulletin | | | | 15,500,000 | 13,948,700 | 90% | 14,000,000 | - | 0% |
| TV scrolls on political corruption | | | | 9,600,000 | 6,525,400 | 68% | 15,000,000 | - | 0% |
| public dialogue expenses | | | | 19,350,000 | 9,066,900 | 47% | 6,650,000 | - | 0% |
| accounting software | | | | 7,000,000 | - | 0% | | - | |
| conducting evidence based research on corruption | | | | | 3,193,500 | | 22,500,000 | - | 0% |
| project evaluation | | | | | 3,500,000 | | 5,736,000 | - | 0% |
| contingency and contingency legal fees | | | | | | | 3,500,000 | - | 0% |
| audit fees | | | | | 6,000,000 | | - | - | |

| | | | | | | | | | |
|---|-------------------|-------------------|-------------|--------------------|--------------------|------------|--------------------|-------------------|-----------|
| conducting 2 media briefing sessions | | | | | | | 8,100,000 | - | 0% |
| conducting 1 parliamentary briefing session with oversight committees | | | | | | | 2,700,000 | - | 0% |
| networking with religious leaders, ICT partners and others | | | | | | | 5,000,000 | - | 0% |
| Bank charges | | | | | 605,122 | | | | |
| conduct strategic planning for AP 2000 2012 to 2016 | | | | | | | 12,200,000 | - | 0% |
| SUB TOTAL (CTS) | 60,677,918 | 60,421,855 | 100% | 185,850,000 | 170,546,188 | 92% | 293,846,000 | 20,712,996 | 7% |
| Action Aid Expenditure | | | | | | | | | |
| Revenue Watch expenditure | | | | 165,824,804 | 120,978,470 | 73% | | | |
| others | | | | 14,132,690 | 14,172,369 | 100% | | | |

| | | | | | | | | | |
|--------------|--|--|--|------------|------------|-----|--|--|--|
| TOTAL | | | | 46,736,000 | 13,464,622 | 29% | | | |
|--------------|--|--|--|------------|------------|-----|--|--|--|

Source: Financial report for 2009 (Jan –Dec); Audit report for 2011(Jan Dec); Financial report 2012 (Jan-June);

*Figures in this column were based on figures indicated in the 2011 audit report of total budget for AP 2000.

**These figures were based on available budget items in the 2011 audit report. In some budget items in this column, the figures could not be computed as the budgeted figures were missing only the expenditures were available

***This is computed based on the total budget for 2012 at it appears in financial report for Jan to June , not on the total amount of funds the project had during Jan to June 2012 which was Tsh. 19,359436/=

Table2: Ratio of project management cost compared to the total project cost

| Item | Year 2009 | Year 2011 | Comments |
|--|--------------|--------------|--|
| Project management cost | 34,260,255 | 113,646,210 | Project management cost has included salaries, internet subscription, administration expenses, accounting software, project evaluation, audit fee, contingency and contingency legal fees, and bank charges. Since the establishment of the tracker website is one of the major activity of the project, website hosting, designing and maintenance, CTS computer software and hard ware, CTS office equipment have been considered as a direct costs related to the project and not project management cost |
| Total budget | 60,421,855 | 170,546,188 | |
| Project management cost as % of total expenditure | 56.7% | 64.5% | |

Annex 10: SWOT Analysis

| | |
|---|--|
| <p>Strengths</p> <ul style="list-style-type: none"> - CTS is a reliable source of information on corruption for CSOs - One stop point where corruption information can be obtained - Ability to write without fearing | <p>Weaknesses</p> <ul style="list-style-type: none"> - It has targeted audience i.e. the ones only with internet access - It took some time for many people to be informed about it despite a very good launch - People living in poverty especially women are not exposed to the program because the medium used is not conducive to them. |
| <p>Opportunities</p> <ul style="list-style-type: none"> - Need for an outreach programme to disseminate the information to the local level - Need to expand the sectors from political/social only to other like health, education, business etc - The young should be involved in corruption vices from very early in schools either through the curriculum or various activities - In future, CTS should be more vocal – by expanding to citizens at the local level (ways of reaching the masses) | <p>Threats</p> <ul style="list-style-type: none"> - Visibility is not expected/ it has stagnated - The programme is hampered by lack of funds - Most people take politically not social to social effects? - Its not easy to shift to awareness - Its an expensive programme – as it requires well paid and dedicated staff who are committed to the program. - Need for periodic training on research and investigative journalism - Need to cater for the security of the staff as corruption is a sensitive issue e.g Discussion about the Richmond Electricity issue in a TV forum led to the presenter from CTS – Msechu being exposed. |

| | |
|--|---|
| | <ul style="list-style-type: none">- Payment is not good considering the work and risk- At times during disbursement periods the money is delayed- Another tracker may come into force if the quality of the stories goes down- If the donor pull out |
|--|---|

Annex 11: List of key reference documents and web sources

Documents reviewed and consulted:

1. AP 2000 (2009) Short Progress Report on the Implementation of the Tanzania Corruption Tracker Project
2. AP 2000 (2008) Final Inception Proposal to Establish a Corruption Tracker System Submitted to Embassy of Finland and Swiss Agency for Development Cooperation
3. AP 2000 (2009) Proposal to scale up the Tanzania Corruption Tracker System Submitted to Embassy of Finland and Swiss Agency for Development and Cooperation
4. AP 2000 (2010) Proposal to scale up the Tanzania Corruption Tracker System Submitted to Embassy of Finland and Swiss Agency for Development and Cooperation
5. AP 2000 (2011) Consolidated Annual Narrative Implementation Report 2011
6. AP 2000 (Dec 2011) Financial Statements for the year ended 31st Dec 2011
7. AP 2000 (Jan-June 2012) Mid Year Financial Report
8. APRM (2012) Africa Peer Review Mechanism Country Review Report, Republic of Tanzania
9. PCCB (March, 2011) PCCB Strategic Plan 2011/12 to 2013/2014
10. PCCB Strategic Plan 2011/2012 to 2013/2014
11. REPOA/AFRO BAROMETER (2006) Combating Corruption in Tanzania: Perception and Experience

Web sources:

1. <http://cpi.transparency.org/cpi2012/results/> Transparency International website with 2012 corruption perception index results
2. <http://thecitizen.co.tz/business/-/18518-number-of-tanzania-internet-users-is-5m>
3. <http://voices-against-corruption.ning.com/page/accountability-counts-lessons>

4. <http://www.corruptiontracker.or.tz> Corruption tracker website
5. http://www.corruptiontracker.or.tz/dev/index.php?option=com_content&view=article&id=249%3Afighting-corruption-in-tanzanias-new-constitutional-order-an-old-problem-needs-new-solutions-&catid=18%3Acurrent-issues-&Itemid=51&lang=en
6. <http://www.facebook.com/pages/Tanzania-Corruption-Tracker-CTS/17054669296485>
7. <http://www.pccb.go.tz/> PCCB website
8. <http://www.pccb.go.tz/index.php/about-pccb>
9. <http://www.transparency.org/cpi2011/results> Transparency International website with 2011 corruption perception index results
10. https://twitter.com/CTS_AP2000