

## **CHAPTER EIGHT**

### **8.0 NATIONAL PROGRAMME OF ACTION**

#### **8.1 How the NPOA was prepared**

##### **8.1.1 Introduction**

1818. The National Program of Action is a key output to our country's governance review process. It is an integral part of the Country Self Assessment Report. This National Programme of Action (NPOA) has been prepared by using concerted efforts of governance stakeholders. It was prepared simultaneously with the Country Self Assessment Report (CASR). The methodology and stages of preparation have been discussed in chapter two. It should be mentioned that for quality control purposes consultants were commissioned to check on the quality of the reports. Other experts were used to extract the identified governance gaps for preparation of NPOA and best practices for emulation by other African countries. Thereafter, other consultants were commissioned to merge the thematic area reports including preparation of the introductory chapter and produce the draft single CSAR.

#### **8.2 Costing of the National Programme of Action**

1819. The National Governing Council (NGC) prepared the NPOA in collaboration with the TATs, MDAs and APRM Secretariat staff. A consultant was hired to facilitate the process. After an initial draft, a consultant and a few APRM Secretariat staff were tasked to finalize the NPOA including doing the costing. The total amount required to implement the NPOA is USD 7,751,578,632. To arrive at this figure, the required actions for each specific objective were analyzed and broken down into achievable tasks within a period of three years. The tasks or cost drivers were considered, required inputs ascertained and the associated costs determined. The costs were determined based on experiences of experts in implementing various programs and projects and the general knowledge of cost structure in this country. Where costs could not be ascertained, nominal planning figure were considered and included.

#### **8.3 Implementation, Monitoring and Evaluation and Reporting**

1820. After the NPOA has been endorsed by the relevant stakeholders' it is anticipated that the MDAs will institutionalize the programmes and include them in their respective MTEFs. Thereafter, MDAs will start to implement the programmes by rolling them over in their respective Annual Work Plans and Budgets. The National Governing Council and its Secretariat will be responsible for monitoring and reporting on the implementation of the NPOA on regular basis.

An M&E Framework and Reporting Formats will be developed for monitoring the implementation of the National Programme of Action (NPOA). In this regard, six monthly reports and annual reports will be prepared by the NGC as per the APRM Guidelines. The annual reports will be submitted by the President of the URT to the Forum. The Focal Point Ministry i.e. Ministry of Foreign Affairs and International Cooperation (MFAIC) will continue to play its facilitation role for the programme.

## 8.4 Perceived Risks

1821. The implementation of the National Programme of Action, like other programmes, will depend on the continuity of the existing political will. The cost of implementing the programme is immense and the span of implementing goes beyond five years. If the financial resources are not adequately mobilized there may be delays in achieving the objectives of the programme within the specified time frame. Moreover, there is need to start building the human resource capacity that will be pivotal in coordinating and monitoring the programme.

## 8.5 Identified Governance Gaps

### A. Democracy and political governance

<i>Objective</i>	<i>Identified governance gap</i>
1.1 Prevention and reduction of intra- and inter-state conflicts in Tanzania	1.1.1 Resentment by the people of both parties of the union Zanzibar and Mainland Tanzania on the structure of the union
	1.1.2 Conflicts linked to multi-party in Zanzibar: <ol style="list-style-type: none"> <li>1. Misuse of armed forces</li> <li>2. Recurring tension every after 5 years</li> <li>3. Inadequate separation between state and ruling party</li> <li>4. Elusive peace accords</li> <li>5. Inter and intra party conflicts</li> </ol>
	1.1.3 Conflicts related to structure of governance
	1.1.4 Social conflicts e.g. <ol style="list-style-type: none"> <li>1. Cattle rustling</li> <li>2. Organized crime</li> </ol>
	1.1.5 Refugees and internally displaced persons
	1.1.6 Land disputes
	1.1.7 Rising religious tensions
	1.1.8 Conflicts between local people and foreign investors
	1.1.9 Tendency by government to disregard verdicts made by the Commission for Human Rights and Good Governance
	1.1.10 Low awareness on available conflict resolution mechanisms, on how they function and the cost of employing them
1.2 Constitutional democracy and the rule of law	1.2.1 Constitutional restrictions in realization of basic rights
	1.2.2 It is quite difficult for ordinary citizens to press for justice
	1.2.3 The Commission for Human Rights and Good Governance is constrained in many ways in promoting and protecting human rights
	1.2.4 Police force not always exercising impartiality in dealing with political parties and electoral process
	1.2.5 Undisclosed sources of funds threaten competitive elections
	1.2.6 Inability to forge political alliances constraints association by political parties
	1.2.7 Non implementation of independent candidacy restricts constitutional right to be voted upon
	1.2.8 Electoral Commissions (NEC & ZEC) not adequately independent

<i>Objective</i>	<i>Identified governance gap</i>
	1.2.9 Restrictive and oppressive legal provisions with respect to freedom of associations
	1.2.10 Newspaper Act of 1976 contains many restrictions on the freedom of the press
	1.2.11 Growing tendency by the Parliament and the Executive to undermine the Judiciary.
	1.2.12 Abuse of discretionary powers
	2.2.13 Inadequate commitment by the Executive on participatory processes
	1.2.14 Courts' decisions are sometimes rendered invalid by the Government through Parliament by amending the constitution or legislation to maintain the unconstitutional laws and virtually the status quo
	1.2.15 Weak and constrained Commission for Human Rights and Good Governance
	1.2.16 Growing mob justice a significant threat to rule of law
	1.2.17 Employment discrimination on the basis of political affiliation in some areas.
	1.2.18 Tanzania is lagging behind in terms of incorporation/ domestication of ratified instruments
	1.2.19 Limitations on Human Rights in the Bill of Rights
	1.2.20 Catalogue of the Bill of rights not conforming to international instruments of human rights
	1.2.21 The bill of rights in the Constitution does not include social, economic and cultural rights
	1.2.22 Vesting the original jurisdiction on human rights violation in the High Court of Tanzania seriously impedes accessibility to justice by the victims
	1.2.23 Restricted Access to Justice
	1.2.24 Fusion of Executive and Parliament complicates the functioning of the doctrine of separation of powers
	1.2.25 Excessive Powers of the Executive
	1.2.26 Non compliance with the Principles of Separation of Powers
	1.2.27 Shortcomings in Implementation of the Concept of Independence of the Judiciary
1.5 Ensuring accountable, efficient and effective office holders and public servants	1.5.1 Low productivity in the public service institutions compared to the expenditure levels
	1.5.2 Low levels of accountability due to corruption, embezzlement and negligence
	1.5.3 Resistance to change by public service staff
	1.5.4 Limited sense of ownership to MDAs
	1.5.5 Reform was not linked adequately to generating movement and change in the entire government machinery

<i>Objective</i>	<i>Identified governance gap</i>
	1.5.6 Speed up the adoption and implementation of the public service reform in Zanzibar so as to improve public service delivery
	1.5.7 Inadequate ownership of reforms by government
1.6 Fighting corruption in the political sphere	1.6.1 The positioning of the PCCB under the Presidency without legal limitations of the powers of the president to its operations may subject the PCCB to undue political interference or control
	1.6.2 Low awareness of the citizenry to demand government accountability
	1.6.3 Weak demand side for accountability
	1.6.4 Low capacity of Civil Society Organizations to raise awareness of the citizenry
	1.6.5 The fact that PCCB is not under the legislature does not guarantee its operational autonomy.
	1.6.6 Zanzibar lacks a specialized anti-corruption agency
	1.6.7 Inadequate anti-corruption expertise constitutes one of the critical challenges facing PCCB
	1.6.8 Weak Ethics secretariat. It is likely to become more effective if it becomes operationally independent from the will of the president
1.7 Promotion and protection of the rights of women	1.7.1 The application of the Gender mainstreaming approach is limited especially at the situation/problem analysis phase of the policy process, in monitoring and evaluation and in impact tracking.
	1.7.2 Inadequate gender disaggregated data in most of the government sectors is still a problem
	1.7.3 Developing tangible gender indicators remains a problem in most of the development sectors.
	1.7.4 Inadequate technical backstopping to support gender mainstreaming efforts at various sectors
	1.7.5 Still inadequate women's representation not only in the parliament but also in other organs of influence
	1.7.6 Low awareness campaign on existing land laws and on how they can be applied by women to seek their rights over land ownership, access and usage.
1.8 Promotion and protection of the rights of the child and young persons in Tanzania	1.8.1 Declining quality and standards of education
	1.8.2 Inadequate resources, including teachers, finance and instructional materials.
	1.8.3 Mechanisms for monitoring and evaluation as well as quality assurance not effective enough.
	1.8.4 Inadequate reliable statistics on children and young persons with disabilities
	1.8.5 There are "street children" and young persons who are not accessing formal educational opportunities in Tanzania.
	1.8.6 Inadequate incentives for teachers especially in rural areas
	2.8.7 Increase in the drop out rate

<i>Objective</i>	<i>Identified governance gap</i>
	1.8.8 Legal provisions for addressing children welfare are not effectively harmonized.
	1.8.9 The international conventions which Tanzania has acceded to and ratified are not sufficiently incorporated into domestic legislation.
	1.8.10 Coordination, monitoring and evaluation of policies not well mainstreamed in all sectors with respect to protection and promotion of the rights of the child and young persons
	1.8.11 Strategies for creating public awareness, especially to the adults and law enforcement organs on the rights of the child not well developed and implemented.
	1.8.12 Corporal punishments in schools (including faith based schools) still exist.
	1.8.13 School children who become pregnant not allowed to resume their studies after delivery
	1.8.14 No comprehensive policy on the care of the Most Vulnerable Children and Orphans
1.9 Promotion and protection of the rights of vulnerable groups including refugees, internally displaced persons and persons with disabilities	1.9.1 Inadequate adherence to refugee rights
	1.9.2 Inadequate Guidelines to deal with internally displaced persons.
	1.9.3 Limited awareness to rights of people with disabilities

## **B. Economic governance and management**

<i>Objective</i>	<i>Identified governance gap</i>
2.1 Promotion of macroeconomic policies that support sustainable development	2.1.1 Unclear and incoherent growth strategy.
	2.1.2 External debt
	2.1.4 Unharmonized land policies between mainland and Zanzibar
	2.1.5 Registrar of Cooperatives has too much power
	2.1.6 Inadequate capacity for macroeconomic management
	2.1.7 Weak macro-micro link
	2.2 Implement transparent, predictable and credible government economic policies
2.2.2 Limited adherence to recruitment and appointment systems and procedures in place	
2.2.3 In implementing D by D only funds were sent to LGAs and not personnel	
2.3 Promotion of sound public finance management	2.3.1 Inadequate capacity of local government officials to develop and execute local plans and budget
	2.3.2 Insufficient capacity of LGAs to generate revenue for undertaking development and recurrent

<i>Objective</i>	<i>Identified governance gap</i>
	programmes
	2.3.3 Narrow tax base rendering LGAs unable to meet a larger part of their recurrent and development expenditures
	2.3.4 Too much dependence of LGAs on central government for resources affects governance
	2.3.5 Weak distinction at the local level between central government administration and LGAs
	2.3.6 Tendency of central government to interfere with the operations of LGAs
	2.3.7 Weak transparency and accountability on local government revenues
	2.3. 8 Weak planning in accordance with MKUKUTA by LGAs
	2.3.10 Inadequate of in-depth and efficient financial system to support economic growth
	2.3.11 High lending rates and stringent conditionality of commercial banks
	2.3.12 Largely undeveloped financial markets
	2.3.13 Limited access to modern financial services by the broad population.
2.4 The fight against corruption and money laundering	2.4.1 Weak transparency in contracts of national interests
	2.4.2 Poor accountability
	2.4.3 Too much monopoly power of bureaucrats
	2.4.6 High lending rates and stringent conditionality of commercial banks
	2.4.7 Largely undeveloped financial markets
	2.4.8 Money laundering and drug trafficking
	2.4.9 PCCB not answerable to the Parliament
	2.4.10 Awareness campaigns against corruption not given sufficient weight.
	2.4.11 Tanzania's vulnerability makes it susceptible to money laundering in the case of transactions done mainly by cash
	2.4.12 The liberal policy on Foreign Direct Investments (FDIs)
	2.4.13 Increase of illegal immigrants
	2.4.14 Inadequate capacity to manage immigration
	2.4.15 Limited awareness on the adverse impact of money laundering
2.5 Process of accelerating regional integration by participating in the harmonization of the monetary, trade and investment policies	2.5.1 Tanzania's poor competitiveness (mostly persistent trade deficit) in regional trade
	2.5.2 Multiple membership in regional organizations with potential inherent conflict of interests
	2.5.3 Inadequate sensitization and involvement of the population
	2.5.4 Slow integration of the economies
<b>Zanzibar</b>	2.1.1 Low technical capacity to oversee and implement the programmes indicated in the national policies
2.1 Promotion of macro economic policies that support sustainable development	2.1.2 Low level of financial resources to effectively implement plans(country meets less than 50 percent of requirement)
	2.1.3 Macro economic model which does not address

<i>Objective</i>	<i>Identified governance gap</i>
	sufficiently forecasting future outcome of the economy
	2.1.4 Political concerns from donors leading to suspension of aid
	2.1.5 Limited international exposure on external markets of the local private sector
	2.1.6 Low international competitiveness
	2.1.7 Low ICT capacity
	2.1.8 Low negotiating skills with international actors
	2.6.9 Limited adherence to recruitment and appointment procedures in place
	2.1.10 Poor and limited responsive educational system
	2.1.11 Collapse of industries. Focus mainly on tourism
2.2 Implementing Transparent, predictable and credible government economic policies	2.2.1 Low technical capacity to oversee and implement the programs indicated in the national policies
	2.2.2 Low level of financial resources, to effectively implement plans.
	2.2.3 Low level of accountability
	2.2.4 Inadequate capacity to formulate policies particularly in dealing with foreign actors
	2.2.5 Macroeconomic model which does not address sufficiently the forecasting of future outcome of the economy.
2.3 Promotion of sound public finance management	2.3.1 Low investment portfolio
	2.3.2 High lending rates
	2.3.3 Low level of technical know how on the operation and analysis of finance data and information
	2.3.4 Limited capacity in human resources and other resources for undertaking responsibilities and activities at sub national levels
	2.3.5 Close proximity of district centres to headquarters making the need to have a fully decentralized system unviable
2.4 Fight against corruption and money laundering	2.4.1 Systems/issues of corruption between mainland and Zanzibar not clearly harmonized.
2.5 Process of accelerating regional integration by participating in the harmonization of monetary, trade and investment policies amongst the participating states	2.5.1 High quality goods and services production to meet export market standards not ensured.
	2.5.2 Developing a legal framework and strategic plan to implement trade policy and export strategy not sufficiently established and developed.
	2.5.3 Develop domestic capacity to produce and supply high quality products and services not well developed.

### C. Corporate governance

<i>Objective</i>	<i>Identified governance gap</i>
3.1 Provide an Enabling Environment and Effective Regulatory Environment for economic activities	3.1.1 Development and adaptation of national standards to international standards not reached.
	3.1.2 Building of an institutionalized and systematic enforcement capacity not well built.
	3.1.3 Developing a culture of observing the set standards not well developed.

<i>Objective</i>	<i>Identified governance gap</i>
	3.1.4 Limited well built scientific capacity to develop, operationalise standard tools in conformity with global standard setting organizations such as the World Trade Organizations (WTO), the Organization for Economic Cooperation and Development (OECD) and International Standards Organization (ISO)
	3.1.5 Lack of institutional capacity to achieve full compliance with International Accounting Standards (IAS).
	3.1.6 Inadequate compliance with IAS
	3.1.7 More capital flight than retention to invest on the local markets
	3.1.8 Private business and general economic limited competitiveness of Tanzania with respect to barriers related to: <ul style="list-style-type: none"> <li>• Tax regime and Trade Policies</li> <li>• Poor Quality Economic Infrastructure</li> <li>• Financial Services</li> <li>• Operational and Procedural/Administrative</li> <li>• Legal and Judicial framework</li> <li>• Corruption with respect to overlap of activities and duplication of functions as a result of lack of coordination among the agencies dealing with corruption and inefficient law enforcement</li> <li>• Human resources</li> <li>• Knowledge resources</li> <li>• Demand conditions –low per capita income</li> <li>• High cost of doing business</li> <li>• Cumbersome procedure for applying for credit</li> <li>• High interest rates for investment credit</li> <li>• Too much discretionary powers on tax assessors</li> <li>• Inadequate of transparency on taxation procedures</li> <li>• Multiplicity of licensing authorities in Zanzibar</li> </ul>
3.3 Promote the adoption of codes of good business ethics (e.g. Cadbury and King Codes) in Achieving the objectives of the organization	3.3.1 Corruption still rampant despite efforts to build ethical corporate behaviour
3.4 Ensure that corporations treat all their stakeholders (shareholders, employees, communities, suppliers and customers) in a fair and just manner.	3.4.1 Weak implementation of the laws protecting stakeholders e.g. as stated in the Companies Act 2002, Environmental Management Act 2004.
3.5 Provide for accountability of corporations and directors	3.5.1 Gap exists between principles as stipulated by laws and practice through enforcement
	3.5.2 Professional bodies deficient in their enforcement capacity
	3.5.3 Institutional and regulatory frameworks Inadequately enforced
	3.5.4 Customs Inadequate capacity to monitor business of exports and imports has given rise to unofficial ports along the Indian Ocean especially from Kilwa to Mtwara: Underground economy posing challenge to corporate governance
	3.5.5 General weakness of implementation of labour laws



<i>Objective</i>	<i>Identified governance gap</i>
	3.5.6 Challenges posed by informal sector:
	<ul style="list-style-type: none"> <li>• Reduced tax base</li> </ul>
	<ul style="list-style-type: none"> <li>• Source of unfair competition</li> </ul>
	<ul style="list-style-type: none"> <li>• Causes havoc on the streets</li> </ul>
	<ul style="list-style-type: none"> <li>• It is difficult to institutionalize the informal sector</li> </ul>

#### **D. Socio-Economic Development**

<i>Objective</i>	<i>Identified governance gap</i>
4.1 Promoting self reliance in Development and Building Capacity for self sustaining development	<p>4.1.1 Development expenditure is by far financed from external sources. This undermines self sustaining development, poor prioritization on and mismanagement of external funds.</p> <p>4.1.2 Imports outweigh exports</p> <p>4.1.3 Weak capacity of private sector institutions</p> <p>4.1.4 Insufficient capacity at the level of the local government to design plans, generate own funds and implement the plans</p>
4.2 Accelerating socio-economic development to achieve sustainable development and poverty reduction.	<p>4.2.1 Shortage of qualified health personnel, secondary school teachers and road engineers</p> <p>4.2.2 Economic management is fragmented among a variety of institutions which creates lack of coordination of policy formulation and implementation</p> <p>4.2.3 Only traditional growth factors are used. There is an urgent need to underpin Tanzania's development with faster and more sustainable growth strategy</p> <p>4.2.4 Limited access to legal services leading to poor justice dispensation. Reform of legal sector lags behind the economic sector, some laws of planned economy still in place.</p> <p>4.2.5 Poor agricultural production</p> <p>4.2.6 Poor capacity of educational institutions</p> <p>4.2.7 Poor credit access to SMEs</p> <p>4.2.8 Inadequate awareness of the people on government plans</p> <p>4.2.9 Platform for dialogue in the area of economic growth and structural transformation limited.</p> <p>4.2.10 Inadequate awareness campaigns, inadequate skills, poor enforcement mechanisms, mentality to regard that English language represent issues more rightly than Kiswahili. Poor competency to translate English language, limited capacity by the public to demand for standards.</p> <p>4.2.11 Resistance to devolving powers to local communities through de-centralization structures</p> <p>4.2.12 Weak coordination between sectors(ministries and local authorities)</p> <p>4.2.13 Insufficient capacity of the PMO-RALG to carry out the coordination function</p>
4.3 Strengthening policies delivery mechanisms and outcomes in key socio areas including education and combating HIV and AIDS and other communicable diseases	<p>4.3.1 Weak national systems, conflicting priorities, poor coordination and inadequate capacities at community level.</p> <p>4.3.2 Inadequate long term planning and sustained implementation to improve education.</p> <p>4.3.3 Quality of education remains a concern and it is growing. The delivery of education is constrained by problems of inadequate teaching and learning materials and shortage of teachers and teacher's house.</p> <p>4.3.4 Health sector faces challenges of poor referral systems</p> <p>4.3.5 Accessibility to health care is still a problem.</p>

<i>Objective</i>	<i>Identified governance gap</i>
	4.3.6 Service users not informed of their rights and obligations.
4.4 Ensuring affordable access to water, sanitation, energy, finance, markets, ICT, shelter and land to all citizens especially the poor.	4.4.1 Inadequate coordination of various institutions involved in planning and delivering sanitation services. 4.4.2 Electricity coverage countrywide is very low 4.4.3 Low level of financial literacy and poor financial accessibility. 4.4.4 Low availability of public treaties 4.4.5 Absence of alternative policy for off grid power supply. 4.4.6 Limited reliable information on markets 4.4.7 Poor market information
4.5 Progress towards gender equality in all critical areas of concern including equal access to education for girls at all levels	4.5.1 The practice of gender mainstreaming is still inadequate in most MDAs due to both capacity and structural constraints. 4.5.2 The major challenge remains that of changing the mindset – social transformation of gender relations and women empowerment.
4.6: Encourage broad based participation in development by all stakeholders limitations to participation include:	4.6.1 Very few people participate in planning, budget preparation, plan implementation, and monitoring and evaluation 4.6.2 Very few women participate in planning, budget preparation, plan implementation, and monitoring and evaluation 4.6.3 Challenges to participation include: <ul style="list-style-type: none"> <li>• Concentration of power and resources at more central levels of government which undermines participation at lower levels</li> <li>• The limited engagement of councils in proper planning oversight</li> <li>• The multiplicity of funding sources of local government spending. Inadequate capacity for planning and utilization of available funds.</li> <li>• The complexity and burdens of reporting which are involved</li> <li>• The uncertainty and irregularity of receipt of funds for planned activities</li> <li>• Weak accountability mechanism</li> <li>• Decisions at sub districts sometimes being overruled by officials of councils</li> </ul>

## 8.6 Proposed governance actions to remove the identified gaps

### A. Democracy and Political Governance

<b>Objective</b>	<b>Proposed governance action</b>
<b>Standards and Codes</b>	<ul style="list-style-type: none"> <li>• Ratify outstanding six standards and Acts</li> <li>• Legislate and create more awareness on standards and codes</li> </ul>
<b>Objective 1: Prevention and Reduction of Intra and Inter State Conflicts</b>	<ul style="list-style-type: none"> <li>• Establish an independent statutory body to resolve intra state conflicts</li> <li>• Establish mechanism to resolve the Zanzibar political impasse</li> <li>• Introduce national ID system</li> <li>• Activate Inter State Border Committees</li> </ul>

<b>Objective</b>	<b>Proposed governance action</b>
<b>Objective 2: Constitutional Democracy and Rule of Law</b>	<ul style="list-style-type: none"> <li>• Convene a National Constitutional Conference</li> <li>• Draft new Union Constitution</li> <li>• Convene Zanzibar National Constitutional Conference</li> <li>• Draft new Zanzibar Constitution</li> <li>• Establish a New Constitutional Court</li> <li>• Mount awareness raising programmes to Police Commanders and Officers to enhance freedom of holding political rallies by political parties</li> <li>• Enhance community policing</li> <li>• Put in place a legal system to regulate the role of money in electoral politics</li> <li>• Review Elections Act-URT</li> <li>• Review Elections Act-Zanzibar</li> <li>• Review Political Parties Act</li> <li>• Enact a Freedom of Information Act</li> </ul>
<b>Objective 3: Promotion and Protection of Economic, Social and Cultural Rights, Civil and Political Rights as enshrined in African and International and Human Rights Instruments</b>	<ul style="list-style-type: none"> <li>• Review and amend Laws governing the social, economic and cultural rights</li> <li>• Amend Article 30 (1) &amp; (2) of the Constitution and Section 10 of the Basic Rights and Duties Enforcement Act of 1994</li> <li>• Recruit Lawyers, Judges, Magistrates and improve General Administrative Machinery</li> <li>• Increase court rooms at District Level</li> <li>• Simplify and translate Criminal Procedures Act into Kiswahili</li> <li>• Provide compulsory legal aid for civil cases</li> </ul>
<b>Objective 4: Up hold the separation of powers including the protection of the independence of the Judiciary and of an effective Legislature</b>	<ul style="list-style-type: none"> <li>• Insulate members of Parliament from the Executive arm</li> <li>• Improve usage of party whip to abolish misuse</li> </ul>
<b>Objective 5: Ensuring Accountable, Efficient and Effective Public Office Holders and Civil Servants</b>	<ul style="list-style-type: none"> <li>• Train public officers and civil servants on implementation of public service reforms in Zanzibar</li> <li>• Develop mechanisms to enhance communication and dialogue among public office holders and civil servants in Zanzibar</li> <li>• Build internal capacity of SMZ to undertake reforms</li> <li>• Improve participation of actors in the formulation, implementation and evaluation of reforms</li> <li>• Establish and implement Local Government Reform Programme in Zanzibar</li> <li>• Establish and implement leadership training targeting political and executive levels to Mainland and Zanzibar</li> </ul>
<b>Objective 6: Fighting corruption in the political sphere</b>	<ul style="list-style-type: none"> <li>• Review political parties Act and Electoral systems Act</li> <li>• Mainstream NACSAP II into MDAs and LGAs</li> <li>• Conduct civic and voters education to eliminate corruption during elections</li> <li>• Separate the authorities to appoint and dismiss the chief Executives of PCCB and Ethics Commission</li> </ul>
<b>Objective 7: Promotion and protection of the rights of women</b>	<ul style="list-style-type: none"> <li>• Mainstream gender in MDAs, Private sector, CSOs, FBOs, CBOs etc</li> <li>• Strengthen gender focal points</li> <li>• Domesticate women rights conventions</li> <li>• Develop implementation strategies for implementation of conventions</li> <li>• Review inheritance laws to include women rights</li> <li>• Enforcement of inheritance laws</li> <li>• Empower women to contest in political and technical spheres through education and training, affirmative action and advocacy campaign</li> </ul>
<b>Objective 8: Promotion and protection of the rights of children and young persons</b>	<ul style="list-style-type: none"> <li>• Harmonize policies and laws involving children and young persons rights by enacting a single legislation</li> </ul>

Objective	Proposed governance action
	<ul style="list-style-type: none"> <li>• Provide effective regulation to enhance education quality</li> <li>• Provide adequate learning and teaching facilities including books</li> <li>• Train quality teachers</li> <li>• Improve working conditions for teachers</li> <li>• Maintain effective database on children and young persons including those with disabilities</li> <li>• Effective enforcement of policies, laws and regulations</li> <li>• Review corporal punishment</li> </ul>
<p><b>Objective 9: Promotion and protection of the rights of vulnerable groups including internally displaced persons and refugees</b></p>	<ul style="list-style-type: none"> <li>• Institutionalize the rights of vulnerable groups including internally displaced persons, refugees and persons with disabilities</li> <li>• Enactment of Law on disability rights</li> <li>• Raise awareness of rights of vulnerable groups including internally displaced persons and refugees</li> <li>• Maintain effective database on vulnerable groups including internally displaced persons and refugees</li> <li>• Review policies and laws on internally displaced persons and refugees</li> <li>• Assess compatibility of pastoralism with development trends, land laws and determine viable alternatives</li> <li>• Create awareness on land policies and laws to pastoralists and other stakeholders</li> <li>• Provide education on the concept of albinism and their rights to live to the public, primary schools, secondary schools and higher learning institutions</li> <li>• Raise awareness to the public to do away with the beliefs that old age is associated with superstition, magic and witchcraft</li> <li>• Enhance provision of security system in primary schools, secondary schools and higher learning institutions in order to protect lives of Albinos and other students</li> <li>• Enhance provision of improved health and education services to Albinos and other people living with disabilities</li> <li>• Provide entrepreneurship training and credit facilities to Albinos and other people living with disabilities</li> <li>• Increase number of representatives of special groups in the Union Parliament, House of Representatives and other decision making bodies and establish democratic system of election</li> <li>• Establish special courts to fast track cases related to violations of the rights of Albinos including Albino killings raping cases of female with mental disorders in Zanzibar</li> <li>• Introduce special education programme for the disabled in all teachers colleges and education institutions</li> <li>• Translate laws and policies related to special groups into Kiswahili for easy understanding</li> <li>• Enact law to ensure all public and private physical infrastructures are designed and constructed in a way that are user friendly to people living with disabilities</li> <li>• Increase effort of fighting against the usage of bhang and other illicit drugs</li> </ul>

## B. Economic Governance and Management

Objective	Proposed governance action
Standards and Codes	<ul style="list-style-type: none"> <li>• Identify and ratify outstanding standards and codes</li> <li>• Domesticate and create more awareness on standards and codes</li> </ul>
Objective 1: Promotion of macroeconomic policies that support sustainable development	<ul style="list-style-type: none"> <li>• Strengthen national debt management</li> <li>• Implement measures of diversifying the economy of Zanzibar</li> <li>• Strengthen the private sector in Zanzibar</li> <li>• Implement quality control for industrial products in Zanzibar</li> <li>• Strengthen grassroot participation in Private Public dialogue</li> <li>• Provide adequate facilitation and incentives for LDIs</li> <li>• Improve agricultural productivity</li> <li>• Improve agricultural marketing and market access</li> <li>• Address the shortcomings in the legal and regulatory framework for agriculture</li> <li>• Improve agricultural business development services</li> <li>• Promote production for export in both Mainland and Zanzibar</li> <li>• Strengthen EPZs and SEZs</li> <li>• Improve local infrastructure for industrialization (energy, water, roads) for both Mainland and Zanzibar</li> <li>• Improve efficiency in production and supply of energy so as to offer competitive price</li> <li>• Enhance development finance</li> </ul>
Objective 2: Implement transparent, predictable and credible government economic policies	<ul style="list-style-type: none"> <li>• Enhance participation of non state actors in planning and implementation process</li> <li>• Build capacity for data collection, analysis and management</li> </ul>
Objective 3: Promotion of sound Public Finance Management	<ul style="list-style-type: none"> <li>• Review of PPA</li> <li>• Implement effective Monitoring and Evaluation of MDAs Procurement Plans</li> <li>• Train staff</li> <li>• Enable IFMs connectivity between MoFEA and all LGAs</li> <li>• Enhance capacity of human resources in financial management (for both Mainland and Zanzibar)</li> <li>• Improve macro-micro link</li> <li>• Improve effectiveness of the pace of MKUKUTA and MKUZA</li> <li>• Rationalize sources of tax for central and local government</li> <li>• Strengthen IFMs</li> </ul>
Objective 4: Fight corruption and money laundering	<ul style="list-style-type: none"> <li>• Review roles and responsibilities of institutions on corruption and money laundering</li> <li>• Strengthen the capacity of institutions dealing with corruption and money laundering through training, ICT and provision of equipment</li> <li>• Strengthen the capacity of institutions dealing with international crimes.</li> <li>• Mount awareness raising campaigns on corruption and money laundering</li> <li>• Put in place affordable taxes and plug loopholes in tax law</li> <li>• Establish anti-corruption agency and financial intelligence unit in Zanzibar</li> </ul>

Objective	Proposed governance action
<b>Objective 5: Accelerating regional integration by participating in harmonization of monetary, trade policies amongst the participating states</b>	<ul style="list-style-type: none"> <li>• Sustain production of strengthened quality control</li> <li>• Build capacity for market search</li> <li>• Effective participation in RECs</li> <li>• Integrate ICT application to trade</li> </ul>

### C. Corporate Governance

Objective	Proposed governance action
Standards and Codes	<ul style="list-style-type: none"> <li>• Ratify outstanding standards and codes</li> <li>• Domesticate and create more awareness on standards and codes</li> </ul>
<b>Objective 1: Promote an enabling environment and effective regulatory framework for economic activities</b>	<ul style="list-style-type: none"> <li>• Promote culture of conforming to legal and business standards</li> <li>• Formulate policy to enhance participation of private corporations in economic activities</li> <li>• Enact law to guide activities of corporate entities</li> <li>• Strengthen existing business institutions</li> <li>• Establish M&amp;E framework</li> <li>• Improve existing and build new infrastructure</li> <li>• Train people to perform as per IFAS</li> <li>• Put in place affordable taxes and plug loopholes in tax law</li> <li>• Set up/improve effectiveness of PPP mechanisms at all levels</li> <li>• Train tripartite organs on effective use of data to improve quality of negotiations</li> <li>• Establish organs of mediation and arbitration, strengthen labour tribunal</li> <li>• Review tax laws to encourage participation in community development and create awareness to corporations</li> </ul>
<b>Objective 2: Ensure that Corporations act as good corporate citizens with regards to Human rights, Social Response</b>	<ul style="list-style-type: none"> <li>• Train tripartite organs on effective use of data to improve quality of negotiations</li> <li>• Establish organs of mediation and arbitration, strengthen labour tribunal</li> <li>• Review tax laws to encourage participation in community development and create more awareness to corporations</li> <li>• Fast track the pending cases in court to end of the suffering to the victims of eviction</li> <li>• Ensure compliance with existing environmental policies and laws</li> <li>• Create awareness on environmental laws and regulations</li> <li>• Ratify and domesticate conventions on environment</li> <li>• Develop implementation strategy on domesticated conventions</li> <li>• Increase and strengthen institutional capacity for the enforcement of EMA 2004</li> <li>• Stop discharging chemicals to ground water sources and rivers</li> </ul>

<b>Objective</b>	<b>Proposed governance action</b>
	<ul style="list-style-type: none"> <li>• Reinstate land to alternative uses and supervise the operations in the regeneration of the land in the already mined areas such as Mara</li> <li>• Provide compensations /medical care and treatments to people affected by pollution in mining areas</li> </ul>
<b>Objective 3: Promote adoption of Codes of good business ethics in achieving the objectives of the corporation</b>	<ul style="list-style-type: none"> <li>• Sensitize business community on good business ethics</li> <li>• Create corporate sanctions for defaulters</li> <li>• Sensitize the public on crimes related to business</li> <li>• Review tax laws and levies</li> <li>• Review mining contracts</li> </ul>
<b>Objective 4: Ensure that Corporations treat all their stakeholders (shareholders, employees, communities, suppliers and customers) in a fair and just manner</b>	<ul style="list-style-type: none"> <li>• Develop a code of conduct to streamline the behaviour of corporations towards their stakeholders</li> <li>• Form independent consumer protection associations</li> <li>• Sensitize shareholders on their rights</li> <li>• Form associations of shareholders</li> </ul>
<b>Objective 5: Provide for accountability of Corporations, Directors and Officers</b>	<ul style="list-style-type: none"> <li>• Put in place appropriate codes governing accountability of Corporations, Directors and Officers</li> </ul>

#### **D. Socio-Economic Development**

<b>Objective</b>	<b>Proposed governance action</b>
<b>Standards and Codes</b>	<ul style="list-style-type: none"> <li>• Ratify outstanding standards and codes</li> <li>• Domesticcate and create more awareness on standards and codes</li> </ul>
<b>Objective 1: Promote self reliance in development and build capacity for sustaining development</b>	<ul style="list-style-type: none"> <li>• Review and implement existing policies targeting improved production in key sectors (Agriculture, Tourism, Fisheries, Manufacturing, Trade, Mining and service trade)</li> <li>• Mainstream planning and budgeting at all levels (all segments of the society)</li> <li>• Build capacity to communities for development planning</li> </ul>
<b>Objective 2: Accelerate socio-economic objectives to achieve sustainable development and poverty Eradication</b>	<ul style="list-style-type: none"> <li>• Recruit and train staff</li> <li>• Raise more public awareness on existing programmes</li> <li>• Re-enforce coordination mechanism in policy formulation and implementation</li> <li>• Allocate adequate domestic financial resources to development expenditure</li> <li>• Improve access to credit to enhance production of goods and services</li> <li>• Strengthen the implementation of ASDP</li> <li>• Review and update Acts to reflect significant social and economic changes</li> </ul>
<b>Objective 3: Strengthen policies, delivery mechanism and output in key social development areas including education for all, combating HIV/AIDS and other communicable diseases</b>	<ul style="list-style-type: none"> <li>• Develop human resource capacities for reviewing policies</li> <li>• Broaden tax base and re-enforce revenue collection including eliminating revenue leakages (e.g. Unauthorized ports in areas like</li> </ul>

Objective	Proposed governance action
	<p>Bagamoyo, Kilwa and Lindi)</p> <ul style="list-style-type: none"> <li>• Strengthen coordination process by training management and their supervisory bodies</li> <li>• Build capacity on POPC on planning, policy analysis and development</li> <li>• Improve quality of education including increasing number and quality of teachers at all levels, provision of teaching and learning materials, improving teaching and learning environment at primary, secondary and higher learning institutions</li> <li>• Improve quality of health care delivery including increasing number of health care workers, medical practitioners, health care facilities and availability of drugs at all levels</li> <li>• Establish and implement customer service charters in MDAs and LGAs</li> <li>• Develop prioritized and costed strategic plans for MDAs and LGAs</li> <li>• Raise public awareness on the existence of HIV/AIDS Law</li> <li>• Provide comprehensive awareness on HIV prevention to in and out of school youth</li> <li>• Conduct awareness raising on HIV and AIDS and encourage voluntary testing</li> <li>• Increase PMTC coverage</li> <li>• Distribute anti-Retroviral drugs to 1,000,000 people infected</li> <li>• Increase allocation of domestic financial resources to fight against HIV and AIDS</li> <li>• Ensure proper importation and distribution of Government recommended quality ARV</li> <li>• Provide supportive medicine freely to people using ARVs</li> <li>• Review ARVs policy to allow child under 18 years to know their status of HIV and Aids</li> <li>• Provide modern and accurate machine for CD4/ T-cells Test to ensure people affected start using ARVs at appropriate time</li> </ul>
<p><b>Objective 4: Ensuring affordable access to Water, Sanitation, Energy, Finance, Markets, ICT, Shelter and Land to all Citizens especially to the poor</b></p>	<ul style="list-style-type: none"> <li>• Empower service providers to enhance service delivery</li> <li>• Review laws and regulations to enhance service delivery including involvement of the private sector</li> <li>• Improve private sector investment in social service delivery</li> <li>• Provide information on utilities and market to users</li> <li>• Review and implement efficient SACCOS regulatory mechanisms to improve provision of macro credit</li> <li>• Review pertinent laws to enhance property and small business formalization</li> </ul>
<p><b>Objective 5: Progress towards gender equality, particularly equal access to education for girls at all levels</b></p>	<ul style="list-style-type: none"> <li>• Re-enforce gender affirmative action in various sectors including employment and education</li> <li>• Increase Women empowerment through education, training, income generation and health</li> <li>• Increase Gender awareness and training</li> </ul>



<b>Objective</b>	<b>Proposed governance action</b>
<b>Objective 6: Encourage broad based participation in development by all stakeholders at all levels</b>	<ul style="list-style-type: none"> <li>• Improve stakeholders understanding on planning techniques at various levels</li> <li>• Ensure participation in planning process by stakeholders at all levels by providing civic education</li> <li>• Streamline reporting to have a single consolidated report catering for needs of various users</li> <li>• Re-enforce accountability mechanism in order to have checks and balances at all levels</li> <li>• Simplify disbursement procedures and adhere to disbursement plan</li> </ul>

### E. Cross cutting issues

<b>Activities by APRM Objectives</b>	<b>Proposed governance action</b>
<b><u>GENDER</u></b>	
1. Promote gender mainstreaming at all levels	<ul style="list-style-type: none"> <li>• Re-enforce gender affirmative action in various sectors including employment and education</li> <li>• Women empowerment through education, training, income generation and health</li> <li>• Gender awareness and training</li> </ul>
2. Build capacity of MDAs and LGAs in gender planning and implementation	<ul style="list-style-type: none"> <li>• Mainstream gender in MDAs, private sector, CSOs, FBOs, CBOs etc</li> <li>• Strengthen gender focal points</li> </ul>
3. Effective implementation of convention on women rights	<ul style="list-style-type: none"> <li>• Domesticate women rights conventions</li> <li>• Develop implementation strategies for implementation of conventions</li> <li>• Review inheritance laws to include women rights</li> </ul>
4. Increase women representation in different organs	<ul style="list-style-type: none"> <li>• Give more Empowerment to women to contest in political and technical spheres through education and training, affirmative action and advocacy campaign</li> </ul>
<b><u>CORRUPTION</u></b>	
1. Improve legal and regulatory framework	<ul style="list-style-type: none"> <li>• Review roles and responsibilities of institutions on corruption and money laundering</li> <li>• Strengthen the capacity of institutions dealing with corruption and money laundering through training, ICT and provision of equipment</li> <li>• Strengthen the capacity of institutions dealing with international crimes</li> </ul>
2. Improve public awareness in relation to money laundering and corruption	<ul style="list-style-type: none"> <li>• Mount awareness raising campaigns on corruption and money laundering</li> </ul>
3. Address the root causes of corruption	<ul style="list-style-type: none"> <li>• Put in place affordable taxes and plug loopholes in tax law</li> </ul>
4. Address the problem of corruption in Zanzibar	<ul style="list-style-type: none"> <li>• Establish anti-corruption agency and financial intelligence unit in Zanzibar</li> </ul>
5. Review legal frameworks involving political parties and electoral systems	<ul style="list-style-type: none"> <li>• Review political Parties Act and Electoral Systems Act</li> </ul>
6. Enforce the implementation of NACSAP II	<ul style="list-style-type: none"> <li>• Mainstream NACSAP II into MDAs and LGAs</li> <li>• Conduct civic and voters education to eliminate corruption during elections</li> </ul>
7. Review the powers of the President to appoint and dismiss the Chief Executive Officers of PCCB and Ethics	<ul style="list-style-type: none"> <li>• Separate authorities to appoint and dismiss the Chief Executives of PCCB and Ethics</li> </ul>

Activities by APRM Objectives	Proposed governance action
Commission	Commission
<b>ENVIRONMENT</b>	
1. Ensure compliance with existing Environmental policies and laws	<ul style="list-style-type: none"> <li>• Create awareness on environmental laws and regulations</li> <li>• Ratify and domesticate conventions on environment</li> <li>• Develop implementation strategy on domesticated conventions</li> <li>• Increase and strengthen institutional capacity for the enforcement of EMA 2004</li> <li>• Stop discharging chemicals to ground water sources and rivers</li> <li>• Reinstate land to alternative uses and supervise the operations in the regeneration of the land in the already mined areas such as Mara</li> <li>• Provide compensations /medical care and treatments to people affected by pollution in mining areas</li> </ul>

Activities by APRM Objectives	Proposed governance action
<b>HIV and AIDS</b>	
1. HIV/AIDS prevention and control	<ul style="list-style-type: none"> <li>• Raise public awareness on the existence of HIV/AIDS Law</li> <li>• Provide comprehensive awareness on HIV prevention to in and out of school youth</li> <li>• Conduct awareness raising on HIV and AIFS and encourage voluntary testing</li> <li>• Increase PMTC coverage</li> <li>• Distribute anti-Retroviral drugs to those infected</li> </ul>
<b>MONITORING AND EVALUATION</b>	
1. Monitoring and evaluation of the National Programme of Action	<ul style="list-style-type: none"> <li>• Develop monitoring and evaluation system for the APRM Tanzania</li> <li>• Conduct monitoring and evaluation of the NPOA</li> <li>• Disseminate information</li> </ul>

## 8.7 Summary of the Cost of the Programme of Action

ACTIVITIES	BUDGET (in USD)
<b>A. DEMOCRACY AND POLITICAL GOVERNANCE</b>	
<b>Standards and Codes</b>	<b>298,800</b>
1. Ratify outstanding six standards and Acts, Legislate and Create Awareness on Standards and Codes	
<b>Objective 1: Prevention and Reduction of Intra and Inter State Conflicts</b>	<b>2,042,190</b>
1. Minimize intra state conflicts	1,560,900
2. Minimize inter state conflicts	481,290
<b>Objective 2: Constitutional Democracy and Rule of Law</b>	<b>13,114,920</b>
1. Create enabling environment for public discourse on Constitutional democracy and rule of law both for URT and Zanzibar	13,114,920

<b>ACTIVITIES</b>	<b>BUDGET (in USD)</b>
<b>Objective 3: Promotion and Protection of Economic, Social and Cultural Rights, Civil and Political Rights as enshrined in African and International and Human Rights Instruments</b>	<b>15,427,700</b>
1. Put in place a mechanism to eradicate discrimination, social and cultural barriers	807,100
2. Enhance equal access to justice for all	14,620,600
<b>Objective 4: Uphold the separation of powers including the protection of the independence of the Judiciary and of an effective legislature</b>	<b>1,462,800</b>
1. Enforce the Constitutional provision of separation of powers between Legislature and the Executive	1,462,800
<b>Objective 5: Ensuring Accountable, Efficient and Effective Public Office Holders and Civil Servants</b>	<b>15,232,800</b>
1. Build capacity for public office holders and civil servants in Zanzibar	5,774,800
2. Implement and enforce Local Government Reforms in Zanzibar	6,915,000
3. Build capacity to media institutions to monitor governance	2,543,000
<b>Objective 6: Fighting Corruption in the Political Sphere</b>	<b>2,664,800</b>
1. Review legal frameworks involving political parties and electoral systems	0
2. Enforce the implementation of NACSAP II	2,054,800
3. Review the powers of the President to appoint and dismiss the Chief Executive Officers of PCCB and Ethics Commission	610,000
<b>Objective 7: Promotion and Protection of the Rights of Women</b>	<b>4,845,215</b>
1. Build capacity of MDAs and LGAs in gender planning and implementation	354,115
2. Effective implementation of conventions on women rights	3,745,600
3. Increase women representation in different organs	745,500
<b>Objective 8: Promotion and protection of the rights of children and young persons</b>	<b>1,118,465</b>
1. Effective implementation of conventions on children and young persons	262,915
2. Increase access by children and young persons to quality education	855,550
<b>Objective 9: Promotion and protection of the rights of vulnerable groups including internally displaced persons and refugees</b>	<b>49,701,800</b>
1. Effective implementation of conventions, policies and laws on vulnerable groups including internally displaced persons, refugees and people with disabilities to ensure their protection and welfare	1,534,200
2. Assist pastoralists to cope with changing demand for land	1,055,800
3. Enhancing rights to provision of improved social services to Albinos, older people and other people living with disabilities	45,963,200
<b>Sub total</b>	<b>105,909,490</b>
Less cross cutting	<b>7,510,015</b>
<b>TOTAL</b>	<b>98,399,475</b>
<b>B. ECONOMIC GOVERNANCE AND MANAGEMENT</b>	
<b>Standards and Codes</b>	
<b>Sign, ratify, accede to, domesticate and popularize democratic principles, Acts and Standards</b>	<b>298,800</b>
<b>Objective 1: Promotion of macroeconomic policies that support sustainable development</b>	<b>3,155,730,100</b>
1. Effectively implement macro economic management which support sustainable macroeconomic development	2,629,500
2. Improve agricultural production and marketing	149,891,100
3. Improve performance of the industrial sector	3,003,209,500

<b>ACTIVITIES</b>	<b>BUDGET (in USD)</b>
<b>Objective 2: Implement transparent, predictable and credible government economic policies</b>	<b>1,114,100</b>
1. Involvement of stakeholders in the implementation of economic policies	780,300
2. Strengthening data base for policy implementation	333,800
<b>Objective 3: Promotion of sound Public Finance Management</b>	<b>6,063,350</b>
1. Enhance PPA	901,850
2. Build capacity of MDAs and LGAs to manage funds and improve performance	4,303,900
3. Enhance tax administration	733,700
4. Institute effective government expenditure control mechanism in MDAs and LGAs	123,900
<b>Objective 4: Fight corruption and money laundering</b>	<b>1,062,700</b>
1. Improve legal and regulatory framework	2,890,900
2. Improve public awareness in relation to money laundering and corruption	781,200
3. Address the root causes of corruption	0
4. Address the problem of corruption in Zanzibar	281,500
<b>Objective 5: Accelerating regional integration by participating in harmonization of monetary, trade policies amongst the participating states</b>	<b>2,203,850</b>
1. Enhance competitiveness of local commodities	980,500
2. Increase trade and market opportunities	842,900
3. Enhance E-Commerce	380,450
<b>Sub total</b>	<b>3,169,363,800</b>
Less cross cutting	3,953,600
<b>TOTAL</b>	<b>3,165,410,200</b>
<b>C. CORPORATE GOVERNANCE</b>	
<b>Standards and Codes</b>	
Sign, ratify, accede to, domesticate and popularize democratic principles, codes and standards	<b>298,800</b>
<b>Objective 1: Promote an enabling environment and effective regulatory framework for economic activities</b>	<b>3,589,500</b>
1. Put in place legal and regulatory framework in Zanzibar	3,082,600
2. Strengthen where not available establish infrastructure	0
3. Build capacity for effective implementation of International Financial Accounting Standards (IFAS)	506,900
4. Address the root causes of corruption	0
5. Strengthen the Private Public Partnership (PPP)	0
<b>Objective 2: Ensure that Corporations act as good corporate citizens with regards to Human rights, Social Responsibility and Environmental Sustainability</b>	<b>24,688,900</b>
1. Strengthen organs of tripartite dialogue (government, employers and trade unions) in Mainland and Zanzibar	686,900
2. Ensure compliance with Labour Laws (Employment Act, Workman's Compensation, Labour Relations and Safety at work)	398,900
3. Create enabling environment which will encourage corporations to provide community development services	978,500
4. Ensure implementation of rightful compensation of land and property in mining areas	2,142,000
5. Ensure compliance with existing Environmental Policies and Laws	20,482,600
<b>Objective 3: Promote adoption of Codes of good business ethics in achieving the objectives of the corporation</b>	<b>5,815,400</b>
1. Promote culture of good business ethics	4,141,900
2. Create awareness among the population on crimes related to business including money laundering and corruption	0

<b>ACTIVITIES</b>	<b>BUDGET (in USD)</b>
3. Amend tax laws to remove loopholes for tax evasion and avoidance	930,500
4. Amend mining contracts to ensure transparency in the collection of royalties	743,000
<b>objective 4: Ensure that Corporations treat all their stakeholders (shareholders, employees, communities, suppliers and customers) in a fair and just manner</b>	<b>4,073,800</b>
1. Enforce Companies Act of 2002 and sensitize shareholders on their rights	1,176,500
2. Facilitate formation of consumer protection associations	744,500
3. Create awareness on the rights of shareholders	898,600
3. Facilitate the establishment of associations of small shareholders (Mainland and Zanzibar)	1,254,200
<b>Objective 5: Provide for accountability of Corporations, Directors and Officers</b>	<b>1,648,600</b>
1. Develop a Code of Conduct for Corporations, Directors and Officers	1,648,600
<b>Sub total</b>	<b>40,115,000</b>
<b>Less Cross Cutting Issues</b>	<b>20,482,600</b>
<b>TOTAL</b>	<b>19,632,400</b>
<b>D. SOCIO-ECONOMIC DEVELOPMENT</b>	
<b>Standards and Codes</b>	
Sign, ratify, accede to, domesticate and popularize democratic principles, codes and standards	<b>298,800</b>
<b>Objective 1: Promote self reliance in development and build capacity for sustainable development</b>	<b>6,620,394</b>
1. Enhancing capacities for mobilizing domestic resources for development	3,294,000
2. Strengthening local stakeholders involvement in development process	3,326,394
<b>Objective 2: Accelerate socio-economic objectives to achieve sustainable development and poverty reduction</b>	<b>1,164,114</b>
1. Improve performance at all levels to achieve sustainable development	715,134
2. Enhance pro-poor focus of policies and programmes	448,980
<b>Objective 3: Strengthen policies, delivery mechanism and output in key social development areas including education for all, combating HIV/AIDS and other communicable diseases</b>	<b>4,402,984,834</b>
1. Review policies for improved social service delivery	2,429,519
2. Enhance mechanisms for delivery of improved social services	4,339,746,600
3. Allocate adequate funds in priority social sectors	59,115
1. HIV/AIDS prevention and control	60,749,600
<b>Objective 4: Ensuring affordable access to Water, Sanitation, Energy, Finance, Markets, ICT, Shelter and Land to all Citizens especially the Poor</b>	<b>3,206,900</b>
1. Strengthen service delivery mechanisms	1,490,800
2. Availability of adequate resources for financing delivery of social services	691,200
3. Enhance access to credit, land, shelter, knowledge, energy, water, sanitation, and markets by the poor	1,024,900
<b>Objective 5: Progress towards gender equality, particularly equal access to education for girls at all levels</b>	<b>5,247,600</b>
1. Promote gender mainstreaming at all levels	5,247,600
<b>Objective 6: Encourage broad based participation in development by all stakeholders at all levels</b>	<b>4,326,700</b>
1. Ensuring effective participation of stakeholders in planning, implementation and oversight function of development programmes	4,326,700
<b>Sub total</b>	<b>4,423,849,342</b>

<b>ACTIVITIES</b>	<b>BUDGET (in USD)</b>
Less cross cutting	65,997,200
<b>TOTAL</b>	<b>4,367,852,142</b>
<b>E. CROSS CUTTING ISSUES</b>	
<b><u>GENDER ISSUES</u></b>	
1. Promote gender mainstreaming at all levels	5,247,600
2. Build capacity of MDAs and LGAs in gender planning and implementation	354,115
3. Effective conventions on women rights	3,745,600
4. Increase women representation in different organs	745,500
<b>Sub total</b>	<b>10,092,815</b>
<b><u>CORRUPTION</u></b>	
1. Improve legal and regulatory framework	2,890,900
2. Improve public awareness in relation to money laundering and corruption	781,200
3. Address the root causes of corruption	-
4. Address the problem of corruption in Zanzibar	281,500
5. Review legal frameworks involving political parties and electoral systems	-
6. Enforce the implementation of NACSAP II	2,054,800
7. Review the powers of the President to appoint and dismiss the Chief Executive Officers of PCCB and Ethics Commission	610,000
<b>Sub total</b>	<b>6,618,400</b>
<b><u>ENVIRONMENT</u></b>	
2. Enhance the implementation of environmental conservation	15,200,000
1. Ensure compliance with existing Environmental policies and laws	5,282,600
<b>Sub total</b>	<b>5,282,600</b>
<b><u>HIV and AIDS</u></b>	
1. HIV/AIDS prevention and control	60,039,300
<b>Sub total</b>	<b>60,039,300</b>
<b><u>MONITORING AND EVALUATION</u></b>	
1. Monitoring and evaluation of the NPOA	12,341,000
<b>Sub total</b>	<b>12,341,000</b>
<b>Total</b>	<b>110,284,415</b>
<b>GRAND TOTAL</b>	<b>7,751,578,632</b>

## Annex 1: Programme of Action Log Frame

### APRM NATIONAL PROGRAMME OF ACTION A. DEMOCRACY AND POLITICAL GOVERNANCE

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
<b>STANDARDS AND CODES</b>									
1. Sign, ratify and accede to International democratic conventions and standards; domesticate and popularize them.	Ratify outstanding six* standards and Acts	Outstanding standards and codes are ratified	Ratification is an ongoing activity. CHRGG in place	MFAIC, MoCAJ, MHSW, MCDGC, Parliament	MFAIC, MoCAJ, Parliament, CSO, Political Parties	3	Conventions ratified	42,000	MFAIC, MHSW, MCDGC, MoCAJ, Parliament, NGC
	Legislate and create awareness on standards and codes	Standards and codes domesticated and popularized		MFAIC, MoCAJ, MHSW, MCDGC, CHRGG, Parliament	MFAIC, MoCAJ, MHSW, MCDGC, Parliament	3	Acts enacted and popularized	256,800	MFAIC, MHSW, MCDGC, MoCAJ, Parliament, NGC
<b>OBJECTIVE 1: Prevention and Reduction of Intra and Inter State Conflicts</b>									
1. Minimize intra state conflicts	Establish an independent statutory body to resolve intra state conflicts	Level of disputes on Union issues	Joint negotiating institutions exist: JFC,JUC, but are not independent and statutory	MoFEA, VPO, DPs, CMO	Union government, Zanzibar government, CCM, CUF, NEC, ZEC, Registrar of Political Parties, Citizenry, Other political parties, PMO-RALG, DCs	3	Statutory Body established	178,300	Treasury, VPO, CSOs, NGC
		Intra state conflicts (e.g. land disputes)		URT,SMZ	Citizens, Government, Political Parties	3	Intra state conflicts minimized		URT,SMZ, NGC
		Elections are free and fair	NEC, ZEC in place	NEC,ZEC and Political Parties	Election observers	3	Free and fair elections		Media,CSOs
	Establish mechanism to resolve the Zanzibar political impasse	Inter party conflicts managed	CCM/CUF Committee exists	CCM & CUF Accord	CCM & CUF, URT & ZNZ Governments, Citizenry	3	Zanzibar political impasse resolved	1,382,600	CCM & CUF, URT & SMZ, other Political Parties, NGO/CSO, TCD NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
2 .Minimize inter state conflicts	Introduce national ID system	Number of interstate conflicts	Preliminary initiatives by MoHA, ID management system in place and operational	MoHA	Citizens, Government, Political Parties	3	People have IDs	228,800	MoHA, NGC
	Activate Inter State Border Committees	Number of interstate conflicts		MoHA	MoHA, General public		Inter State Border Committees functioning	252,490	MoHA, NGC
<b>Objective 2: Constitutional Democracy and Rule of Law</b>									
1. Create enabling environment for public discourse on Constitutional democracy and rule of law both for URT and Zanzibar	Convene a National Constitutional Conference	Number of meetings held to discuss constitutional reforms, level of participation in meetings	Political parties, TCD	MoCAJ, TCD, ZEC, NEC, CSOs, ZEC, CHRGG	URT & Zanzibar Governments, Citizens, Political Parties, Parliament, DPs, NEC, Registrar of Political Parties	3	Agreement on drafting new Constitutions for URT and Zanzibar in place	370,900	MoCAJ, NGC
	Draft new Union Constitution	Parliament resolution on Constitutional reform, House of Representatives resolution on Constitutional reform, Constitutional Assembly held	Political parties, TCD	MoCAJ, TCD, ZEC, NEC, CSOs, ZEC, CHRGG	URT & Zanzibar Governments, Citizens, Political Parties, Parliament, NEC, Registrar of Political Parties, CSOs, ZEC	3	New Union Constitution in place	2,544,600	MoCAJ, NGC
	Convene Zanzibar National Constitutional Conference	Number of meetings held to discuss constitutional reforms, level of participation in meetings	Political parties, TCD	MoCAJ, TCD, ZEC, NEC	URT & Zanzibar Governments, Citizens, Political Parties, Parliament, NEC, Registrar of Political Parties, CSOs, ZEC	3	Agreement on drafting new Constitutions for URT and Zanzibar in place	388,900	MoCAJ (SMZ), NGC



Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Draft new Zanzibar Constitution	Draft Committees formed and operational	Political parties, TCD	MoCAJ (SMZ), TCD, ZEC, NEC	URT & Zanzibar Governments, Citizens, Political Parties, Parliament, NEC, Registrar of Political Parties, CSOs	3	New Constitution for Zanzibar in place	1,269,550	MoCAJ (SMZ), NGC
	Establish a New Constitutional Court	Properly structured Constitutional Court taking care of all constitutional issues		URT MoCAJ, MoCAJ (SMZ), TCD, ZEC, NEC	URT & Zanzibar Governments, Citizenry, Political Parties, Parliament, NEC, Registrar of Political Parties, CSOs	3	Constitutional Court in place	651,500	URT MoCAJ, MoCAJ (SMZ), NGC
	Mount awareness raising programmes to Police Commanders and Officers to enhance freedom of holding political rallies by political parties	Number of awareness creation sessions	Programmes of training police, and prisons in place except for TPDF	URT MoCAJ, MoCAJ (SMZ), TCD, ZEC, NEC, Registrar of Political Parties, CSOs	URT MoCAJ, MoCAJ (SMZ), TCD, ZEC, NEC, Registrar of Political Parties, CSOs, Citizenry	3	Increased awareness	217,420	URT MoCAJ, MoCAJ (SMZ), NGC
	Enhance community policing	Number of police commanders and officers trained, Number of police trained in community policing	Programmes of training police, and prisons in place except for TPDF	URT MoCAJ, MoCAJ (SMZ), TCD, ZEC, NEC, Registrar of Political Parties, CSOs, MoHA	URT MoCAJ, MoCAJ (SMZ), TCD, ZEC, NEC, Registrar of Political Parties, CSOs, Citizenry	3	Enhanced community policing	5,050,000	URT MoCAJ, MoCAJ (SMZ), MoHA, NGC, Citizenry
	Put in a place a legal system to regulate the role of money in electoral politics	Threshold of money used in election, Guidelines on the disclosure of sources and uses of funds		URT MoCAJ, MoCAJ (SMZ), TCD, ZEC, NEC, Registrar of Political Parties, CSOs, MoHA	URT MoCAJ, MoCAJ (SMZ), TCD, ZEC, NEC, Registrar of Political Parties, CSOs, Citizenry	3	Legal framework for the use of money in election in place	471,700	URT MoCAJ, MoCAJ (SMZ), MoHA, NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Review Elections Act- URT	Reduced complaints on electoral laws		URT MoCAJ,MoCAJ (SMZ) , TCD, ZEC, NEC, Registrar of Political Parties, CSOs, MoHA	URT MoCAJ,MoCAJ (SMZ) , TCD, ZEC, NEC, Registrar of Political Parties, CSOs, MoHA	3	Act reviewed	651,700	URT MoCAJ, MoCAJ (SMZ), MoHA, NGC
	Review Elections Act- Zanzibar	Reduced complaints on electoral laws		MoCAJ (SMZ) , TCD, ZEC, Registrar of Political Parties, CSOs, MoHA	URT MoCAJ,MoCAJ (SMZ) , TCD, ZEC, NEC, Registrar of Political Parties, CSOs, Citizenry	3	Act reviewed	327,250	MoCAJ (SMZ), MoHA, NGC
	Review Political Parties Act	Reduced complaints on electoral laws		URT MoCAJ,MoCAJ (SMZ) , TCD, ZEC, NEC, Registrar of Political Parties, CSOs, MoHA	URT MoCAJ,MoCAJ (SMZ) , TCD, ZEC, NEC, Registrar of Political Parties, CSOs, Citizenry	3	Act reviewed	<b>544,300</b>	URT MoCAJ, MoCAJ (SMZ), MoHA, NGC
	Enact a Freedom of Information Act	Information easily accessed by the public		MoICS, Media houses, Editors forum	MoICS, Media houses, Editors forum, Parliament, Citizenry, CSOs, MDAs, LGAs	3	Act in place	627,100	MoICS, Media houses, Editors forum, Parliament, NGC
<b>Objective 3: Promotion and Protection of Economic, Social and Cultural Rights, Civil and Political Rights as enshrined in African and International Human Rights Instruments</b>									
1. Put in place a mechanism to eradicate discrimination, social and cultural barriers	Review and amend Laws governing the social, economic and cultural rights	Act in place		MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLYD, MoICS, MoFEA,	MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLYD, MoICS, MoFEA, NBS, DPs	3	Social, economic & cultural rights included in both Constitutions	807,100	MoCAJ, NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
2. Enhance equal access to justice for all	Amend Article 30(1) & (2) of the Constitution and Section 10 of the Basic Rights and Duties Enforcement Act of 1994	Amendment done	Initiatives under BEST Programme, Legal Sector Reform Programme (LSRP)	MoCAJ	Citizenry, MoCAJ, CSOs, CHRAGG	3	Easy and rapid access to justice	345,600	MoCAJ, NGC
	Recruit Lawyers, Judges, Magistrates and General Administrative Machinery	Number of lawyers, Judges, Magistrates	Judiciary, POPSM, MoFEA	MoCAJ	Citizenry, MoCAJ, CSOs, CHRAGG	3	Affordable legal fees	0	MoCAJ, NGC
	Increase court rooms at District Level	Number of court rooms at District level, Backlog of cases decreased	BEST Programme, LSRP	MoCAJ, MoID	MoCAJ, MoID, Citizenry	3	Expedited dispensing of justice	13,475,000	MoCAJ, MoID, NGC
	Simplify and translate Criminal Procedures Act into Kiswahili	CPA easily understood	BEST Programme, LSRP	MoCAJ	MoCAJ, Citizenry	3	CPA available in Kiswahili	420,000	MoCAJ, NGC
	Provide compulsory legal aid for civil cases	Number of people accessing legal aid	BEST Programme, LSRP	MoCAJ	MoCAJ, Citizenry	3	Easy access to legal aid availed	380,000	MoCAJ, NGC
<b>Objective 4: Uphold the separation of powers including the protection of the independence of the Judiciary and of an effective Legislature</b>									
1. Enforce the Constitutional provision of separation of powers between Legislature and the Executive	Insulate members of Parliament from the Executive arm	Insulation instrument in place		MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLYD, MoICS, MoFEA, NBS	MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLYD, MoICS, MoFEA, NBS, Political Parties	3	Members of Parliament do not take positions in the Executive arm	650,000	MoCAJ, NGC
	Improve usage of Party Whip to abolish missuse	Parliamentary regulations amended		Parliament, House of Representatives, Political Parties	Parliament, Political Parties, TCD, Citizenry	3	More rights to MPs make independent decisions	812,800	Parliament, Political Parties, NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
<b>Objective 5: Ensuring Accountable, Efficient and Effective Public Office Holders and Civil Servants</b>									
1. Adopt and build capacity to speed up Public Service Reforms in Zanzibar	Train public officers and civil servants on implementation of public service reforms in Zanzibar	Number of training seminars held	Ongoing in Tanzania Mainland	SMZ	SMZ, Citizenry	3	Number of people trained	5,479,200	MFEA (SMZ), NGC, Chief Secretary Office
	Develop mechanisms to enhance communication and dialogue among public office holders and civil servants in Zanzibar	Communication mechanism in place		SMZ	SMZ, Citizenry	3	Improved communication	-	MFEA (SMZ), NGC
	Build internal capacity of SMZ to undertake reforms	Number of training seminars held		SMZ	SMZ, Citizenry	3	Number of people trained	-	MFEA (SMZ), NGC
	Improve participation of actors in the formulation, implementation and evaluation of reforms	Number of people participating, Media reports on events		SMZ	SMZ, Citizenry	3	People own reforms	295,600	MFEA (SMZ), NGC
2. Implement and enforce Local Government Reforms in Zanzibar	Establish and implement Local Government Reform Programme	Enhanced effectiveness and efficiency in Local Government		SMZ	SMZ, Citizenry	3	Programme in place	5,000,000	SMZ, NGC
	Establish and implement leadership training targeting political and executive levels for	Number of Political and Executive leaders trained in leadership and management.	TAC available but for lower cadres only	SMZ, URT, Political Parties, MDAs, LGAs,	SMZ, URT, Political Parties, MDAs, LGAs,	3	Political and Executive leaders providing effective	1,915,000	SMZ, URT, Political Parties, MDAs, LGAs, NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Mainland and Zanzibar						leadership to implement reforms		
<b>Objective 6. Fighting corruption in the political sphere</b>									
1. Improve legal and regulatory framework	Review roles and responsibilities of institutions on corruption and money laundering	Reviewed laws and regulations	MoFEA (Financial Intelligence Unit), Anti-Money Laundering Unit,PCCB, NACSAP	PCCB,MoFEA, Good Governance Coordinating Unit (PO), Ethics Dept Unit PO-PSM, Ethics Secretariat PO-PSM	MDAs,LGAs,MoFEA, PCCB, CSOs,Good Governance Coordinating Unit (PO), Ethics Dept Unit PO-PSM, Ethics Secretariat PO-PSM	3	Cases of corruption and money laundering reduced, legal and regulatory framework in place	963,900	PCCB,MoFEA, NGC
	Strengthen the capacity of institutions dealing with corruption and money laundering through training, ICT and provision of equipment	Number of staff trained in dealing with corruption and money laundering, Number of institutions participating in training	Anti-Money Laundering Unit,PCCB, Corporate Strategic Business Plan	PCCB,MoFEA	MDAs,LGAs,MoFEA, PCCB, CSOs	3	Enhanced capacity of the institutions.	1,215,500	PCCB,MoFEA, NGC
	Strengthen the capacity of institutions dealing with international crimes.	Number of staff trained in dealing with international crimes, Number of institutions participating in training of International crimes	Anti-Money Laundering Unit,PCCB, Corporate Strategic Business Plan	PCCB, MoFEA, MoHA	MDAs,LGAs,MoFEA, MoHA, PCCB, CSOs	3	Enhanced capacity of the institutions.	711,500	PCCB,MoFEA, MoHA, NGC
1. Review legal frameworks involving political parties and electoral systems	Review Political Parties Act and Electoral systems Act	Numbers of legal frameworks reviewed		MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLYD, MoICS, MoFEA, NBS, Registrar of Political Parties	MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLYD, MoICS, MoFEA, NBS	3	Reviewed legal framework	0	MoCAJ

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
2. Enforce the implementation of NACSAP II	Mainstream NACSAP II into MDAs and LGAs	NACSAP II mainstreamed in MDAs & LGAs plans	NACSAP is on going initiative	MDAs, LGAs, PCCB	MDAs, LGAs, PCCB, CSOs, Parliament, Citizenry	3	Minimized corruption	1,163,600	MDAs, LGAs, PCCB
		Number of CSOs engaged in fighting corruption	NACSAP is on going initiative	MDAs, LGAs, PCCB	MDAs, LGAs, PCCB, CSOs, Parliament, Citizenry	3	Minimized corruption		MDAs, LGAs, PCCB
	Conduct civic and voters education to eliminate corruption during elections	Number of institutions engaged in creating awareness, Number of people trained, Number and frequency of media programmes, Media reports on events	Current initiatives are <i>ad hoc</i>	URT, SMZ	URT, SMZ, House of Representatives, Political Parties, Citizenry	3	Increased awareness	891,200	URT, SMZ, NGC
3. Review the powers of the President to appoint and dismiss the Chief Executive Officers of PCCB and Ethics Commission	Separate authorities to appoint and dismiss the Chief Executives of PCCB and Ethics Commission	Notice on separation of powers gazetted	None	MoCAJ, Parliament	MoCAJ, Parliament, Political Parties, Citizenry	3	Power separation instruments in place	610,000	MoCAJ, NGC
1. Build capacity of MDAs and LGAs in gender planning and implementation	Mainstream gender in MDAs, LGAs, Private sectors, CSOs, FBOs, CBOs etc	Gender responsive plans, Gender disaggregated data available	Initiative in place and implemented by Ministry of Community Development, other sector ministries, Executive Agencies and LGAs but need strengthening	MCDGC, TGNP, TAMWA, TAWLA, MDAs, LGAs	MCDGC, TGNP, TAMWA, TAWLA, MDAs, LGAs	3	Gender responsive programmes and projects	200,000	MCDGC, TGNP, TAMWA, TAWLA, MDAs, LGAs , NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Strengthen gender focal points	Number of focal point staff trained, Roles and responsibilities defined, resources provided for gender	Gender focal points has been established in MDAs and LGAs	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ)	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ), General Public	3	Functional gender focal points	154,115	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ) and NGC
2. Effective implementation of conventions on women rights	Domesticate women rights conventions	Number of laws on women rights in place	Ratification is on going	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ)	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ), General public	3	Institutionalized women rights.	100,000	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ),NGC
	Develop implementation strategies for implementation of conventions	Strategies for implementation in place	None	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ)	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ), General public		Conventions implemented	479,000	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ),NGC
	Review inheritance laws to include women rights	Number of laws reviewed	Land Act 1999 amended in 2004, Popular version of amended land Act developed	Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ)	Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ), General Public	3	Inheritance laws that enable women to inherit property	1,484,200	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ) and NGC
	Enforcement of inheritance laws	Increase number of women inheriting property		Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ)	Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ), General Public	3	Improved implementation of inheritance laws	1,682,400	Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ)
3. Increase women representation in different organs	Empower women to contest in political and technical spheres through education and training, affirmative action and advocacy campaign	Number of women in decision making positions	On going to MDAs and LGAs and political parties	Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ), Political Parties Parliament, Registrar of Political Parties	Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ), Political Parties Parliament, Registrar of Political Parties and General Public	3	Increased women representation in different decision making positions	745,500	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ), Political Parties and NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
<b>Objective 8: Promotion and protection of the rights of children and young persons</b>									
1. Effective implementation of conventions on children and young persons	Harmonize policies and laws involving children and young persons rights by enacting a single legislation	Number of laws harmonized		MCDGC, MoCAJ, LGAs, CSOs, MDAs, DPOs, LRC,	MCDGC, MoCAJ, LGAs, CSOs, MDAs, Children, Parents, Citizenry, DPOs	3	Children and young persons rights provided	262,915	MCDGC, NGC
2. Increase access by children and young persons to quality education	Provide effective regulation to enhance education quality	Supervision/inspection reports	PEDP, SEDP, ESDP but improvement needed	MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions	MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions, Citizenry, DPOs	3	Tanzania provides quality and competitive education	0	MoEVT, NGC
	Provide adequate learning and teaching facilities including books	Facilities and books	PEDP, SEDP, ESDP but improvement needed	MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions	MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions, DPOs, Citizenry	3	Tanzania provides quality and competitive education	0	MoEVT, NGC
	Train quality teachers	Number of teachers	PEDP, SEDP, ESDP but improvement needed	MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions	MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions, Citizenry	3	Tanzania provides quality and competitive education	0	MoEVT, NGC
	Improve working conditions for teachers	Remuneration & fringe benefits	PEDP, SEDP, ESDP but improvement needed	MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions	MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions, Citizenry	3	Low turnover of teachers, Tanzania provides quality and competitive education	0	MoEVT, NGC
	Maintain effective database on children and young persons including those with disabilities	Database in place	EDU-MIS	MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions	MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions, Citizenry, DPOs	3	Data available for effective decision making & planning	380,000	MoEVT, NGC



Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Effective enforcement of policies, laws and regulations	Better performance, Higher retention of teachers, better facilities & higher enrolment		MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions	MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions, Citizenry, DPOs	3	Education standards observed	324,800	MoEVT, NGC
	Review corporal punishment	Number of students caned, more effective rules and regulations in place		MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions	MoEVT, PMO-RALG, LGAs, Private sector, NGOs, Faith based institutions, Citizenry	3	Improved student discipline	150,750	MoEVT, NGC
<b>Objective 9: Promotion and protection of the rights of vulnerable groups including internally displaced persons and refugees</b>									
1. Effective implementation of conventions, policies and laws on vulnerable groups including internally displaced persons, refugees and people with disabilities to ensure their protection and welfare	Institutionalize the rights of vulnerable groups including internally displaced persons, refugees and persons with disabilities	Number of laws on internally displaced persons, refugees and persons with disabilities in place		MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLEYD, MoICS, MoFEA, NBS, CMO	MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLEYD, MoICS, MoFEA, NBS, persons with disabilities, CSOs, DP's	3	Rights for displaced persons, refugees and persons with disabilities availed	-	MoHA,NGC, CMO
	Enactment of Law on protecting the rights of Albinos	Law in place		MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLEYD, MoICS, MoFEA, NBS, persons with disabilities, CSOs, DPs	MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLEYD, MoICS, MoFEA, NBS,	3	Rights of Albinos availed	1,148,600	MoHSW, MCDGC,NGC
	Enactment of Law on disability rights	Law in place		MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLEYD, MoICS, MoFEA, NBS	MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLEYD, MoICS, MoFEA, NBS, persons with disabilities, CSOs, DP's	3	Rights of persons with disabilities availed	-	MoHSW, MCDGC,NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Raise awareness on rights of vulnerable groups including internally displaced persons and refugees	Awareness raising television, radio and newspaper programmes		MoHSW, LGAs, MoICS,	MoHSW, LGAs, MoICS, persons with disabilities, CSOs,	3	Increased awareness on rights	345,600	MoHSW, LGAs, MoICS, CSOs, NGC
	Maintain effective database on vulnerable groups including internally displaced persons and refugees	Database in place		MoHSW, LGAs, MoICS, NBS	MoHSW, LGAs, MoICS, persons with disabilities, CSOs, NBS	3	Data and information available for effective decision making and planning	380,000	MoHSW, LGAs, MoICS, NBS, NGC
	Review policies and laws on internally displaced persons and refugees	Policies and laws		MoCAJ, MoHSW, LGAs	MoCAJ, MoHSW, LGAs, Citizenry	3	Rights of internally displaced persons and refugees availed	808,600	MoHSW, LGAs, NGC
2. Assist pastoralists to cope with changing demands for land	Assess compatibility of pastoralism with development trends, land laws and determine viable alternatives	Assessment report		MoCAJ, MoLDF, MoLYD, MoWI, CSOs, LGAs, SUA, Ardhi University	MoCAJ, MoLDF, MoLYD, MoWI, CSOs, LGAs, SUA, Ardhi University, Pastoralists, Citizenry	3	Land use plan in place, Land use laws and regulations, Viable alternatives availed	1,055,800	MoLDF, NGC
	Create awareness on land policies and laws to pastoralists and other stakeholders	Awareness raising television programmes, radio programmes and newspaper articles		MoLDF, Media, CSOs	MoLDF, Media, Pastoralists, Citizenry	3	Increased awareness on land use	0	MoLDF, NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
3. Enhancing rights to provision of improved social services to Albinos, older people and other people living with disabilities	Provide education on the concept of albinism and their rights to live to the public, primary schools, secondary schools and higher learning institutions	Curriculum for training on Albinism in place, number of people trained on the issues related to Albinos	On going in radio and TV programmes but needs strengthening	MoEVT, MoHSW, MoIS, MoIS (Zanzibar) Media Institutions	MoEVT, MoHSW, MoIS, MoIS (Zanzibar), Media Institutions, citizenry	3	Improved rights of Albinos	1,556,200	MoEVT, MoHSW, MoIS, MoIS (Zanzibar), Media Institutions, NGC
	Raise awareness to the public to do away with the beliefs that old age is associated with superstition, magic and witchcraft	Number of people aware on the negative effect of superstition, magic and witchcraft beliefs		MoEVT, MoHSW, MoIS, MoIS (Zanzibar) Media Institutions	MoEVT, MoHSW, MoIS, MoIS (Zanzibar), Media Institutions citizenry	3	Reduced cases of old women and men killings, Improved wellbeing of old women and men	801,200	MoVET, MoHSW, MoIS (Zanzibar), Media Institutions, citizenry, NGC
	Enhance provision of security system in primary schools, secondary schools and higher learning institutions in order to protect lives of Albinos and other students	Security system in place	On going in Mitindo primary school, Misungwi Mwanza but needs country wide strengthening	MoEVT, MoHSW, MoIS, MoIS (Zanzibar), Media Institutions	MoEVT, MoHSW, MoIS, MoIS (Zanzibar) Media Institutions citizenry	3	Reduced cases of Albino killing, improved wellbeing of Albinos	25,758,000	MoVET, MoHSW, MoIS, MoIS (Zanzibar), Media Institutions, citizenry, NGC
	Enhance provision of improved health and education services to Albinos and other people living with disabilities	Number of Albinos accessing health and education services	On going but needs strengthening	MoEVT, MoHSW, MoIS, MoIS (Zanzibar), Media Institutions	MoEVT, MOHSW, MoIS, MoIS (Zanzibar), Media Institutions citizenry	3	Improved social wellbeing of Albinos and other people living with disabilities	5,893,000	MoEVT, MoHSW, MoIS, MoIS (Zanzibar), media institutions

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Provide entrepreneurship training and credit facilities to Albinos and other people living with disabilities	Number of people trained in entrepreneurship. Number of people accessing credit	On going but needs Strengthening	MITM, MoFEA, MCDWC, TAoD DPOs (Zanzibar)	MoFEA (Mainland and Zanzibar) MITM (Mainland and Zanzibar), TAoD, DPOs (Zanzibar)	3	Enhanced self reliance of Albinos and other people living with disabilities, Improved economic well being of Albinos and other people living with disabilities	2,198,000	MITM, MoFEA, MCDWC, TAoD, DPOs (Zanzibar), NGC
	Increase number of representatives of special groups in the Union Parliament, House of Representatives and other decision making bodies and establish democratic systems of selection.	Number of representatives, Democratic selection system, Revised electoral laws, New Union and Zanzibar Constitution.	On going but needs strengthening	MoCAJ, MoHSW, Union Parliament, House of Representatives, TAoD, DPOs (Zanzibar)	MoCAJ, MoHSW, Political Parties, Union Parliament, House of Representatives, TAoD, DPOs (Zanzibar), Citizenry	3	Improved representation of special groups, Improved governance	1,148,600	MoCAJ, MoHSW, Political Parties, Parliament, House of Representatives, NGC
	Establish special courts to fast track cases related to violations of the rights of Albinos including Albino killings and raping cases of female with mental disorders in Zanzibar.	Special court in place		MoCAJ, High Court	MoCAJ, High Court, Political Parties, Union Parliament, House of Representatives, TAoD, DPOs (Zanzibar) Citizenry	3	Reduced backlog of cases, Improved dispensation of justice	471,500	MoCAJ, High Court, Political Parties, Union Parliament, House of Representatives, NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Introduce special education programme for the disabled in all teachers colleges and education institutes.	Number of Teachers colleges with special education programme on peoples with disabilities, Curriculum of special education.		MoEVT, MoHSW	MoEVT, MoHSW, Media Institutions, TAoD, DPOs (Zanzibar) Citizenry	3	Improved education system of people living with disabilities	755,000	MoEVT, MoHSW, NGC
	Translate laws and policies related to special groups into Kiswahili for easy understanding.	Number of translated laws and policies	On going but needs strengthening	MoCAJ, High Court, MoHSW, MoIS, MoIC (Zanzibar)	MoCAJ, High Court, MoHSW, MoIS, MoIC (Zanzibar), TAoD, DPOs (Zanzibar), Citizenry	3	Improved understanding and implementation of laws and policies	478,100	MoCAJ, High Court, MoHSW, MoIS, MoIC (Zanzibar)
	Enact law to ensure all public and private physical infrastructures are designed and constructed in a way that is user friendly to people living with disabilities.	Law in place		MoCAJ, High Court, MID (Mainland and Zanzibar), TAA, ERB, NCC, MDAs, LGAs, private sector	MoCAJ, High Court, MID (Mainland and Zanzibar), TAA, ERB, NCC, MDAs, LGAs, private sector	3	Improved accessibility and usage of infrastructures	975,800	MoCAJ, High Court, MID (Mainland and Zanzibar), TAA, ERB, NCC, MDAs, LGAs, private sector, NGC
	Increase effort of fighting against the usage of Bhang and other illicit drugs	Reduced number of people using Bhang and other illicit drugs.	On going but needs strengthening	MHA, MoCAJ, MHSW (Mainland and Zanzibar) High Court NAND (Mainland and Zanzibar)	MHA, MoCAJ, High court, NAND (Mainland and Zanzibar), Private sector citizenry	3	Improved social and economic wellbeing	5,927,800	MHA, MoCAJ, High Court NAND
4. Assist pastoralists to cope with with changing demands for land	Assess compatibility of pastoralism with development trends, land laws and determine viable alternatives	Assessment report		MoCAJ, MoLDF, MoLYD, MoWI, CSOs, LGAs, SUA, Ardhi University	MoCAJ, MoLDF, MoLYD, MoWI, CSOs, LGAs, SUA, Ardhi University, Patoralists, Citizenry	3	Land use plan, Land use laws and regulations, Viable alternatives availed	1,055,800	MoLDF, NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Vreate awareness on land policies and laws to pastoralists and other stakeholders	Awareness raising television programmes, radio programmes and newspaper articles		MoLDF, Media, CSOs	MoLDF, Media,, Pastoralists, Citizenry	3	Increased awareness on land use	0	MoLDF, NGC

Convention on The Political Rights of Women, 1952

International Convention on the Protection of the Rights of all Migrant Workers and Members of their Families, 1990

Optional Protocol to the Convention on the Rights of the Child on the Involvement of Children in Armed Conflicts, 2000

Optional Protocol to the Convention Against Torture and Other Cruel, Inhuman, and Degrading Treatment or Punishment, (2002), UN

\*\* Zones for validation will be as follows: Eastern (Morogoro, Coast, Dar es salaam), Northern (Tanga, Kilimanjaro, Arusha, Manyara), Central (Dododma, Singida, Tabora, Kigoma), Lake zone (Shinyanga, Mwanza, Mara, Kagera), Southern Highland (Mbeya, Iringa, Ruvuma, Rukwa), Southern (Lindi, Mtwara), Zanzibar (Unguja, Pemba)

**B. ECONOMIC GOVERNANCE AND MANAGEMENT**

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
<b>STANDARDS AND CODES</b>									
Sign, ratify, accede to, domesticate and popularize democratic principles, Acts and standards	Identify and ratify outstanding standards and codes	Outstanding standards and codes are ratified	Ratification is on going.	MFAIC, MoCAJ, MHSW, MCDGC, SMZ, Parliament	MFAIC, MoCAJ, Parliament, CSO, SMZ, Political Parties,	3	Acts standards ratified	42,000	MFAIC, MHSW, MCDGC, MoCAJ, SMZ, Parliament, NGC
	Domesticate and create awareness on standards and codes	Number of standard and codes domesticated and popularized		MFAIC, MoCAJ, MHSW, MCDGC, SMZ, Parliament	MFAIC, MoCAJ, Parliament, CSO, SMZ, Political Parties,	3	Acts standards domesticated and popularized	256,800	MFAIC, MHSW, MCDGC, MoCAJ, SMZ, Parliament, NGC
<b>OBJECTIVE 1: Promotion of macroeconomic policies that support sustainable development</b>									
1. Effectively implement macro economic management policies which support sustainable macroeconomic development	Strengthen National debt management	Size of National Debt, National debt strategy	National debt management committees (Zanzibar and Mainland)	MoFEA, MDAs, LGAs, MF (SMZ)	MoFEA, MDAs, LGAs, MF (SMZ)	3	Improved National Debt Management	380,300	MoFEA, BOT, NGC, MF (SMZ), NGC
	Implement measures of diversifying the economy of Zanzibar	New productive sectors in the economy, Number of new products	Sea weeds (Mwani), Tourism as per Zanzibar Trade policy	MoFEA, MDAs, LGAs, MF (SMZ)	MoFEA, MDAs, LGAs, MF (SMZ)	3	Economic performance report indicating production of various products	366,500	MoFEA, BOT, MF (SMZ), NGC
	Strengthen the private sector in Zanzibar.	Number of new private sector associations, private sectors contribution to GDP	ZIPA, ZAFREZA, ZNCCIA	MoFEA, MDAs, LGAs, MF (SMZ)	MoFEA, MDAs, LGAs, MF (SMZ)	3	Economic performance report showing increased contribution by Private Sector	366,500	MoFEA, BOT, NGC, MF (SMZ), NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Implement quality control for industrial products in Zanzibar	Number of products certified	None	MoFEA, MDAs, LGAs, MF (SMZ)	MoFEA, MDAs, LGAs, MF (SMZ)	3	Quality control mechanisms in place	308,900	MoFEA, BOT, NGC, MF (SMZ), NGC
	Strengthen grassroots participation in Private Public dialogue	Number of PPP dialogues at grass root level	TNBC, TPSF, ZNBC	MoFEA, MDAs, LGAs, MF (SMZ)	MoFEA, MDAs, LGAs, MF (SMZ)	3	Strengthened PPP	290,000	MoFEA, BOT, NGC, MF (SMZ), NGC
	Provide adequate facilitation and incentives for LDIs	Increase in rate of local investments	TIC, ZIPA, BEST	MoFEA, MDAs, LGAs, MF (SMZ)	MoFEA, MDAs, LGAs, MF (SMZ)	3	Economic performance report indicating participation of LDIs	917,300	MoFEA, BOT, NGC, MF (SMZ), NGC
2. Improve agricultural production and marketing.	Improve Agricultural productivity	Quantity and quality of yield	PADEP, Agricultural Development Funds (ADF)	MAFS, MAFS, LGAs,	TASO, TCCIA, CTI, T NBC, TCA, Farmers	3	Improved food production and supply.	102,411,000	MAFS, LGAs, NGC
	Improve agricultural marketing and market access	Number of new markets accessed and sold produce	PADEP, Agricultural Development Funds (ADF)	MAFS, MAFS, LGAs,	TASO, TCCIA, CTI, T NBC, TCA, Farmers	3	Increased agricultural sales	3,102,200	MAFS, LGAs, NGC
	Address the shortcomings in the legal and regulatory framework for agriculture	Reviewed Agricultural sector related laws and regulations	PADEP, Agricultural Development Funds (ADF)	MAFS, MAFS, LGAs,	TASO, TCCIA, CTI, T NBC, TCA, Farmers	3	Laws and regulations reviewed	1,394,200	MAFS, LGAs, NGC
	Improve agricultural business development services	Diverse Agricultural related businesses	PADEP, Agricultural Development Funds (ADF)	MAFS, MAFS, LGAs,	TASO, TCCIA, CTI, T NBC, TCA, Farmers	3	Agricultural related businesses increased	19,148,600	MAFS, LGAs, NGC
	Promote production for export in both Mainland and Zanzibar.	Rate of Agricultural Export	PADEP, Agricultural Development Funds (ADF)	MAFS, MAFS, LGAs,	TASO, TCCIA, CTI, T NBC, TCA, Farmers	3	Agricultural export earnings and quantity increased	23,835,100	MAFS, LGAs, NGC



Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
3. Improve performance of the industrial sector	Strengthen EPZs and SEZs	EPZ and SEZ exports	TMTTP 2020	MoTM, EPZA	MoTM, EPZA	3	New EPZ and SEZ introduced	409,100	MoTM, EPZA, NGC
	Improve local infrastructure for industrialization (energy,water,roads) for both Mainland and Zanzibar	Industrial output	CTI, ZIPA, SIDP	MoTM	MoTM, Citizenry	3	Infrastructure improved	1,500,598,900	MoTM, NGC
	Improve efficiency in production and supply of energy so as to offer competitive price.	Revised energy tariffs	Energy master plan in place	MEM, TANESCO	MEM, TANESCO, Private sector, citizenry	3	New structure of energy tariffs in place	671,500	MEM, TANESCO, NGC
	Enhance development finance	Long and medium term credits provided to industry and agricultural	TIB	MoFEA, BOT	MoFEA, BOT, TIB, MDAs, Private sector, citizenry	3	Growth of development finance	1,501,530,000	MoFEA, BOT, NGC
1. Involvement of stakeholders in the implementation of economic policies	Enhance participation of non state actors in planning and implementation process	Increase in number of stakeholders participating in planning process, Number and level of process in which non state actors participate annually	MKUZA,BEST, ZBC, ZNCCIA	MoFEA, MDAs, LGAs, MF (SMZ)	MoFEA, MDAs, LGAs, MF (SMZ)	3	Periodic report indicating number of non state actors involved in planning process	780,300	MoFEA, BOT, NGC, MF (SMZ), NGC
2. Strengthening data base for policy implementation	Build capacity for data collection, analysis and management	Divergence between projected and actual	MTEF	MDAs, LGAs	MDAs, LGAs CSOs and community		Data and information available for planning and feedback	333,800	MDAs, LGAs, NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
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<b>OBJECTIVE 3: Promotion of sound Public Finance Management</b>									
1. Enhance PPA activities	Review of PPA	Time to complete a procurement circle	PPA and PPRA in place but needs strengthening	MoFEA,MOJCA, Parliament	MoFEA,MOJCA, Parliament, Private sector, citizenry	3	Efficiency of procurement improved	644,500	MoFEA,MOJCA, Parliament, NGC
	Implement effective Monitoring and Evaluation of MDAs Procurement Plans	Efficient procurement of goods and services	M&E system in place but not effectively implemented	MDAs, PPRA	PPRA, MDAs, LGAs, Private sector, CSOs, Media, Citizenry	3	Efficiency of procurement improved	257,350	MDAs, PPRA, NGC
2. Build capacity of MDAs and LGAs to manage funds and improve performance	Train staff	Number of staff trained	PFMRP in place	MoFEA, PPRA, RSs, MDAs, LGAs	MoFEA, PPRA, RSs, MDAs, LGAs	3	Trained staff in planning, budgeting and reporting	1,433,000	MoFEA, PPRA, RSs, MDAs, LGAs, NGC
	Enable IFMS connectivity between MoFEA and all LGAs	Number of LGAs connected	IFMS current in operation but limited to Dar es salaam	MoFEA, MDAs, LGAs, PMO-LARG	MoFEA, MDAs, LGAs, PMO-LARG	3	Improved performance of financial management	1,158,000	MoFEA, MDAs, LGAs,NGC
	Enhance capacity of human resources in financial management (for both Mainland and Zanzibar)	Number of employees trained	SBAS, IFMS and ZBAS	MoFEA, MDAs,LGAs,MF (SMZ)	MoFEA, MDAs,LGAs,MF(SMZ)	3	Improved financial management	258,800	MoFEA, BOT, NGC, MF (SMZ), NGC
	Improve macro-micro link	Pro-Poor indicators	MKUKUTA,MK UZA,MKURABITA,BEST	MoFEA, MDAs,LGAs,MF (SMZ)	MoFEA, MDAs,LGAs,MF(SMZ)	3	Effective macro-micro link	531,800	MoFEA, BOT, NGC, MF (SMZ), NGC
	Ensure proper use of Government funds (Zanzibar)	Number of cases of misuse of funds reported by CAG, Volume of misused funds	IFMS and ZBAS	MoFEA, MDAs,LGAs,MF (SMZ)	MoFEA, MDAs,LGAs,MF(SMZ)	3	Performance report indicating improvement of Government expenditure	330,800	MoFEA, BOT, NGC, MF (SMZ), NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Improve effectiveness of the pace of MKUKUTA and MKUZA	Number of targets met and attained	MKUKUTA,MK UZA and MKURABITA have strong M&E system	MoFEA, MDAs, LGAs, MF (SMZ)	MoFEA, MDAs, LGAs, MF (SMZ)	3	Accelerated economic growth, poverty reduction and good governance	591,500	MoFEA, BOT, NGC, MF (SMZ), NGC
3. Enhance tax administration	Rationalize sources of tax for central and local government	Proportion of LGAs own funds to total expenditure of LGAs	TRA and ZRB corporate plan, Tax payers education initiatives.	MoFEA; TRA, ZRB and LGAs.	MoFEA; TRA, ZRB and LGAs Citizenry	3	Tax Administration improved	733,700	MoFEA, ZRB, TRA and NGC
4. Institute effective government expenditure control mechanism in MDAs and LGAs	Strengthen IFMS	Flow of funds, Number of virement	Expenditure Tracking Unit, Public Expenditure Tracking Surveys	MoFEA	MDAs, LGAs and RSs	3	Effective Government Expenditure Control	123,900	MoFEA, MDAs, LGAs, NGC
<b>OBJECTIVE 4: Fight corruption and money laundering</b>									
1. Improve legal and regulatory framework	Review roles and responsibilities of institutions on corruption and money laundering	Reviewed laws and regulations	MoFEA (Financial Intelligence Unit), Anti-Money Laundering Unit, PCCB, NACSAP	PCCB, MoFEA, Good Governance Coordinating Unit (PO), Ethics Dept Unit PO-PSM, Ethics Secretariat PO-PSM	MDAs, LGAs, MoFEA, PCCB, CSOs, Good Governance Coordinating Unit (PO), Ethics Dept Unit PO-PSM, Ethics Secretariat PO-PSM	3	Cases of corruption and money laundering reduced, legal and regulatory framework in place	963,900	PCCB, MoFEA, NGC
	Strengthen the capacity of institutions dealing with corruption and money laundering through training, ICT and provision of equipment	Number of staff trained in dealing with corruption and money laundering, Number of institutions participating in training	Anti-Money Laundering Unit, PCCB, Corporate Strategic Business Plan	PCCB, MoFEA	MDAs, LGAs, MoFEA, PCCB, CSOs	3	Enhanced capacity of the institutions.	1,215,500	PCCB, MoFEA, NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Strengthen the capacity of institutions dealing with international crimes.	Number of staff trained in dealing with international crimes, Number of institutions participating in training of International crimes	Anti-Money Laundering Unit,PCCB, Corporate Strategic Business Plan	PCCB, MoFEA, MoHA	MDAs,LGAs,MoFEA, MoHA, PCCB, CSOs	3	Enhanced capacity of the institutions.	711,500	PCCB,MoFEA, MoHA, NGC
2. Improve public awareness in relation to money laundering and corruption.	Mount awareness raising campaigns on corruption and money laundering	Outreach campaigns	Anti-Money Laundering Unit;PCCB Corporate Strategic Business Plan	PCCB,MoFEA	MDAs,LGAs,CSOs, Citizenry	3	Increased awareness	781,200	PCCB,MoFEA, NGC
3. Address the root causes of corruption	Put in place affordable taxes and plug loopholes in tax law	Corruption level	Review of existing tax laws covering customs duty, excise duty and local government finance Act	MoFEA	PCCB,CSOsGovernment,general public	3	Tax law reviewed	0	MoFEA, NGC
4. Address the problem of corruption in Zanzibar	Establish anti-corruption agency and financial intelligence unit in Zanzibar.	An anti-corruption agency established		SMZ	Citizenry	3	Operationalized anti-corruption and intelligence unit in Zanzibar	281,500	SMZ, NGC
<b>OBJECTIVE 5: Accelerating regional integration by participating in harmonization of monetary and trade policies amongst the participating states.</b>									
1. Enhance competitiveness of local commodities	Sustain production of strengthened quality control	Number of products certified by ISO	AGOA,EBA,EPA, EDS,Export Guarantee Scheme,EPZ,SEP Z	TNBC,MITM,BOT,BET	MFAIC,MoFEA,MEAC ,EAC Secretariat	3	Increased production of quality goods and services	980,500	TBS,TFDA,FC C,NGC
2. Increase trade and market opportunities	Build capacity for market search	Number of people trained	Training institutions	MITM, MEAC, MoFEA, MOJCA, UDSM	MITM, MEAC, MoFEA, MOJCA, UDSM, MDAs, Training institutions, Citizenry	3	Good international agreement negotiated	734,900	MITM, MEAC, MoFEA, MOJCA, UDSM, NGC

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
	Effective Participation in RECs	Trade balance, Export volume and value	EAC, SADC, NEPAD in place	MOJCA, MoFEA, MEAC, MFAIC, EAC Secretariat	MOJCA, MoFEA, MEAC, MFAIC, EAC Secretariat, citizenry	3	Effective participation in economic integration	108,000	MOJCA, MoFEA, MEAC, MFAIC, EAC Secretariat, NGC
3.Enhance E-Commerce	Integrate ICT application to trade	Volume of trade transacted through E-Commerce	Training institutions	MFAIC,MoFEA, MoEVT, MST	MFAIC.MoFEA,MEAC ,MST, EAC Secretariat	3	Improved capacity in human resource and technology	380,450	MFAIC,MoFE A, MoEVT,MST, NGC

**C: CORPORATE GOVERNANCE**

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
<b>STANDARDS AND CODES</b>									
1. Sign, ratify, accede to, domesticate and popularize democratic principles, codes and standards	Ratify outstanding standards and codes	Number of outstanding standards and codes are ratified	Ratification is an ongoing activity. CHRG in place	MFAIC, MoCAJ, MHSW, MCDGC, Parliament	MFAIC, MoCAJ, Parliament, CSO, Political Parties	3	Codes standards ratified	<b>42,000</b>	MFAIC, MHSW, MCDGC, MoCAJ,Parliament, NGC
	Domesticate and create awareness on standards and codes	Number of standards and codes popularized and domesticated, Number of instruments for enforcement in place		MFAIC, MoCAJ, MHSW, MCDGC, Parliament	MFAIC, MoCAJ, MHSW, MCDGC, Parliament	3	Codes standards domesticated and popularized	<b>256,800</b>	MFAIC, MHSW, MCDGC, MoCAJ,Parliament, NGC
1. Put in place legal and regulatory framework in Zanzibar	Promote culture of conforming to legal and Business standards	Number of businesses conforming to legal requirements, Number of businesses conforming to consumer standards	BEST	BEST, ZNCCIA, MoFEA, Registrar General Zanzibar	CSOs, Zanzibar Business Community, House of Representative, MITT(SMZ)	3	Legal requirements and standard complied with	<b>605,900</b>	MITM (SMZ),TIC,ZI PA, MoFEA (SMZ), NGC
	Formulate policy to enhance participation of private corporations in economic activities.	Number of private corporate businesses engaged in economic activities	BEST,MKUZA,T ASAF	MoFEA, MoCAJ, corresponding Ministry in Zanzibar, NGOs, Ministry of Justice, Ministry of Good Governance	Business community, CSOs, Government	2	A policy in place	<b>695,900</b>	MoFEA (SMZ), MoCAJ, corresponding Ministry in Zanzibar, NGOs,

<b>OBJECTIVE 1: Promote an enabling environment and effective regulatory framework for economic activities</b>									
<b>Activities by APRM Objectives</b>	<b>Required Action</b>	<b>Monitorable Indicators</b>	<b>On going initiatives including current Projects in Government POA</b>	<b>Implementing Agency</b>	<b>Key Stakeholders</b>	<b>Time Frame (Years)</b>	<b>Expected Output</b>	<b>Estimated cost(USD)</b>	<b>M &amp; E Agency</b>
	Enact law to guide activities of corporate entities	Number of legal framework	BEST, MKUZA,TASAF	MoFEA, MoCAJ, corresponding Ministry in Zanzibar, NGOs, Ministry of Justice, Ministry of Good Governance	Business community,CSOs, Government	2	Laws enacted	<b>1,148,600</b>	MoFEA (SMZ), MoCAJ, corresponding Ministry in Zanzibar, NGOs, NGC
	Strengthen existing business institutions	Number institutions performing well in business	BEST	MoFEA, MoCAJ (SMZ), NGOs, Ministry of Justice, Ministry of Good Governance, Private sector associations	Business community,CSOs, Government	3	Strengthened and effective institutions	<b>296,300</b>	MoFEA, MoCAJ (SMZ), NGOs, NGC
	Establish M&E framework	Number of M&E framework in place	None	MoFEA, MoCAJ(SMZ), NGOs,	Business community,CSOs, Government	2	M&E in place	<b>335,900</b>	MoFEA, MoCAJ, corresponding Ministry in Zn, NGOs, Ministry of Justice, NGC
2.Strengthen/Establish economic infrastructure	Improve existing and build new infrastructure	Quality and quantity of infrastructure	MCA,EPZ,	MoID, MoID(SMZ)	Business community,CSOs, Government	3	Existing infrastructure improved/established	<b>0</b>	MoID, MoID(SMZ),NGC
3.Build capacity for effective implementation of International Financial and Accounting Standards (IFAS)	Train personnel to perform as per IFAS	Number of personnel trained, Number of institutions conforming to IFAS	CAG strengthened	NBAA,Min. Finance,CAG	Corporations,CSOs,r regulatory bodies	2	Trained personnel and regulatory institutions strengthened, adherence of the standards	<b>506,900</b>	NBAA,Min. Finance,CAG, NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
4. Address the root causes of corruption	Put in place affordable taxes and plug loopholes in tax law	Corruption level	Review of existing tax laws covering customs duty, excise duty and local government financial Act	MoFEA	PCCB,CSOs,Govern ment,general public	3	Tax law reviewed	0	MoFEA, NGC
5. Strengthen Private Public Partnership (PPP)	Set up/Improve effectiveness of PPP mechanisms at all level	Frequency of meetings on PPP dialogue, percentage of resolutions implemented, increased use of data in agenda setting and discussions	BEST,TNBC,ZBC ,Local investors round table and International investor round table	ZNCCIA, TPSF,ZBC,TNBC, Min.of industry, trade	Business community,CSOs,reg ulatory bodies	3	Dialogue mechanism in place	0	ZNCCIA, TPSF,ZBC,TNBC,Min.of industry, trade, NGC
<b>OBJECTIVE 2: Ensure that Corporations act as good corporate citizens with regards to Human rights, Social Responsibility and Environmental Sustainability</b>									
1.Strengthen organs of tripartite dialogue (government, employers and trade unions) in Mainland and Zanzibar	Train tripartite organs on effective use of data to improve quality of negotiations.	Number of personnel trained, Number of disputes handled	Strengthening Labour Relations in East Africa (SLREA II), ZATUC	MDAs,CSOs,NG Os	ILO, MLYD,Trade unions, employers associations, government	3	Training programme in place	686,900	MDAs,CSOs, NGOs, NGC
2. Ensure compliance with Labour Laws (Employment Act, Workmen's Compensation, Labour Relations and Safety at work)	Establish organs of mediation and arbitration, strengthen labour tribunal	Organs in place, performance of labour tribunal		MDAs,MLYD	MLYD,Trade unions, MoCAJ, employers	2	Decline in labour conflicts, speedy resolution of labour related conflict	398,900	MDAs,MLYD , MoCAJ, NGC



Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
3. Create enabling environment which will encourage corporations to provide community development services	Review tax laws to encourage participation in community development and create awareness to corporations	Quantity of community services provided	MACEMP, RECOMAC	Min. of Finance	Corporations,MDAs, CSOs, media	3	Corporations participate in corporate social responsibilities activities	978,500	Min. of Finance, NGC
4. Ensure implementation of rightful compensation of land and property in mining areas	Fast track the pending cases in court to end of the suffering to the victims to the victims of eviction	Number of cases judged	On going but needs strengthening	MoCAJ, High court, Court of Appeal, District courts	MoCAJ, High court, Court of Appeal, District courts, Mining company and citizenry	3	Improved legal dispensation	2,142,000	MoCAJ, High court, Court of Appeal, District courts, NGC
5. Ensure compliance with existing Environmental policies and laws	Create awareness on environmental laws and regulations	Corporations meet their obligations, Level of awareness and compliance with environmental laws,	NEMC continues to monitor compliance	NEMC, DoE-(VPO), LGAs	NEMC, DoE, LGA, MNRT, Media, Industries, General public	3	Increased awareness and compliance with environmental laws, Reduced level of environmental degradation	791,200	Media,NEMC, DoE, MNRT, LGAs, Industries, general public,NGC
	Ratify and domesticate conventions on environment	Number of conventions ratified and domesticated	Ratification and domestication of conventions e.g. CBD, UNCCC	NEMC, DoE (VPO)	NEMC, DoE, LGA, MNRT, Media, Industries, Sector Ministries, General public		Reduced level of environmental degradation	1,045,200	NEMC, DoE, MNRT
	Develop implementation strategy on domesticated conventions	Strategies in place		NEMC, DoE (VPO), NMRT	NEMC, DoE, LGA, MNRT, Media, Industries, Sector Ministries, General public		Convention domesticated and implemented	1,883,000	NEMC, DoE (VPO), MNRT

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
	Increase and strengthen institutional capacity for the enforcement of EMA 2004	Number of environmental offenses	Implementation of EMA 2004	NEMC, DoE (VPO), LGAs	NEMC, DoE (VPO), LGAs, MDAs, MNRT, Sector Ministries	3	Reduced number of environmental offences	1,563,200	NEMC, DoE (VPO), LGAs, MDAs, MNRT, Sector Ministries
6. Enhance the implementation of environmental conservation	Stop discharging chemicals to ground water sources and rivers	Percentage of chemicals in ground water sources and rivers	On going through NEMC but needs implementation	NEMC, DoE (VPO), LGAs, MoW, MNRT	NEMC, DoE (VPO), LGAs, MDAs, MNRT, MoWI, Citizenry	3	Clean and sustainable water sources	900,000	NEMC, DoE (VPO), LGAs, MoWI, MNRT, NGC
	Reinstate land to alternative uses and supervise the operations in the regeneration of the land in the already mined areas such as Mara	Reclaimed land area		NEMC, DoE (VPO), LGAs, MoWI, MNRT, MLHSD (Mainland and Zanzibar)	NEMC, DoE (VPO), LGAs, MDAs, MNRT, MoWI, MLHSD, Citizenry	3	Increased level of economic activities in the reclaimed areas	7,900,000	NEMC, DoE (VPO), LGAs, MoWI, MNRT, MLHSD (Mainland and Zanzibar), NGC
	Provide compensations/medical care and treatments to people affected by pollution in mining areas	Number of people compensated or received medical care and treatment		NEMC, DoE (VPO), LGAs, MoWI, MNRT, MHSW, MLHSD (Mainland and Zanzibar)	NEMC, DoE (VPO), LGAs, MDAs, MNRT, MoWI, MLHSD, Citizenry	3	Improved relationship between mining companies and local people surrounding mining areas	6,400,000	NEMC, DoE (VPO), LGAs, MoWI, MNRT, MHSW, MLHSD (Mainland and Zanzibar), NGC
<b>OBJECTIVE 3: Promote adoption of Codes of good business ethics in achieving the objectives of the Corporation.</b>									
1. Promote a culture of good business ethics	Sensitize business community on good business ethics	Number of sensitized business corporations	BEST, NACSAP	TPSF, TCCIA, ZNCCIA, Ministry of trade and industry, PCCB (Presidents Office), CTI	CSOs, TSF, TCCIA, ZNCCIA	3	Integrity in business increased	863,300	TPSF, TCCIA, ZNCCIA, MITM, PCCB, CTI, NGC
	Create corporate sanctions for defaulters	Number of defaulters		TPSF, TCCIA, ZNCCIA, Ministry of trade and industry, PCCB	CSOs, TSF, TCCIA, ZNCCIA	3	Increased compliance in business ethics	3,278,600	TPSF, TCCIA, ZNCCIA, MITM, PCCB, CTI, NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
2. Create awareness among the population on crimes related to business including money laundering and corruption	Sensitize the public on crimes related to business	Number of sensitization activities carried out	BoT Circular No.8 of 2000,Prevention of Terrorism Act of 2002,Money Laundering Act 2006	CSOs,Min. of finance	CSOs, MDAs	2	Money laundering activities and Corruption cases reduced	0	CSOs,Min. of finance
3. Amend tax laws to remove loopholes for tax evasion and avoidance	Review tax laws; and levies	Improved revenue collection (Tax and Levies)	Review of Income tax Act 2004 in progress	MoFEA, LGAs	MoFEA,TSF,TCCIA, ZNCCIA	2	Tax laws amended	930,500	MoFEA, LGAs
4. Amend mining contracts to ensure transparency in the collection of	Review mining contacts	Number of contracts reviewed		MoFEA,MDAs, LGAs, TIC, TMA, TWMA, MEM, MTNR, MOCAJ	MoFEA,MDAs, LGAs, TIC, TMA, TWMA, MEM, MTNR, MOCAJ, Union Parliament	3	Improved contract management	743,000	MoFEA,MDAs, LGAs, TIC, TMA, TWMA, MEM, MTNR, MOCAJ, NGC
<b>OBJECTIVE 4: Ensure that Corporations treat all their stakeholders (shareholders, employees, communities, suppliers and customers) in a fair and just manner</b>									
1.Enforce Companies Act of 2002 and sensitize shareholders on their rights	Develop a code of conduct to streamline the behaviour of corporations towards their stakeholders	Level of compliance, reduced number of grievances	BRELA, Zanzibar Registrar General	Min. of Industry and trade, BRELA	BRELA,associatio of small shareholders	1	Enhanced compliance of companies Act 2002	1,176,500	Min. of Industry and trade, BRELA, NGC
2. Facilitate formation of consumer protection associations	Form independent consumer protection associations	Number of associations and membership	TBS,Tanzania Food and Drugs, Capital market and security Authority, Tanzania tenants associations, TCRA-CCC, Tanzania Consumers Association and other regulatory authority	Registrar General (ZNZ), BRELA, Registrar of company (ZNZ), TCRA-CCC	TCCIA,ZNCCIA, Ministry of Trade and Industry, TTA, TFDA, TBS	2	Associations in place	744,500	Registrar General, BRELA, Registrar of company, TCRA-CCC, NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
3. Create awareness on the rights of shareholders	Sensitize shareholders on their rights	Increased number of enlightened shareholders	CMSA	CSOs, CMSA DSE	BRELA, CSOs	3	Decline in number of grievances	<b>898,600</b>	CSOs, NGC
4. Facilitate the establishment of associations of small shareholders (Mainland & Zanzibar)	Form associations of shareholders	Number of associations and membership	Banking and Financial Institutions Act 2006, BRELA,TBS	TCCIA, ZNCCIA, Tanzania Private Sector Foundation	CSOs,BRELA	2	Associations in place	<b>1,254,200</b>	TCCIA,ZNCCIA, Tanzania Private Sector Foundation, NGC
<b>OBJECTIVE 5: Provide for accountability of Corporations, Directors and Officers</b>									
1. Develop a Code of Conduct for Corporations, Directors and Officers	Put in place appropriate codes governing accountability of Corporations, Directors and Officers	Percentage of compliance with codes of conduct by corporation, directors and officers	Banking & Financial Institutions Act 2006, Capital Markets & Securities Act 1994, Company's Act 2004	BRELA, Registrar General in Zanzibar, Capital Markets and Securities Authority	BRELA, Registrar General in Zanzibar, Capital Markets and Securities Authority Corporations,NBAA,B oT,TBS,Commercial court, weigh and measure agency	3	Code in place	<b>1,648,600</b>	BRELA, Registrar General in Zanzibar, Capital Markets and securities Authority, NGC

**SOCIO ECONOMIC DEVELOPMENT**

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD )	M & E Agency
<b>STANDARDS AND CODES</b>									
Sign, ratify, accede to, domesticate and popularize democratic principles, codes and standards	Ratify outstanding standards and codes	Number of standards and codes ratified		MFAIC, MoCAJ, MHSW, MCDGC, Parliament	MFAIC, MoCAJ, MHSW, MCDGC, Parliament, House of representatives, Political parties	3	Increased awareness on standards and codes	<b>42,000</b>	MFAIC, MHSW, MCDGC, MoCAJ,Parliament, MOAGG, NGC
	Domesticate and create awareness on standards and codes	Number of standards and codes domesticated, Extent of people aware of standards and codes		MFAIC, MoCAJ, MHSW, MCDGC, MOCAGG, AGC(SMZ, Parliament	MFAIC, MoCAJ, MHSW, MCDGC, Parliament	3	Codes standards domesticated and popularized	<b>256,800</b>	MFAIC, MHSW, MCDGC, MoCAJ,Parliament, NGC
<b>OBJECTIVE 1: Promote self reliance in development and build capacity for sustaining development</b>									
1. Enhancing capacities for mobilizing domestic resources for development	Review and implement existing policies targeting improved production in key sectors (Agriculture, Tourism, Fisheries, Manufacturing, Trade, Mining and Service trade)	Increase in level of domestic resources, Increase in domestic and foreign earnings, Increase in level of domestic saving, Implementation plan	Sectoral policies in place which include among others;ASDP,Trade policy, SID, SMEs but needs fast tracking in implementation (remain dormant)	MAFS, MITM, MoME, MoFEA,MN RT, MOFED, MITT , MALE	MDAs, Private sectors, CSOs, MHSW, MCDGC , MOFED, MITT, MALE and Citizenry	3	Improved internal capacity in terms of resources	<b>3,294,000</b>	MDAs, LGAs, CSOs, MITT, MALEand NGC
2. Strengthening local stakeholder involvement in development process	Mainstream planning and budgeting at all levels (all segment of the society)	Number of participatory planning meetings, number of decisions/plans made, minutes of meeting, and	On going in central, sector ministries such as MoFEA, PMO-RALG, MoAFS, MSDGC, and LGAs but needs	MDAs & LGAs	MDAs, LGAs ,Citizens	3	Planned activities implemented	<b>112,644</b>	MDAs, LGAs, DPs, CSOs and NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD )	M & E Agency
		implementation reports	strengthening						
	Build capacity to communities for development planning	Number of training sessions on participative planning, Number of people trained and training reports	On going in LGAs e.g.. Opportunities and Obstacles to Development(O &OD) but needs strengthening	MDAs & LGAs	MDAs, LGAs and Communities	3	Capacity of community improved to identify their problems/needs	<b>3,213,750</b>	MDAs, LGAs, CSOs and NGC
<b>OBJECTIVE 2: Accelerate socio-economic objectives to achieve sustainable development and poverty eradication</b>									
1. Improve performance at all levels to achieve sustainable development	Recruit and train staff	Number of people recruited, Number of people employees trained, increase in allocation of resources in capital and recurrent expenditure, increase in attainment in planned targets	PSRP and LGRP but implementation needs strengthening	MDAs, LGAs, Private sectors , CSOs,	MDAs, LGAs, Private sectors , CSOs, Communities etc	3	Performance improved at all levels	<b>455,034</b>	MoFEA, PMO-RALG,MDAs, LGAs and NGC
	Raise public awareness on existing programmes	Number of Radio and TV programmes aired	PSRP and LGRP but implementation needs strengthening	MDAs, LGAs, Private sectors, CSOs,	MDAs, LGAs, Private sectors , CSOs, Communities etc	3	Increased awareness on existing programmes	<b>215,100</b>	MoFEA, PMO-RALG,MDAs, LGAs and NGC
	Re-enforce coordination mechanism in policy formulation and implementation	Number of policies in place, Inclusiveness in participation	On going but needs strengthening	MoFEA, POPC, LGAs	MoFEA, POPC, LGAs, other MDAs, Private Sector, CSOs, CBOs	3	Coordination plan and strategy, Coordination meeting reports	<b>45,000</b>	MoFEA, POPC, LGAs and NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD )	M & E Agency
	Allocate adequate domestic financial resources to development expenditure	Percentage change of domestic financial resources in annual development expenditure	On going but needs strengthening	MoFEA, Parliament, CSOs, CBOs	MoFEA, LGAs, other MDAs, Executive Agency, Private Sector, CSOs, CBOs	3	Increased percentage of domestic financial resources allocated to development expenditure	-	MoFEA, LGAs, other MDAs, CSOs, Parliamentary Committees and NGC
	Improve access to credit to enhance production of goods and services	Number of individuals and groups accessing micro-credit, Number of microfinance institutions	Commercial banks and other microfinance institutions provide credits but high interest rates and cumbersome procedures hinder progress	BOT, Commercial Banks and Other microfinance institutions	BOT, Commercial Banks, microfinance institutions and communities	3	Increase in disbursement of micro credits	180,300	BOT, MoFEA, Private sector, NGC
2. Enhance pro-poor focus of policies and programmes	Strengthen the implementation of ASDP	Change in agricultural productivity , Number of agro-processing industry, Increase access to markets	Implementation has started but needs strengthening	MAFS, MALE, MoFEA, PMO-RALG, MoWI, MITM	MAFS, MoFEA, PMO-RALG, MoWI, MITM, MALE, Private sectors, Farmers for both mainland and Zanzibar	3	Increased agricultural production	13,680	MAFS, MoFEA, MALE, PMO-RALG, MoWI, MITM, NGC
	Review and update Acts to reflect significant social and economic changes	Number of legislation reviewed and enacted	BEST, LSRP, LRC but need strengthening	MoCAJ, Parliament, MoFEA, House of Representatives	Private sector, Civil Society, Citizenry, MoCAJ, AGC (SMZ), Parliament, House of Representatives	3	Reviewed Laws and Regulations in place	255,000	MoCAJ, Parliament, MoFEA, House of Representatives and NGC
<b>Objective 3: Strengthen policies, delivery mechanism and output in key social development areas including education for all, combating HIV/AIDS and other communicable diseases</b>									3
1. Review policies for improved social service delivery	Broaden tax base and re-enforce revenue collection including eliminating revenue leakages (e.g. Unauthorized ports in areas like Bagamoyo, Kilwa and Lindi)	Level of revenue collections, Reduction of leakages	Implementation on going for both mainland and Zanzibar but needs strengthening for example training and awareness	TRA, LGAs, MoFEA Private sector	TRA, LGAs, MoFEA, Private sector and General public	3	Increase in revenue collections, Report on re-enforcement of revenue collection and leakages	280,000	TRA, LGAs, MoFEA, Private sector, General public and NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD )	M & E Agency
	Strengthen coordination process by training management and their supervisory bodies	Number of coordination committees formed, Number of staff trained	POPC in place but its needs strengthening	POPC, MoFEA (Mainland and Zanzibar), LGAs	POPC, MoFEA(Mainland and Zanzibar), LGAs	3	Effective coordination mechanism	1,015,220	POPC, MoFEA(Mainland and Zanzibar), LGAs and NGC
	Build capacity on POPC on planning, policy analysis and development	Number of evidence based policy developed	In-house training on going but needs strengthening	POPC and MoFEA (Mainland and Zanzibar)	POPC and MoFEA (Mainland and Zanzibar)	3	Improved planning and policy analysis	60,720	Presidents Office (POPC) , MoFEA (Mainland and Zanzibar) and NGC
2. Enhance mechanisms for delivery of improved social services	Improve quality of education including increasing number and quality of teachers at all levels, provision of teaching and learning materials, improving teaching and learning environment at primary, secondary and higher learning institutions	Number of qualified teachers, Quantity of learning materials, effective quality assurance mechanism	Programme for increasing class rooms and teachers on going but needs improvement on quality and working environment	MoEVT, MoEVT Zanzibar, MoFEA, MoHSW, LGAs	MoEVT, MoFEA, LGAs, Private sector and Citizenry	3	Improved quality of education	2,133,900,000	MoEVT, MoFEA, LGAs, Private sector, Citizenry and NGC
	Improve quality of health care delivery including increasing number of health care workers, medical practitioners, health care facilities and availability of drugs at all levels	Number and quality of health facilities, Number of qualified health workers, quantity of drugs supplied	Primary Health Sector Development Programme (PHSDP) 2007-2012 on going but needs strengthening, Health Sector Reform, NHSSP 2007-2010	MoHSW, MoHSW (SMZ), MoFEA, LGAs, FBOs, Private sector	MoHSW, MoFEA, LGAs and Citizenry, Private sector and FBOs	3	Improved health care	2,100,300,000	MoHSW, MoFEA, LGAs, Private sector, FBOs, Citizenry and NGC



Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD )	M & E Agency
	Establish and implement customer service charters in MDAs and LGAs	Reduction of service delivery complaints, increased service delivery satisfaction	Customer service charters in place to all Ministries but its implementation needs strengthening	MDAs, LGAs and Executive Agencies	MDAs, LGAs Executive agencies, private sectors and Citizenry	3	Customer service charters	546,600	MDAs, LGAs, Executive agencies and NGC
	Develop prioritized and costed strategic plans for MDAs and LGAs.	Increase in level of allocation and disbursement	MDAs Strategic plans in place but needs costing to enable forecasting	MDAs	MDAs, Private sectors, SCOs and Citizenry	3	Costed strategic plans, Disbursement report	59,115	MDAs and NGC
3. Allocate adequate funds in priority social sectors	Raise public awareness on the existence of HIV/AIDS Law	Level of awareness on HIV/AIDS Law	Implementation of HIV/AIDS Law	MHSW, TACAIDS, NACP, ZAC-ZNZ, CSOs	MHSW, TACAIDS, NACP, CSOs, MDAs, LGAs and General public, Media, Chief Ministers office Zanzibar AIDS Commission (ZAC-ZNZ)	3	Decline in rate of new infection	791,200	MHSW, TACAIDS, NACP, CSOs, MDAs, LGAs, ZAC-ZNZ and NGC
4. HIV/AIDS prevention and control									
	Provide comprehensive awareness on HIV prevention to in and out of school youth	Curriculum manuals and programmes	PEPFAR, Global fund on AIDS	MHSW, TACAIDS, NACP, ZAC-ZNZ, CSOs	MHSW, TACAIDS, NACP, CSOs, MDAs, LGAs and General public, Media, Chief Ministers office Zanzibar AIDS Commission (ZAC-ZNZ),	3	Increased awareness	1,482,400	MHSW, TACAIDS, NACP, ZAC-ZNZ, CSOs

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD )	M & E Agency
	Conduct awareness raising on HIV and AIDS and encourage voluntary testing	Greater awareness on HIV and AIDS	On going initiatives through MDAs, NGOs and CBOs	MHSW, MoJCA, TACAIDS, ZAC-ZNZ, NACP, CSOs, MDAs, LGAs and General public	MHSW, MoJCA, TACAIDS, NACP, CSOs, MDAs, LGAs and General public	3	Decline in rate of infection	1,572,400	MHSW, MoJCA, TACAIDS, ZAC-ZNZ, NACP, CSOs, MDAs, LGAs and NGC
	Increase PMTC coverage	PMTC services available	MHSW, TACAIDS, CSOs	MHSW, MoJCA, TACAIDS, ZAC-ZNZ, NACP, CSOs, MDAs, LGAs and General public	MHSW, MoJCA, TACAIDS, NACP, CSOs, MDAs, LGAs and General public	3	Reduced transmission from mother to child	13,872,400	MHSW, MoJCA, TACAIDS, ZAC-ZNZ, NACP, CSOs, MDAs, LGAs and NGC
	Distribute anti-Retroviral drugs to 1,000,000 people infected	Number of people receiving ARVs	On going initiatives through MHSW, MSD, MDAs and LGAs	MHSW, MSD, MDAs and LGAs	MHSW, MSD, MDAs and LGAs and Communities	3	Decline in death caused by AIDS	15,300,000	MHSW, MSD, MDAs and LGAs and NGC
	Increase allocation of domestic financial resources to fight against HIV and AIDS	Percentage of domestic resources allocated to HIV and AIDS programme	On going but needs strengthening	MoFEA (Mainland and Zanzibar) MHSW, TCAIDS, NACP	MoFEA (Mainland and Zanzibar) MHSW TCAIDS NACP	3	Improved fight against HIV and AIDS	350,300	MoFEA (Mainland and Zanzibar), MHSW, TCAIDS, NACP, NGC
	Ensure proper importation and distribution of Government quality ARV	Open and transparent procedure of importation and distribution in place	On going but needs strengthening	MHSW (Mainland and Zanzibar) MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar) Private sector	MHSW (Mainland and Zanzibar) MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar) Private sector, Citizenry	3	Improved importation and distribution of ARVs	410,600	MHSW (Mainland and Zanzibar) MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar) Private sector, NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD )	M & E Agency
	Provide supportive medicine freely to people using ARVs	Number of HIV and AIDS infected people receiving supportive medicine		MHSW (Mainland and Zanzibar) MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar) Private sector	MHSW (Mainland and Zanzibar), MSD TFDA, TACAIDS, NACP, MoFEA Mainland and Zanzibar) Private sector	3	Improved longevity life to HIV and AIDS infected people	10,8000,000	MHSW (Mainland and Zanzibar) MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), Private sector
	Review ARVs policy to allow child place under 18 years to know their status of HIV and AIDS	Reviewed policy in place		MHSW (Mainland and Zanzibar), MSD, TFDS, TACAIDS, NACP, MoFEA (Mainland and Zanzibar) Private Sector	MHSW (Mainland and Zanzibar), TACAIDS, NACP, MoFEA (Mainland and Zanzibar) private sector, citizenry	3	Improved child rights to those affected with HIV and AIDS	710,300	MHSW (Mainland and Zanzibar), TACAIDS, NACP, MoFEA (Mainland and Zanzibar) Private sector, NGC
	Provide modern and accurate machine for CD4/T-cells Test to ensure people affected start using ARVs at appropriate time	Number of modern machines provided and in use	On going but needs strengthening	MHSW (Mainland and Zanzibar), TACAIDS, NACP MoFEA (Mainland and Zanzibar) Private sector	MHSW (Mainland and Zanzibar) TACAIDS, NACP, MoFEA (Mainland and Zanzibar) Private sector, citizenry	3	Improved accurate diagnosis	15,460,000	MHSW (Mainland and Zanzibar), TACAIDS, NACP, MoFEA (Mainland and Zanzibar), Private sector
Empower service providers to enhance service delivery	Increased speed of service delivery, Increased customer satisfaction	On going service but needs strengthening	MDAs, LGAs Private Sector and other Services Providers	MDAs, LGAs, CSOs, Private Sector and other Service Providers	3	Effective service delivery in place	<b>42,000</b>	MDAs, LGAs Private sector, NGC	MDAs, LGAs Private sector, NGC
<b>OBJECTIVE 4: Ensuring affordable access to Water, Sanitation, Energy, Finance, Market, ICT, Shelter and Land to all Citizens Especially the Poor</b>									
1.Strengthening service delivery mechanism	Empower service providers to enhance service delivery	Increased speed of service delivery, Increased customer satisfaction	On going service but needs strengthening	MDAs, LGAs Private Sector and other Services Providers	MDAs, LGAs, CSOs, Private Sector and other Service Providers	3	Effective service delivery in place	<b>42,000</b>	MDAs, LGAs Private sector, NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD )	M & E Agency
	Review laws and regulations to enhance service delivery involvement of the private sector	Number of reviewed laws and regulations, Increased speed of service delivery, Increased customer satisfaction	On going eg. Through Local government by-laws but needs serious strengthening	LGAs, MoCAJ, Executive Agencies such as EWURA, SUMATRA, MOCAGG	LGAs, MoCAJ, MOCAGG, Executive Agencies	3	Revised laws and regulations	<b>1,448,800</b>	LGAs, MoCAJ, MOCAGG, Executive Agencies and NGC
2.Availability of adequate resources for financing delivery of social services	Improve private sector investment in social service delivery	Increase of private sector investments in social service delivery	Ongoing but needs strengthening	Private Sector, Central Government, LGAs	Private Sector, Central Government, LGAs	3	Report on the increase of private sector investment in social service delivery	<b>691,200</b>	MDAs, Executive agencies and NGC
3.Enhance access to credit, land, shelter, knowledge, energy, water, sanitation and markets by the poor	Provide information on utilities and market to users	Number of people accessing services, available mechanisms for information dissemination	On going but needs strengthening	MITM, Private Sector Institutions	MITM, Private Sector Institutions	3	Market information and dissemination report	<b>354,000</b>	MITM, Private Sector Institutions and NGC
	Review and implement efficient SACCOS regulatory mechanism to improve provision of Micro credit	Review of regulatory mechanism	SACCOS regulatory mechanism in place but needs strengthening	BOT, MoFEA, MAFS, SACCOS, Private Sector	BOT, MoFEA, MAFS, SACCOS, SCULT, Private sector	3	Improved SACCOS regulatory mechanism in place	<b>200,000</b>	BOT, MoFEA, MAFS, SACCOS, Private Sector, NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD )	M & E Agency
	Review pertinent laws to enhance property and small business formalization	Number of laws reviewed	Current findings of BEST and MKURABITA need to be backed by laws	MKURABITA, MLHSD, MOCAGG, MoFEA, MoCAJ, BEST, MKURABITA	MKURABITA, MLHSD, MOCAGG, MoFEA, MoCAJ, BEST, MKURABITA	3	Reviewed laws in place	470,900	MKURABITA, Ministry of Lands, and Human Settlement, MoCAJ and NGCS
<b>OBJECTIVE 5: Progress towards gender equality, particularly equal access to education for girls at all levels</b>									
1.Promote gender mainstreaming at all level	Re-enforce gender affirmative action in various sectors including employment and education	Number of women in decision making positions, Number of girls enrolled in schools	East Africa Community secretariat has started to prepare gender mainstreaming framework	MCDGC, TGNP, CSOs	MCDGC, TGNP, MDAs, LGAs, CSOs	3	Institutionalization of gender equity at all levels	1,869,200	MCDG, TGNP, MDAs, LGAs, NGC
	Women empowerment through education, training income generation and health	Status of employment for both men and women	Gender budgeting and gender strategy at all MDAs, East Africa Gender Development strategy	MCDGC, TGNP, CSOs, MDAs, LGAs	MCDGC, TGNP, CSOs, MDAs, LGAs	3	Women empowerment	998,000	MCDGC, TGNP, CSOs, MDAs, LGAs, NGC
	Gender awareness and training	Gender responsive laws Number of women trained	Gender budgeting and gender strategy at all MDAs, East Gender Development strategy	MCDGC, TGNP, CSOs	MCDGC, TGNP, MDAs, LGAs, CSOs	3	Improved gender awareness	2,380,400	MCDGC, TGNP, CSOs, MDAs, LGAs, NGC
<b>OBJECTIVE 6: Encourage broad based participation in development by all stakeholders at all levels</b>									
1.Ensuring effective participation of stakeholders in planning, implementation and oversight function of development programmes	Improve stakeholders understanding on planning techniques at various levels	Number of stakeholders trained in planning and implementation of development process	Under implementation by LGAs while undertaking O&OD but needs strengthening	LGAs, MoFEA	LGAs, MoFEA, Citizenry	3	Improved planning and implementation	3,213,750	LGAs, MoFEA, Citizenry and NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD )	M & E Agency
	Ensure participation in planning process by stakeholders at all levels by providing civic education	Number of stakeholders participating in planning and implementation of development process	None	LGAs, MoFEA, PMO-RALG	LGAs, MoFEA, PMO-RALG and Citizenry	3	Improved participation in planning	181,200	LGAs, MoFEA, PMO-RALG, Citizenry and NGC
	Streamline reporting to have a single consolidated report catering for needs of various users	Consolidated report	None	MoFEA, PMO-RALG	MoFEA, PMO-RALG, LGAs and other MDAs	2	Improved reporting mechanism	302,240	MoFEA, PMO-RALG, LGAs, other MDAs and NGC
	Re-enforce accountability mechanism in order to have checks and balances at all levels	Roles and responsibilities at various levels defined	On going but need strengthening	MoFEA, PMO-RALG, LGAs and other MDAs	MoFEA, PMO-RALG, LGAs and other MDAs	3	Guidelines for accountability Training Report	217,250	MoFEA, PMO-RALG, LGAs, other MDAs and NGC
	Simplify disbursement procedures and adhere to disbursement plan	Simplified disbursement procedures, Disbursement report	None	MoFEA	MoFEA, PMO-RALG, LGAs and other MDAs	3	Funds disbursement procedures in place and being used	412,250	MoFEA, PMO-RALG, LGAs, other MDAs and NGC

## E. CROSS CUTTING ISSUES

Activities by APRM Objectives	Required action	Monitorable indicators	On going initiatives including current Projects in Government POA	Implementing agency	Key stakeholders	Time frame (yrs)	Expected output	Estimated cost (USD)	M & E Agency
<b>GENDER ISSUES</b>									
1.Promote gender mainstreaming at all level	Re-enforce gender affirmative action in various sectors including employment and education	Number of women in decision making positions, Number of girls enrolled in schools	East Africa Community secretariat has started to prepare gender mainstreaming framework.	MCDGC, TGNP, CSOs	MCDGC, TGNP, MDAs, LGAs, CSOs	3	Institutionalisation of gender equity at all level	1,869,200	MCDGC, TGNP, MDAs, LGAs , NGC
	Women empowerment through education, training income generation and health	Status of employment for both men and women	Gender budgeting and gender strategy at all MDAs, East Gender Development strategy	MCDGC, TGNP, CSOs , MDAs, LGAs	MCDGC, TGNP, CSOs , MDAs, LGAs	3	Women empowered	998,000	MCDGC, TGNP, CSOs , MDAs, LGAs, NGC
	Gender awareness and training	Gender responsive laws, Number of women trained	Gender budgeting and gender strategy at all MDAs, East Gender Development strategy	MCDGC, TGNP, CSOs	MCDGC, TGNP, MDAs, LGAs, CSOs	3	Improved gender awareness	2,380,400	MCDGC, TGNP, CSOs , MDAs, LGAs, NGC
2. Build capacity of MDAs and LGAs in gender planning and implementation	Mainstream gender in MDAs, LGAs, Private sectors, CSOs, FBOs, CBOs etc	Gender responsive plans, Gender disaggregated data available	Initiative in place and implemented by Ministry of Community Development, other sector ministries, Executive Agencies and LGAs but need strengthening	MCDGC, TGNP, TAMWA, TAWLA, MDAs, LGAs	MCDGC, TGNP, TAMWA, TAWLA, MDAs, LGAs	3	Gender responsive programmes and projects	200,000	MCDGC, TGNP, TAMWA, TAWLA, MDAs, LGAs , NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
	Strengthen gender focal points	Number of focal point staff trained, Roles and responsibilities defined, resources provided for gender	Gender focal points has been established in MDAs and LGAs	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ)	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ), General Public	3	Functional gender focal points	154,115	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ) and NGC
3. Effective implementation of conventions on women rights	Domesticate women rights conventions	Number of laws on women rights in place	Ratification is on going	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ)	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ), General public	3	Institutionalized women rights.	100,000	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ),NGC
	Develop implementations strategies for implementation of conventions	Strategies for implementation in place	None	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ)	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ), General public		Conventions implemented	479,000	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ),NGC
	Review inheritance laws to include women rights	Number of laws reviewed	Land Act 1999 amended in 2004, Popular version of amended land Act developed	Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ)	Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ), General Public	3	Inheritance laws that enable women to inherit property	1,484,200	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ) and NGC
	Enforcement of inheritance laws	Increase number of women inheriting property		Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ)	Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ), General Public	3	Improved implementation of inheritance laws	1,682,400	Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ)
4. Increase women representation in different organs	Empower women to contest in political and technical spheres through education and training, affirmative action and advocacy campaign	Number of women in decision making positions	On going to MDAs and LGAs and political parties	Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ), Political Parties Parliament, Registrar of Political Parties	Mo EVT, MCDGC, MoHSW, MoJCA, CSOs, LGAs, (ZNZ), Political Parties Parliament, Registrar of Political Parties and General Public	3	Increased women representation in different decision making positions	745,500	Mo EVT, MCDGC, MoHSW, MoJCA, LGAs, (ZNZ), Political Parties and NGC



Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
<b>CORRUPTION</b>									
1. Improve legal and regulatory framework	Review roles and responsibilities of institutions on corruption and money laundering	Reviewed laws and regulations	MoFEA (Financial Intelligence Unit), Anti-Money Laundering Unit,PCCB, NACSAP	PCCB,MoFEA, Good Governance Coordinating Unit (PO), Ethics Dept Unit PO-PSM, Ethics Secretariat PO-PSM	MDAs,LGAs,MoFEA, PCCB, CSOs, Good Governance Coordinating Unit (PO), Ethics Dept Unit PO-PSM, Ethics Secretariat PO-PSM	3	Cases of corruption and money laundering reduced, legal and regulatory framework in place	963,900	PCCB,MoFEA, NGC
	Strengthen the capacity of institutions dealing with corruption and money laundering through training, ICT and provision of equipment	Number of staff trained in dealing with corruption and money laundering, Number of institutions participating in training	Anti-Money Laundering Unit, PCCB, Corporate Strategic Business Plan	PCCB, MoFEA	MDAs, LGAs,MoFEA, PCCB, CSOs	3	Enhanced capacity of the institutions.	1,215,500	PCCB, MoFEA, NGC
	Strengthen the capacity of institutions dealing with international crimes.	Number of staff trained in dealing with international crimes, Number of institutions participating in training of International crimes	Anti-Money Laundering Unit, PCCB, Corporate Strategic Business Plan	PCCB, MoFEA, MoHA	MDAs, LGAs, MoFEA, MoHA, PCCB, CSOs	3	Enhanced capacity of the institutions.	711,500	PCCB, MoFEA, MoHA, NGC
2. Improve public awareness in relation to money laundering and corruption.	Mount awareness raising campaigns on corruption and money laundering	Outreach campaigns	Anti-Money Laundering Unit; PCCB Corporate Strategic Business Plan	PCCB, MoFEA	MDAs, LGAs, CSOs, Citizenry	3	Increased awareness	781,200	PCCB, MoFEA, NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
4. Address the root causes of corruption	Put in place affordable taxes and plug loopholes in tax law	Corruption level	Review of existing tax laws covering customs duty, excise duty and local government financial Act	MoFEA	PCCB, CSOs, Government, general public	3	Tax law reviewed	0	MoFEA
3. Address the problem of corruption in Zanzibar	Establish anti-corruption agency and financial intelligence unit in Zanzibar.	An anti-corruption agency established		SMZ	Citizenry	3	Operationalized anti-corruption and intelligence unit in Zanzibar	281,500	SMZ, NGC
4. Review legal frameworks involving political parties and electoral systems	Review Political Parties Act and Electoral systems Act	Numbers of legal frameworks reviewed		MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLYD, MoICS, MoFEA, NBS, Registrar of Political Parties	MoCAJ, MoHSW, DPOs, LGAs, MoEVT, MoID, MLYD, MoICS, MoFEA, NBS	3	Reviewed legal framework	0	MoCAJ
5. Enforce the implementation of NACSAP II	Mainstream NACSAP II into MDAs and LGAs	NACSAP II mainstreamed in MDAs & LGAs plans	NACSAP is on going initiative	MDAs, LGAs, PCCB	MDAs, LGAs, PCCB, CSOs, Parliament, Citizenry	3	Minimized corruption	1,163,600	MDAs, LGAs, PCCB
		Number of CSOs engaged in fighting corruption	NACSAP is on going initiative	MDAs, LGAs, PCCB	MDAs, LGAs, PCCB, CSOs, Parliament, Citizenry	3	Minimized corruption		MDAs, LGAs, PCCB
	Conduct civic and voters education to eliminate corruption during elections	Number of institutions engaged in creating awareness, Number of people trained, Number and frequency of media programmes, Media reports on events	Current initiatives are <i>ad hoc</i>	URT, SMZ	URT, SMZ, House of Representatives, Political Parties, Citizenry	3	Increased awareness	891,200	URT, SMZ, NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
3. Review the powers of the President to appoint and dismiss the Chief Executive Officers of PCCB and Ethics Commission	Separate authorities to appoint and dismiss the Chief Executives of PCCB and Ethics Commission	Notice on separation of powers gazetted	None	MoCAJ, Parliament	MoCAJ, Parliament, Political Parties, Citizenry	3	Power separation instruments in place	610,000	MoCAJ, NGC
<b>ENVIRONMENT</b>									
1. Ensure compliance with existing Environmental policies and laws	Create awareness on environmental laws and regulations	Corporations meet their obligations, Level of awareness and compliance with environmental laws,	NEMC continues to minton compliance	NEMC, DoE-(VPO), LGAs	NEMC, DoE, LGA, MNRT, Media, Industries, General public	3	Increased awareness and compliance with environmental laws, Reduced level of environmental degradation	791,200	Media,NEMC, DoE, MNRT, LGAs, Industries, general public
	Ratify and domesticate conventions on environment	Number of conventions ratified and domesticated	Ratification and domestication of conventions e.g. CBD, UNCCC	NEMC, DoE (VPO)	NEMC, DoE, LGA, MNRT, Media, Industries, Sector Ministries, General public		Reduced level of environmental degradation	1,045,200	NEMC, DoE, MNRT
	Develop implementation strategy on domesticated conventions	Strategies in place		NEMC, DoE (VPO), NMRT	NEMC, DoE, LGA, MNRT, Media, Industries, Sector Ministries, General public		Convention domesticated and implemented	1,883,000	NEMC, DoE (VPO), MNRT
	Increase and strengthen institutional capacity for the enforcement of EMA 2004	Number of environmental offences	Implementation of EMA 2004	NEMC, DoE (VPO), LGAs	NEMC, DoE (VPO), LGAs, MDAs, MNRT, Sector Ministries		Reduced number of environmental offences	1,563,200	NEMC, DoE (VPO), LGAs, MDAs, MNRT, Sector Ministries

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
2. Enhance the implementation of environmental conservation	Stop discharging chemicals to ground water sources and rivers	Percentage of chemicals in ground water sources and rivers	On going through NEMC but needs implementation	NEMC, DoE (VPO), LGAs, Mow, MNRT	NEMC, DoE (VPO), LGAs, MDAs, MNRT, MoWI, citizenry	3	Reduced number of environmental offences	900,000	NEMC, DoE (VPO), LGAs, MoWI, MNRT, NGC
	Reinstate land to alternative uses and supervise the operations in the regeneration of the land in the already mined areas such as Mara	Reclaimed land area		NEMC, DoE (VPO), LGAs, MoWI, MNRT, MLHSD( Mainland and Zanzibar)	NEMC, DoE (VPO), LGAs, MDAs, MNRT, MoWI, MLHSD, citizenry	3	Increased level of economic activities in the reclaimed areas	7,900,000	NEMC, DoE (VPO), LGAs, MoWI, MNRT, MLHSD( Mainland and Zanzibar), NGC
	Provide compensations /medical care and treatments to people affected by pollution in mining areas	Number of people compensated or received medical care and treatment		NEMC, DoE (VPO), LGAs, MoWI, MNRT, MHSW, MLHSD( Mainland and Zanzibar)	NEMC, DoE (VPO), LGAs, MDAs, MNRT, MoWI, MLHSD, citizenry	3	Improved relationship between mining company and local people surrounding mining area	6,400,000	NEMC, DoE (VPO), LGAs, MoWI, MNRT, MHSW, MLHSD( Mainland and Zanzibar), NGC
<b>HIV and AIDS</b>									
1. HIV/AIDS prevention and control	Raise public awareness on the existence of HIV/AIDS Law	Level of awareness on HIV/AIDS Law	Implementation of HIV/AIDS Law	MHSW, TACAIDS, NACP, ZAC-ZNZ, CSOs	MHSW, TACAIDS, NACP, CSOs, MDAs, LGAs and General public, Media, Chief Ministers office Zanzibar AIDS Commission (ZAC-ZNZ)	3	Decline in rate of new infection	791,200	MHSW, TACAIDS, NACP, CSOs, MDAs, LGAs, ZAC-ZNZ and NGC
	Provide comprehensive awareness on HIV prevention to in and out of school youth	Curriculum manuals and programmes	PEPFAR, Global fund on AIDS	MHSW, TACAIDS, NACP, ZAC-ZNZ, CSOs	MHSW, TACAIDS, NACP, CSOs, MDAs, LGAs and General public, Media, Chief Ministers office Zanzibar AIDS Commission (ZAC-ZNZ),		Increased awareness	1,482,400	MHSW, TACAIDS, NACP, ZAC-ZNZ, CSOs

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
	Conduct awareness raising on HIV and AIDS and encourage voluntary testing	Greater awareness on HIV and AIDS	on going initiatives through MDAs, NGOs and CBOs	MHSW, MoJCA, TACAIDS, ZAC-ZNZ, NACP, CSOs, MDAs, LGAs and General public	MHSW, MoJCA, TACAIDS, NACP, CSOs, MDAs, LGAs and General public		Decline in rate of infection	1,572,400	MHSW, MoJCA, TACAIDS, ZAC-ZNZ, NACP, CSOs, MDAs, LGAs and NGC
	Increase PMTC coverage	PMTC services available	MHSW, TACAIDS, CSOs	MHSW, MoJCA, TACAIDS, ZAC-ZNZ, NACP, CSOs, MDAs, LGAs and General public	MHSW, MoJCA, TACAIDS, NACP, CSOs, MDAs, LGAs and General public		Reduced transmission from mother to child	13,872,400	MHSW, MoJCA, TACAIDS, ZAC-ZNZ, NACP, CSOs, MDAs, LGAs and NGC
	Distribute anti-Retroviral drugs to 1,000,000 people infected	Number of people receiving ARVs	on going initiatives through MHSW, MSD, MDAs and LGAs	MHSW, MSD, MDAs and LGAs	MHSW, MSD, MDAs and LGAs and Communities	3	Decline in death caused by AIDS	15,300,000	MHSW, MSD, MDAs and LGAs and NGC
	Increase allocation of domestic financial resources to fight against HIV and AIDS	Percentage of domestic resources allocated to HIV and AIDS programme	On going but needs strengthening	MoFEA (Mainland and Zanzibar), MHSW, TACAIDS, NACP	MoFEA (Mainland and Zanzibar), MHSW, TACAIDS, NACP, Citizenry	3	Improved fight against HIV and AIDS	350,000	MoFEA (Mainland and Zanzibar), MHSW, TACAIDS, NACP, Citizenry, NGC
	Ensure proper importation and distribution of Government quality ARV	Open and transparent procedure of importation and distribution in place	On going but needs strengthening	MHSW (Mainland and Zanzibar), MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), private sector	MHSW (Mainland and Zanzibar), MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), private sector, Citizenry	3	Improved importation and distribution of ARVs	410,600	MHSW (Mainland and Zanzibar), MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), private sector, NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
	Provide supportive medicine freely to people using ARVs	Number of HIV and AIDS infected people receiving supportive medicine		MHSW (Mainland and Zanzibar), MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), private sector	MHSW (Mainland and Zanzibar), MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), private sector, Citizenry	3	Improved longevity life to HIV and AIDS infected people	10,800,000	MHSW (Mainland and Zanzibar), MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), private sector, NGC
	Review ARVs policy to allow child under 18 years to know their status of HIV and AIDS	Reviewed policy in place		MHSW (Mainland and Zanzibar), MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), private sector	MHSW (Mainland and Zanzibar), MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), private sector	3	Improved child rights to those affected with HIV and AIDS	710,300	MHSW (Mainland and Zanzibar), MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), private sector, NGC
	Provide modern and accurate machine for CD4/T- cells Test to ensure people affected start using ARVs at appropriate time	Number of modern machines provided and in use	On going but needs strengthening	MHSW (Mainland and Zanzibar), MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), private sector	MHSW (Mainland and Zanzibar), MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), private sector	3	Improved accurate diagnosis	15,460,000	MHSW (Mainland and Zanzibar), MSD, TFDA, TACAIDS, NACP, MoFEA (Mainland and Zanzibar), private sector
1. Monitoring and evaluation of the NPOA	Develop monitoring and evaluation system for the APRM Tanzania	M&E data base and reporting format in place	None	MDAs, LGAs, SMZ	MDAs, LGAs, SMZ, Political Parties, Private sector, CSOs, FBOs, Citizenry	3	System in place	1,658,600	MDAs, LGAs, SMZ, NGC
	Conduct monitoring and evaluation of the NPOA	Semi annually reports	None	MDAs, LGAs, SMZ	MDAs, LGAs, SMZ, Political Parties, Private sector, CSOs, FBOs, Citizenry	3	M&E reports in place	9,000,000	MDAs, LGAs, SMZ, NGC

Activities by APRM Objectives	Required Action	Monitorable Indicators	On going initiatives including current Projects in Government POA	Implementing Agency	Key Stakeholders	Time Frame (Years)	Expected Output	Estimated cost(USD)	M & E Agency
	Disseminate information	Reports, Measures taken against information provided	None	MDAs, LGAs, SMZ	MDAs, LGAs, SMZ, Political Parties, Private sector, CSOs, FBOs, Citizenry		Feedback provided	1,682,400	MDAs, LGAs, SMZ, NGC

