



**THE UNITED REPUBLIC OF TANZANIA  
PRIME MINISTER'S OFFICE**



**THE DRUG CONTROL AND ENFORCEMENT AUTHORITY**

**Medium Term Strategic Plan  
2021/2022– 2025/2026**

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## LIST OF ABBREVIATIONS

<b>AHRM</b>	Administration and Human Resources Management
<b>AIDS</b>	Acquired Immunodeficiency Syndrome
<b>ART</b>	Antiretroviral Therapy
<b>ARV</b>	Antiretroviral
<b>CA</b>	Chief Accountant
<b>CAG</b>	Controller and Auditor General
<b>CBOs</b>	Community Based Organizations
<b>CG</b>	Commissioner General
<b>CIA</b>	Chief Internal Auditor
<b>CSOs</b>	Civil Society Organizations
<b>DCEA</b>	Drug Control and Enforcement Authority
<b>DCS</b>	Division of Corporate Services
<b>DP&amp;T</b>	Division of Preventive and Treatment
<b>DPs</b>	Development Partners
<b>EAPCCO</b>	Eastern Africa Police Chiefs Cooperation Organization
<b>FAU</b>	Finance and Accounts Unit
<b>FIU</b>	Financial Intelligence Unit
<b>FOBs</b>	Faith Based Organizations
<b>FYDP</b>	Five Year Development Plan
<b>GCLA</b>	Government Chemist and Laboratory Authority
<b>HIV</b>	Human Immunodeficiency Virus
<b>HIV</b>	Human Immunodeficiency Virus
<b>HPMU</b>	Head Procurement and Management Unit
<b>HR</b>	Human Resource
<b>IAG</b>	Internal Auditor General
<b>ICT</b>	Information Communication Technology
<b>IEC</b>	Information, Education and Communication

<b>IFS</b>	Inspection and Forensic Science
<b>INCB</b>	International Narcotics Control Board
<b>IT</b>	Information Technology
<b>KAMAA</b>	Kamati Maalum ya Ajira
<b>LEA</b>	Law Enforcement Authority
<b>LSU</b>	Legal Service Unit
<b>MAT</b>	Medically Assisted Treatment
<b>MDAs</b>	Ministries, Departments and Agencies
<b>MIS</b>	Management Information System
<b>MoFP</b>	Ministry of Finance and Planning
<b>MTSPB</b>	Medium Term Strategic Plan and Budgeting
<b>NGOs</b>	Non-Governmental Organizations
<b>NPS</b>	National Prosecuting Services
<b>PCCB</b>	Prevention and Combating of Corruption Bureau
<b>PLHIV</b>	People Living with HIV
<b>PMO</b>	Prime Minister's Office
<b>SARPCCO</b>	Southern African Police Chiefs Cooperation Organization
<b>SP</b>	Strategic Plan
<b>STI</b>	Sexually Transmitted Diseases
<b>SWOC</b>	Strength, Weaknesses, Opportunities, Challenges
<b>TACAIDS</b>	Tanzania Commission Acquired Immunodeficiency Syndrome
<b>TB</b>	Tuberculosis
<b>TISS</b>	Tanzania Intelligence Security Services
<b>TMDA</b>	Tanzania Medical Department Authority
<b>TPDF</b>	Tanzania People Defense Force
<b>UNODC</b>	United Nations Office on Drugs and Crime




## PREFACE

The Drug Control and Enforcement Authority (DCEA) is an independent department under Prime Ministers' Office of the United Republic of Tanzania that is established under The Drug Control and Enforcement Act, 2015 (Act No. 5 of 2015). Legislatively the authority is empowered to conduct investigation, arrest, search and seizure in addressing adverse effects of drug use, drug abuse and trafficking.

This Strategic Plan covers a period of five years 2021/22 – 2025/26 and it is the first since the establishment of the Authority. In developing this Plan, various documents have been reviewed for aligning its performance to national and international demands. Documents used includes Tanzania Development Vision 2025, Five Years Development Plan III (2021/22 – 2025/26), Ruling Party Manifesto of 2020 and other National Planning Frameworks that includes National Policies and strategies with instructive intents to the authority in its consideration for way forward.

The Authority extends its acknowledgement to the team that worked tirelessly in developing this Plan, the generous support from various stakeholders including the Authority's Management, Prime Minister's Office and the President's Office, Public Service Management (PO-PSM).

I would like to use this opportunity to call upon all Authority's staff to commit themselves on the implementation of this plan. Since the drug problem is complex, dynamic and multifaceted, I request all stakeholders to work collaboratively with the Authority in implementing this Plan. It is my hope that working jointly will facilitate in attaining the goal of suppressing drug use and trafficking of drugs in the country.

  
.....  
Gerald M. Kusaya

**COMMISSIONER GENERAL**

**DRUG CONTROL AND ENFORCEMENT AUTHORITY**



## EXECUTIVE SUMMARY

The Strategic Plan of DCEA is designated for all interventions, the plan covers a period of five years beginning from 2021/22 to 2025/26.

The plan has been prepared in accordance to the MTSPB Manual with facilitation on formulations of components of the quality Strategic Plan. In achieving the participatory formulation, the Management and designated SP team of DCEA undergone a short training on Strategic Planning, Situational Analysis and Plan Components Formulation thus coming up with Vision, Mission, Core Values, Objectives and their rationale, Targets and finally KPIs.

The four chapters of Strategic plan was formulated with the team under a facilitator who guided document review that have been listed in the mandate section of the plan, additionally the DCEA Strategic Plan for the year 2016/17 – 2020/21 was used as a baseline document. Other documents consulted as major reference documents included the Tanzania Development Vision (Vision 2025), FYDP III, and the Ruling Party Election Manifesto for the General Election of year 2020. After critical Analysis of Internal and external environment using tools of analysis that includes PEST and review of Performance the team formulated Critical issues that governed the plan development. The Plan has Vision that reads as *“Tanzania with zero tolerance on illicit drug use, drug abuse and trafficking”*. Whereas the Mission reads as *“To control drug abuse, combat illicit drug use and trafficking through coordinated multi - sectoral measures for the well-being of Tanzanians”*.

Core Values of DCEA are eight namely, Integrity, Confidentiality, Professionalism, Creativity/Innovativeness, Accountability, Team work, Commitment and Cooperation.

Objectives of DCEA are four listed hereunder as follows:

- A. HIV & AIDS and Non-communicable Diseases (NCDs) infection reduced and supporting services improved;

- B. Effective Implementation of the National Anti-corruption Strategy enhanced and sustained;
- C. Adverse effects caused by illicit drug use, drug abuse and trafficking minimized; and
- D. DCEA's Capacity to Deliver Services Enhanced.

Together with the above four Objectives of the Plan there also 15 strategies, 55 Targets for 5 divisions and 5 Units and finally, there are 10 Outcome Indicators to track achievements.

The last chapter is the Results Framework which intends to show how the results envisioned in DCEA Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. It has the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

The plan has two annexes attached namely; the Strategic Plan Matrix (Annex I) and the Organisation Structure of the Authority (Annex II).

# CHAPTER ONE

## 1.0 INTRODUCTION

### 1.1 Background Information

The Drug Control and Enforcement Authority is an independent department under Prime Ministers' Office of the United Republic of Tanzania. The Authority is established under The Drug Control and Enforcement Act, 2015 (Act No. 5 of 2015). The role of the authority is to coordinate and enforce measures on drugs, the use of drugs and trafficking. The Authority works collaboratively with other stakeholders including Ministries, Departments, Agencies, Non-Government Organizations, Development Partners and other domestic and international institutions including potential individuals and groups of people.

This Strategic Plan covers a period of five years from 2021/22 to 2025/26 to match with the National Five Years Development Plan III (FYDP III) and adopting desires of the ruling party enshrined in its manifesto for the general election of year 2020.

### 1.2 Mandate of the Authority

The mandate of the Drug Control and Enforcement Authority (DCEA) as stipulated in The Drug Control and Enforcement Act, No.5 of 2015 shall be to define, promote, coordinate and implement all measures geared towards control of drugs, drug abuse and trafficking in drugs.

#### 1.2.1 Roles and Functions

The major roles and functions of the Authority shall be to:

- i. Implement the provisions of international conventions, bilateral and multilateral agreements on control of narcotic drugs and psychotropic substances;
- ii. Develop and implement a national plan of action for drug control;

- iii. Develop guidelines for addressing drug problem and its consequences to the general public;
- iv. Update and adapt drug control laws and regulations;
- v. Promote the prevention of drug abuse and trafficking including education, dissemination of information to the general public and other drug initiatives;
- vi. Take measures to combat drug trafficking including arrest, search, seize and investigate on drug related matters;
- vii. Prevent, detect and investigate the diversion of controlled pharmaceuticals/psychoactive substances, precursors and other listed chemicals from legitimate sources while ensuring an adequate and uninterrupted supply for legitimate medical, commercial and scientific needs;
- viii. Establish a viable data collection and analysis system at the national level on drug abuse and drug trafficking;
- ix. Promote and ensuring international cooperation in drug control measures;
- x. Undertake, support and coordinate research on drug related issues;
- xi. Coordinate and support stakeholders on control of drug abuse and trafficking;
- xii. Sensitize and mobilize the community to participate in the fight against drug abuse and trafficking;
- xiii. Train personnel dealing with control of drug abuse, trafficking, money laundering, chemical precursors and other related crimes; and
- xiv. Conduct forensic investigation.

### **1.3 Approach**

The Plan was prepared in a participatory approach involving DCEA management and other staff and other key stakeholders including the Prime Minister's Office and President's Office - Public Service Management and Good Governance.

Formulation of the plan was undertaken in accordance to the MTSPB Manual whereas, facilitation on formulations of components of the quality Strategic Plan was elaborated to the designated SP team of DCEA. The SP team of DCEA undergone a short training on Strategic Planning, Situational Analysis and Plan Components Formulation thus coming up with Vision, Mission, Core

Values, Objectives and their rationale, Targets and finally KPIs. The plan has all components as per MTSPB manual in for Chapters and annexes.

## **1.4 The Purpose of the Strategic Plan**

Strategic planning is a fundamental and useful management tool that guides the organisation towards its agreed direction. The process helps the organisation to make decisions on what should be done to attain its objectives within up-coming five years.

Thus, the purpose of this Strategic Plan is to provide a guide to DCEA in coordination and enforcement while dealing with the use of drugs and trafficking.

Thus, this plan has been prepared with a view to guide DCEA developmental and operational interventions in the five years of implementation of its strategic roles and functions. The plan shall be used as a management tool to improve performance and service delivery. Preparation of this strategic plan is designated to facilitate creation of more relevant institutional structures since output of each Division/Unit has been charted out in a participatory manner thus increasing the levels of institutional, departmental and individual accountability. The plan will also improve transparency and communication between management, employees, clients and other stakeholders with the view of enhancing their collective responsibility in delivering according to mandated roles and functions. Generally, the plan intends to contribute to development objective of contributing to the aspirations.

## **1.5 Layout of the Strategic Plan**

The plan contains four chapters and two annexes as provided for in the Medium Term Strategic Plan, Budget Guidelines and Manual issued by President's Office, Public Service Management and Good Governance. Chapter one provides Introduction that covers background, approach, purpose and layout of the plan. Chapter Two discusses the Situational Analysis covering Current Vision, Mission and core value of the existing plan documents such as Current Strategic Plan and Structure; Review of Relevant Information such as National Frameworks for the Plan, Performance Reviews; Stakeholders Analysis; SWOC Analysis; Recent initiative for improving Performance; and Critical Issues. Chapter Three covers

Vision, Mission, Core Values, Objectives and their Rationale, Strategies, Targets as well as Key Performance Indicators. Chapter Four outlines the Development Objectives, beneficiaries of Ministry Responsible for Works provides linkage between the four objectives with the National Planning Frameworks. It also encompasses the Results Framework and describes how the plan will be monitored, reviewed and evaluated. The Organizational Structure is annexed and the Strategic Plan Matrix.

## CHAPTER TWO

### 2.0 SITUATIONAL ANALYSIS

#### 2.1 Preamble

The DCEA under normal circumstances has to maintain its going concern as an institution by sustaining interventions that mitigates adverse effects of drugs problem in the country. Situational analysis methodologically assures this notion by considering past and present to guide plan of the institution, which for this purpose is the Strategic Plan for DCEA.

The analysis hereunder gives out choices to be addressed in the Plan by the name of outputs of way forward merged intuitively into critical issues generated as results. Components of this chapter are Current Vision, Mission and core value of the existing plan documents such as Current Strategic Plan and Structure; Review of Relevant Information such as Results of Institution Service Delivery Surveys and its Self-Assessment; Performance Reviews; Stakeholders Analysis; SWOC Analysis; Recent initiative for improving Performance; and Critical Issues. The chapter gives answers for fundamental question about DCEA in an analytical way and show where it came from; where it now; where it is going; and choices it expects to use in the strategic period ahead that is 2021/22 and 2025/26.

### 2.2 Analysis of Current Vision, Mission and Core Values

#### 2.2.1 Current Vision and Mission

##### 2.2.1.1 Current Vision

**“A society with zero tolerance on drug use and trafficking”**

## **Findings and Way Forward**

The current vision has several shortfalls such as not reflecting drug abuse, thus a new vision needs a reflection of drug abuse and trafficking

### **2.2.1.2 Current Mission**

“To coordinate and enforce measures towards control of drugs, drug use and trafficking through harmonizing stakeholders’ efforts, conducting investigation, arrest, search, seizure and educating and the public on adverse effects of drug use and trafficking”.

## **Findings and Way Forward**

The mission is too long to be recalled by staff and does not consider why DCEA exist as a national institution that contributes to the wellbeing of the general public. That reality suggested a mission statement to be reviewed.

## **2.3 Review of Relevant Information**

### **2.3.1 National Frameworks for the Plan**

The plan implementation will support the national agenda to which it has contribution by expediting the mandates for institutional plans such as Tanzania Development Vision 2025, Five Year Development Plan III (FYDP III), Ruling Party Manifesto for the General Election of 2020; Sector Policies and Strategies, It is important to focus on the functions of what DCEA wishes to achieve and how it will contribute to the National Long Term aspiration enshrined, development agenda stipulated regionally and globally including Sustainable Development Goals (2030), The Agenda 2063 – African Union and SADC Vision (2050) that are domesticated into Five Years Development Plan hitherto.

#### **2.3.1.1 Tanzania Development Vision 2025**

The Tanzania Development Vision 2025 (TDV 2025)

#### **Findings**

- a) Vision 2025 requires High Quality Livelihood for all Tanzanians, this means that the creation of wealth and its distribution in society must be equitable and free from inequalities and all forms of social and political



relations which inhibit empowerment and effective democratic and popular participation of social groups.

- b) Vision 2025 requires Peace, Stability and Unity that a nation should enjoy peace, political stability, national unity and social cohesion in an environment of political and social tolerance.
- c) Vision 2025 requires Good Governance that permeated the national socio-economic structure thereby ensuring a culture of accountability, rewarding good performance and effectively curbing corruption and other vices in society
- d) Vision 2025 requires a well Educated and Learning Society by attaining creativity, innovativeness and a high level of quality education in order to respond to development challenges and effectively compete regionally and internationally;

### **Way forward**

- a) Application of gender sensitivity procedures in drug control and enforcement initiatives;
- b) Coordination and support Technical education and vocational training programs to recovery drug users
- c) Ensuring that social income and distribution are not generated from drug trafficking activities
- d) Suppress drug trafficking, through operations, destruction of Cannabis plantations
- e) Develop initiative for reduction of demand for drugs and harm caused by drug use
- f) Enforce measures for effective preservation of peace and political stability against penetrations of drug dealers in the system of governance;
- g) Promoting principles of Good governance
- h) Sustainably empower human resource to enforce flexibility and innovation in drug control;

- i) Build a specialized team in drug control and enforcement measures and be guided by professional ethics in its work
- j) Promote cooperation with regional stakeholders and international community in drug control and enforcement measures.

### **2.3.1.2 Five Year Development Plan III**

The future we envisage it is the Third Phase Five Year Development Plan (FYDP III) that will guide Plans and Implementation as analyzed hereunder

#### **Findings**

In a nutshell, implementing the Third Five Year National Development Plan the Government will focus on:

- a) Deepening Industrialization and service provision including industrial projects aimed at value addition to primary agricultural, livestock, fisheries and minerals produce and other raw materials and resources available in the country as well as improving tourism, finance and insurance services
- b) Human Development by improving people's lives including education and training in general; health and social welfare and mitigating the impact of climate change
- c) Human Capital Development through Programs and strategies aiming to develop knowledge and skills of human resources in the country, from pre-primary to tertiary education, thus enabling the youth to become self-employed.

#### **Way Forward**

- a) DCEA shall promote demand of drugs reduction initiatives including public awareness on drug issues, coordinating the inclusion of Drug education in schools, colleges and universities;
- b) DCEA shall promote alternative crops in areas that are prone for cannabis and khat cultivation to discourage and reduce supply and its effects;
- c) collaborations and coordinate supports for the establishment of sustainable development projects to replace drug crimes related activities;

- d) Rehabilitation and after care services to reduce the harm caused by drug use and supporting treatment services to people with drug disorder;
- e) DCEA shall coordinate and support Technical education and vocational training programs to recovered drug dependents

### **2.3.1.3 Ruling Party Manifesto for General Election of Year 2020**

The Ruling Party Election Manifesto (2020) has established six priorities hereunder for the Government to plan for their achievement. They are as follows: -

- i. To protect and strengthening the principles of human dignity, equality, justice and good governance in order to maintain peace unity and solidarity in the country.
- ii. To develop a modern integrated, inclusive and competitive economy, established under industrialization, economic services and supportive infrastructure.
- iii. To reform agriculture, livestock and fisheries sector to ensure food security sustainable livelihood and to contribute fully to economic development of our region
- iv. To strengthen access to quality health care, education, water, electricity and decent housing both in rural and urban areas of our region.
- v. To stimulate the use of research findings, science, technology and innovations to foster social and economic development.
- vi. To create at least 8,000,000 (eight millions) employment opportunities through formal and informal sector for the youth.

### **Other Findings by articles for adoption in thinking ahead are from article 245**

- a. To sustain achievements obtained from fighting drugs by continuing to develop and implement strategies on control the use of drugs and combating drug trafficking
- b. Strengthen cooperation with other nations and international organizations in fighting trans-national crimes including drug trafficking
- c. Increase efforts in provision of treatment services to drug addicts as well as establishment of centres to treat people who are more affected with

drug use to the most affected regions

- d. To increase efforts in collaboration with civil society organizations and empower capacity to participate in providing education on the harm caused by drug use in their communities
- e. To strengthen Drug Control and Enforcement Act No.5 of 2015 and its regulations in order to align with chameleonic nature of drug problem,

### **Way forward**

- a. Strengthening control of importation of drugs and precursors chemicals into the country;
- b. Strengthening international cooperation and collaborations in curbing drug trafficking
- c. Increase rehabilitation and after care services drug use harm reduction by supporting establishment of treatment services to drug addicts;
- d. Strengthening capacity building to civil society organizations involved drug problem reduction in the country;
- e. Strengthen drug control legislation.

#### **2.3.1.4 Speech by Presidents in Parliament**

The plan need an address to the instructive speeches by the Fifth and Sixth Phase Presidents during meeting of the 12th National Assembly in November, 2020 and April 2021 respectively,

### **FINDINGS**

- a) Strengthening good governance especially ethical behavior and code of conduct in public service and fight against corruption
- b) To deal with drug trafficking networks especially big traffickers;
- c) To identify and take actions to all involved in drug trafficking activities

### **Way forwards**

DCEA will translate the above national instructive policy intents into institutional priorities especially strengthening maritime and inland drug trafficking operations and adhere to drug control legislation. In respect to those aspirations, DCEA shall build a specialized team in drug control and enforce all measures guided by professional ethics.

### **2.3.1.5 National Sector Policies**

National Sector Policies were reviewed and considered their Objectives and Intents for improvement of DCEA priorities.

### **2.3.1.6 National Health Policy 2007**

National Health Policy 2007 has some policy statements that touches areas related to drug control issues namely;

The Government in collaborations with other stakeholders shall strengthen prevention service, treatment and Rehabilitation services on effect of drug abuse.

The government in collaboration with stakeholder will enhance prevention service on drug abuse, treatment and rehabilitation for alcohol and drug addicts

#### **Way forward**

DCEA shall facilitate the expansion of treatment and rehabilitation facilities for drug addicts.

DCEA shall support and coordinate NGO's, FBO by making guidelines, providing material and financial support for Institution dealing with rehabilitation and treatment of drug addicts.

### **2.3.1.7 National Education and Training Policy 2014**

These are policy statements that touches on drug prevention;

Education on HIV /AIDS and drug abuse prevention.

The government in collaboration with stakeholder will continue to provide education on different health problem such as malaria and consequences of drug abuse.

#### **Way Forward**

DCEA in collaboration with Ministry of Education will ensure that issues relating to drug prevention are made part of the curriculum in all levels.

### **2.3.1.8 National Agriculture Policy 2013**

The ministry responsible for healthy and social welfare shall provide measures that insure a healthy and productive through provision of prevention and clinical services. In particular, the ministry shall sensitize rural communities on good

nutrition, diseases such as HIV/AIDs, malaria and waterborne disease, and problem such as alcoholism and drug abuse, which has a significant impact on agricultural production.

### **Way Forward**

DCEA shall promote alternative crops in areas that grows cannabis and khatt.

#### **2.3.1.9 National Youth Development Policy 2007.**

This version of National youth development policy is an instrument which address many issues related to the an over increase adverse impact of social economic problem such as unemployment, poverty, HIV AIDS and other diseases, environmental degradation and drug abuse.

### **Way Forward**

DCEA in collaboration with the prime minister office in particular the Youth Development department shall disseminate information on the effect on drug abuse and trafficking through various National events such as National Youth week, Uhuru Touch and other events.

DCEA in collaboration with the prime minister office in particular the Youth Development department shall promote the provisional vocational skills to youth.

#### **2.3.1.10 HIV/AIDS National Policy 2001**

To work closely with the ministry of home affairs, NGOs and faith groups in the fight against drug substance abuse that increase the risk of HIV transmission. to prohibit misreading advertisements of drugs and other products for HIV/AIDS prevention, treatment and care

For drug substances abuse: government agencies dealing with drug substance abuse in collaboration with TACAIDS, NGOs and faith groups shall strengthen their preventive activities and implements targeted IEC and counselling services for drugs substance abusers

### **Way Forward**

DCEA shall sensitize and capacity building of NGOs and faith based organizations that deals with control of drug abuse

DCEA shall ensure the availability of drug treatment and rehabilitation services.

#### **2.3.1.11 The National Anti-Corruption Strategy and Action Plan for Tanzania (NACSAP III - 2017-2022)**

In NACSAPIII there provisions that in one way or another tasks DCEA as one of the law enforcement agency to implement the strategies, such as

The government's effort is to complement other initiative in the prevention and combating corruption to strengthen good governance across all sectors of the economy

The law enforcement authorities, primarily the FIU and police spontaneously share information relating to the proceeds of crime with foreign counterparts.

### **Way Forwards**

DCEA shall take measures towards enhancement of implementation of National Anti-Corruption Strategy and Action plan.

#### **2.3.1.12 Tanzania National Multisectoral Strategic Framework for HIV AND AIDS 2018/19 - 2022/23**

### **Findings**

The strategy task DCEA as one of the government institution to implement the same where it provides as follows; the strategy shall therefore be used by sectors as a guide to inform their HIV/AIDS planning and mainstreaming.

### **Way Forwards**

DCEA shall take measures towards reduction of HIV/AIDS Infections by improving supportive services

## **2.4 Illicit Drug Situational Report of 2020**

The Illicit Drug Situational Report shown challenges in respect of drug problem in the country and recommended a way forward as follows:

- i) Strengthen the Drug Control and Combating Act (CAP 95) by continuously amending it to meet dynamisms;
- ii) Expand treatment services to people with drug use disorder;
- iii) Strengthen the capacity of national and international stakeholders to the drug control and combating initiatives; and
- iv. Strengthen cooperation authorities with contribution in the control of drug and other stakeholders.

## 2.5 Performance Reviews

During the implementation of the 2016/2017 -2020/2021 SP, DCEA registered the following achievements and constraints for each objective:

### 2.5.1 A: HIV/AIDS and Non-Communicable diseases reduced and services improved

Various interventions were undertaken under this objective which led to the following

#### Achievements

38 Staff were sensitized on HIV/AIDS at work place

#### Way forward

More services will be provided to staff including distribution of HIV risk reduction materials such as condoms.

### 2.5.2 B: Effective Implementation of the National Anti-corruption Strategy enhanced and sustained

Various interventions were undertaken under this objective which led to the following

#### Achievements

The law enforcement authorities, primarily the FIU and police spontaneously share information relating to the proceeds of crime with foreign counterparts



### **Way forward**

DCEA shall take measures towards enhancement of implementation of National Anti-Corruption Strategy and Action plan

## **2.5.3 C: Human and physical resources developed and well managed**

Various interventions were undertaken under this objective which led to the following

### **Achievements**

Staff were trained at different levels and skills

Working tools and gears were successfully provided to staff

### **Limitations**

Limited budget resulted to fewer staff attending long term studies

Limited budget resulted to some staff missing working tools and safety gears especially during operations

### **Way forward**

Upon availability of funds, more funds will be budgeted for capacity building such as training

Upon availability of funds, more budget will be allocated in working tools and safety gears;

## **2.5.4 D: Financial resources increased and well managed**

### **Achievements**

Funds were expended according to the budget

### **Limitations**

Delay of funds from Treasury caused some of the activities to not be implemented thus affecting the institutions achieving its targets

### **Way forward**

Strict adherence to financial Act and Regulations in expenditure of funds

### **2.5.5 E: Effective drug control policy and legislative framework developed**

#### **Achievements**

The Drug Control and Enforcement Act No. 5 of 2015 was endorsed  
The Regulations were developed, reviewed and endorsed

#### **Way forward**

Empowerment of all players has to sustainably be given priority in the institutional plans;

### **2.5.6 F: Management Information System developed and maintained**

#### **Achievements**

ICT equipment were acquired and distributed to most of officers

#### **Limitations**

Limited funds

#### **Way forward**

More equipment will be procured upon availability of funds

### **2.5.7 G: Demand for drugs reduced**

#### **Achievements**

Commemoration of the International Day Against Drug Abuse and Trafficking was successfully conducted in Dodoma region  
The Drug situation report in the country was presented and endorsed by the Parliament  
IEC materials for educating the public of the adverse effects of drug abuse and trafficking were produced and distributed to the community  
Radio and television sessions were conducted to raise awareness of the problem of drug abuse and trafficking  
Awareness programs on the problem of drug abuse and how to avoid it were conducted in schools

### **Limitations**

Limited funds

Limited funds resulted to the use of fewer media

### **Way forward**

More IEC materials should be produced as the population is high

More radio and television mass awareness programs should be conducted

More school programs are needed and upon availability of funds the will be more conducted

## **2.5.8 H: Supply for drugs reduced**

### **Achievements**

People arrested in association with Cannabis 17,889, Heroin 716, and Cocaine 263,

Amounts sized Cannabis 68.23 tons, Khat 21.614 tons, Heroin 42.255 kg, and Cocaine 18.522 kg

### **Limitations**

Limited funds and inadequate staff

### **Way forward**

Upon availability of funds, more funds will be allocated in operations

## **2.6 Best Practices in Dealing with Drug Use, Drug Abuse and Trafficking**

The drug problem's complexity and dynamisms requires intense and broad interventions that to some extent needs learning from peers. For the case of DCEA in coming up with robust intervention in the next five years lessons learnt has been drawn from UNODC guidelines and pictured them in the Tanzania environment. Hereunder are some best practices that DCEA hall have to customize and sharpen its five years interventions:

- i. Working efficiently and effectively through periods of global pandemic to sustain best level of delivering leaving behind minimal causalities;

- ii. Emphasizing on delivering expertise in the areas of minimizing drug problem;
- iii. Increasing investment in people's ability that refers to enabling growth of abilities and capabilities to deliver in all aspects;
- iv. Building counter networks and sustaining quality and prompt sharing of info-tactics;
- v. Establishing presence of global reachability to support intervention through available information communication technology where possible; and complementing and minimizing impacts of weakness and inherent negative effects of challenges by forge in all benefits of joining forces with peers; and
- vi. Employ flexible and wide-ranging partnership that are critical for ensuring that an institution continue to deliver assistance to counter all social and health effects of drugs, crimes, corruption and trans-boundary crimes when and where needed; notwithstanding building national and local ownership for sustainability and maximizing impact.

## **2.7 Stakeholders Analysis**

The problem of drug use and trafficking of drugs is multifaceted, complex and dynamic thus, the implementation of interventions need a holistic and multi-stakeholder approach. Various stakeholders from different disciplines are required to join their efforts in order to address the problem strategically. Below is the matrix which displays the result of the stakeholder's analysis.

**Table No. 1: Stakeholders Analysis**

No.	Name of Stakeholder	Service/Product Offered	Expectations	Potential Impact if Expectations not met
1.	Law enforcement agencies (including Police, Immigration, TISS, TPDF, Prisons, TMDA, GCLA and National Prosecution Service-NPS)	Policy, laws, regulations and guidelines, Information/data sharing, Capacity building (trainings, financial support and material support),	High quality and reliable information/ data  Relevant trainings, financial and materials supports.	Increase in drug problem,  Increase complains to customers and general public,  Poor working environment,  Loss of financial support from donors, Poor image and loss of trust of DCEA
2.	Ministry responsible for Education	Updated information, Education on drug matters. Policy, laws, regulations and guidelines, Collaboration and cooperation	Improve public education on drug matters; Include drug issues in primary and secondary Curriculums  To have drug clubs in schools	Inadequate public education coverage on drug matters
3	Ministry responsible for health	Capacity building and technical support  Collaboration and cooperation	Accessibility of health services for drug dependent disorder in all Regional and District hospitals	Increase in the spread of diseases such as HIV/AIDS, TB, Hepatitis and STI,  Increase in drug abuse problem
4.	Civil society organizations (NGOs, CBOs, faith-based organizations, ect)	Information on the drug matters  Capacity building (financial support, material and technical assistance)  Collaboration and cooperation	Education and reliable information on the drug matters  Support for implementation of interventions  Financial and technical support	Low commitment to meet DCEA expectations,  Poor quality of services, Limited scale of intervention at grass root level

No.	Name of Stakeholder	Service/Product Offered	Expectations	Potential Impact if Expectations not met
5.	Public (Youth, Parents guardians and community in general)	Information, education on drug matters,  Treatment and rehabilitation services, Information on Laws and Regulations on drug trafficking,  Integrity in Drug interventions,  Informant protection and rewards	Public involvement in fight against drug matters,  Reliable Information and education on prevention of drug abuse and trafficking  Drug demand and harm reduction  Decrease in drug supply  Availability of treatment and rehabilitation services	Increase in the spread of diseases such as HIV/AIDS  Increase in drug use and related consequences including crime  Increase in vulnerability of the society to drug use  Decrease in public involvement in fight against drug trafficking
6.	Regional community (Eastern Africa Police Chiefs Cooperation Organization (EAPCCO), Southern African Police Chiefs Cooperation Organization (SARPCCO), Drug Control Commission of Zanzibar	Information sharing	Reliable information  Integration and collaboration in drug matters	Increase in trans regional drug trafficking

No.	Name of Stakeholder	Service/Product Offered	Expectations	Potential Impact if Expectations not met
7.	International organizations	Fulfillment of international conventions, protocols and agreements  Sharing of information and best practices	Sufficient fulfillment of international conventions, protocols and agreements  Sharing of information and best practices on drug matters  Effective utilization of resources	Increase in drug trafficking problems  Lack of support and poor collaboration  Failure to meet DCEA targets
8.	Mass media	Information and education on drug matters	Reliable information on drug issues	Failure to meet DCEA expectations  Distortion of information on drug issues
9.	Research/ academic institutions	Data and information on drug issues	Accurate data and trends on drug issues  Reliable information of drug issues	Limited understanding of nature and magnitude of the drug problem
10.	Customers (Drug user dependants, drug user recovery)	Treatment and rehabilitation services, Information, education services and Vocational trainings, Social support services, Outreach services, Harm reduction services, Advocacy/ Protection of their rights	Effective adherence to the treatment,  Improvement in social and economic life	Increase in the spread of diseases such as HIV/AIDS, Increase in drug abuse,  Poor participation in economic activities, Increase social instability including crime, family disintegration, conflicts, etc.

No.	Name of Stakeholder	Service/Product Offered	Expectations	Potential Impact if Expectations not met
11.	Ministry Responsible for Home Affairs; and Ministry Responsible for Regional Administration and Local Government.	Information on the drug matters Capacity building (technical assistance) Collaboration and cooperation	Education and reliable information on the drug matters  Support for implementation of interventions	Low commitment to meet DCEA expectations,  Poor quality of services, Limited scale of intervention at grass root level

### Way forward

- i. To strengthen Coordination, cooperation and collaboration
- ii. To strengthen involvement of Community Based Organizations (CBOs)
- iii. To increase public awareness on how to deal with the drug problem
- iv. To adhere to international conventions, protocols and agreements,
- v. To recognize mass media involvement in a fight against drug matters
- vi. To develop programs for conducting research
- vii. To widen accessibility of treatment and rehabilitation services.
- viii. To strengthen economic environment

## 2.8 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

As part of situation analysis, SWOC analysis was conducted to identify institutional strengths and weaknesses as internal factors and opportunities and challenges as external factors that may affect the performance of the Authority. Hereunder is the result of the SWOC analysis:

### Strength

- i. DCEA has powers vested in the Drug Control Act No.5 of 2015
- ii. Diverse experienced, skilled, and qualified staff
- iii. Participatory planning and execution processes in the Authority both at management and Staff levels



- iv. Highly committed members of National Drug Control Council
- v. Good reputation within and outside the country

### **Weaknesses**

- i. Inadequate of management Information System on drug use and trafficking issues
- ii. Inadequate staff
- iii. Inadequate advanced working tools
- iv. Absence of laboratory services
- v. Lack of collaboration and coordination from other authorities which executing same services
- vi. Limited coverage
- vii. Inadequacy coordination

### **Opportunities**

- i. High political will and support
- ii. Presence of supportive government policies, legislation, guidelines and strategies
- iii. New technological advancement
- iv. Good collaboration with stakeholders coupled with international agreements and guidelines;
- v. Prime Minister is the Chairman of the National Drug Control Council thus facilitates cascading of directives for implementation in other ministries
- vi. Diverse composition of Ministers in National Drug Control Council smoothens implementation of initiatives
- vii. National and international cooperation, partnership and networks for sharing of information and resources
- viii. Support from Non-Governmental Organizations
- ix. Existence of research institutions that can do researches on drugs

### **Challenges**

- i. Existence of New Psychoactive Substances (NPS) that are not regulated
- ii. Existence of diverse laws between countries
- iii. Insufficient capacity to cope with the dynamic nature of drugs, drug use and trafficking
- iv. Porous borders and long coast line

- v. Limited capacity of stakeholders in implementing drug control initiatives
- vi. Higher demand of treatment and rehabilitation services than the current capacity
- vii. Minimum public awareness coverage on drug matters
- viii. Negative perception on the drug matters which hinder the fight against drug matters

## 2.9 Recent Initiatives

As part of environmental scanning, recent initiatives undertaken in improving performance of the Authority worth being considered in generating ideas necessary for forward looking strategically.

- i. Establishment of Drug Control Enforcement Authority (DCEA) in the year 2017 to undertake duties and functions of Drug Control Commission.
- ii. Deployment of public private partnership programme in prevention of diversion of importation of precursor's chemicals for illegal use;
- iii. Embarking on scaling up of Drug Dependence Treatment and Rehabilitation services for people with drug use disorder by increasing Medically Assisted Treatments (MAT) Clinics from 3 to 15 by 2021;
- iv. Strengthening of Capacity building program on modern skills to DCEA staff and other law enforcers on special drug use, drug abuse and trafficking.

## 2.10 Critical Issues

The following are critical issues that were identified during situation analysis:

- 1. Strengthening collaboration and cooperation;
- 2. Public awareness on drug use, drug abuse and trafficking;
- 3. Identification of the magnitude of drug problems;
- 4. Mitigating drug adverse effects in the country;
- 5. Capacity of DCEA and other law enforcers;
- 6. Promote alternative economic and social activities;
- 7. Upholding crosscutting issues and good governance; and
- 8. Adopting to contemporary events and create national resilience into initiatives for drug controls and combating– refer COVID 19 and frequently updating legislation such as CAP 95.

## CHAPTER THREE

### 3.0 THE PLAN

The Chapter starts with the focus of the Plan and then presents objectives, strategies, targets and the Key Performance Indicator.

### 3.1 Assumptions of the Plan

The following assumptions were taken into account while developing this Strategic Plan:

- i. Sustainable support from the government;
- ii. Assured collaboration from stakeholders;
- iii. Political stability and continued support;
- iv. Continued support from development partners; and
- v. Reliable support from the public.

### 3.2 Vision, Mission and Core Values

#### 3.2.1 Vision

**“Tanzania with zero tolerance on illicit drug use, drug abuse and trafficking”.**

#### 3.2.2 Mission

**“To control drug abuse, combat illicit drug use and trafficking through coordinated multi - sectoral measures for the well-being of Tanzanians”**

#### 3.2.3 Core Values

In order to achieve the above vision and mission the Authority has put forward the following core values:

- **Integrity**

We will be guided by ethical principles, honesty and fairness in decisions and judgments independently;

- **Confidentiality**

We will ensure all drug control and enforcement information are treated with confidentiality and informers are protected.

- **Professionalism**

We will build a specialised team in drug control and enforcement measures and be guided by professional ethics in our work

- **Creativity/Innovativeness**

We will allow for flexibility and innovation in drug control and enforcement measure

- **Accountability**

We will strengthening the capacity of being responsible for any authority and other institutions in ensuring drug control is undertaken in a better and beneficial to the community.

- **Team work**

We will promote mutual respect and cooperation between the author staff for better institutional performance to deliver the shared Vision, Mission and Objectives.

- **Commitment**

We will promote a habit of ownership of success and make sure every staff feels burdensome to standard quality performance and proper resource utilization;

- **Cooperation**

We will promote cooperation with domestic stakeholders and international community in drug control and enforcement measures.

### 3.3 Objectives of the Drug Control and Enforcement Authority

The Drug Control and Enforcement Authority has developed four objectives. The following are the objectives to be achieved during coming five years of the plan.

- A. HIV & AIDS and Non-communicable Diseases (NCDs) infection reduced and supporting services improved**
- B. Effective Implementation of the National Anti-corruption Strategy enhanced and sustained**
- C. Adverse effects caused by illicit drug use, drug abuse and trafficking minimized**
- D. DCEA's Capacity to Deliver Services Enhanced**

### 3.4 Objectives, Rationale, Strategies, Targets and Outcome Indicators.

#### 3.4.1 A: HIV & AIDS and Non-communicable Diseases (NCDs) infection reduced and supporting services improved

##### **Rationale**

National efforts related with mitigation of causes and effects of HIV and AIDS started in 1980s and since that time it is a fact that there is no family in the country that has not be touched by the pandemic. The government undertook policy and structural measures. Recently, staff productivity and medical treatment findings have identified another problem associated with Life Style Exacerbated Diseases so called non-communicable diseases (NCD), the two has been termed as areas that need mitigation for changing staff's behaviours geared at reducing the burden for treatment and loss of working ours by every public institution for having an objective in Strategic Plan and thus annual plans. Policy thrusts are on implementation of HIV/AIDS and None communicable Diseases program in DCEA as one of requisite. Others includes ensuring that the DCEA conduct monitoring of implementation of HIV/AID and None communicable Diseases in program and

finally ensure DCEA in particular achieve three zeros (Zero new HIV infection, Zero discrimination, Zero AIDs related Death by 2030).

The expected overall achievement is reduction of new infections and improvement in provision of services by institution to those staff who after awareness will voluntarily declared their status in order to keep them productive at Work as usual. Public Institutions will be required to develop and implement workplace programmes that will address side effects in DCEA.

Areas taken to be part of intervention has been addressing the challenge of stigma and discrimination that was causing some staff failing to seek testing for their health status and others failed attending clinics for the sake of receiving antiretroviral drugs. Other strategic intervention targeted services provision in terms of nutritional support to raising immunity. Furthermore, education on how to eradicate stigma, as well as adding anti-retroviral treatment centers has been a priority. Means to doing shall be Implementation of a Continuum care, treatment and support to PLHIV and develop and implement HIV/AIDs programs in behavior change.

Success will increase the workforce productivity and reduce absenteeism due to hospitalizations. The use of ARVs will make it possible for the country and DCEA feel relieved of the burden of other medication costs. Notwithstanding, the fact that efforts will also help alleviate poverty trap for many families affected by this tragedy that were spending resources for treatment and care for sick family members.

Other signals of success will be awareness of Staff about HIV&AIDS and NCD coupled by the increase in number of employees who will voluntarily get tested plus a number of employees who will declare themselves infected with HIV&AIDS and bears NCDs. Following strategies will be in place for creating feeling and changes envisaged.

### **Strategy**

- i. Improve support to PLHIV and NCDs at work place; and
- ii. Improve work place awareness programmes on HIV/AIDS and NCDs.

## Targets

- i. Care and supportive services to DCEA staff on HIV/AIDS and NCDs provided by June 2026;
- ii. HIV/AIDS and NCDs Committee facilitated by June 2026;
- iii. HIV/AIDS and NCDs preventive measures implemented by June, 2026; and
- iv. HIV/AIDS and NCDs Strategy developed and operationalized by June 2026.

## Key Performance Indicators

- i. Level of awareness on HIV/AIDS and NCDs among staff; and
- ii. Percentage of staff accessing quality HIV/AIDS and NCDs services.

### 3.4.2 B: Effective Implementation of the National Anti-corruption Strategy enhanced and sustained

#### Rationale

National Anti-corruption is a cross-cutting initiative for any public institution to spearhead the fight against corruption in Tanzania. The overall objective of NACSAP III is ensuring that corruption in the country is eradicated with a focus on all sectors prone to corruption. Public Institutions will be required to develop and implement NACSAP III that will address critical governance issues including corruption and maladministration.

Public service delivery is generally prone to corruption, whereas DCEA is more vulnerable to corruptive practices with possible initiation by both some clients and staff who may create an environment feasible for corrupt practices. DCEA intends to reverse the perception of stakeholders being one of the corruptive areas by mainstreaming the Implementation of the National Anti-corruption Strategy in particular NACSAP III which is in existence.

It is the fact that corruption undermines justice, good governance and economic growth. Furthermore, it distorts national development and retards the general welfare of citizens, particularly the poor who are normally vulnerable in the society. Considering its ill effects, DCEA needs to maintain zero tolerance for all

acts of corruption, whether petty or grand in the delivery of its valuable services to ensure a good public image.

DCEA will mainstream the country's strategy in its plans by analytically identify suitable intervention and implement them. Areas of awareness creation to staff and public will be given a higher priority, also the integrity committee will be strengthened and actions to the accused members of the DCEA shall be instituted.

The challenge may be the coverage of its awareness campaigns to new employees and trainees who might not be given the anti-corruption awareness in the DCEA fashion. This has been so due to various reasons, therefore DCEA will strengthen its collaboration with stakeholders to extend coverage of its awareness sessions to all employees and trainees. However, awareness creation has to be extended to the clients of DCEA services. DCEA will sustain its partnership with PCCB in educating staff on the effects corruption generally. Notwithstanding other intervention of promoting good governance and mitigating evils of corruption through domesticating the National Anti-Corruption Strategy and Action Plan. Privacy in arrangements of corruption deals and non-exposure culture by clients will continue complicating the government initiatives to eradicate that evil practices.

Basically, the number of cases of corruption complaints reported in DCEA shall be treated as determinant of the extent of the problem. Following strategies will be employed for creating feeling and changes desired.

### **Strategies**

- i. Raise work place awareness on the adverse effects of corruption; and
- ii. Improve DCEA accountability in Implementation of the National Anti-corruption Strategy;

### **Targets**

- i. DCEA Anti-Corruption Strategy developed and operationalized by June 2026;
- ii. Functioning of DCEA Integrity Committee quarterly facilitated by June 2026; and



- iii. Anti-corruption capacity to 300 DCEA staff built by June 2026.

### **Key Performance Indicators**

- i. Level of awareness on anti-corruption among DCEA staff;
- ii. Corruption incidences reported; and
- iii. Percentage of anti-corruption intervention implemented.

### **3.4.3 C: Adverse effects caused by illicit drug use, drug abuse and trafficking minimized**

#### **Rationale**

The problem of drug use is increasing in the country causing a big threat to the health of Tanzanian population specifically the productive age group. The drug use is contributed by various factors including inadequate knowledge on the adverse effects of drugs, peer pressure, poor parenting, inadequate life skills, social economic pressure and inadequate comprehensive drug use prevention interventions.

Moreover, availability of drugs increases the chances of drug use, crime incidences, affect social stability and family disintegration, possibility of abuse of powers in favour of drug trafficking, destruction of environment especially clearing of bushes and forests for cannabis and khat farming farms and likelihood of inflation as a result of dirty money earned from drug business.

Illicit drug use, drug abuse and trafficking has a variety of effect to the society that is manifested in different forms but ranging from Health, Education and National Stability. Its effect attracts collective efforts in Collection of information on drugs traffickers followed by comprehensive investigation and operations on drug trafficking and other related activities as a way to control supply.

So long as multi-sectoral collaboration is important in achieving the goal of promoting prevention of drug abuse and trafficking DCEA shall regularly develop guidelines for addressing drug prevention measures, providing education and

other information on consequences of drug trafficking and abuse to the general public.

Naturally the problem of drugs crosses country boundaries and for Tanzania whose boundary is porous and long enough the need for collaborate and partnership with National, Regional and International organs in intelligence gathering and dissemination is equally important. Success of all intervention needs community participation in the fight against drug abuse and trafficking, therefore the issue of sensitization and mobilization hold a cornerstone role the endeavor.

Therefore, DCEA will take necessary measures to facilitate prevention of drug use, harm reduction interventions and reduction of drug supply in the country by implementing the following strategies and targets.

### **Strategy**

- i. Ensure sustainability of interventions for HIV and other infectious diseases among people with drug use disorder;
- ii. Enhance programs for prevention and for people with drug use disorder;
- iii. Strengthen collaboration and cooperation with relevant stakeholders;
- iv. Strengthen legislation on drug abuse, illicit use of drugs and drug trafficking;
- v. Improve intelligence system;
- vi. Facilitate research and development programs;
- vii. Improve mechanisms for monitoring of controlled pharmaceuticals, prevent the diversion of precursor chemicals; and
- viii. Improve mechanisms for combating drug use, drug abuse, trafficking of illicit drugs and NPS.

### **Target**

- i. National and international stakeholders, on HIV/AIDS, TB, STI and Hepatitis among people with drug use disorder annually engaged by June 2026;
- ii. HIV/AIDS, TB, STI and Hepatitis treatment services among people with drug use disorder annually supported by June 2026;
- iii. Programs for drug prevention, treatment, rehabilitation and social reintegration operationalized by June 2026;

- iv. Public education programs on risks, threats and adverse consequences by drug use problem implemented by June 2026;
- v. National and International cooperation programs in combating drug crimes annually operationalized by June, 2026;
- vi. Information on prevention, treatment and rehabilitation shared by June 2026;
- vii. Information on NPS, precursor chemicals and controlled pharmaceuticals diversion trends annually shared by June 2026;
- viii. Drug Legislation Awareness program annually operationalized by June 2026;
- ix. Drug cases Investigation and prosecution annually implemented by June 2026;
- x. Drug control Legislation Updated and annually enforced by 2026;
- xi. Regulations and Guidelines for Prevention, treatment and rehabilitation services reviewed and updated by June 2026;
- xii. Investigations on drugs and other related crimes in 26 regions conducted by June, 2026;
- xiii. Mechanism for identification and tracking of drug traffickers annually operationalized by June 2026;
- xiv. Information related to drug, drug abuse and trafficking within and outside the country annually shared by June 2026;
- xv. Records on drug trafficking and other related crimes maintained by June 2026;
- xvi. Research programs on drug problem in Tanzania twice conducted by June 2026;
- xvii. Programs for identification of narcotics, New Psychoactive Substances (NPS), controlled pharmaceuticals, precursor chemicals implemented by June 2026;
- xviii. Use of controlled pharmaceuticals, drugs and precursor chemicals in all 26 regions annually monitored by June 2026;
- xix. Programs for identification of clandestine laboratories, and preventing the diversion of controlled pharmaceuticals, precursor chemicals through Inspection and awareness raising implemented by June 2026;
- xx. Drug adverse effects' Public awareness program annually operationalized by June 2026;

- xxi. Strategies for drug use prevention, treatment and rehabilitation services developed and operationalized by June 2026;
- xxii. Programs for forensic identification of New Psychoactive Substances (NPS) annually implemented by June 2026;
- xxiii. Operations on drugs and other related crimes in 26 regions conducted by June, 2026;
- xxiv. Collection and storage of evidence on drug and drug related crimes annually facilitated by June, 2026;
- xxv. Programs for eradication of prohibited plants including cannabis and khat operationalized by June 2026; and
- xxvi. Prohibited plants of cannabis and khat substitution programs annually operationalized by June 2026.

### **Key Performance Indicators**

- i. Level of awareness on drug use adverse effects and consequences
- ii. Percentage of people with drug use disorder reintegrated; and
- iii. Trend of heroin trafficking

### **3.4.4 D: DCEA's Capacity to Deliver Services Enhanced**

#### **Rationale**

Performance of the Authority is ultimately depending on the quality and quantity resources (physical, human and financial) at its disposal in complementing its implementation of various mandated functions. Therefore, improvement of Sections/Units/Divisions to strengthen the operations of an authority is imperative and vital in realizing the framed short and long term plans.

A number of initiatives were undertaken within DCEA Sections/Units/Divisions as a measure of ensuring better performance to the satisfaction of the public demands in respect of fight against drugs and inherent consequences in the country. Initiatives undertaken includes providing support to human resource management, enhancing skills and career development to DCEA staff, improving working environment, strengthening internal controls and facilitating staff welfare.

Thus, the main thrust of this objective is to ensure that the implementation of DCEA functions is collectively undertaken by all sections/Units/Divisions in an efficient and effective manner which will eventually lead to realization of planned goals.

### Strategy

- i. Strengthen systems within DCEA for managing of information;
- ii. Improve DCEA working environment; and
- iii. Improve DCEA adherence to working capabilities and Upholding good governance.

### Targets

- i. DCEA communications strategy developed and operationalized by June 2026;
- ii. Periodic performance reports developed by June 2026;
- iii. Integrated Management Information Systems developed by June 2026;
- iv. DCEA ICT Infrastructural Program operationalized by June 2026;
- v. Technical ICT expertise and services in 5 divisions and 4 Units provided by June 2026;
- vi. Staff and Service Provider's payments effected by June 2026;
- vii. Procurement processes of supplies, materials and services for 5 divisions and 5 units of DCEA facilitated by June 2026;
- viii. Administrative and welfare services facilitated by June 2026;
- ix. Human resource Management and Administration programme operationalized by June 2026;
- x. DCEA Real Estate Management Program Developed and implemented by June 2026;
- xi. Operationalization of ICT policy in 5 divisions and 4 units facilitated by June 2026;
- xii. DCEA Financial management reports quarterly Developed by June 2026;
- xiii. Strategic Planning, annual plans and budgeting annually coordinated by June 2026;
- xiv. National Drug Control Policy and its implementation Strategy developed and operationalized by June 2026;
- xv. Human Resource Capacity Programme for 5 Divisions and 5 Units staff undertaken by June 2026;

- xvi. DCEA training Centre Developed and operationalized by June 2026;
- xvii. Internal Audit Program annually operationalized by June 2026;
- xviii. Four Audit Committee meetings annually facilitated by June 2026;
- xix. Secretariat services to the DCEA tender board quarterly provided by June 2026;
- xx. DCEA Asset Register Quarterly updated by June 2026;
- xxi. Legal advice to the Authority's 5 Divisions, 5 Units, Zones and Regions provided by June 2026; and
- xxii. Research, monitoring and evaluation processes coordinated by June 2026.

### **Key Performance Indicators**

- i. Level of stakeholders' satisfaction;
- ii. CAG opinion; and
- iii. Percentage of functional Institutional systems.

## CHAPTER FOUR

### 4.0 RESULTS FRAMEWORK

#### 4.1 Purpose and Structure

This chapter shows how the results envisaged in the drug control and enforcements authority Strategic Plan as well as the benefits that will accrue to clients and other stakeholders will be measured. In particular, it shows how the interventions lead to realization of the Authority’s Development Objective, how the interventions will be monitored, what kind of reviews will be done over the period and what type of evidence-based evaluation studies and analytical work to be undertaken. The studies intend to show that interventions have either led or are leading to achievement of the intended outcomes and finally how indicators and progress of the various interventions will be reported and to which stakeholders.

The remaining part of this chapter shows the overall Development Objective which is basically the overall impact of DCEA interventions, beneficiaries of DCEA services and how DCEA objectives are linked with National Five-Year Plan III. The chapter also shows the Result Chain; the Result Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

#### 4.2 The Development Objective (Goal)

The development objective of the DCEA is to suppress illicit drug use, drug abuse and trafficking to contribute to improved health of workforce and protect national systems’ integrity for sustainable national development. This DCEA developmental objective is in line with FYDP III goal “*Realizing Competitiveness and Industrialization for Human Development*”. This developmental objective will be attained by using a holistic and balanced approach of demand and supply reductions as well as harm reduction. As the drug use, drug abuse and trafficking is multifaceted, working in collaboration with other stakeholders is key to success and realization of this objective.

### 4.3 Beneficiaries of DCEA Services

There are several beneficiaries of DCEA interventions including people with high risk of initiating drug use, people with drug use disorder, Sober Houses Owners, Civil Society Organization providing Outreach Services, Medically Assisted Treatment Clinics, youth in and out of school.

### 4.4 Linkage with Five Years Development Plan (FYDP III)

This strategic plan has four objectives which contribute in addressing a number of challenges as stipulated in the FYDPI III where DCEA has been identified strategies to facilitate effective implementations of the Plan. DCEA is expected to address the prevailing challenges in coordinating collaborations and cooperation in deepening industrialization and service provision including industrial projects aimed at value addition to primary agricultural to discourage cannabis and khat; emphasizing Human Development by improving people's lives including education and training in general; health and social welfare; and Human Capital Development through Programs and strategies aiming to develop knowledge and skills of human resources in the country but drug problem mitigating stakeholders. Notwithstanding the provision of alternative education from primary to tertiary education for people with drug use disorder for enabling the youth to become self-employed

### 4.5 Result Chain

The DCEA result chain comprises of a combination of objectives and targets in the Strategic Plan and activities and inputs in Medium Term Expenditure Framework. The basic principle is that, there is a cause and effect relationship between elements of DCEA result chain. The inputs (resources such as personnel, funds, materials, technology), will result to successful implementation of activities which will contribute to achievement of outputs and finally the achievement of objectives.

### 4.6 The Result Framework Matrix

The Result Framework Matrix entails objectives, planned outcomes and indicators. It displays how the objectives will be achieved and how the results will be assessed. The indicators in the matrix will be used to track progress towards



achievement of planned outcomes and objectives. The Result Framework matrix is detailed below:

**Table No. 2: Result Framework Matrix**

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVE	PLANNED INTERMEDIATE OUTCOMES	INDICATORS
To suppress illicit drug use, drug abuse and trafficking of drugs to contribute to improved health of workforce and protect national systems integrity for sustainable national development	A	HIV & AIDS and Non-communicable Diseases (NCDs) infection reduced and supporting services improved.	<ul style="list-style-type: none"> <li>Increased number of staff declaring their status to the employer after voluntarily testing for HIV/AIDs;</li> <li>Change in life style (Exercising and diet);</li> <li>Improved behavioral change against HIV&amp;AIDS and NCD</li> <li>Improved budget allocation for supporting PLWA</li> </ul>	<p>Level of awareness on HIV/AIDs and NCDs among staff; and</p> <p>Percentage of staff accessing quality HIV/ AIDs and NCDs services.</p>
	B	Effective Implementation of the National Anti-corruption Strategy Enhanced and Sustained.	<ul style="list-style-type: none"> <li>Reduced number of corruption complaints;</li> <li>Reduced number of corruption cases reported.</li> <li>Increased knowledge on implementation of the Anti-corruption strategy.</li> <li>Reduced complaints on unnecessary delays in service delivery; and</li> <li>Increased level of patriotism.</li> </ul>	<p>Level of awareness on anti-corruption among DCEA staff;</p> <p>Corruption incidences reported; and</p> <p>Percentage of anti-corruption intervention implemented.</p>
	C	Adverse effects caused by illicit drug use, drug abuse and trafficking minimized	<p>Reduction of use of drugs in the community</p> <p>Reduction of harm caused by use of drugs</p> <p>Reduced availability of domestic drugs (cannabis, khat etc)</p> <p>Reduced importation of hard drugs (heroin, cocaine etc) and other drugs</p> <p>Reduced diversion of precursor chemicals</p>	<p>Level of awareness on drug use adverse effects and consequences;</p> <p>Percentage of people with drug use disorder reintegrated; and</p> <p>Trend of heroin trafficking.</p>

DEVELOPMENT OBJECTIVE	OBJECTIVE CODE	OBJECTIVE	PLANNED INTERMEDIATE OUTCOMES	INDICATORS
	D	DCEA's Capacity to Deliver Services Enhanced	Skilled and qualified staff employed  Strong internal financial control system  Strong ethical values and professionalism  Improved Performance Management System  Motivation and incentive package improved	Level of stakeholders' satisfaction;  CAG opinion; and  Percentage of functional Institutional systems.

## 4.7 Monitoring, Reviews and Evaluation Plans

This section communicates Monitoring, Reviews and Evaluation Plans for the period covering five years of the Strategic Planning cycles.

### 4.7.1 Monitoring Plan

The monitoring plan consists of indicators and their descriptions; baseline data for each indicator; indicator targets; data collection and methods of analysis; indicator reporting frequencies; and responsible officer for data collection, analysis and reporting.

The following is the Monitoring Plan

Table No. 3: Monitoring Plan

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION METHODS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTION INSTRUMENTS/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
1	<p><b>Level of awareness on HIV/AIDS and NCDs among staff:</b></p> <p>This indicator measures the percentage of DCEA staff who have received information on HIV/AIDS at work place and it will be measured by taking the number of staff who received information on HIV/AIDS over the total number of Staff *100</p>	2021	90	90	95	95	95	95	DCEA	Interview with individual staff	Annually	HR Report	Annually	Corporate Services Division
2	<p><b>Percentage of staff accessing quality HIV/AIDS and NCDs services:</b></p> <p>This indicator measures the proportion of DCEA staff who are accessing quality HIV/AIDS and NCD services. The indicator is measured by taking the number of staff accessing quality HIV/AIDS services divide by total number of DCEA staff in need of HIV/AIDS services times 100</p>	2021	99	99	99	99	99	99	DCEA	Interview with individual staff	Annually	HR Report	Annually	Corporate Services Division
4	<p><b>Level of awareness on anti-corruption among DCEA staff:</b></p> <p>This indicator measures the percentage of DCEA staff who have received information on corruption and it will be measured by taking the number of staff who received information on corruption over the total number of DCEA Staff</p>	2021	90	95	95	95	95	95	DCEA	Suggestion Box	Quarterly	HR Report	Quarterly	Corporate Services Division

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES						DATA COLLECTION METHODS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR1	YR2	YR3	YR4	YR5		DATA SOURCE	DATA COLLECTION INSTRUMENTS/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
6	<b>Corruption incidences reported:</b> This indicator measures the occurrence of cases on corruption reported. It is measured by a total number of corruption cases reported	2021	0	0	0	0	0	0		DCEA	Personal File	Annually	HR Reports	Annually	Corporate Services Division
7	<b>Percentage of anti-corruption intervention implemented:</b> This indicator shows the existence of proper mechanisms to identify and handle corruption matters. It is measured by identifying mechanisms that exist to address corruption	2021	90	95	95	95	95	95		DCEA	Personal File	Annually	HR Reports	Annually	Corporate Services Division
10	<b>Level of awareness on drug use adverse effects and consequences:</b> This indicator measures the extent to which are aware of adverse effects and consequences associated with drug use. This will be measured by conducting a survey.	2021	67	70	72	72	76	78		DCEA	Questionnaire	Annually	Report documents	Annually	Prevention and Treatment Division
12	<b>Percentage of people with drug use disorder reintegrated:</b> This indicator measures the proportion of people who have been using drugs but currently in treatment and have regained health and can participate in social and economic activities. It will be measured by taking those able to participate in social and economic activities/total number of those in treatment and recovered or graduated from treatment *100	2021	5	10	15	20	25	30		DCEA	MAT clinics records	Annually	MAT Annual Reports	Annually	Prevention and Treatment Division

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION METHODS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTION INSTRUMENTS/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
14	<b>Trend of heroin trafficking:</b> This indicator measures the extent to which people participate in heroin trafficking as a representative of other drugs. This indicator can be obtained by observing the number of suspects associated with heroin trafficking.	2019	90	91	92	93	93	94	DCEA	Survey	Annually	World Drug Reports	Annually	Operation Division
7	<b>Level of stakeholders' satisfaction:</b> This indicator measures the percentage of replies of stakeholder whose satisfaction level was above 50% in a survey of stakeholders' expectations. This indicator will be calculated as $x/y \times 100$ (where $x$ =No. of S/holders satisfied by 50% and above and $y$ =Total no. of staff surveyed)	2021	60	70	75	80	85	85	DCEA	Interview	Annually	HR Reports	Annually	Corporate Services Division
8	<b>CAG opinion:</b> This indicator shows the Opinion given by CAG after observing institutional adherence to legislation in managing resources.	2021	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	DCEA	Observation	Annually	Report Documents	Annually	CA

SN	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUES					DATA COLLECTION METHODS				FREQUENCY OF REPORTING	RESPONSIBILITY FOR DATA COLLECTION
		DATES	VALUES	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTION INSTRUMENTS/ METHODS	FREQUENCY OF DATA COLLECTION	MEANS OF VERIFICATION		
9	<b>Percentage of functional Institutional systems:</b> This indicator measures the proportion of systems that are operational amongst all systems DCEA has established to support service delivery. It is attained by taking a number of DCEA systems operating divide by all DCEA systems established over time period *100	2021	75	75	80	85	90	90	DCEA	Observation	Annually	Report Documents	Annually	AHRM

**Key:**

YR1=202 /22;

YR2=2022/23;

YR3=2023/24;

YR4=2024/25; and

**YR5=2025/26.**

## 4.7.2 Planned Reviews

### 4.7.2.1 Review Meetings

This will involve various meetings that will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of organizational objectives. This will also involve determining type of meetings, frequency, designation of chairpersons and participants in each meeting as indicated in Table 4.

**Table No. 4: Planned Review Meetings**

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Drug Control Council Meeting	Bi- annually	Prime Minister	Council Members
2.	Advisory Committee	Bi- annually	Chairperson	Committee Members
3.	DCEA Management Team Meetings	Monthly	CG	Management Team
4.	Tender Board Meetings	Quarterly	Tender Board's Chairperson	Tender Board's Members
5.	Audit Committee Meetings	Quarterly	Audit Committee's Chairperson	Auditing Committee's Members
6.	KAMAA	Adhoc		Committee Members
7.	Departmental Meetings	Monthly	Heads of Divisions/ Unit	Committee Members
8.	Budget Committee	Bi-Annual	CG	Commissioners & Head of Unit

### 4.7.2.2 Rapid Appraisals

This subsection includes description of rapid appraisals to be implemented within specified timeframe of the plan, appraisal questions, methodology and responsible person as indicated in Table 5. Each rapid appraisal aims to describe various techniques and practices which will be useful to assess whether the stated targets will help to achieve the desired outcomes.

**Table No. 5: Rapid Appraisals**

SN	Evaluation Studies	Description	Evaluation Study Questions	Methodology	Timeframe	Responsible Person
1.	HIV&AIDS and NCDs assessment study.	Assesses the incidence of HIV&AIDS and NCDs at DCEA and LGAs, its impact on service delivery, and what is currently being done to address the situation.	Are HIV&AIDS and NCDs interventions being well implemented? Are HIV&AIDS and NCDs interventions working? Are they reducing spread of HIV&AIDS and NCDs? Are the costs of HIV&AIDS and NCDs to the public service decreasing? (lost time, sickness, etc) Are staffs living with HIV&AIDS and NCDs satisfied with the support services provided?	Conduct interviews and administer questionnaire, VCT records	2022/23	DCS
2.	Impact assessment study on staff training.	This assessment will identify the extent to which training of staff has contributed to efficiency and productivity.	Were trainees satisfied with the courses they enrolled in? Is training leading to improved job performance? Are the supervisors satisfied with the performance of trained staff?	Conduct interviews and administer questionnaire	2022/23	AAS-Staff
3.	Performance of Local Area Network [LAN], website and Wide Area Network [WAN]	To find out the effectiveness and efficiency of LAN and WAN	How well does LAN and WAN function? Has LAN and WAN improved service delivery? How secure is LAN and WAN? Is the use of LAN and WAN resulting into cost reduction? How user-friendly is the website? Are customers satisfied with RS website?	Physical inspections of LAN and WAN on operational problems. Administer interviews and questionnaires	2022/23	DCS/ICT
4.	Baseline study	This study aims to collect baseline information which will provide inputs during evaluation process.	What are the baseline values for indicators listed in the Monitoring Plan?	Survey	2022/23	DCS/P&B



### **4.7.2.3 Review Plan**

A total of four (4) formal reviews will be carried out during the Strategic Planning Cycle. The aim of these reviews is to track the progress on implementation of the milestones and targets on annual basis. The reviews will focus on output implemented and assess issues, challenges and lessons learnt over the year and to what extent the output delivered are contributing towards achieving the objectives.

Findings from the reviews will be used to adjust implementation strategies whenever necessary. The DCEA's Management will take a lead in the review process. The description of the specific planned reviews, milestones time frame and the responsible Divisions are detailed below:

**Table No. 6: Review Plan**

S.N	DESCRIPTION OF THE REVIEW	MILESTONE	TIME FRAME	RESPONSIBLE PERSON
1	In the first year of implementing this SP, a total of five (4) milestones will be reviewed to determine whether planned activities are moving towards achieving the annual targets	DCEA Office building in place at Dodoma	June 2022	Corporate Services Division
		DCEA's staff provided with necessary working tools	June 2022	Corporate Services Division
		DCEA staff incentives and additional recruitment addressed	June 2022	Corporate Services Division
		DCEA training Centre Developed	June 2022	Corporate Services Division
2	In the second year of implementing this SP, a total of four (4) milestones will be reviewed to determine whether planned activities are moving towards achieving the annual targets	Number of operations conducted, cases, seizure and convicted.	June 2023	Intelligence and Operations Divisions
		Number of people who use drugs accessing drug dependence treatment	June 2023	Prevention and Treatment Division
		Education programs on adverse effects of drug use and conducted and outputs	June 2023	Prevention and Treatment Division
		Precursor chemicals diversion interventions conducted and its outputs	June 2023	Forensic
3.	In the third year of implementing this SP, a total of four (4) milestones will be reviewed to determine whether planned activities are moving towards achieving the annual targets	Number of suspects and convicted due to association with drugs	June 2023	Corporate Services Division
		Number of people who use drugs that access drug dependence treatment	June 2023	Prevention and Treatment Division
		Education programs established to alert the community on drug problem	June 2023	Prevention and Treatment Division
		Staffing composition and incentives status		Corporate Services Division

S.N	DESCRIPTION OF THE REVIEW	MILESTONE	TIME FRAME	RESPONSIBLE PERSON
4.	In the fourth year of implementing this SP, a total of four (5) milestones will be reviewed to determine whether planned activities are moving towards achieving the annual targets	Number of people reached with education programs	June 2024	Prevention and Treatment Division
		Number of interventions regarding precursor chemicals implemented and the outputs	June 2024	Forensic
		Level of stakeholder's satisfaction	June 2024	Corporate Services Division
		Number of people reached with drug dependence treatment programs	June 2025	Prevention and Treatment Division
		Number of operations, cases related to drugs and quantities of drugs seized	June 2025	Intelligence and Operations Divisions

#### 4.7.3 Evaluation Plan

The Evaluation Plan details evaluation studies to be conducted during the Strategic Planning Cycle, evaluation study questions, methodology, timeframe and responsible person. A total of two (2) evaluation studies will be conducted over the period of four years. The evaluation studies intend to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes envisaged in the Strategic Plan outputs. The Evaluation Plan Matrix is detailed below:

**Table No. 7: Evaluation Plan Matrix**

S.N	EVALUATION	EVALUATION DESCRIPTION	EVALUATION STUDY QUESTIONS	METHODOLOGY	TIME FRAME	RESPONSIBLE PERSON
1	Magnitude of drug problem.	<ul style="list-style-type: none"> <li>Explain in brief what the evaluation intends to measure/evaluate</li> </ul>	<ul style="list-style-type: none"> <li>What is the number of people who use drugs/inject drugs?</li> <li>Which regions are highly affected by drug problem?</li> <li>Which sub-population is at high risk of engaging in drug activities?</li> <li>What are sources of new drugs?</li> </ul>	Survey	2018/2019	Corporate Services and Prevention and Treatment Divisions
2	Stakeholders satisfaction with services provided by DCEA	<ul style="list-style-type: none"> <li>Assess the satisfaction levels of staff and external stakeholders to identify possible recommendations for areas of improvement in services offered.</li> </ul>	<ul style="list-style-type: none"> <li>Are the stakeholders aware of existence of DCEA?</li> <li>Are there any valid complaints from stakeholders?</li> <li>To what extent are services provided effective?</li> <li>Does majority of the community receive education programs done by DCEA?</li> </ul>	Survey	2022/2023	Corporate Services Division

#### 4.7.4 Reporting Plan

This subsection consists of internal and external reports. The reporting plan is prepared in accordance with statutory requirements, planning and Budgeting Guideline (PBG) and other Manuals or as may be required from time to time.

##### 4.7.4.1 Internal Reporting Plan

The Internal Reporting Plan entails three types of reports namely Sections, Divisions and Management reports. The reports will be prepared on weekly, monthly, quarterly, annually or on demand basis and submitted to various internal stakeholders including Head of Divisions/ Sections/Units, Management as detailed below:

**Table No. 8: Internal Reporting Plan**

S.N	Types of Report	Recipient	Frequency	Responsible Person
1.1.	Section/Unit's implementation reports	Head of Division	Monthly/quarterly/ semi-annual and annually	Head of Division/ Unit
2.2.	Implementation Reports	Commissioner General	Monthly/quarterly/ semi-annual and annually	Commissioner

##### 4.7.4.2 External Reporting Plan

This Plan involves preparation of four types of reports namely; Quarterly, Semi-annual, Annual implementation reports and Financial reports. These reports are submitted to various external stakeholders, including Prime Minister's Office, MoFP, DPs, and the Parliament. The Plan is detailed below:

**Table No. 9: External Reporting Plan**

S.N	Types of Report	Recipient	Frequency	Responsible Person
1.1.	Performance Reports	Chairman Drug Control Council	Semi-Annual	Commissioner General
2.2.	Performance Reports	PMO, MoFP, PS-PMO, CAG, and Parliament	Quarterly/ Semi-Annual/ Annual	Commissioner General

3. 3.	Implementation Report	Parliamentary Committee on HIV/AIDS	Annually	Commissioner General
4. 4.	National Drug Situation Report	Parliament	Annually	Commissioner General
5. 5.	Audit Report	CAG/IAG-MoFP	Quarterly/ Annually	Commissioner General
6. 6.	Country Report to UNODC/INCB	UNODC/INCB	Annually	Commissioner General

## 4.8 Relationship Between Results Framework, Results Chain, M&E and Reporting Arrangements

### 4.8.1 Level 1-Impact

The first level of the Results chain tracks realization of overall development objective of DCEA; impact is attributed through achievements of four DCEA objectives and efforts done by other players in the area of mitigating negative effects of use of drug, drug abuse and trafficking. The Development Objective for DCEA is to suppress illicit drug use, drug abuse and trafficking of drugs to contribute to improved health of workforce and protect national systems integrity for sustainable national development. The impact will be measured through indicators whose data collection and analysis will be done in the researches done on assessment of drug problem in the country as scheduled and in finally done during final MTSP review of the strategic planning period. The impact level indicators are reported at the end of five years' strategic plan report. Studies and national statistics will be used to ascertain and verify the impact to the general public, the reports will focus on improved well-being of people with drug disorder who are reintegrated and trends of interdictions of drug trafficking.

### 4.8.2 Level 2-Outcomes

The second level of the Results Chain tracks the realization of the planned outcomes specified for each objective, though achievement of these outcomes may not be attributed to DCEA alone as there will be several players contributing to these outcomes. These planned outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or the three-year outcome

report. The annual reports and the three years' outcome reports will be based on either sector or specific analytical/ evidence-based studies using national statistics. The reports focus on benefits delivered to DCEA clients and other stakeholders.

### **4.8.3 Level 3 - Outputs**

The third level of the Results Chain tracks the realization of the outputs that DCEA produces and which are attributed solely to DCEA. The outputs at this level will be measured by output indicators and milestones. Data collection, analysis and review of the outputs, milestones and output indicators will be done quarterly and reported in quarterly reports. The reports will focus on how the outputs produced are contributing to the outcomes, and will inform corrective action if the outputs are not being delivered on time, to the expected quality and are not contributing to planned outcomes.

### **4.8.4 Level 4 – Process**

The fourth level of the Results Chain focuses on realization of activities in the Action Plan and linkage between activities and outputs. At this level, indicators will focus on processes, activities program and timeliness of implementation. Activities will be reviewed on weekly, periodically or monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if are not contributing to outputs.

### **4.8.5 Level 5 - Inputs**

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

## ANNEX I: DCEA STRATEGIC PLAN MATRIX

OBJECTIVE	STRATEGY	TARGETS	RESPONSIBLE	KEY PERFORMANCE INDICATOR
<b>A. HIV &amp; AIDS and Non-communicable Diseases (NCDs) infection reduced and supporting services improved</b>	Improve support to PLHIV and NCDs at work place;	Care and supportive services to DCEA staff on HIV/AIDS and NCDs provided by June 2026;	DCS/AHRM	<ul style="list-style-type: none"> <li>• Level of awareness on HIV/AIDS and NCDs among staff</li> <li>• Percentage of staff accessing quality HIV/AIDS and NCDs services</li> </ul>
	Improve work place awareness programmes on HIV/AIDS and NCDs;	HIV/AIDS and NCDs Committee facilitated by June 2026;	DCS/AHRM	
		HIV/AIDS and NCDs preventive measures implemented by June, 2026;	DCS/AHRM	
		HIV/AIDS and NCDs Strategy developed and operationalized by June 2026;	DCS/AHRM	
<b>B. Effective Implementation of the National Anti-corruption Strategy</b>	Raise work place awareness on the adverse effects of corruption;	DCEA Anti-Corruption Strategy developed and operationalized by June 2026	DCS/AHRM	<ul style="list-style-type: none"> <li>• Level of awareness on anti-corruption among DCEA staff</li> <li>• Corruption incidences reported</li> <li>• %age of anti-corruption intervention implemented</li> </ul>
	Improve DCEA accountability in implementation of the National Anti-corruption Strategy;	Functioning of DCEA Integrity Committee facilitated by June 2026	DCS/AHRM	
		Anti-corruption capacity to 300 staff built by June 2026.	DCS/AHRM	



OBJECTIVE	STRATEGY	TARGETS	RESPONSIBLE	KEY PERFORMANCE INDICATOR
<b>C. Adverse effects caused by illicit drug use, drug abuse and trafficking minimized</b>	Ensure sustainability of interventions for HIV and other infectious diseases among people with drug use disorder;	National and international stakeholders, on HIV/AIDS, TB, STI and Hepatitis among people with drug use disorder annually engaged by June 2026	DP&T	<ul style="list-style-type: none"> <li>• Level of awareness on drug use adverse effects and consequences</li> <li>• Percentage of people with drugs disorder reintegrated;</li> <li>• Trend of heroin trafficking</li> </ul>
		HIV/AIDS, TB, STI and Hepatitis treatment services among people with drug use disorder annually supported by June 2026	DP&T	
		Programs for drug prevention, treatment, rehabilitation and social reintegration operationalized by June 2026	DP&T	
	Enhance programs for prevention and for people with drug use disorder;	Public education programs on risks, threats and adverse consequences by drug use problem implemented by June 2026	DP&T	
		National and International cooperation programs in combating drug crimes annually operationalized by June, 2026.	DOP	
	Strengthen collaboration and cooperation with relevant stakeholders;	Information on prevention, treatment and rehabilitation shared by June 2026	P&T	
		Information on NPS, precursor chemicals and controlled pharmaceuticals diversion trends annually shared by June 2026	IFS	
		Drug Legislation Awareness program annually operationalized by June 2026	LSU	

OBJECTIVE	STRATEGY	TARGETS	RESPONSIBLE	KEY PERFORMANCE INDICATOR
	Strengthen legislation on drug abuse, illicit use of drugs and drug trafficking	Drug cases Investigation and prosecution annually implemented by June 2026	LSU	
		Drug control Legislation Updated and annually enforced by 2026	LSU	
		Regulations and Guidelines for Prevention, treatment and rehabilitation services reviewed and updated by June 2026	DP&T	
	Improve intelligence system;	Investigations on drugs and other related crimes in 26 regions conducted by June, 2026.	DOP	
		Mechanism for identification and tracking of drug traffickers annually operationalized by June, 2026	DOP	
		Information related to drug, drug abuse and trafficking within and outside the country annually shared by June 2026	DINTEL	
		Records on drug trafficking and other related crimes maintained by June 2026	DINTEL	
	Facilitate research and development programs. Improve mechanisms for monitoring of controlled pharmaceuticals, prevent the diversion of precursor chemicals;	Research programs on drug problem in Tanzania twice conducted by June 2026	DP&T	
		Programs for identification of narcotics, New Psychoactive Substances (NPS), controlled pharmaceuticals, precursor chemicals implemented by June 2026.	IFS	

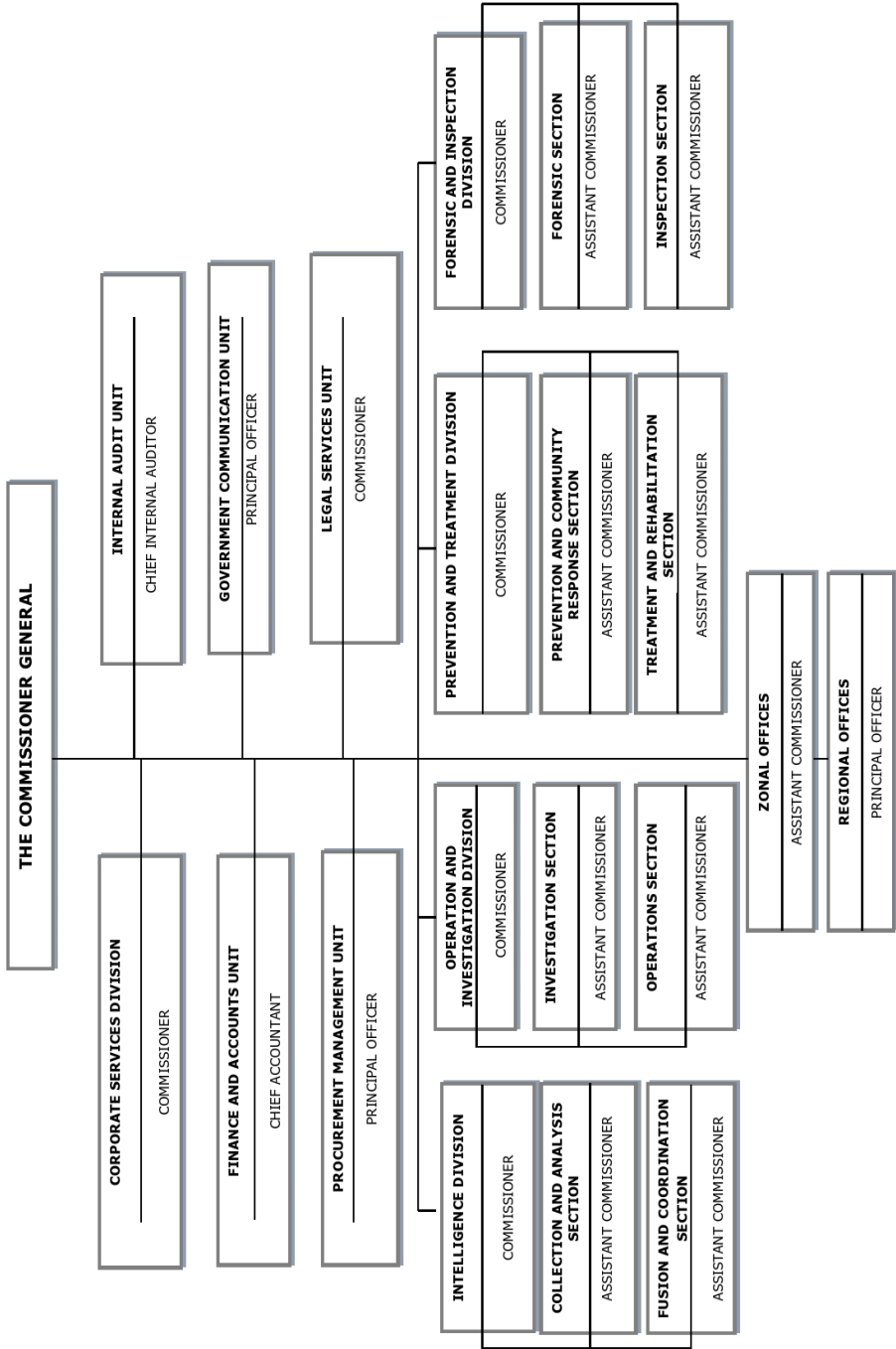
OBJECTIVE	STRATEGY	TARGETS	RESPONSIBLE	KEY PERFORMANCE INDICATOR
		Use of controlled pharmaceuticals, drugs and precursor chemicals in all 26 regions annually monitored by June 2026	DP&T	
		Programs for identification of clandestine laboratories, and preventing the diversion of controlled pharmaceuticals, precursor chemicals through Inspection and awareness raising implemented by June 2026	IFS	
		Drug adverse effects' Public awareness program annually operationalized by June 2026	GCU	
	Improve mechanisms for combating drug use, drug abuse, trafficking of illicit drugs and NPS	Strategies for drug use prevention, treatment and rehabilitation services developed and operationalized by June 2026	DP&T	
		Programs for forensic identification of New Psychoactive Substances (NPS) annually implemented by June 2026.	IFS	
		Operations on drugs and other related crimes in 26 regions conducted by June, 2026.	DOP	
		Collection and storage of evidence on drug and drug related crimes annually facilitated by June, 2026	DOP	
		Programs for eradication of prohibited plants including cannabis and khat operationalized by June 2026	DOP	
		Prohibited plants of cannabis and khat substitution programs annually operationalized by June 2026	DP&T	

OBJECTIVE	STRATEGY	TARGETS	RESPONSIBLE	KEY PERFORMANCE INDICATOR
<b>D. DCEA's Capacity to Deliver Services Enhanced</b>	Strengthen systems within DCEA for managing of information;	DCEA communications strategy developed and operationalized by June 2026	GCU	<ul style="list-style-type: none"> <li>• Level of stakeholders satisfaction;</li> <li>• CAG opinion; and</li> <li>• %age of functional Institutional systems</li> </ul>
		Periodic performance reports developed by June 2026	DCS/P&B	
		Integrated Management Information Systems developed by June 2026.	ICT	
		DCEA ICT Infrastructural Program operationalized by June 2026.	ICT	
	Improve DCEA working environment;	Technical ICT expertise and services in 5 division and 4 Units provided by June 2026.	ICT	
		Staff and Service Provider's payments effected by June 2026	FAU	
		Procurement processes of supplies, materials and services for 5 divisions and 5 units of DCEA facilitated by June 2026	PMU	
		Administrative and welfare services facilitated by June 2026;	DCS/AHRM	
		Human resource Management and Administration programme operationalized by June 2026;	DCS/AHRM	
		DCEA Real Estate Management Program Developed and implemented by June 2026	DCS/AHRM	

OBJECTIVE	STRATEGY	TARGETS	RESPONSIBLE	KEY PERFORMANCE INDICATOR
	Improve DCEA adherence to working capabilities and Upholding good governance;	Operationalization of ICT policy in 5 division and 4 units facilitated by June 2026.	ICT	
		DCEA Financial management reports quarterly Developed by June 2026;	FAU	
		Strategic Planning, annual plans and budgeting annually coordinated by June 2026	DCS/P&B	
		National Drug Control Policy and its implementation Strategy developed and operationalized by June 2026;	DCS/P&B	
		Human Resource Capacity Programme for 5 Divisions and 5 Units staff undertaken by June 2026;	DCS/AHRM	
		DCEA training Centre Developed and operationalized by June 2026	DCS/AHRM	
		Internal Audit Program annually operationalized by June 2026	CIA	
		Four Audit Committee meetings annually facilitated by June 2026	CIA	
		Secretariat services to the DCEA tender board quarterly provided by June 2026	PMU	
		DCEA Asset register Quarterly updated by June 2026	PMU	
		Legal advice to the Authority's 5 Division 5 Units, Zones and Regions provided by June 2026	LSU	
		Research, monitoring and evaluation processes coordinated by June 2026	DCS/P&B	

## ANNEX II: ORGANIZATION STRUCTURE OF THE DRUG CONTROL AND ENFORCEMENT AUTHORITY (DCEA)

### THE APPROVED ORGANIZATION STRUCTURE OF THE DRUG CONTROL AND ENFORCEMENT AUTHORITY (DCEA)





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