Evaluation Report Title:
Strengthening Tanzania's Anti-Corruption Action (STACA) Programme: A Case Study Evaluation

Response to Evaluation Report (overarching narrative)

This evaluation brought strong external expertise to assess one of the first end-to-end criminal justice chain approaches to corruption funded by DFID. This is now a common approach in other anti-corruption programmes. The evaluation provides a timely and welcome digest of learning from the STACA programme. Its case study methodology provided a deep dive into specific activities, beyond what was possible in routine programme management. The evaluation report provides a basis of learning for any successor programming on anti-corruption in Tanzania.

The evaluation helped clarify some of the programme management challenges, particularly around quality of data. It also highlighted the importance of a longer implementation period and the consequences that repeated delays can have on the achievement of results. The evaluation rightly picked up on the difference between strengthening the criminal justice chain for corruption cases and tackling corruption within the agencies that make it up.

It should be noted that this evaluation has a case study design, and this has implications for interpreting the results. The selection of studies allowed a more in-depth examination of the specific activities, while some of the breadth of the programme across various agencies was not examined in detail. The evaluation also looked only at the financial aid component of STACA and so carries a heavy focus on the government activities; further information assessing the other components is available in annual reviews.

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Recommendations	Accepted or Rejected	If "Accepted", Action plan for Implementation or if "Rejected", Reason for Rejection
Embed a central, independent data unit into the programme design that can collect, collate and make accessible data from the different agencies in a consistent, systematic manner.	Accepted	The STACA programme finishes in 2016, so it is not possible to embed a central data unit before this end point. However a new programme is under consideration and this recommendation will be used to inform the monitoring and evaluation plan for it. The direction taken on this recommendation will depend on government of Tanzania's legislative framework, and a solution that works within Government of Tanzania's ways of working
Include a M&E team in the management structure that has the skills and resources to strengthen the programme's evaluability and to help build M&E capacity in the individual agencies.	Accepted	As above, the STACA programme finishes in 2016, so it is not a good use of resources to implement this now. However the recommendation will be used to inform design of any successor programme to STACA.
Define success clearly from the outset of the programme, together with the key programme partners. Then, working with an experienced evaluator, construct indicators and establish baselines. Track trends continuously and systematically, and oversee that basic record-keeping is done by all involved programme partners for future evaluations and general management oversight.	Accepted	See above.
Support production of reliable external statistics from Tanzanian research institutions, for example on public trust in government agencies/perceptions of institutional integrity.	Accepted	The STACA programme supported the production of a home-grown indicator study for anti-corruption, implemented on behalf of the PCCB by the University of Dar es Salaam. A mini baseline study was carried out in Dar es Salaam and Mwanza. This demonstrated how home-grown indicators could be compiled into an index comprising both perception and administrative data. Continuation of this type of work will be considered in the design of a potential successor programme.
Avoid rushing the design phase. Spend adequate time on problem diagnostics, and on consultations with partners about the theory of change and the preconditions for mutual success.	Accepted	This will be considered in the design of a potential successor programme. One counter argument is that with the election of the 5th Phase Government there is a strong push on anti-corruption in 2016. Waiting for a prolonged design phase may risk missing some momentum.

Have a longer implementation phase. Keep the pressure for results constant but acknowledge that problem-driven, iterative and adaptive approaches to complex issues will take some time.	Accepted	Most STACA activities had only a 2-3 year implementation phase by the time this evaluation was conducted. DFID is considering a short extension to the implementation period for STACA, and will consider adequate implementation time in any successor programme.
Focus on case-flow and removing the key bottlenecks in the law enforcement value chain. Training is often a precondition, and will still be needed, but it should always to targeted to the main outcomes. Spin off or eliminate projects that do not relate to the main outcomes.	Accepted	Focus on case-flow was part of the design of STACA from the outset, but proved difficult to implement through the chosen mechanism. Any future programme will consider the full criminal justice chain in the context of the recently announced Special High Court Division for corruption in Tanzania.
Bring in more technical experts, international and national, to help design and lead the implementation of activities.	Accepted	Technical expertise was provided in STACA through a different component, and was not reviewed as part of this evaluation. Given the late stage of the programme it is not appropriate to bring in experts at this point, however there will be a critical need for expertise, including Tanzanian nationals, in any new programme.
Redesign the programme logic so that it acknowledges that public accountability most often is best strengthen by involving both the state and civil society, for example by focussing on the role of whistle-blowers. Components A and B of the programme should not be designed and implemented in parallel, but should be designed to work together and reinforce each other in advancing the same goals.	Partially accepted	DFID would like to see a stronger evidence base for the claim that state and non-state components should be implemented together. Lessons from the Accountability in Tanzania programme are that the state/social accountability relationship is complex, and there is a need to find the right conditions for state/society accountability to work.

Strengthening protection of whistleblowers is one of the remaining STACA activities to be implemented, with prosecution guidelines to follow the passing of a Whistleblowers Act in Parliament.

DFID's main public accountability programme will likely continue to be separate from any successor programme to STACA, but will work in close coordination via the DFID governance team and the implementing partners of both programmes. |