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## LIST OF ABBREVIATIONS

CAG	Controller and Auditor General
CJF	Criminal Justice Forum
CPS	Crown Prosecutions Services
DAHRM	Division of Administration and Human Resource Management
DAFT	Division of Assets Forfeiture and Transnational and Organized Crime
DCM	Division of Case Management
DFMC	Division of Fraud, Money Laundering and Corruption Offences
DCP	Division of Civilianization of Prosecutions
D/DPP	Deputy Director of Public Prosecutions
DP	Division of Planning
DPs	Development Partners
DPOs	District Prosecutions Offices
DPP	Director of Public Prosecutions
FAU	Finance and Accounts Unit
FYDP	Five Year Development Plan
GCU	Government Communication Unit
GN	Government Notices
HIV/AIDS	Human Immunodeficiency Virus/Human Acquired Immune Deficient Syndrome
IAG	Internal Auditor General
IAU	Internal Audit Unit
ICT	Information and Communication Technology
ICTU	Information and Communication Technology Unit
JoT	Judiciary of Tanzania
LGAs	Local Government Authorities
LRU	Legal Registry Unit
MDAs	Ministry, Department and Agencies
MLA	Mutual Legal Assistance

MoCLA	Ministry of Constitutional and Legal Affairs
MoFP	Ministry of Finance and Planning
MTEF	Medium Term Expenditure Framework
MTSPBM	Medium Term Strategic Planning and Budgeting Manual
NACSAP	National Anti – Corruption Strategy and Action Plan
NCAA	Ngorongoro Conservation Area Authority
NPA	National Prosecutions Authority
NPS	National Prosecutions Services
OAG	Office of the Attorney General
OPRAS	Open Performance and Review Appraisal System
OSG	Office of Solicitor General
PCCB	Prevention and Combating of Corruption Bureau
PLWA	People Living With HIV/AIDS
PMO	Prime Minister’s Office
PMU	Procurement Management Unit
PPRA	Public Procurement Regulatory Authority
PPs	Public Prosecutors
PST	Permanent Secretary-Treasury
RF	Result Framework
RFM	Result Framework Matrix
RLU	Research and Library Unit
RPOs	Regional Prosecutions Offices
RSA	Republic of South Africa
SDGs	Sustainable Development Goals
SOPs	Standard Operating Procedures
SWOCs	Strength, Weakness, Opportunity and Challenges
TANAPA	Tanzania National Parks Authority
TAWA	Tanzania Wildlife Authority
TDV	Tanzania Development Vision
TFS	Tanzania Forest Service
TLS	Tanganyika Law Society

TPF	Tanzania Police Force
TPS	Tanzania Prisons Service
UK	United Kingdom
URT	United Republic of Tanzania

## FOREWORD

The Strategic Plan of the National Prosecutions Services (NPS) covers a period from 2020/2021 to 2024/2025. The plan marks the start of the first Strategic Plan following the restructuring of the Office of Attorney General (OAG) and establishment of NPS as an independent and autonomous public office in February, 2018. The Government Notice (GN) No. 49 of 2018 sets the general framework within which the NPS, its organization, management, monitoring, supervision of prosecution and coordination of investigation is supposed to be with a view to promoting and enhancing dispensation of criminal justice and related matters.

The Strategic Plan is anchored on a number of objectives, which are critical in the attainment of the prosecution mandate. The overall guiding pillars during the implementation of this plan will be; the improvement of prosecution systems and control, the improvement of coordination and supervision of investigation, efficiency and effectiveness in the criminal justice system and enhanced institutional capacity. It is my sincere hope that with the implementation of the Strategic Plan, the services we provide will bear the mark of the best international standards, principles and practices.

The plan appreciates the fact that, the operations of the NPS are significantly influenced by both the internal and external factors. It therefore, recognizes the existence and influence of political, economical, social, technological and legal issues within the country and in the global context on the mandate of the Director of Public Prosecutions (DPP). In view of this, the newly established independent and autonomous office is transforming the way we do business in order to achieve greater efficiency. Our various Divisions will undergo major reforms to ensure that we are working as efficiently as possible, avoiding duplication and making the best use of the limited resources.

The NPS is conscious of the country's aspiration for strengthening competitiveness for sustainable wealth creation, employment and inclusive growth as clearly articulated in the Tanzania Development Vision 2025. It also recognizes that effective prosecution of criminal cases contributes to the advancement of social justice, the pursuit of justice for all and creation of a friendly and secure environment that are pertinent preconditions for enhancing access to justice and promoting observance of human rights, peace and security for national development. We must always remember that peace is the product of prevalence of criminal justice.

All well run organizations have a Strategic Plan that helps to determine and define long-term goals. It creates a road map and identifies strategies to ensure that the organization is heading in the right direction and achieving the stated objectives.

The development of this plan has been made possible by the unwavering support of various stakeholders who in one way or another contributed to this achievement. I would like to sincerely thank them for their moral and material support. It is important that the plan is well understood, owned and supported by all NPS staff and the

stakeholders for it to be successfully implemented to realize the anticipated results and impacts.

I would like to thank all NPS staff who participated and contributed enormously during the formulation of this plan.

Biswalo Eutropius Kachele Mganga  
DIRECTOR OF PUBLIC PROSECUTIONS

**PREFACE**

This Strategic Plan has been developed to guide the operations of the NPS over the next five years from 2020/2021 to 2024/2025. The Plan is meant to be an overall guide to planning, priority setting and implementation of the NPS mandate. In accordance with Article 59B of the Constitution of the United Republic of Tanzania, DPP is mandated to prosecute, coordinate and supervise investigation of all criminal matters with the exception of court martial in the country.

The main objective of this Plan is to guide the NPS operations in its quest for effective and efficient service delivery to the public. To sharpen its focus, the Plan identifies eight (8) objectives to be pursued namely:- HIV/AIDS infections reduced and supportive services improved; implementation of National Anti- Corruption Strategy and Action Plan enhanced and corruption incidences reduced; coordination and supervision of investigation improved; prosecution and supervision of criminal cases and related matters enhanced; Asset recovery, management and disposal of restrained and forfeited assets enhanced; inter- institutional, national and international cooperation and collaboration on criminal matters enhanced; working conditions and environment improved and performance management improved.

The NPS appreciates that effective implementation of the Plan is what will enable it to deliver the desired results. Management of the implementation process will be guided by its vision, mission and core values. In addition, the NPS will ensure that implementation of this plan is in tandem with the Medium Term Expenditure Framework (MTEF). In this regard, the annual action plans through which this plan will be implemented will take into consideration the resources available to the office in each financial year. As a newly established office, the NPS is embarking on extending its geographical coverage in the country by opening up NPS offices in all districts in Tanzania mainland. This is also in line with the Government directive to implement civilianization of the prosecution services with the view to enhance the quality and access to the prosecution services. Currently, as far as District Courts are concerned, the NPS has offices in only 9 Districts. This Plan envisaged that by the end of this Strategic Plan, the NPS would have opened offices in all districts. However, the recurrent and development budgets have not been substantially increased to match the expansion needs of NPS and the demand for NPS services across the country and to deny this is a complete divorce from the reality. In view of the above, the NPS will continue to request the Government to ensure that it deploys requisite human and financial resources to enable NPS to effectively carry out its mandate with a special focus on civilianization of prosecutions. Furthermore, the NPS will explore other sources of funding including engaging Development Partners.

The NPS is aware of the challenges and possible risks that it is likely to face in the process of implementing this Plan and fulfilling its mandate. This notwithstanding, the NPS is strongly committed to pursuing its course of justice, fair and timely prosecution service to the public. The Planning Division will undertake periodic monitoring and



evaluation of the plan to closely track progress and offer advice and guidance on areas requiring NPS management interventions.

Finally, in recognition of the hard work in developing this Plan, I would like to extend my sincere thanks to the Division of Planning that has devoted much time and energy to put this plan in place. I also acknowledge the NPS Management team and members of staff who played a major role in developing and shaping it to be as it is.

Edson Athanas Makallo  
DEPUTY DIRECTOR OF PUBLIC PROSECUTIONS

## EXECUTIVE SUMMARY

This Strategic Plan of the NPS covers the period between 2020/2021 to 2024/2025. The plan marks the start of the first Strategic Plan following the restructuring of the Office of Attorney General (OAG) and establishment of NPS as an independent and autonomous public office. This plan is a new roadmap developed to guide the operations of NPS. The Plan articulates the Vision, Mission, Core Values and outlines the Objectives, Strategies and Targets to be achieved. The Key Performance Indicators have also been outlined to help in measuring the progress.

The mandate of the NPS which is established as independent and autonomous public office as per provisions of Section 4(1) of National Prosecutions Service Act, No. 27 of 2008 as amended by the written laws (Miscellaneous Amendment) (No.2) Act 2018 are prosecution and supervision of all criminal cases in all courts with exception of Court Martial. The mandates of the service are derived from the Constitution of the United Republic of Tanzania 1977 vide article 59B (2).

The Strategic Plan highlights a number of critical issues that needs to be addressed during the period of the plan namely: delays of investigation and prosecution of cases resulting to backlog of cases; reluctance of witnesses to testify, slow pace of implementation of civilianization programme; inadequate mechanism to foster collaboration and sharing of information among stakeholders, increase of complex and emerging crimes; inadequate financial resources; inadequate human resources; low adoption and usage of ICT in case management; insufficient physical infrastructure and working tools; inadequate public awareness on mandate and functions of NPS; inadequate capacity to undertake asset recovery cases, management and disposal of restrained and forfeited assets; insufficient complaint handling mechanism; lack of modern library services and accessibility to relevant authorities; and absence of Prosecutors Training Institute.

In order to address the above mentioned critical issues, this strategic plan has formulated a number of objectives, strategies and targets and also articulates the vision and the mission of the NPS.

### Vision Statement

Justice, Peace and Security for National Development.

### Mission Statement

To work with other stakeholders and prosecute without fear, favor or prejudice with a view of ensuring prevalence of justice, peace and security in the society.

### Objectives

- (i) HIV and AIDS infections reduced and supportive services improved;

- (ii) Implementation of National Anti-Corruption Strategy enhanced and corruption incidences reduced;
- (iii) Coordination and supervision of investigation improved;
- (iv) Prosecution and supervision of criminal cases and related matters enhanced;
- (v) Asset recovery and management and disposal of restrained and forfeited assets enhanced;
- (vi) Inter-institutional, national and international cooperation and collaboration on criminal matters enhanced;
- (vii) Working conditions and environment improved; and
- (viii) Performance Management Systems improved.

The strategies that will be applied for the NPS to realize the said objectives are: - Promote awareness on HIV/AIDS interventions programme; Establish care and supportive services to identified NPS staff living with HIV/AIDS; Establish and strengthen NPS HIV/AIDS Committee; Adopt and operationalize National Anti-Corruption Strategy and Action Plan; Establish and strengthen ethics and integrity committee; Promote adherence to NPS code of ethics and professional conducts; Strengthen coordination of investigations; Strengthen capacity of prosecutors to coordinate and supervise investigation; Enhance prosecution systems and controls; Strengthen mechanisms of case management; Mainstreaming of standard operating procedures; Ensure protection of victims of crimes and witnesses; Enhance capacity of personnel in asset recovery issues; Strengthen management of restrained and forfeited assets; Strengthen communication and collaboration with stakeholders; Enhance partnership with national, regional and international stakeholders; Enhance and sustain capacity for effective prosecution service delivery; Improve staff welfare; Enhance Prosecution Systems; Strengthen human resource and performance management systems; Strengthen internal control, Procurement Management, planning and budgeting systems and financial management systems; and Enhance information and communication technology systems at all levels.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background Information

Following the restructuring of the Office of Attorney General (OAG) and establishment of the National Prosecutions Services (NPS) as an independent and autonomous public office in 2018, the NPS embarked on the preparation of the first Strategic Plan which covers a period of five years commencing from 2020/2021 to 2024/2025. The Plan describes what type of organization NPS is, its vision, mission and what it aspires to achieve, how to achieve the intended outcomes, results for its internal and external stakeholders and how it will contribute to the national long-term goals and the development agenda. It specifically explains the way NPS will realize its legal mandate of administering criminal justice in the country through coordination and supervision of investigation and undertaking prosecution. In order to have clear vision and focus, it is of paramount importance to have the historical background of the National Prosecutions Services formerly known as the Office of the Director of Public Prosecutions.

The National Prosecutions Services in Tanzania traces its history back to the colonial period. Until 1941 it was the British Governor who was empowered to appoint public prosecutors as per GN number 135 of 1941 made under the Criminal Procedure Code, Cap 12 (as it was then cited) of 1930. However, in 1945 the Criminal Procedure Code, Cap 12 was repealed and replaced by the Criminal Procedure Code, Cap 20 that entrusted to the Director of Public Prosecutions with the responsibility to control and conduct criminal prosecutions which was previously bestowed upon the Attorney General. However, due to limited workforce and geographical coverage, the Director of Public Prosecutions continued to use Police Prosecutors whose appointments under the repealed Criminal Procedure Code were saved under section 354 of the Criminal Procedure Code, Cap 20.

The new Tanganyika Government re-established and maintained the Office of the Director of Public Prosecutions in the 1961 Independence Constitution. Just like during the colonial period, the independent nation having inherited a small public service, the Office of the Director of Public Prosecutions could not undertake criminal prosecutions across the country. As one of strategies to cope with challenges posed by resource constraints, the DPP continued to delegate the powers to conduct public prosecutions in subordinate courts to officers of other institutions mainly the Tanzania Police Force (TPF) which by that time had a relatively good geographical coverage across the country.

However, following the Constitutional Amendments of 1962, the Office of the Director of Public Prosecutions was removed from the Constitution and his powers and functions were provided for under the Criminal Procedure Code, Cap.20 of the laws of Tanganyika and later in the Criminal Procedure Act, 1985.

The Office of the Director of Public Prosecutions was restored in the Constitution later after four decades in April, 2005 through the 14th Constitutional Amendments. Article 59B provides the establishment and constitutional mandate of the Office. This was followed by the enactment of the Attorney General's Office (Discharge of Duties) Act, 2005 which provided, amongst other things, the functions of the DPP and his relationship with the Attorney General. The National Prosecutions Services Act, 2008 was enacted to establish the National Prosecutions Services.

In February, 2018, His Excellency Dr. John Pombe Joseph Magufuli, the President of the United Republic of Tanzania strengthened NPS by establishing it as an independent and autonomous public office through the National Prosecutions Services (Establishment) Order, 2018 GN number 49 of 2018.

## 1.2 Mandate and Functions of NPS

The mandate of the NPS which is established as independent and autonomous public office as per provisions of Section 4(1) of National Prosecutions Services Act, No. 27 of 2008 as amended by the written laws (Miscellaneous Amendment) (No.2) Act 2018 is prosecution and supervision of all criminal cases in all courts with exception of Court Martial. This mandate is derived from Article 59B (2) of the Constitution of the United Republic of Tanzania of 1977.

The functions of NPS are further clarified in the National Prosecutions Services Act of 2008, which was enacted to implement the constitutional provision. These functions include making decisions to prosecute or not to prosecute, conducting prosecutions of criminal cases and coordinating and supervision of criminal investigations and execution and enforcement of forfeiture orders.

## 1.3 Organization Structure of NPS

The approved Organization Structure consists of Office of the DPP, D/DPP, Six (6) Divisions, Thirteen (13) sections, Seven (7) Units and Regional Prosecution and Districts Prosecutions Offices. The details of the organization structure are shown in the attached organization chart annex.

## 1.4 Purpose and Rationale of the Plan

The first NPS Strategic Plan specifically provides a roadmap of where the Office intends to go and how it can achieve its ambitions. It is a tool for both internal and external stakeholders to track the performance and make informed decisions about NPS with respect to its strategic direction. It is through this Plan that the performance of NPS will be measured. It is anticipated that the implementation of this Plan will enable the NPS to achieve its mission and vision as well as contribute to the attainment of national development aspirations of transforming Tanzania into an industrialized and middle-income economy.

## 1.5 Methodology

The Strategic Plan has been developed in participatory process through brainstorming sessions involving the NPS management and other members of staff. A number of consultative meetings with key stakeholders were also held for the purpose of soliciting their views, comments, experience and expectations. This Plan was prepared within the context of national and international policy frameworks. These frameworks include Tanzania Development Vision (TDV) 2025, the Second Five Years Development Plan (FYDP-II) 2016/17 – 2020/21, the Ruling Party Election Manifesto 2015, the speech of His Excellency Dr. John Pombe Joseph Magufuli, the President of the United Republic of Tanzania, when officially inaugurating the 11<sup>th</sup> Parliament of the United Republic of Tanzania in Dodoma, 20th November, 2015, Sustainable Development Goals (SDGs) 2030, Sector Policies and Strategies and the reform measures currently being undertaken by the Fifth Phase Government. Moreover, in developing the Plan, a deep situation analysis was carried out, which included Self Evaluation Survey, Stakeholders Analysis, Strengths, Weakness, Opportunities and Challenges (SWOCs) Analysis where the critical issues were identified and used as a basis for developing Objectives, Strategies, Targets and Key Performance Indicators and development of the Results Framework.

## 1.6 Layout of the Plan

This Strategic Plan is structured in four main chapters. Chapter One outlines historical background, mandate and functions of NPS, organization structure of NPS, its purpose and rationale, methodology and layout of the plan. Chapter Two focuses on situational analysis, which covers the, stakeholders' analysis, SWOCs analysis and critical issues. Chapter Three is the Plan itself, which outlines the vision, mission, core values, objectives, strategies, targets and key performance indicators. Chapter Four contains the results framework and the monitoring and evaluation framework.

### CHAPTER TWO

#### SITUATIONAL ANALYSIS

##### 2.1 Stakeholders Analysis

The NPS implements its mandate and functions in collaboration with various stakeholders. It contributes to the achievement of set targets in favour of the key stakeholders but at the same time expects the support of the said stakeholders in undertaking its mandate. In this section, in-depth analysis is presented in each category of selected stakeholder on the services offered and their expectations.

Stakeholder	Service Offered by NPS	Stakeholder's Expectations
Judiciary of Tanzania (JoT)	<ul style="list-style-type: none"> <li>i. Prosecution Services.</li> <li>ii. Assist the Court in administration of Criminal Justice.</li> <li>iii. Secretaries in Judicial Officers Ethics Committees</li> <li>iv. Secretaries in Case Flow Management Committee.</li> </ul>	<ul style="list-style-type: none"> <li>i. Fair, professional and timely prosecution</li> <li>ii. Reduction of case backlog</li> <li>iii. Utmost cooperation between NPS and Judiciary in delivering timely justice</li> <li>iv. Capacity building to NPS staff to enhance competence and professionalism.</li> <li>v. Joint training in the area of new and complex emerging crimes to create common understanding and uniformity in NPS.</li> </ul>
NPS Employees	<ul style="list-style-type: none"> <li>i. Staff motivation.</li> <li>ii. Good working condition.</li> </ul>	<ul style="list-style-type: none"> <li>i. Increased productivity</li> <li>ii. Motivated staff</li> </ul>
Tanzania Police Force (TPF)	<ul style="list-style-type: none"> <li>i. Coordination and supervision of criminal investigation</li> <li>ii. Management of criminal cases.</li> <li>iii. Provision of Legal opinion on criminal matters.</li> <li>iv. Provision and sharing of information on status and progress of cases decision.</li> </ul>	<ul style="list-style-type: none"> <li>i. Speed up implementation of civilianization program.</li> <li>ii. Fair and timely prosecution services.</li> <li>iii. Timely notification of information on status and decision of criminal cases (Review of files while a suspect is in custody-guidelines to be developed).</li> <li>iv. Meetings among criminal justice stakeholders.</li> <li>v. Integrity and professionalism in handling of cases.</li> </ul>

Stakeholder	Service Offered by NPS	Stakeholder's Expectations
	<ul style="list-style-type: none"> <li>v. Cells visits and inspection.</li> <li>vi. Provision of Guidelines and directives on Civilianization programme</li> <li>vii. Pre-trial preparation</li> </ul>	<ul style="list-style-type: none"> <li>vi. Proper coordination and supervision of investigation.</li> <li>vii. Communication and collaboration between NPS and investigative organs be improved</li> <li>viii. Proper pre-trial preparation</li> <li>ix. Joint training with TPF on criminal matters</li> </ul>
Prevention and Combating Corruption Bureau (PCCB)	<ul style="list-style-type: none"> <li>i. Coordination and supervision of corruption related cases</li> <li>ii. Management of prosecution of corruption related cases.</li> <li>iii. Provision of legal opinion on corruption related matters.</li> <li>iv. Provision and sharing of information on status and decision of corruption related cases.</li> <li>v. Provision of Guidelines and directives on Civilianization programme.</li> <li>vi. Pre-trial preparation</li> </ul>	<ul style="list-style-type: none"> <li>i. Speed up implementation of civilianization program.</li> <li>ii. Fair and timely prosecution of corruption cases.</li> <li>iii. Timely notification of information on status and decision of corruption cases.</li> <li>iv. Meetings among criminal justice stakeholders.</li> <li>v. Integrity and professionalism in handling of cases.</li> <li>vi. Proper coordination and supervision of investigation of corruption related cases.</li> <li>vii. Communication and collaboration between NPS and investigative organs be improved</li> <li>viii. Proper pre-trial preparation.</li> <li>ix. Joint training with PCCB on corruption related matters.</li> </ul>
Drug Control Enforcement Authority (DCEA)	<ul style="list-style-type: none"> <li>i. Coordination and supervision of investigation of drug related cases</li> <li>ii. Management of prosecution of drug related cases.</li> <li>iii. Provision of legal opinion on drug related matters</li> <li>iv. Provision and sharing of information on</li> </ul>	<ul style="list-style-type: none"> <li>i. Speed up implementation of civilianization program.</li> <li>ii. Fair and timely prosecution of drug related cases.</li> <li>iii. Timely notification of information on status and decision of drug cases.</li> <li>iv. Meetings among criminal justice stakeholders.</li> <li>v. Integrity and professionalism in handling of cases.</li> </ul>



Stakeholder	Service Offered by NPS	Stakeholder's Expectations
	<p>status and decision of drug related cases.</p> <p>v. Provision of Guidelines and directives on Civilianization programme.</p> <p>vi. Pre-trial preparation</p>	<p>vi. Proper coordination and supervision of investigation of drug related cases.</p> <p>vii. Communication and collaboration between NPS and investigative organs be improved</p> <p>viii. Proper pre-trial preparation</p> <p>x. Joint training with DCEA on drug related matters</p>
Immigration Department	<p>i. Legal opinion on immigration related matters</p> <p>ii. Coordination and supervision of investigation on immigration related cases</p>	<p>i. Timely and quality legal opinion on immigration related matters</p> <p>ii. Fair and timely prosecutions of immigration cases</p> <p>iii. Legal interpretation of issues involving different government agencies</p> <p>iv. Proper coordination and supervision of investigation of immigration related cases</p> <p>v. Integrity and professionalism in handling of cases.</p> <p>vi. Regular meetings and consultations on criminal matters</p> <p>vii. Joint training with immigration on immigration related matters</p>
Tanzania Prisons Services (TPS)	<p>i. Visitation of inmates and responding to their complaints.</p> <p>ii. Provision of guidance on matters related to inmates.</p>	<p>i. Timely response to complaints</p> <p>ii. Regular inmate visits</p> <p>iii. Disposal of cases timely.</p> <p>iv. Integrity and professionalism in handling of cases.</p>

Stakeholder	Service Offered by NPS	Stakeholder's Expectations
Tanzania Wildlife Authority (TAWA), Tanzania National Parks (TANAPA), Tanzania Forest Service (TFS) and Ngorongoro Conservation Area Authority (NCAA)	<ul style="list-style-type: none"> <li>i. Prosecution of wildlife and forest related offences</li> <li>ii. Coordination and supervision of investigation on wildlife and natural resources cases</li> </ul>	<ul style="list-style-type: none"> <li>i. A good record of management of wildlife and natural resources cases</li> <li>ii. Fair and timely prosecution of wildlife and natural resources cases</li> <li>iii. Transparency in coordination and supervision of investigation of wildlife and natural resources cases</li> <li>iv. Joint training with Wildlife and Natural Resources Agencies on wildlife and natural resources matters</li> <li>v. Integrity and professionalism in handling of cases.</li> </ul>
Tanganyika Law Society (TLS)	<ul style="list-style-type: none"> <li>i. Respond to complaints relating to administration of criminal justice</li> </ul>	<ul style="list-style-type: none"> <li>i. Timely response of complaints</li> <li>ii. Timely disposal of criminal cases.</li> <li>iii. Fair and timely prosecutions</li> </ul>
General Public	<ul style="list-style-type: none"> <li>i. Provision of legal advice.</li> <li>ii. Response to complaints</li> <li>iii. Prosecution services to the public</li> </ul>	<ul style="list-style-type: none"> <li>i. Timely response to complaints</li> <li>ii. Fair and timely administration of criminal justice.</li> <li>iii. Customer care.</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>i. Provision of information on donor funded projects and related matters</li> </ul>	<ul style="list-style-type: none"> <li>i. Timely submission of report on implementation of donor funded projects</li> </ul>
Law School of Tanzania (LST)	<ul style="list-style-type: none"> <li>i. Legal Practical training</li> </ul>	<ul style="list-style-type: none"> <li>i. Quality practical training.</li> </ul>
Regional and International Agencies	<ul style="list-style-type: none"> <li>i. Information sharing and expertise</li> </ul>	<ul style="list-style-type: none"> <li>i. Cooperation and effective participation in conference.</li> <li>ii. Implementation of Resolutions and Declarations.</li> </ul>

Stakeholder	Service Offered by NPS	Stakeholder's Expectations
Office of the Attorney General (OAG)	i. Submission of copies of Bi-annual Performance Reports	i. Timely submission of copies of Bi- Annual Performance Reports
Office of the Solicitor General (OSG)	i. Provision of information on criminal matters required in civil cases litigation.	i. Effective information sharing and cooperation
Competent Authorities of Foreign jurisdiction	i. Facilitation of Mutual Legal Assistance and Extradition of fugitive offenders.	i. Timely execution of Requests.
Ministry of Constitutional and Legal Affairs (MoCLA)	i. Submission of Bi Annual Performance Reports. ii. Execution of Extradition Request. iii. Submission of Revenue and Expenditure Reports iv. Submission of proposal for amendments of Laws relating to criminal matters v. Submission of Annual Budget proposal	i. Timely submission of Bi-Annual Performance Reports; ii. Timely execution of Extradition Requests. iii. Timely submission of revenue and expenditure reports iv. Timely submission of proposal for amendments of Laws relating to criminal matters v. Timely submission of annual budget proposal
Criminal Justice Forum (CJF)	i. Overseeing the implementation CJF of strategies	i. Timely and effective implementation of strategies.
Ministries, Departments and Agencies (MDAs) and Local Government Authorities (LGAs)	i. Provision of Guidelines on matters relating to Criminal Justice.	i. Information sharing and quality service.
Permanent Secretary- Tanzania (PST)	i. Provide information on restrained and forfeited assets ii. Provision of legal advice on disposal and management of forfeited assets	i. Timely provision of information on forfeited assets ii. Timely provision of legal advice on management and disposal of forfeited assets

Stakeholder	Service Offered by NPS	Stakeholder's Expectations
	iii. Enforcement of court orders relating to forfeited assets	iii. Timely enforcement of court orders relating to forfeited assets
The Office of Director of Public Prosecutions-Zanzibar	i. Sharing of information and expertise on criminal matters	i. Effective information sharing and quality information

## 2.2 SWOCs Analysis

SWOCs analysis was carried out to establish the strengths, weaknesses, opportunities and challenges that affect the NPS in performing its functions. The table below shows the analysis of internal (strengths and weaknesses) and external (opportunities and challenges) factors for NPS.

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Clear constitutional and legal mandate of NPS.</li> <li>2. Presence of standards and guidelines.</li> <li>3. Human Resource with diverse skills, experience and team work.</li> <li>4. Independent and autonomous institution</li> <li>5. Presence of civilianization programmes.</li> <li>6. The existence of governing systems such as organization structure, which elaborates clear chain of command within the institution.</li> <li>7. Presence of committed and visionary leaders.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate incentives for staff morale and motivation.</li> <li>2. Inadequate leadership and management training.</li> <li>3. Absence of Client Service Charter.</li> <li>4. Insufficient complaint handling mechanism</li> <li>5. Absence of comprehensive training programme for staff.</li> <li>6. Inadequate skills in new emerging crimes.</li> <li>7. Inadequate capacity to undertake asset recovery cases and management and disposal of restrained and forfeited assets</li> <li>8. Inadequate public awareness programme on mandate and functions of NPS.</li> <li>9. Inadequate monitoring and evaluation.</li> <li>10. Low adoption and usage of ICT in case management.</li> <li>11. Non implementation of Open Performance and Review Appraisal System (OPRAS)</li> <li>12. Inadequate Library facilities and services.</li> </ol>

Opportunities	Challenges
<ol style="list-style-type: none"> <li>1. Stakeholders goodwill and cooperation in administration of criminal justice</li> <li>2. Prevalence of Political will to fight crimes</li> <li>3. Public and stakeholders trust.</li> <li>4. Availability of support from Development Partners</li> <li>5. Availability of academic institutions</li> <li>6. New and emerging technology in enhancing timely service delivery</li> <li>7. Presence of Regional and International fora.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inadequate financial resources</li> <li>2. Shortage of Human Resources.</li> <li>3. Inadequate mechanism of securing and protecting witnesses.</li> <li>4. Inadequate collaboration and sharing of information among stakeholders.</li> <li>5. Mobility of labour within Public Service.</li> <li>6. Labour turnover</li> <li>7. Insecurity of NPS staff</li> <li>8. Increase of complex and emerging crimes.</li> <li>9. Slow pace of implementation of civilianization of prosecution programme.</li> <li>10. Lack of NPS physical infrastructures.</li> <li>11. Absence of Prosecutors Training Institute.</li> </ol>

### 2.3 Critical Issues/Challenges to be addressed

The situational analysis has uncovered the following critical issues to be addressed in the first NPS Strategic Plan:

#### 2.3.1 Delays of investigation and prosecution of cases resulting to backlog of cases

Delays in investigations and prosecutions are one of the issues that were identified during the situational analysis, which is resulting to backlog of cases. The problem is partly attributed to inadequate mechanism for coordination and supervision of investigation. Further, shortage of prosecutors, insufficient prosecutors with requisite expertise and experience are other factors leading to delay of prosecution.

In order to address these problems, effective coordination and supervision of investigation, recruitment of sufficient prosecutors and training are inevitable.

#### 2.3.2 Reluctance of witnesses to testify

Currently, the mechanisms to secure and protect witnesses and victims of crime are weak and have serious effects on the possibilities for successful disposition of cases. The NPS faces a problem of reluctance of some of the witnesses to

testify in courts. The reluctance is triggered by several factors including; inadequate facilitation to ensure their attendance in court, inadequate protection measures and relationship with the accused person.

NPS will address the challenges through raising awareness to the public on the importance of cooperating with investigative organs and implementing appropriate measures including facilitation and protection of witnesses and whistle blowers.

### 2.3.3 Slow pace of implementation of civilianization of prosecution programme

In 2008 the Government, through the Division of Public Prosecutions in the Office of Attorney General, started implementation of civilianization of prosecution programme with the view to enhance the quality and access to prosecution services.

Civilianization of prosecution services envisages, among other things, enactments of the laws to enable the NPS to control and conduct criminal prosecutions in the country, increasing the staffing level of State Attorneys to ensure gradual takeover of prosecution from investigative organs, extending geographical coverage of the NPS to all Regions and Districts, improving systems for prosecution services, infrastructure, office facilities and working conditions as well as building capacity of State Attorneys and other technical staff for purposes of developing professional skills required in rendering quality prosecution services.

However, the implementation of the civilianization programme has been slow because of financial and human resources constraints. Today, more than ten years since the implementation started, NPS has offices in only 9 Districts. In order to address this challenge, NPS will request for allocation of more funds and human resources for implementation of civilianization programme.

### 2.3.4 Inadequate mechanism to foster collaboration and sharing of information among stakeholders.

In order for NPS to effectively undertake its mandate, it is important for it to collaborate effectively with key stakeholders. The situational analysis has revealed that there is inadequate mechanism to foster collaboration and information sharing among National, Regional and International stakeholders.

The NPS will address these challenges by improving the existing cooperation and partnership, developing mechanism to foster collaboration, information sharing and active engagement with all key stakeholders at National, Regional

and International level. This will include issuing guidelines, directives and standard operating procedures governing timely disposal of cases, periodic meetings of different fora such as National, Regional and District Criminal Justice Forum and other informal operational meetings with stakeholders.

#### 2.3.5 Increase of complex and emerging crimes

Over recent years there has been remarkable progress in reduction of crime rate in Tanzania generally. However, there is a noticeable increase of complex and emerging crimes which are organized and transnational in nature such as Money Laundering, human trafficking and cybercrimes. The increase of new breed of crimes poses serious challenges considering that coordination and supervision of investigation and prosecution of these offences require adequate financial resources and sufficient manpower with specialized training, skills and knowledge.

The NPS will continue to strengthen and implement strategies geared at resolving the challenges such as ensuring capacity building, mentoring and placement of prosecutors.

#### 2.3.6 Inadequate financial resources

Inadequate funding to NPS remains a critical issue which impacts on coordination and supervision of investigation, control and prosecution of criminal cases, management of restrained and forfeited assets and implementation of civilianization program.

As a newly established office, the NPS has embarked on extending its geographical coverage in the country by opening up NPS offices in all districts in Tanzania mainland. Inadequate financial resources and under disbursement of fund have seriously affected NPS geographical expansion and its operations. In view of the above, the NPS will continue to advise the Government establish Special Prosecution Fund and ensure that it deploys requisite financial resources on time to enable NPS to effectively carry out its mandate. Furthermore, the NPS will leverage other potential sources of funding including engaging Development Partners.

#### 2.3.7 Inadequate human resources

In order for NPS to implement its organization structure and to perform its functions properly, it needs to have 5,890 staff by year 2021/2022. However, currently the NPS has 661 staff. To cover this gap, NPS needs to recruit sufficient staff at high pace.

Recruitment of sufficient staff should go hand in hand with having a comprehensive retention scheme to address the challenge of staff turnover and inability to attract and retain competent staff.

2.3.8 Low adoption and usage of ICT in case management

Case management, which includes proper filling, storage, retrieval and exchange of files between criminal investigators and Public Prosecutors, are fundamental for effective prosecutions and very instrumental to speeding up the clearing rate of case files. However, the current case management system in the NPS is still manual and therefore ineffective. In order to solve case management challenges, NPS needs to make proper usage of ICT by deploying a comprehensive computerized case management system.

2.3.9 In sufficient physical infrastructure and working tools

Conducive working environment for NPS staff and better service delivery to clients requires adequate infrastructure, tools and equipment. The infrastructure requirements include office premises, residential housing, information technology equipment, office furniture, stationeries, transport facilities, libraries/documentation centres, statutes, and gowns.

Currently, the NPS is facing a major challenge to provide the headquarters, regional and district offices with necessary and adequate infrastructure, working tools and equipment.

The situational analysis revealed that most office accommodations, at regions and districts are available on rental arrangements from parastatals, government authorities and private persons. The majority of the physical structures (buildings) have very limited space for smooth operations of NPS works.

In order to address those challenges, the NPS will develop a programme for constructing its own offices and retooling.

2.3.10 Inadequate public awareness programme on mandate and functions of NPS

The NPS as a newly established independent and autonomous public office of prosecutions is not well known to the public. Its successful implementation of its mandate and functions will depend on among other aspects, the existence of broad based support from key stakeholders including general public. It is therefore important that, stakeholders are made aware of NPS mandate and functions.



2.3.11 Inadequate capacity to undertake asset recovery cases ,management and disposal of restrained and forfeited assets

NPS is entrusted with the responsibility to recover proceeds and instrumentalities of crimes in order to fight serious and organized crimes by removing incentives for commission of these crimes. This responsibility entails making applications for restraint and forfeiture orders as well as interim management of assets to maintain the value of assets to be forfeited. However, NPS has inadequate human and financial resources to pursue asset recovery cases and finance management and disposal of restrained and forfeited assets.

In order to address this challenge, the NPS will advise the Government to ensure Special Prosecution Fund is established and specialized personnel are deployed for doing asset recovery cases and proper management and disposal of restrained and forfeited assets.

2.3.12 Insufficient complaint handling mechanism

In discharging its mandate and functions, NPS receives and responds to complaints from various stakeholders in administration of criminal justice. The current complaints handling mechanism is not comprehensive enough to handle complaints timely and efficiently.

NPS will address this challenge, by putting in place a robust complaints handling mechanism.

2.3.13 Lack of modern library services and accessibility to relevant authorities

Effective and efficient coordination of investigation and prosecution services requires among other things, extensive legal research. To achieve this goal, access to modern library services is inevitable. This will ensure availability of current and revised statutes, up to date case laws, criminal reference books, law journals, e-library and other relevant materials.

2.3.14 Absence of Prosecutors Training Institute

Most of prosecutors are employed straight from universities and colleges where their imparted knowledge falls short of practical aspect of prosecution especially on complex and emerging crimes.

Currently, there is no accredited training institute for prosecutors in Tanzania. NPS is depending on short courses, seminars and workshops, which are offered for short period of time and are not cost effective and sustainable.

In order for NPS to fully discharge its mandate and functions, it needs to have in place a training institute and sustainable training programme aiming at imparting skills and building competence for newly recruited and on-job prosecutors.

## CHAPTER THREE

### THE PLAN

#### 3.1 NPS VISION, MISSION AND CORE VALUES

##### 3.1.1 Vision Statement

Justice, Peace and Security for National Development

##### 3.1.2 Mission Statement

To work with other stakeholders and prosecute without fear, favor or prejudice with a view of ensuring prevalence of justice, peace and security in the society.

##### 3.1.3 Core Values

Our core values are: -

- (i) *Accountability* - being punctual, answerable and responsible for our actions;
- (ii) *Credibility* - through consistency and ability to inspire belief and trust;
- (iii) *Integrity* - through our ethical conduct, moral standards, honesty and zero tolerance of bribery and corruption;
- (iv) *Professionalism* - through our commitment, dedication, competence and professional conduct in and out of office; and
- (v) *Service excellence* - by providing quality service through teamwork, courtesy and respect.

#### 3.2 OBJECTIVES

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

Rationale:

HIV/AIDS is pandemic that affect the availability and efficiency of human resource. The major effects of the HIV/AIDS are reduction of personnel through deaths, low productivity associated with unhealthy staff, increase in costs to support infected employees to maintain their health in terms of treatment, medication and diet. NPS employees are not exempted from this scourge and hence undertaking steps aiming at preventing new infections and reducing its impacts. To address these challenges, the following strategies will be implemented.

Strategies:

- (i) Promote awareness on HIV/AIDS interventions programme;
- (ii) Establish care and supportive services to identified NPS staff living with HIV/AIDS; and
- (iii) Establish and strengthen NPS HIV/AIDS Committee.

Targets:

- (i) HIV/AIDS situation analysis at NPS conducted by June, 2025; and
- (ii) NPS HIV/AIDS awareness promotion programme developed and operationalized by June, 2025.

Key Performance Indicators:

- (i) HIV/AIDS prevalence rate at NPS;
- (ii) Percentage of NPS staff aware and with knowledge on HIV/AIDS preventive measures; and
- (iii) Percentage of NPS staff attending voluntary HIV/AIDS testing.

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

Rationale:

Corruption is a national outcry which has been prevailing in both private and public sectors. Corruption at large has been weakening good governance and therefore depriving people’s rights. Corruption has also in most cases deterred rights of people to access important services provided to common citizens. In order to address the above challenge, the Government of Tanzania has undertaken various initiatives; among them is the introduction of National Anti-Corruption Strategy and Action Plan (NACSAP) with the aim of combating corruption and enhancing good governance and accountability in the country. NPS has adopted this generic objective to adhere with Government directive to ensure that corruption is eliminated among NPS staff.

Strategies:

- (i) Adopt and operationalize National Anti-Corruption Strategy and Action Plan;
- (ii) Establish and strengthen ethics and integrity committee; and
- (iii) Promote adherence to NPS code of ethics and professional conducts.

Targets:

- (i) National Anti-Corruption Strategy and Action Plan issues identified and mainstreamed into NPS Plans by June, 2025; and
- (ii) NPS Ethics and Integrity Committee established and operationalized by June, 2025.

Key Performance Indicators:

- (i) Level of awareness on corruption and anti-corruption strategy among NPS staff; and
- (ii) Percentage change in complaints.

3.2.3 Objective C: Coordination and supervision of criminal investigation and related matters improved

Rationale

Investigation of criminal matters continues to be very complex due to the changing nature and scope of crimes. Whereas investigative organs are vested with power to investigate criminal matters, NPS is mandated to coordinate and supervise investigation of criminal matters to ensure quality evidence is obtained that will support prosecution of cases. However, it was revealed in situation analysis that, NPS faces a number of challenges in carrying out this responsibility. These include inadequate focus on important elements of the offence and collection of material evidence required to prove the offences; backlog of cases associated with delays in investigation and prosecution; insufficient State Attorneys to coordinate and supervise investigation; reluctance of witnesses to cooperate with investigation; inadequate mechanisms for demarcating functions and checks and balance among players in administration of criminal justice.

Strategies:

- (i) Strengthen coordination and supervision of investigations;
- (ii) Strengthen capacity of prosecutors to coordinate and supervise investigation; and
- (iii) Strengthen capacity of Investigators on investigation issues.

Targets:

- (i) 80% of inmates in Police Cells and Prisons decongested by 2025;
- (ii) Prosecution General Instruction reviewed and updated by June, 2025;

- (iii) Guideline on coordination and supervision of investigation developed by June, 2025;
- (iv) Inmates inspection procedures and guidelines developed by June, 2025;
- (v) Prosecution led investigation guidelines developed and operationalized by June, 2025;
- (vi) Whistle Blowers and Witness protection scheme developed and operationalized by June, 2025;
- (vii) Procedures on management of Fraud, Money Laundering, Corruption, Environmental and Natural Resources updated by June, 2025;
- (viii) Procedures on management of transnational, organized crimes and cybercrimes reviewed by June, 2025;
- (ix) Procedures on management of offences against persons and public order reviewed by June, 2025;
- (x) 80% of Fraud, Money Laundering, Corruption, Environmental and Natural Resources offense files received from Investigative Organs reviewed by June, 2025;
- (xi) 80% of Transactional, Organized Crimes and Cybercrime files received from Investigative Organs reviewed by June, 2025; and
- (xii) 80% of offense against persons and public order files received from Investigative Organs reviewed by June, 2025.

Key Performance Indicators:

- (i) Percentage of inmates decongested;
- (ii) Percentage of files reviewed;
- (iii) Number of Laws, regulations, guidelines and standards developed and reviewed; and
- (iv) Number of joint operations on investigation matters.

3.2.4 Objective D : Prosecution and supervision of criminal cases and related matters enhanced.

Rationale:

NPS is entrusted with the responsibility to control, supervise and conduct prosecution of criminal cases and related matters throughout the country. In exercising prosecutorial authority, NPS has due regard to the interests of the administration of justice, the need to prevent and avoid abuse of the legal process and the public interest. In doing so, NPS strives to provide quality, impartial and timely prosecution services in a manner that is professional, efficient and fair.

Currently, prosecution of criminal cases, applications and appeals in the High Court and Court of Appeals are conducted by State Attorneys. Also, prosecutions of criminal cases in all Resident Magistrate Courts with exception of Songwe Resident Magistrate Court are conducted by State Attorneys. However, prosecution in the District courts is still largely conducted by prosecutors from investigative organs save for few District Courts where NPS has taken over prosecution from investigative organs. NPS relies on instructions and guidance which are given to prosecutors from investigative organs to control and supervise prosecution of criminal cases in District Courts where NPS is not operational.

However, control and conduct of criminal cases and related matters is hindered mainly by inadequate financial resources to fund NPS operations and expansion needs; shortage of human resource; and inadequate monitoring and supervision.

#### Strategies:

- (i) Enhance prosecution systems and controls;
- (ii) Strengthen mechanisms of case management;
- (iii) Mainstreaming of Standard Operating Procedures (SOPs); and
- (iv) Ensure protection of victims of crimes and witnesses.

#### Targets:

- (i) Civilianization program reviewed and updated by June, 2022;
- (ii) Prosecution control systems updated by 2023;
- (iii) Procedures on handling of cybercrime cases put in place by June, 2025;
- (iv) Guidelines on Inspection and Monitoring of Quality assurance on operational Services developed by June, 2025;
- (v) Code of Conduct and Ethics for Public Prosecutors developed by June, 2022;
- (vi) Case manual for prosecutors developed and operationalized by June, 2025;
- (vii) 80% of case backlog of Fraud, Money Laundering, Corruption, Environmental and Natural Resources disposed by June, 2025;
- (viii) 80% of case backlog of transnational and organized crimes and cyber-crimes disposed by June, 2025;
- (ix) 80% of case backlog of offences against persons and public order disposed by June, 2025; and
- (x) Case trends, behavior and relevant decisions collected and shared quarterly by June, 2025.

Key Performance Indicators:

- (i) Percentage of criminal cases disposed;
- (ii) Number of NPS district offices established; and
- (iii) Number of Reports shared.

3.2.5 Objective E: Asset recovery, management and disposal of restrained and forfeited assets enhanced

Rationale

Recovery of proceeds and instrumentalities of crimes, management and disposal of restrained and forfeited assets requires State Attorneys with specialized skills to deal with asset recovery cases as well as specialized personnel to provide technical expertise on the management of restrained and forfeited assets. In undertaking this function, NPS faces the challenges such as inadequate human and financial resources to pursue asset recovery cases and finance management and disposal of restrained and forfeited assets. Currently, there are few State Attorneys who have specialized skills to handle asset recovery cases and there are no specialised personnel such as Valuers and Stock Verifiers to provide technical expertise in the management and disposal of restrained and forfeited assets.

Further, interim management of properties such as storage, maintenance and transportation of movable properties from different places in the country is very costly. However, there is no special funds for management of assets and enforcement of restrained and forfeited orders.

Therefore, it is imperative NPS address these challenges in order to strengthen capacity to pursue asset recovery cases and management and disposal of restrained and forfeited assets.

Strategies

- (i) Enhance capacity of personnel in asset recovery issues; and
- (ii) Strengthen management and disposal of restrained and forfeited assets.

Targets:

- (i) 80% of cases with asset recovery potential coordinated by June, 2025;



- (ii) 80% of cases of offences against persons and public order with asset recovery potential coordinated by June, 2025;
- (iii) 80% of cases of Fraud, Money Laundering, Corruption, Environmental and Natural Resources with asset recovery potential coordinated by June, 2025;
- (iv) 80% of cases of transnational and organized crimes and cyber-crimes disposed by June, 2025 with asset recovery potential coordinated by June, 2025;
- (v) 80% of cases files with asset recovery potential received from investigative organs reviewed by June, 2025;
- (vi) 80% of orders that will result in removing the proceeds and instrumentalities from criminals acquired by June, 2025;
- (vii) Assets recovery management mechanism developed and implemented by June, 2025;
- (viii) Assets management unit of specialized personnel designated and operationalized by June, 2024; and
- (ix) 80% of backlog of forfeited orders reduced by June 2025.

Key Performance Indicators:

- (i) Percentage of disposed assets;
- (ii) Number of restraint and confiscation applications initiated;
- (iii) Percentage of executed orders; and
- (iv) Percentage of coordinated cases.

3.2.6 Objective F: National, regional, international cooperation and collaboration on criminal matters enhanced

Rationale:

To effectively undertake its mandate, NPS has established interagency communication and partnerships with investigative agencies, judiciary, prisons and others stakeholders. NPS has also fostered international legal cooperation in criminal matters by participating in regional and international prosecutorial associations and fora.

However, in undertaking NPS functions a number of challenges have been encountered such as weak communication, collaboration between key stakeholders and limited participation in national, regional and international arena. Therefore, it is imperative for NPS to improve communication, collaboration and partnership among key stakeholders of criminal justice. It is also envisaged that NPS will increase its participation in national, regional and international arena.

## Strategies:

- (i) Strengthen communication and collaboration with stakeholders; and
- (ii) Enhance partnership with national, regional and international stakeholders.

## Targets:

- (i) Cooperation and partnership with National, Regional and International stakeholders on Transnational and organized crimes, cybercrimes and assets recovery sustained by June, 2025;
- (ii) Cooperation with National, Regional and International Agencies in matters related to Fraud, Money Laundering, Corruption, Environmental and Natural Resources sustained by June, 2025;
- (iii) Cooperation with National, Regional and International Agencies in matters related to Offences against Persons and Public Orders sustained by June, 2025;
- (iv) Specialized unit dealing with Mutual Legal Assistance and Extradition matters designated and operationalized by June, 2023;
- (v) Procedures on execution of Mutual Legal Assistance and Extradition requests developed and operationalized by June, 2023;
- (vi) 80% backlog of Mutual Legal Assistance and Extradition requests reduced by June, 2025;
- (vii) National, Regional and District Criminal Justice Fora sustained by June, 2025;
- (viii) Cooperation between NPS and international agencies in case management established and maintained by June, 2025; and
- (ix) NPS Communication Strategy developed and operationalized by June, 2025.

## Key Performance Indicators:

- (i) Number of national, regional and international fora participated
- (ii) NPS communication strategy in place and functional
- (iii) Number of executed Mutual Legal Assistance and Extraditions request
- (iv) Number of processed Mutual Legal Assistance and Extradition request

3.2.7 Objective G: Working conditions and environment improved

Rationale:

For any organization to fulfill its mandate and functions, conducive working environment cannot be overemphasized. However, it was revealed in the situation analysis that the working environment for NPS staff is poor in terms of staff welfare, office buildings, furniture, ICT equipment, motor vehicles, tools and other facilities which are important for the Office to perform its functions effectively and efficiently.

Therefore, it is pertinent to improve working conditions and environment to enhance service delivery.

Strategies:

- (i) Enhance and sustain capacity for effective prosecution service delivery; and
- (ii) Improve staff welfare

Targets:

- (i) Staff welfare matters identified and provided by June, 2025;
- (ii) Physical infrastructure development programme developed and implemented by June, 2025; and
- (iii) Retooling programme developed and operationalized by June, 2025.

Key Performance Indicators:

- (i) Employee turnover rate;
- (ii) Number of physical infrastructures in place; and
- (iii) Percentage of equipment acquired

3.2.8 Objective H: Performance Management Systems improved

Rationale:

Performance management system is an essential tool for any organization to perform its mandate and functions efficiently and effectively. It provides a framework for linking organizational vision, mission and objectives with departmental and individual objectives. It therefore provides a mechanism for aligning the employees' performance to the departmental operations and hence the organizational strategic objectives. During situation analysis it was revealed that NPS lacks proper management systems to address a number of challenges facing the organization. In view of the above fact, NPS will put in place proper performance management systems which

include among others, prosecution systems, human resource management system, financial system, monitoring and evaluation system and internal control system.

NPS needs efficient and effective functioning of these systems in order to improve the quality of service delivery.

#### Strategies:

- (i) Enhance case management systems
- (ii) Strengthen human resource and performance management systems;
- (iii) Strengthen internal control, Procurement Management, planning and budgeting systems and financial management systems; and
- (iv) Enhance information and communication technology systems at all levels.

#### Targets:

- (i) Computerized Case Management System developed and operationalized by June, 2025;
- (ii) Special Prosecution Fund established and operationalized by June, 2022;
- (iii) Monitoring and Evaluation Mechanism developed and implemented by June, 2025;
- (iv) Risk Management Framework developed and operationalized by June, 2022;
- (v) Training Programme developed and operationalized by June, 2025;
- (vi) Performance Contract and Open Performance Appraisal System operationalized by June, 2025;
- (vii) Human Resource Plan developed and operationalized by June, 2025;
- (viii) ICT Implementation Strategy developed and operationalized by June, 2025;
- (ix) Financial Management Systems operationalized by June, 2025;
- (x) Internal Control Systems operationalized by June, 2025;
- (xi) Resource Mobilization Plan developed and operationalized by June, 2025
- (xii) Procurement Management Systems operationalized by June, 2025.
- (xiii) Library facilities and services updated by June, 2025;
- (xiv) Legal Research Plan developed and operationalized by June, 2025;
- (xv) Legal Registry services modernized by June, 2025;
- (xvi) Client Service Charter developed and operationalized by June, 2025;
- (xvii) Complaints handling mechanism established and operationalized by June, 2025.

Key Performance Indicators:

- (i) Number of systems developed and functional;
- (ii) Training Programme in place; and
- (iii) Human resource plan in place.

In this regard, the Strategic Plan Matrix presented as annex 2 consist of a number of elements of the NPS Strategic Plan. The key elements include Objectives, Strategies, Targets, Key, Performance Indicators KPIs and Responsible Division Unit/Region or District.

## CHAPTER FOUR

### RESULT FRAMEWORK

#### 4.1 Purpose and Structure

The main purpose of result framework is to sets out a management framework in order to address four (4) fundamental questions related to the NPS's strategic direction over the next five years (2020/2021-2024/2025). At strategic level, result framework focuses on main objectives (goal), strategies, expected outcomes and their related indicators. The four basic questions are:

- a. What are the NPS's main objectives under the plan period?
- b. What actions/strategies are proposed to achieve the objectives?
- c. What are the desired outcomes envisaged over the plan period?
- d. How would someone know at the end of the plan period the degree of success, implying what would be the relevant success indicators and corresponding targets?

Thus, in this context the results framework presented in this chapter is essentially a management tool intended to guide the NPS in pursuit of its strategic vision and mission. The framework takes cognizance of NPS's development objective and link Strategic Plan with the TDV 2025, Second FYDP (2016/2017-2020/2021) and the Ruling Party Manifesto 2015. The chapter provides for the results chain to be achieved commensurate with the Strategic Plan. A set of specific matrices are used as the results framework tools for operationalization of the NPS Objectives.

#### 4.2 The Development Objective

The overarching objective of the NPS is to improve prosecutions services through coordination, supervision of criminal investigations in order to strengthen criminal justice system. For this to happen, improvement in the performance of NPS and its human resources is fundamental. This particular objective represents the highest level of results envisioned by the NPS, the attainment of which is contingent upon the degree of involvement of key stakeholders along all courses of actions.

Since implementation of NPS functions involves various stakeholders, NPS will continue to offer guidance and supervision to ensure that proper investigation of criminal matters is achieved.

#### 4.3 Beneficiaries of the NPS Services

The beneficiaries of NPS fall under four categories, namely General Public, Government Institutions and Agencies, Private Sector and Development Partners. It is upon to the NPS to ensure that the needs and expectations of these stakeholders are met appropriately.

#### 4.4 Linkage with Tanzania's Development Vision 2025 and Second Five Year Development Plan 2016/2017 - 2020/2021

The Strategic Plan outlines objectives which NPS will implement in line with the goals of TDV 2025 and the Second FYDP 2016/2017 to 2020/2021. TDV 2025 intends to achieve peace, stability and unity as well as rule of law and good governance. This is also reflected in the Second FYDP 2016/2017-2020/2021, which guarantee equal access to timely justice for all people. Thus, NPS links these objectives with its overarching objective that is to improve prosecutions services through coordination, supervision of criminal investigations and strengthen criminal justice system. This will result into a society, which is in harmony with peace, stability, unity, justices, rule of law and good governance as cherished in the TDV 2025. Therefore, this is a corner stone for nurturing industrialization of economic transformation and human development as reflected in the Second FYDP 2016/2017-2020/2021. Definitely, it is obviously that the objectives that have been set in this Strategic Plan will contribute to the attainment of the objectives of the TDV 2025 and the Second FYDP 2016/2017-2020/2021.

#### 4.5 Result Chain

The Result Chain consists of four broad elements, namely: inputs, activities, outputs and outcomes that broadly and specifically contribute to NPS Strategic goals. Thus, it is the combination of the objectives and targets in the Strategic Plan; and the activities and inputs in the MTEF that forms the results chain for NPS.

The basic assumption underlying the results chain model is that there are always causal relationships between different elements of the plan such that the direct utilization of available resources (inputs) causes some ground processes (activities) thereby transforming the inputs into goods and services (outputs). It is the consumption of various outputs so produced that result into some social, economic and political effects, such as peace, stability and restraining any lost assets or properties or any such changes in administering criminal justice. The changes and effects accruing from NPS interventions are anticipated to impact towards the attainment of the TDV 2025 and the Second FYDP (2016/2017-2020/2021). It is this kind of results chain that justifies the use of public funds as approved by Parliament.

#### 4.6 The Result Framework Matrix

The Results Framework Matrix (RFM) is a Five-column Table relating to planned objectives to the expected outcomes and to outcome-level indicators. The main features of the Matrix are the development objective (the Mission) for the organization, the institutional objectives, the desired outcomes, and outcome indicators. The indicators are measures of progress towards the attainment of the outcomes of our services hence the objectives. The proposed RFM for the NPS is as detailed in table Result Framework (RF) - 1.

**TABLE RF-1: RESULT FRAMEWORK MATRIX**

Development Objective	Objectives Codes	Objectives Description	Planned Outcomes	Performance Indicators	Responsible Division/ Unit/ Region /District
To improve prosecutions services through coordination, supervision of criminal investigations and strengthen criminal justice system.	A	HIV and AIDS Infections Reduced Supportive Services Improved	i. Reduced prevalence rate. ii. Improved supportive services to PLWA iii. Improved knowledge on HIV/AIDS prevention. iv. Increased number of NPS staff attending HIV voluntary testing.	i. HIV/AIDS prevalence rate at NPS. ii. Percentage of NPS staff aware and with knowledge on HIV/AIDS preventive measures; iii. Percentage of NPS staff attending voluntary HIV/AIDS testing;	DAHRM
	B	Implementation of National Anti-Corruption Strategy Enhanced and Corruption	i. Awareness on corruption increased. ii. Increased public access to efficient service delivery.	i. Level of awareness on corruption and anti-corruption strategy among NPS staff;	DAHRM



Development Objective	Objectives Codes	Objectives Description	Planned Outcomes	Performance Indicators	Responsible Division/ Unit/Region /District
<p>To improve prosecutions services through coordination, supervision of criminal investigations and strengthen criminal justice system.</p>	A	<p>HIV and AIDS Infections Reduced and Supportive Services Improved</p>	<p>i. Reduced prevalence rate.                      ii. Improved supportive services to PLWA                      iii. Improved knowledge on HIV/AIDS prevention.                      iv. Increased number of NPS staff attending HIV voluntary testing.</p>	<p>i. HIV/AIDS prevalence rate at NPS.                      ii. Percentage of NPS staff aware and with knowledge on HIV/AIDS preventive measures;                      iii. Percentage of NPS staff attending voluntary HIV/AIDS testing;</p>	DAHRM
	B	<p>Implementation of National Anti-Corruption Strategy and Enhanced Corruption</p>	<p>i. Awareness on corruption increased.                      ii. Increased public access to efficient service delivery.</p>	<p>i. Level of awareness on corruption and anti-corruption strategy among NPS staff;</p>	DAHRM

Development Objective	Objectives Codes	Objectives Description	Planned Outcomes	Performance Indicators	Responsible Division/ Unit/Region /District
	D	Prosecution and supervision of criminal cases and related matters enhanced	<ul style="list-style-type: none"> <li>i. Improved justice delivery process</li> <li>ii. Reduced case backlog</li> </ul>	<ul style="list-style-type: none"> <li>i. investigation of criminal cases disposed;</li> <li>ii. Number of NPS district offices established</li> <li>iii. Number of report shared</li> </ul>	DCP, DCM, DAFT, DFMC, RPOS& DPOS
	E	Asset recovery, management and disposal of restrained and forfeited assets enhanced	<ul style="list-style-type: none"> <li>i. Improved management of assets forfeited</li> <li>ii. Improved justice delivery process</li> </ul>	<ul style="list-style-type: none"> <li>i. Percentage of disposed assets</li> <li>ii. Number of restraint and confiscation applications initiated</li> <li>iii. Percentage of executed orders</li> </ul>	DAFT, DCP, DCM, DFMC, RPOS& DPOS

Development Objective	Objectives Codes	Objectives Description	Planned Outcomes	Performance Indicators	Responsible Division/ Unit/Region /District
	F	National, Regional and International Cooperation and Collaboration on Criminal Matters Enhanced	<ul style="list-style-type: none"> <li>i. Increased participation in international arena</li> <li>ii. Improved collaboration with partners on legal matters</li> <li>iii. Improved service delivery</li> <li>iv. Improved awareness on legal matters</li> <li>v. Increased technical cooperation on legal matters</li> <li>vi. Increased opportunities for legal training</li> </ul>	<ul style="list-style-type: none"> <li>iv. Percentage of coordinated cases</li> <li>i. Number of national, regional and international fora participated</li> <li>ii. NPS communication strategy in place and functional</li> <li>iii. Number of executed Mutual Legal Assistance and Extraditions request</li> <li>iv. Number of processed Mutual Legal Assistance and Extradition request</li> </ul>	DAHRM,DCM, DCP DAFT, DFMC & GCU

Development Objective	Objectives Codes	Objectives Description	Planned Outcomes	Performance Indicators	Responsible Division/ Unit/Region /District
	G	Working Conditions and Environment Improved	i. Improved working environment ii. Reduced employee turnover iii. Improved service delivery iv. Improved staff welfare	i. Employee turnover rate; ii. Number of physical infrastructures in place; and iii. Percentage of equipment acquired	DAHRM, DP,PMU
	H	Performance Management Systems Improved	i. Effective and efficient ways of disseminating information internally and externally established ii. Improved internal control systems iii. Quality information disseminated improved	i. Number of systems developed and functional ii. Training Programme in place iii. Human resource plan in place	All Divisions /Units/Regions /Districts

Development Objective	Objectives Codes	Objectives Description	Planned Outcomes	Performance Indicators	Responsible Division/Unit/Region/District
			iv. System collecting enhanced v. Improved resource management capacity vi. Improved quality of service delivery		
			for data		

#### 4.7 Results Monitoring, Review and Evaluation Schedules

##### 4.7.1 Monitoring Plan

It is generally accepted that interventions that are timely implemented are more productive as desired by the stakeholders and hence have a much better chance for support in terms of budget allocation than those, which suffer delays. Physical monitoring should therefore be directed to assist management within NPS to keep vigilant eye on progress made during implementation through the MTEF.

In carrying out the performance monitoring, NPS will identify some important landmarks (milestones) upon which the progress could be monitored, one-step after another. In addition, the monitoring plan will be complemented with such instruments as periodic reviews using *milestone chart* and evaluation plan stretching out over the whole plan period.

In this regard, the Monitoring Plan Matrix presented in Table RF-2 consists of a number of key elements to enable NPS to capture the substantive progress. The key elements include; *indicators, baseline information, indicator target values, data collection methods and analysis, reporting frequencies and the officers responsible for data collection*. While the total set of indicators is due for reporting on annual basis, the tracking process is a routine activity. Probably the most challenging aspect of the monitoring matrix is the availability of baseline information. Efforts will therefore be made to establish such information for each of the indicator item provided.

Table RF -2: Monitoring Plan Matrix for NPS Strategic Plan

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection	
		Date	Value	2020/21	2021/22	2022/23	2023/24	2024/25	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification			
1	HIV/AIDS prevalence rate at NPS.	July, 2020	0.2	0.2	0.2	0.1	0.1	0.1	0	NPS	Data from testing organization	Annually	Testing Report	Annually	DAHRM
2	Percentage of NPS staff aware and with knowledge on preventive measures	July, 2020	80	83	88	92	97	100	NPS	Document Review	Quarterly	Progress Report	Quarterly	Quarterly	DAHRM
3	Percentage of NPS staff attending voluntary HIV/AIDS testing	July, 2020	50	55	60	65	75	90	NPS	Sensitization, testing and counselling of NPS Staff	Annually	Testing Report	Annually	Annually	DAHRM
4	Level of awareness on corruption and anti-corruption strategy	July, 2020	70	75	80	85	88	90	NPS	Survey/ Questionnaire	Annually	Survey Report	Annually	Annually	DAHRM

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection	
		Date	Value	2020/21	2021/22	2022/23	2023/24	2024/25	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification			
	among NPS staff.														
5	Percentage change in complaints	July, 2020	40	35	30	25	20	10	NPS	Document Review	Quarterly	Quarterly Report produced	Quarterly	DAHRM	
6	Percentage of inmates decongested	July, 2020	50	61	65	70	75	80	NPS/Stakeholders	Inspection and supervision conducted	Quarterly	Inspection and supervision reports	Quarterly	DCM	
7	Percentage of files reviewed	July, 2020	94	94	94	95	95	95	NPS	Document Review	Quarterly	Progress Report	Quarterly	DCM	
8	Number of Laws, regulations, guidelines and standards developed and reviewed	July, 2020	1	3	5	7	9	11	NPS	Document Review	Annually	Review Report	Annually	DCM	
9	Number of joint operations	July, 2020	5	10	12	14	16	18	NPS	Document Review	Quarterly	Progress Report	Quarterly	DCM	



S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis					Frequency of Reporting	Responsibility of Data Collection
		Date	Value	20 20/21	202 1/2 2	202 2/23	202 3/2 4	202 4/2 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification			
	on investigation matters														
10	Percentage of criminal cases disposed	July, 2020	55	60	65	70	75	80	NPS	Document Review	Annually	Performance Report	Annually	DCM	
11	Percentage of disposed assets	July, 2020	30	40	50	60	70	80	NPS	Document Review	Annually	Performance Report	Annually	DAFT	
12	Number of restraint and confiscation applications initiated	July, 2020	20	25	30	35	40	45	NPS	Document Review	Quarterly	Progress Report	Quarterly	DAFT	
13	Percentage of coordinated cases with assets recovery potential	July, 2020	40	55	65	75	78	80	NPS	Document Review	Quarterly	Progress Report	Quarterly	DAFT	

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2020/21	2021/22	2022/23	2023/24	2024/25	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
14	Percentage of executed orders	July, 2020	30	35	45	55	65	75	NPS	Document Review	Quarterly	Progress Report	Quarterly	DAFT
15	Number of NPS district offices established	July, 2020	9	30	60	90	120	139	NPS	Document Review/inspection and supervision conducted	Annually	Progress Report/inspection and supervision reports	Annually	DCP
16	Number of reports shared	July, 2020	3	4	5	6	7	8	NPS	Document Review	Quarterly	Progress Report	Quarterly	DCM, DCP
17	Number of national, regional and international fora participated	July, 2020	10	15	20	20	20	20	NPS	Document Review	Quarterly	Progress Report	Quarterly	DAHRM
18	NPS communication strategy in place and functional	July, 2020	0	1					NPS	Document Review	Annually	Performance Report	Annually	GCU

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2020/21	2021/22	2022/23	2023/24	2024/25	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
19	Number of executed Mutual Legal Assistance and Extraditions request	July, 2020	20	30	40	50	60	70	NPS	Performance Review	Annually	Performance Report	Annually	DAFT
20	Number of processed Mutual Legal Assistance and Extradition request	July, 2020	10	25	35	50	70	80	NPS	Performance Review	Annually	Performance Report	Annually	DAFT
21	Employee turnover rate	July, 2020	1	0.8	0.6	0.3	0	0	NPS	Self-assessment	Annually	Assessment Report	Annually	DAHRM
22	Number of physical infrastructures in place	July, 2020	2	7	15	20	25	36	NPS	Inspection and supervision conducted	Annually	Inspection and supervision reports	Annually	DAHRM

S/N	Indicator & Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility of Data Collection
		Date	Value	2020/21	2021/22	2022/23	2023/24	2024/25	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification		
23	Percentage of equipment acquired	July, 2020	30	40	50	60	70	80	NPS	Procurement Plan/Assets Report	Annually	Office equipment in place	Annually	DAHRM, PMU
24	Number of systems developed and functional	July, 2020	0	1	2	3	4	5	NPS	Document Review	Annually	Progress Report/ ICT Report	Annually	DAHRM/ ICTU
25	Training Programme in place	July, 2020	0	1					NPS	Document Review	Annually	Raw data from documents/survey	Annually	DAHRM
26	Human resource plan in place	July, 2020	0	1					NPS	Document Review	Annually	Progress Report	Annually	DAHRM

#### 4.7.2 Planned Reviews

NPS will undertake to conduct half yearly/annual reviews in the course of five years' life cycle of the Strategic Plan. To facilitate the review process, some important milestones will be identified. The reviews are expected to cover on key elements like:

- (i) To find out whether the implementation of various interventions is on the right track or at stake, as measured against the desired annual targets;
- (ii) Assessment of the effective use of available resources – human, financial and materials;
- (iii) Keep track on any changes in physical outputs;
- (iv) Assessment of issues, challenges and lessons learned from the implementation ; and
- (v) Establish the extent to which the outputs delivered have contributed towards achieving the objectives through changes in behavioral patterns and perceptions.

It is expected that members of management will constantly spearhead review process and become fully part of outcomes of the strategic interventions and eventually be able to emulate and adopt lessons learned on the ground for future improvements.

The Table Result Framework-3 concretizes the above narrative framework and provides it with more details but in summary form over the years 2019 through 2024.

Table RF -3: Planned Reviews

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
Year 1: 2020/2021	Two Reviews per year - (Mid-Year and Annual Reviews)	80% of backlog on undisposed forfeited assets reduced	June, 2021	DAFT
		80% of case backlog of Fraud, Money Laundering, Corruption, Environmental and Natural Resources disposed	June, 2021	DFMC
		80% of case backlog of transnational, organized crimes and cybercrimes disposed	June, 2021	DAFT
		80% of case backlog of offences against persons and public order disposed	June, 2021	DCP
		80% of cases with asset recovery potential coordinated	June, 2021	DAFT
		Assets recovery management mechanism developed and implemented	June, 2021	DAFT
		Assets management unit of specialized personnel designated and operationalized	June, 2021	DAFT
		80% of inmates in Police Cells and Prisons decongested	June, 2021	DCM, DCP
		80% of files from Investigative Organs relating to Fraud, Money Laundering, Corruption,	June, 2021	DFMC

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Environmental and Natural Resources offences reviewed		
		80% of files from Investigative Organs relating to Transnational and Organized crimes and cybercrimes reviewed	June, 2021	DAFT
		80% of files from Investigative Organs relating to offences against persons and public order reviewed	June, 2021	DCP
		80% of backlog on pending unexecuted incoming Mutual Legal Assistance and Extradition requests reduced	June, 2021	DAFT
		80% of orders that will result in removing the proceeds and instrumentalities from criminals acquired	June, 2021	DAFT
		80% of cases files with asset recovery potential received from investigative organs reviewed	June, 2021	DAFT
		Human resource plan in place	June, 2021	DAHRM
		DAHRM Ethics and Integrity Committees functional	June, 2021	DAHRM
		Complaints Handling Mechanism at NPS functional	June, 2021	DAHRM
		Training programme prepared and implemented	June, 2021	DAHRM

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Information Communication Technology Strategy operationalized	June, 2021	ICTU
		Communication Strategy developed and operationalized	June, 2021	GCU
		Cooperation between NPS and international agencies in case management established and maintained	June, 2021	DCM
		National, Regional and District Criminal Justice Fora sustained	June, 2021	DCM
		Specialized unit dealing with Mutual Legal Assistance and Extradition matters designated and operationalized	June, 2021	DAFT
		Civilianization program reviewed and updated	June, 2021	DCP
		Performance Contract and Open Performance Appraisal System operationalized	June, 2021	DAHRM
		Risk Management Framework developed and operationalized	June, 2021	DP
		Resource Mobilization plan in place	June, 2021	DP
		Monitoring and Evaluation Framework in place	June, 2021	DP



Years	Planned Reviews	Milestones	Timeframe	Responsible Person
Year 2: 2021/2022	Two Reviews per year - (Mid-Year and Annual Reviews)	80% of backlog on undisposed forfeited assets reduced	June, 2021	DAFT
		80% of case backlog of Fraud, Money Laundering, Corruption, Environmental and Natural Resources disposed	June, 2022	DFMC
		80% of case backlog of transnational, organized crimes and cybercrimes disposed	June, 2022	DAFT
		80% of case backlog of offences against persons and public order disposed	June, 2022	DCP
		80% of orders that will result in removing the proceeds and instrumentalities from criminals acquired.	June, 2022	DAFT
		Assets recovery management mechanism developed and implemented.	June, 2022	DAFT
		Assets management unit of specialized personnel designated and operationalized.	June, 2022	DAFT
		80% of inmates in Police Cells and Prisons decongested	June, 2022	DCM, DCP
		80% of files from Investigative Organs relating to Fraud, Money Laundering, Corruption,	June, 2022	DFMC

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Environmental and Natural Resources offences reviewed		
		80% of files from Investigative Organs relating to Transnational, Organized crimes and cybercrimes reviewed	June, 2022	DAFT
		80% of files from Investigative Organs relating to offences against persons and public order reviewed	June, 2022	DCP
		80% of backlog on pending unexecuted incoming Mutual Legal Assistance and Extradition requests reduced	June, 2022	DAFT
		Specialized unit dealing with Mutual Legal Assistance and Extradition matters designated and operationalized	June, 2022	DAFT
		Civilianization program reviewed and updated	June, 2022	DCP
		Case trends, behavior and relevant decisions collected and shared quarterly	June, 2022	DCM
		80% of cases of transnational and organized crimes and cyber-crimes with asset recovery potential coordinated	June, 2022	DAFT
		Prosecution control procedures updated	June, 2022	DCP

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Assets recovery management mechanism developed and implemented	June, 2022	DAFT
		Whistle Blowers and Witness protection scheme developed and functional	June, 2022	DCM
		80% of offences against persons and public order with asset recovery potential coordinated	June, 2022	DAFT, DCP
		80% of cases of Fraud, Money Laundering, Corruption, Environmental and Natural Resources with asset recovery potential coordinated	June, 2022	DAFT, DFMC
		Procedures on handling of cybercrime cases in place	June, 2022	DAFT
		Guidelines on Procedures and Monitoring of Quality assurance on operational Services developed	June, 2022	DCM
		Code of Conduct and Ethics for Public Prosecutors developed	June, 2022	DCM
		Case manual for prosecutors developed and operationalized	June, 2022	DCM
		Procedures on management of Fraud, Money Laundering, Corruption, Environmental and Natural Resources updated	June, 2022	DFMC
		Procedures on management of transnational and organized crimes reviewed	June, 2022	DAFT

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Assets recovery management mechanism developed and implemented	June, 2022	DAFT
		Whistle Blowers and Witness protection scheme developed and functional	June, 2022	DCM
		80% of cases of offences against persons and public order with asset recovery potential coordinated	June, 2022	DAFT, DCP
		80% of cases of Fraud, Money Laundering, Corruption, Environmental and Natural Resources with asset recovery potential coordinated	June, 2022	DAFT, DFMC
		Procedures on handling of cybercrime cases in place	June, 2022	DAFT
		Guidelines on Procedures and Monitoring of Quality assurance on operational Services developed	June, 2022	DCM
		Code of Conduct and Ethics for Public Prosecutors developed	June, 2022	DCM
		Case manual for prosecutors developed and operationalized	June, 2022	DCM
		Procedures on management of Fraud, Money Laundering, Corruption, Environmental and Natural Resources updated	June, 2022	DFMC
		Procedures on management of transnational and organized crimes reviewed	June, 2022	DAFT

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Client Service Charter developed and operationalized	June, 2022	DAHRM
		Cooperation and partnership with National, Regional and International stakeholders on Transnational and organized crimes, cybercrimes and assets recovery sustained	June, 2022	DAHRM, DAFT
		Cooperation with National, Regional and International Agencies in matters related to Fraud, Money Laundering, Corruption, Environmental and Natural Resources sustained	June, 2022	DAHRM, DFMC
		Cooperation with National, Regional and International Agencies in matters related to Offences against Persons and Public Orders sustained	June, 2022	DAHRM, DCP
		Computerized Case Management System developed and operationalized	June, 2022	DCM
		Special Prosecution Fund established and operationalized	June, 2022	DP,FAU
		Financial Management Systems operationalized	June, 2022	FAU
		Internal Control Systems operationalized by	June, 2022	IAU

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
Year 3: 2022/2023	Two Reviews per year - (Mid-Year and Annual Reviews)	Procurement Management Systems operationalized	June, 2022	PMU
		80% of backlog on undisposed forfeited assets reduced	June 2023	DAFT
		80% of case backlog of Fraud, Money Laundering, Corruption, Environmental and Natural Resources disposed	June, 2023	DFMC
		80% of case backlog of transnational, organized crimes and cybercrimes disposed	June, 2023	DAFT
		80% of case backlog of offences against persons and public order disposed	June, 2023	DCP
		80% of orders that will result in removing the proceeds and instrumentalities from criminals acquired	June, 2023	DAFT
		Assets recovery management mechanism developed and implemented	June, 2023	DAFT
		Assets management unit of specialized personnel designated and operationalized	June, 2023	DAFT
		80% of inmates in Police Cells and Prisons decongested	June, 2023	DCM, DCP

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		80% of files from Investigative Organs relating to Fraud, Money Laundering, Corruption, Environmental and Natural Resources offences reviewed	June, 2023	DFMC
		80% of files from Investigative Organs relating to Transnational, Organized crimes and cybercrimes reviewed	June, 2023	DAFT
		80% of files from Investigative Organs relating to offences against persons and public order reviewed	June, 2023	DCP
		80% of backlog on pending unexecuted incoming Mutual Legal Assistance and Extradition requests reduced	June, 2023	DAFT
		HIV/AIDS situation analysis at NPS conducted	June, 2023	DAHRM
		NPS HIV/AIDS awareness promotion programme developed and operationalized	June, 2023	DAHRM
		Human resource plan in place	June, 2023	DAHRM
		Ethics and Integrity Committees functional	June, 2023	DAHRM
		Complaints Handling Mechanism at NPS functional	June, 2023	DAHRM
		Training programme prepared and implemented	June, 2023	DAHRM

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
Year 4: 2023/2024	Two Reviews per year - (Mid-	Information Communication Technology Strategy operationalized	June, 2023	ICTU
		Communication Strategy developed and operationalized	June, 2023	GCU
		National, Regional and District Criminal Justice Fora sustained	June, 2023	DCM
		Specialized unit dealing with Mutual Legal Assistance and Extradition matters designated and operationalized	June, 2023	DAFT
		Civilianization program reviewed and updated	June, 2023	DCP
		Performance Contract and Open Performance Appraisal System operationalized	June, 2023	DAHRM
		Risk Management Framework developed and operationalized	June, 2023	DP
		Resource Mobilization plan in place	June, 2023	DP
		Monitoring and Evaluation Framework in place	June, 2023	DP
		80% of case backlog of Fraud, Money Laundering, Corruption, Environmental and Natural Resources disposed	June, 2024	DFMC



Years	Planned Reviews	Milestones	Timeframe	Responsible Person
	Year and Annual Reviews)	80% of case backlog of transnational, organized crimes and cybercrimes disposed	June, 2024	DAFT
		80% of case backlog of offences against persons and public order disposed	June, 2024	DCP
		80% of orders that will result in removing the proceeds and instrumentalities from criminals acquired;	June, 2024	DAFT
		Assets recovery management mechanism developed and implemented	June, 2024	DAFT
		Assets management unit of specialized personnel designated and operationalized	June, 2024	DAFT
		80% of inmates in Police Cells and Prisons decongested	June, 2024	DCM, DCP
		80% of files from Investigative Organs relating to Fraud, Money Laundering, Corruption, Environmental and Natural Resources offences reviewed	June, 2024	DFMC
		80% of files from Investigative Organs relating to Transnational, Organized crimes and Cybercrimes reviewed	June, 2024	DAFT

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		80% of files from Investigative Organs relating to offences against persons and public order reviewed	June, 2024	DCP
		80% of backlog on pending unexecuted incoming Mutual Legal Assistance and Extradition requests reduced	June, 2024	DAFT
		Specialized unit dealing with Mutual Legal Assistance and Extradition matters designated and operationalized	June, 2024	DAFT
		Civilianization program reviewed and updated	June, 2024	DCP
		Case trends, behavior and relevant decisions collected and shared quarterly	June, 2024	DCM
		Computerized Case Management System developed and operationalized	June, 2024	DCM, ICTU
		Assets Prosecution control procedures updated	June, 2024	DCP
		recovery management mechanism developed and implemented	June, 2024	DAFT
		Whistle Blowers and Witness protection scheme developed and functional	June, 2024	DCM
		80% of cases of offences against persons and public order with asset recovery potential coordinated	June, 2024	DAFT, DCP

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		80% of cases of Fraud, Money Laundering, Corruption, Environmental and Natural Resources with asset recovery potential coordinated	June, 2024	DAFT, DFMC
		Procedures on handling of cybercrime cases in place	June, 2024	DAFT
		Guidelines on Procedures and Monitoring of Quality assurance on operational Services developed	June, 2024	DCM
		Code of Conduct and Ethics for Public Prosecutors developed	June, 2024	DAHIRM
		Case manual for prosecutors developed and operationalized	June, 2024	DCM
		Procedures on management of Fraud, Money Laundering, Corruption, Environmental and Natural Resources updated	June, 2024	DFMC
		Procedures on management of transnational, organized crimes and cybercrimes reviewed	June, 2024	DAFT
		Procedures on management of offences against persons and public order reviewed	June, 2024	DCP
		Prosecution General Instruction reviewed and updated	June, 2024	DCM
		Inmates inspection procedures and guidelines developed	June, 2024	DCM

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Procedures on handling of asset recovery matters and management of seized and forfeited properties put in place	June, 2024	DAFT
		Prosecution led investigation guidelines developed and operationalized	June, 2024	DCM
		Procedures on execution of Mutual Legal Assistance and Extradition requests developed and operationalized	June, 2024	DAFT
		National Anti-Corruption Strategy and Action Plan issues identified and mainstreamed into NPS Plans	June, 2024	DAHRM
		Library Facilities and services updated	June, 2024	HRLU
		Legal Research Plan developed and operationalized	June, 2024	HRLU
		Legal Registry services modernized	June, 2024	HRLU
		Client Service Charter developed and operationalized	June 2024	DAHRM
		Cooperation and partnership with National, Regional and International stakeholders on Transnational and organized crimes, cybercrimes and assets recovery sustained	June, 2024	DAHRM, DAFT

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Cooperation with National, Regional and International Agencies in matters related to Fraud, Money Laundering, Corruption, Environmental and Natural Resources sustained	June, 2024	DAHRM, DFMC
		Cooperation with National, Regional and International Agencies in matters related to Offences against Persons and Public Orders sustained	June, 2024	DAHRM, DCP
		Special Prosecution Fund established and operationalized	June, 2024	DP,FAU
		Financial Management Systems operationalized	June, 2024	FAU
		Internal Control Systems operationalized by	June, 2024	IAU
		Procurement Management Systems operationalized	June 2024	PMU
		Performance Contract and Open Performance Appraisal System operationalized	June,202	DAHRM
		Risk Management Framework developed and operationalized	June, 2024	DP
Year 5:	Two Reviews per year - (Mid-	80% of backlog on undisposed forfeited assets reduced	June, 2025	DAFT

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
2024/2025	Year and Annual Reviews)	80% of case backlog of Fraud, Money Laundering, Corruption, Environmental and Natural Resources disposed.	June, 2025	DFMC
		80% of orders that will result in removing the proceeds and instrumentalities from criminals acquired.	June, 2025	DAFT
		Assets recovery management mechanism developed and implemented.	June, 2025	DAFT
		Assets management unit of specialized personnel designated and operationalized.	June, 2025	DAFT
		80% of case backlog of transnational and organized crimes and cybercrimes disposed.	June, 2025	DAFT
		80% of case backlog of offences against persons and public order disposed.	June, 2025	DCP
		80% of inmates in Police Cells and Prisons decongested	June, 2025	DCM, DCP
		80% of files from Investigative Organs relating to Fraud, Money Laundering, Corruption, Environmental and Natural Resources offences reviewed	June, 2025	DFMC

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		80% of files from Investigative Organs relating to Transnational Organized crimes and cybercrimes reviewed	June, 2025	DAFT
		80% of files from Investigative Organs relating to offences against persons and public order reviewed	June, 2025	DCP
		80% of backlog on pending unexecuted incoming Mutual Legal Assistance and Extradition requests reduced	June, 2025	DAFT
		Performance Contract and Open Performance Appraisal System operationalized	June, 2025	DAHRM
		Risk Management Framework developed and operationalized	June, 2025	DP
		Human resource plan in place	June, 2025	DAHRM
		Ethics and Integrity Committees functional	June, 2025	DAHRM
		Complaints Handling Mechanism at NPS functional	June, 2025	DAHRM
		Training programme prepared and implemented	June, 2025	DAHRM
		Information Communication Technology Strategy operationalized	June 2025	ICTU

Years	Planned Reviews	Milestones	Timeframe	Responsible Person
		Communication Strategy developed and operationalized	June, 2025	GCU
		National, Regional and District Criminal Justice Fora sustained	June, 2025	DCM
		Specialized unit dealing with Mutual Legal Assistance and Extradition matters designated and operationalized	June, 2025	DAFT
		Civilianization program reviewed and updated	June, 2025	DCP
		Case trends, behavior and relevant decisions collected and shared quarterly	June, 2025	DCM
		Special Prosecution Fund established and operationalized	June, 2025	DP,FAU
		Resource Mobilization plan in place	June, 2025	DP
		Monitoring and Evaluation Framework in place	June, 2025	DP



#### 4.7.3 Evaluation Plan

The purpose of the evaluation studies is to extract some concrete evidences of any impact from the implementation of the various undertaken periodically (preferably annually) in implementing the Strategic Plan for the period of 2020/2021 – 2024/2025. Such information includes:

- (i) Whether the implementation of diverse interventions have led to overall improvement in service delivery as envisioned in the Strategic Plan;
- (ii) The extent to which the benefits of the interventions have been shared among different strata of target groups; and
- (iii) Existence of any lessons learned for further improvement.

The Evaluation Matrix presented is intended to provide answer to these fact basic questions in respect of the evaluation studies to be conducted during the life of the Strategic Plan. These include description of the study, the evaluation questions, methodology, timeframe and the responsible person, (table RF-4). Mostly the studies will involve surveys, situational analysis and baseline data collection.

Table RF -4: Planned Evaluations

SN	Evaluation Studies	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible
1	Service Delivery Survey	Survey intended at gauging perceptions of NPS stakeholders on legal services	<ul style="list-style-type: none"> <li>a) What are the stakeholders' perceptions on the services provided?</li> <li>b) What stakeholder expectations from NPS based on its mandate?</li> <li>c) Are the stakeholders' expectations met?</li> <li>d) What needs to be improved?</li> </ul>	Administered questionnaire	Annual	Divisions and Units.
2	Study of effectiveness of coordination and supervision function	Stakeholders Workshops, conduct/commission studies	<ul style="list-style-type: none"> <li>a) What are the stakeholders' perceptions on the services provided?</li> <li>b) Are the stakeholders' expectations met?</li> </ul>	Administered questionnaire; Interview Schedules; Workshops	Annual	Divisions and Units.

SN	Evaluation Studies	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible
			c) What needs to be improved?			
3.	Impact study of the awareness creation programmes conducted during the period.	Commission Study	a) What is the extent of peoples' awareness on criminal justice process?	Survey Study	Year Five	DP

4.8 Reports and Reporting Templates

This subsection details the Reporting Plan, consisting of internal and external reporting. The Reporting Plan is in conformity with the Government’s reporting requirements provided for in the *Medium Term Strategic Planning and Budgeting Manual (MTSPM)*.

4.7.4 Internal Reporting Plan

Internal reporting plan will involve preparation of various periodic reports at the end of each quarter, and annually or as may be required from time to time. A model internal reporting format for the NPS is as presented in Table Result Framework-5.

Table RF -5: Internal Reporting Template

SN	Type of Report	Recipient	Frequency	Responsible Person
1.	Technical Report	Assistant Director/Head of Unit/ RPOs	Weekly	Technical Officers/DPOs
2.	Section/Unit Report	Director/Head of Unit	Weekly/	Assistant Directors /Head of Unit/RPOs
3.	Monthly Report	Director/Head of Unit	Monthly	Assistant Directors /Head of Unit/RPOs
4.	Quarterly Report	D/DPP/DPP	Quarterly	Directors/Head of Unit/ RPOs
5.	Annual Report	D/DPP/DPP	Annually	Directors/Head of Unit/ RPOs

4.7.5 External Reporting Plan

The external Reporting Plan involves the preparation of the following reports: Performance Reports; Financial Reports; Annual Reports; and Five Year Outcome Report. The last piece of report is to be shared with other external stakeholders, including relevant line Ministries; the Ministry of Finance and Planning (MoFP); Prime Minister’s Office (PMO); Ministry of Constitutional and Legal Affairs (MoCLA); Office of Attorney General (OAG); Controller and Auditor General (CAG); Internal Auditor General (IAG) and Development Partners (DPs), if any. The reporting schedules under this arrangement are

similar to internal reporting system and are in accordance with the statutory requirements stipulated in the (*MTSPBM*).

Table RF -6: External Reporting Template

S/N	Type of Report	Recipient	Frequency	Responsible Person
1.	Performance Reports	MoFP/OAG/ MoCLA/PPRA/ IAG/ Parliament of Tanzania/Parliamen tary Committee	Quarterly/ Bi- annually/Ann ually	DPP, D/DPP
2.	Financial Statements	CAG/ MoFP	Annually	D/DPP
3.	Annual Reports	MoFP/IAG/ PPRA and the General Public	Annually	DPP, D/DPP
4.	Outcome Report	MoFP	Five Year	DPP, D/DPP

#### 4.9 Functional Relationship Between Different Elements of Results Framework

There are four levels of the Strategic Results Framework relationship that exists between the respective levels as detailed hereunder.

##### Level 1 – Inputs

The first level of the Results Framework tracks the allocation and use of resources in the implementation of various activities. Resources availability and use will be re-assessed from time-to-time and be reported accordingly via the existing channels. At this level focus will be directed on the number and quality of human resources available for various tasks, amount of time dedicated to different tasks, the way information flows between levels, timeliness of decision making process, and so forth.

#### Level 2 – Activities

This is the second level of the Results Framework. This level focuses on the utilization/transformation of the inputs hence forming the link between activities and outputs. At this level indicator will focus on processes, activity programming and timeliness of implementation. Implementation of activities will be reviewed periodically as case may be and be reported correspondingly. The main focus of this level is to gauge whether activities implemented contributed towards the appropriate outputs.

#### Level 3 – Outputs

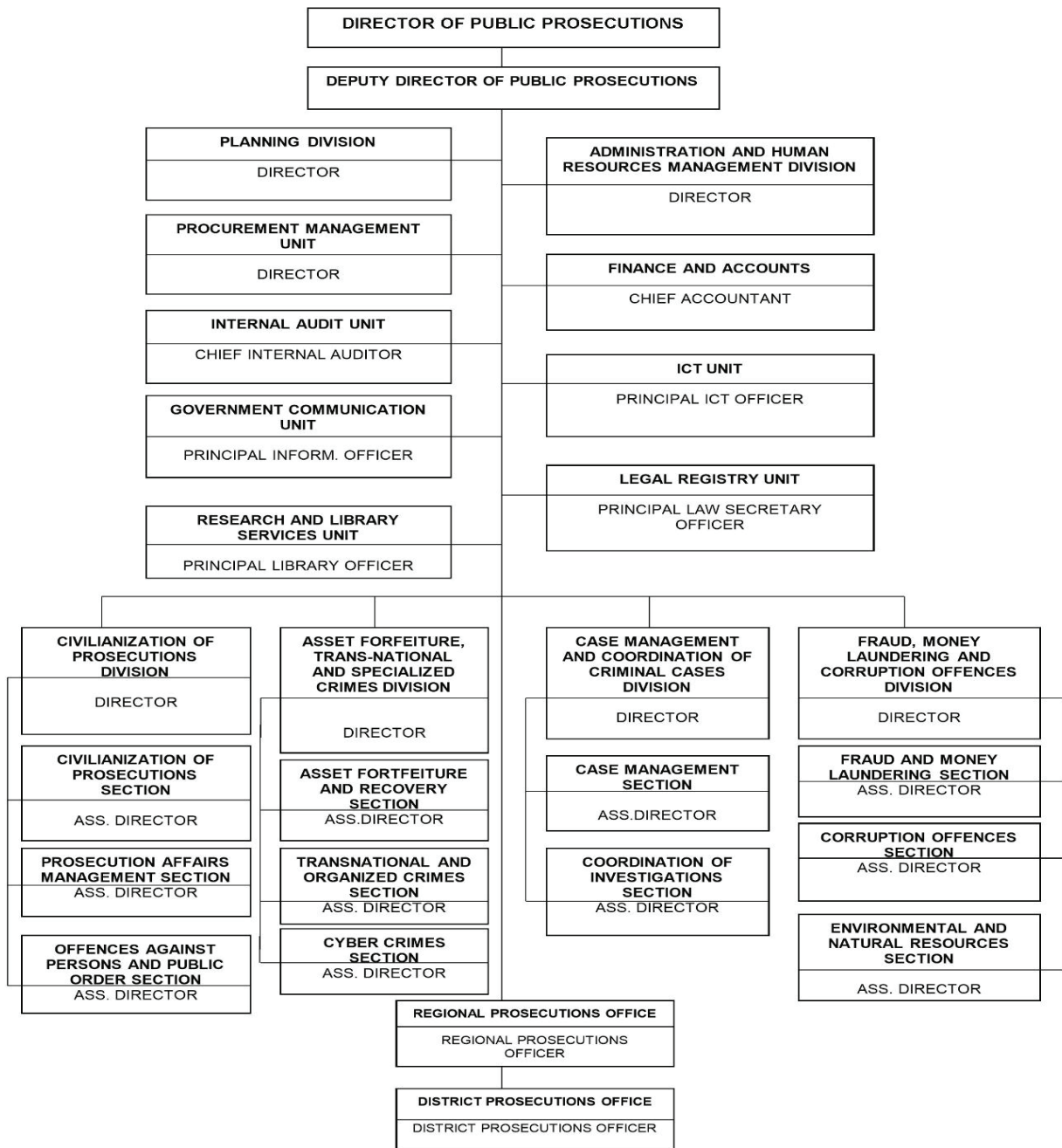
The third level involves the physical outputs that NPS produces and which are attributed solely to internal efforts. The output indicators are used herein for measurements of performance using applicable data collection and analysis methods. Outputs or Milestones that have significant impact on achievement of the objectives will be reviewed quarterly and will be reported in Quarterly reports. The reports will focus on how the outputs produced are causing effects (outcomes) and signal for corrective actions where necessary.

#### Level 4 - Outcomes

The fourth level of the Results Framework tracks the realization of the intermediate outcomes specified for each objective. Nevertheless, the attainment of such outcomes may not be exclusively attributed to NPS in isolation, since there may be several other contributors towards the outcomes. These intermediate strategic results will be measured by use of outcome indicators whose data collection and analysis could be done annually. Performance reporting at this level is done through the annual reports and the five-year outcomes report. Both reports are based either on sector data collection or on specific evidenced studies using national statistics. The centre of this reporting is about the changes or effects accruing to the target population as results of services discharged by the NPS as an overseer administering the criminal justice.

## ANNEXES

### Annex 1: THE ORGANISATION CHART OF THE NATIONAL PROSECUTIONS SERVICES



Annex 2: STRATEGIC PLAN MATRIX

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/ Unit/Region /District
A: HIV and AIDS Infections Reduced and Supportive Services Improved	<p>(i) Promote awareness on HIV/AIDS interventions programme;</p> <p>(ii) Establish care and supportive services identified to NPS staff living with HIV/AIDS.</p> <p>(iii) Establish and strengthen NPS HIV/AIDS Committee</p>	<p>(i) HIV/AIDS situation analysis at NPS conducted by June, 2025; and</p> <p>(ii) NPS HIV/AIDS awareness promotion programme developed and operationalized by June, 2025.</p>	<p>(i) HIV/AIDS prevalence rate at NPS.</p> <p>(ii) Percentage of NPS staff aware and with knowledge on HIV/AIDS preventive measures; and</p> <p>(iii) Percentage of NPS staff attending voluntary HIV/AIDS testing.</p>	DAHRM
B: Implementation of National Anti-Corruption Strategy	(i) Adopt and operationalize National Anti-	(i) National Anti-Corruption Strategy and Action Plan	(i) Level of awareness on corruption and anti-	DAHRM



Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/ Unit/Region /District
Enhanced and Corruption Incidences Reduced	Corruption and Strategy Action Plan (ii) Establish and strengthen ethics and integrity committee (iii) Promote adherence to NPS code of ethics and professional conducts	issues identified and mainstreamed into NPS Plans by June, 2025; (ii) NPS Ethics and Integrity Committee established and operationalized by June, 2025;	corruption strategy among NPS staff; and (ii) Percentage change in complaints.	
C: Coordination and supervision of investigation improved	(i) Strengthen coordination and supervision of investigations; (ii) Strengthen capacity of prosecutors to coordinate and	(i) 80% of inmates in Police Cells and Prisons decongested by 2025; (ii) Prosecution General Instruction reviewed and updated by June, 2025;	(i) Percentage of inmates decongested; (ii) Percentage of files reviewed; (iii) Number of Laws, regulations, guidelines and standards developed and reviewed; and	DCP, DCM, DAFT, DFMC, RPOs& DPOs

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/ Unit/Region /District
	<p>supervise investigation;                      (iii) Strengthen capacity of Investigators on investigation issues;</p>	<p>(iii) Guideline on coordination and supervision of investigation developed by June, 2025;                      (iv) Inmates inspection procedures and guidelines developed by 2025;                      (v) Prosecution led investigation guidelines developed and operationalized by June, 2025;                      (vi) Whistle Blowers and Witness protection scheme developed and operationalized by June, 2025;</p>	<p>(iv) Number of operations on investigation matters.</p>	

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/Unit/Region/District
		<p>(vii) Procedures on management of Fraud, Money Laundering, Corruption, Environmental and Natural Resources updated by June, 2025;</p> <p>(viii) Procedures on management of transnational, organized crimes and cybercrimes reviewed by June, 2025;</p> <p>(ix) Procedures on management of offences against persons and public order reviewed by June, 2025;</p>		

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/Unit/Region/District
		<p>(x) 80% of files from Investigative Organs relating to Fraud, Money Laundering, Corruption, Environmental and Natural Resources offences reviewed by June, 2025;</p> <p>(xi) 80% of files from Investigative Organs relating to Transnational, Organized and Cybercrimes reviewed by June, 2025; and</p> <p>(xii) 80% of files from Investigative Organs relating to offences against persons and public order</p>		

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/ Unit/Region /District
<p>D: Prosecution and supervision of criminal cases and related matters enhanced</p>	<ul style="list-style-type: none"> <li>(i) Enhance prosecution systems and controls;</li> <li>(ii) Strengthen mechanisms of case management;</li> <li>(iii) Mainstreaming of Standard Operating Procedures (SOPs); and</li> <li>(iv) Ensure protection of victims of crimes and witnesses.</li> </ul>	<p>reviewed by June, 2025.</p> <ul style="list-style-type: none"> <li>(i) Civilianization program reviewed and updated by June, 2022;</li> <li>(ii) Prosecution control procedures updated by 2023;</li> <li>(iii) Procedures on handling of cybercrime cases put in place by June, 2025;</li> <li>(iv) Guidelines on Inspection and Monitoring of Quality assurance on operational Services developed by June, 2025;</li> </ul>	<ul style="list-style-type: none"> <li>(i) Percentage of criminal cases disposed;</li> <li>(ii) Number of NPS district offices established; and</li> <li>(iii) Number of reports shared</li> </ul>	<p>DCP, DCM, DAFT, DFMC, RPOs &amp; DPOs</p>

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/Unit/Region/District		
		<p>(v) Code of Conduct and Ethics for Public Prosecutors developed by June, 2022;</p> <p>(vi) Case manual for prosecutors developed and operationalized by June, 2025;</p> <p>(vii) 80% of case backlog of Fraud, Money Laundering, Corruption, Environmental and Natural Resources disposed by June, 2025;</p> <p>(viii) 80% of case backlog of transnational, organized crimes</p>				

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/Unit/Region/District
		<p>and cybercrimes disposed by June, 2025;</p> <p>(ix) 80% of case backlog of offences against persons and public order disposed by June, 2025; and</p> <p>(x) Case trends, behavior and relevant decisions collected and shared quarterly by June, 2025.</p>		

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/ Unit/Region /District
<p>E: Asset recovery, management and disposal of restrained and forfeited assets enhanced</p>	<p>(iii) Enhance capacity of personnel in asset recovery issues</p> <p>(iv) Strengthen management and disposal of restrained and forfeited assets;</p>	<p>(i) 80% of cases with asset recovery potential coordinated by June, 2025;</p> <p>(ii) 80% of cases of offences against persons and public order with asset recovery potential coordinated by June, 2025;</p> <p>(iii) 80% of cases of Fraud, Money Laundering, Corruption, Environmental and Natural Resources with asset recovery potential coordinated by June, 2025;</p>	<p>(i) Percentage of disposed assets</p> <p>(ii) Number of restraint and confiscation applications initiated</p> <p>(iii) Percentage of executed orders</p> <p>(iv) Percentage of coordinated cases</p>	<p>DCP, DCM, DAFT, DFMC, RPOs &amp; DPOs</p>



Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/Unit/Region/District
		<p>(iv) 80% of cases of transnational and organized crimes and cyber-crimes disposed by June, 2025 with asset recovery potential coordinated by June, 2025;</p> <p>(v) 80% of cases files with asset recovery potential received from investigative organs reviewed by June, 2025;</p> <p>(vi) 80% of orders that will result in removing the proceeds and instrumentalities from criminals</p>		

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/Unit/Region/District
F: Inter-Institutional,	(i) Strengthen communication	<p>acquired by June, 2025;</p> <p>(vii) Assets recovery management mechanism developed and implemented by June, 2025;</p> <p>(viii) Assets management unit of specialized personnel designated and operationalized by June, 2024; and</p> <p>(ix) 80% of backlog of forfeited orders reduced by June 2025.</p> <p>(i) Cooperation and partnership with</p>	(i) Number of national, regional and	DAHRM, DAFT, DFMC,

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/ Unit/Region /District
National and International Cooperation and Collaboration on Criminal Matters Enhanced	<p>and collaboration with stakeholders</p> <p>(ii) Enhance partnership with national, regional and international stakeholders</p>	<p>National, Regional and International stakeholders on Transnational and organized crimes, cybercrimes and assets recovery sustained by June, 2025;</p> <p>(ii) Cooperation with National, Regional and International Agencies in matters related to Fraud, Money Laundering, Corruption, Environmental and Natural Resources sustained by June, 2025;</p> <p>(iii) Cooperation with National, Regional</p>	<p>international participated</p> <p>(ii) NPS communication strategy in place and functional</p> <p>(iii) Number of executed Mutual Legal Assistance and Extraditions request</p> <p>(iv) Number of processed Mutual Legal Assistance and Extradition request</p>	DCM, DCP & GCU

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/ Unit/Region /District
		<p>and International Agencies in matters related to Offences against Persons and Public Orders sustained by June, 2025;</p> <p>(iv) Specialized unit dealing with Mutual Legal Assistance and Extradition matters designated and operationalized by June, 2023;</p> <p>(v) Procedures on execution of Mutual Legal Assistance and Extradition requests developed and operationalized by June, 2023;</p>		

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/Unit/Region/District
		<p>(vi) 80% backlog of Mutual Assistance and Extradition requests reduced by June, 2025;</p> <p>(vii) National, Regional and District Criminal Justice Fora sustained by June, 2025;</p> <p>(viii) Cooperation between NPS and international agencies in case management established and maintained by June, 2025; and</p> <p>(ix) NPS Communication Strategy developed</p>		

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/Unit/Region/District
G: Working Conditions and Environment Improved	<p>(i) Enhance and sustain capacity for effective prosecution service delivery;</p> <p>(ii) Improve staff welfare</p>	<p>and operationalized by June, 2025.</p> <p>(i) Staff welfare matters identified and provided by June, 2025;</p> <p>(ii) Physical infrastructure development programme developed and implemented by June, 2025; and</p> <p>(iii) Retooling programme developed and operationalized by June, 2025.</p>	<p>(i) Employee turnover rate;</p> <p>(ii) Number of physical infrastructures developed; and</p> <p>(iii) Percentage of equipment acquired.</p>	DARHM, DP, PMU

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/ Unit/Region /District
<p>H: Performance Management Systems Improved</p>	<p>(i) Enhance case management systems                      (ii) Strengthen human resource and performance management systems;                      (iii) Strengthen internal control, Procurement Management, planning and budgeting systems and financial management systems;                      (iv) Enhance information and communication technology</p>	<p>(i) Computerized Case Management System developed and operationalized by June, 2025;                      (ii) Monitoring and Evaluation Mechanism developed and implemented by June, 2025;                      (iii) Risk Management Framework developed and operationalized by June, 2025;                      (iv) Training Programme developed and operationalized by June, 2025;                      (v) Performance Contract and Open</p>	<p>(i) Number of systems developed and functional                      (ii) Training Programme in place                      (iii) Human resource plan in place</p>	<p>ICT Unit &amp; all Divisions /Units/Regions/Districts</p>

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/Unit/Region/District
	<p>systems at all levels.</p>	<p>Performance Appraisal System operationalized by June, 2025;                      (vi) Human Resource Plan developed and operationalized by June, 2025;                      (vii) ICT Implementation Strategy developed and operationalized by June, 2025;                      (viii) Financial Management Systems operationalized by June, 2025;                      (ix) Internal Control Systems operationalized by June, 2025;</p>		



Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/Unit/Region/District
		<p>(x) Resource Mobilization Plan developed and operationalized by June, 2025;</p> <p>(xi) Procurement Management Systems operationalized by June, 2025;</p> <p>(xii) Library Facilities and services updated by June, 2025;</p> <p>(xiii) Legal Research Plan developed and operationalized by June, 2025;</p> <p>(xiv) Legal Registry services modernized by June, 2025;</p>		

Objectives	Strategies	Targets	Key Performance Indicators	Responsible Division/ Unit/Region /District
		<p>(xv) Client Charter developed and operationalized by June, 2025;</p> <p>(xvi) Complaints handling mechanism established and operationalized by June, 2025.</p>		