



THE UNITED REPUBLIC OF TANZANIA

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**THE NATIONAL  
ANTI-CORRUPTION STRATEGY  
AND  
ACTION PLAN FOR TANZANIA**

President's Office,  
State House,  
DAR ES SALAAM.

November, 1999

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## **AN ANTI-CORRUPTION STRATEGY AND ACTION PLAN FOR TANZANIA**

### **EXECUTIVE SUMMARY**

Tanzania, like most African countries, is faced with corruption in its public and private sectors that has assumed endemic proportions. The government views this scourge as public enemy number one. Therefore, a number of initiatives have been taken over the years to deal with this problem. This strategy document is a continuation of the government's efforts to provide a policy framework to address this menace in a more systematic and holistic way.

To deal with corruption effectively, it is important to appreciate its basic causes, namely, greed and poverty. The prevalence of these factors gives rise to an operating atmosphere in the public and private sector that is amenable to corrupt practices. People are, then, compelled to "procure" services and favours in order to have their needs attended to. The unscrupulous individuals take advantage of such a situation to amass ill-gotten wealth. Consequently, the economy of the country suffers telling negative effects.

This national anti-corruption strategy and sectoral action plan are intended to guide the policy makers, legislators, judicial officers and implementers. The National Anti-corruption Strategy contains two approaches, namely, analytical and proactive. The analytical approach emphasises institutional reforms. The proactive approach focuses on raising public awareness. The important element in this strategy is the integrated framework (analytical and practical) that is participatory and action-oriented.

In addition, the strategy seeks to bridge the gap between the government, on the one hand, and civil society and the private sector, on the other. More importantly, emphasis is given to the attainment of transparency and accountability in government business, on the one hand, and participation of civil society and private sector.

The objectives of this strategy are supported by sectoral action plans as prioritised in the accompanying matrices. The matrices are illustrative of the government priority areas which will be subjected to constant monitoring and evaluations that will be carried out by the relevant ministries, civil society and the private sector.

# **THE NATIONAL ANTI-CORRUPTION STRATEGY**

## **1. INTRODUCTION**

Since the first multi-party general elections in 1995 one of the main priorities of the Government of Tanzania has been the improvement of the economy of the country. To achieve this objective the Government has embarked on a number of radical reforms including privatisation, liberalisation of the economy and restructuring and improvement of the efficiency of the public service delivery.

However, one of the major constraints that have hampered the government's drive towards achieving improvement in the economy has been the widespread corruption that flourish at all levels of the society. It has led to massive economic losses in terms of reduced income from taxes, revenues and other fiscal charges, loss of income from natural resources and losses through misappropriation of government assets. It has also resulted in general mistrust of the public administration and the judiciary by members of the public. Under these circumstances the Government finds it absolutely imperative to institute drastic measures to deal with the scourge.

The Government's policy on the fight against corruption is zero tolerance. This is evidenced by the Government's efforts to fight corruption. In 1966 it established the office of Permanent Commission of Inquiry (Ombudsman), the first of its kind in Africa. The aim was to check abuse of power by the Government officials and its agencies. This was followed by the establishment of an Anti-Corruption Squad in 1975 after the legislature had enacted Act no. 16 of 1971 - the Prevention of Corruption Act.

In 1983 the Legislature, in addressing the problem of corruption and inequity, enacted a law known as the 1983 Economic Sabotage Act. This law was short-lived and was quickly repealed and replaced by the Economic and Organised Crimes Control Act of 1984. This Act incorporated offences under the Prevention of Corruption Act as economic offences.

There is also evidence of political resolve to deal with corruption. The ruling CCM party demonstrated in its 1995 Election Manifesto that it is aware of the magnitude of the problem in the country. The manifesto singled out corruption as the number one public enemy and it vowed that its Government would intensify the battle against it. After the elections, the Government introduced

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The legislature enacted another law (Act no. 13 of 1995) known as the Leadership Code of Ethics. This law was designed to curb improper conduct of public leaders in the high echelons. Towards the end of that year, the President appointed a Presidential Commission of Inquiry Against Corruption (PCIC) commonly known as The Warioba Commission. The Commission carried out a diagnostic study of why corruption has become endemic in the Tanzanian Society. This was a significant demonstration of the Third Phase Government's resolve to deal with the scourge of corruption in the country.

The Commission discovered that there are those who receive bribes as a means of supplementing their meagre incomes and those who involve themselves in corrupt practices because of excessive greed for accumulation of wealth. The former group belongs to what is known as petty corruption and the latter represents the category of grand corruption. The Commission, in its report, points out that the greatest source of corruption in the country is the lackadaisical leadership, the absence of clear guidelines on the accountability of leaders and the general erosion of integrity of leaders. The emergence of competition in conspicuous consumption and changes in the liberalised economic environment that gives the perception that one can do anything and get away with it were also singled out.

As clearly demonstrated, the government is serious about instituting mechanisms to deal with corruption in Tanzania. It must be quickly mentioned, however, that because of financial and institutional capacity constraints the government has been very selective in choosing modes of interventions. Those that can be implemented quickly and less costly but with significant impact are planned to be implemented immediately and others will be programmed

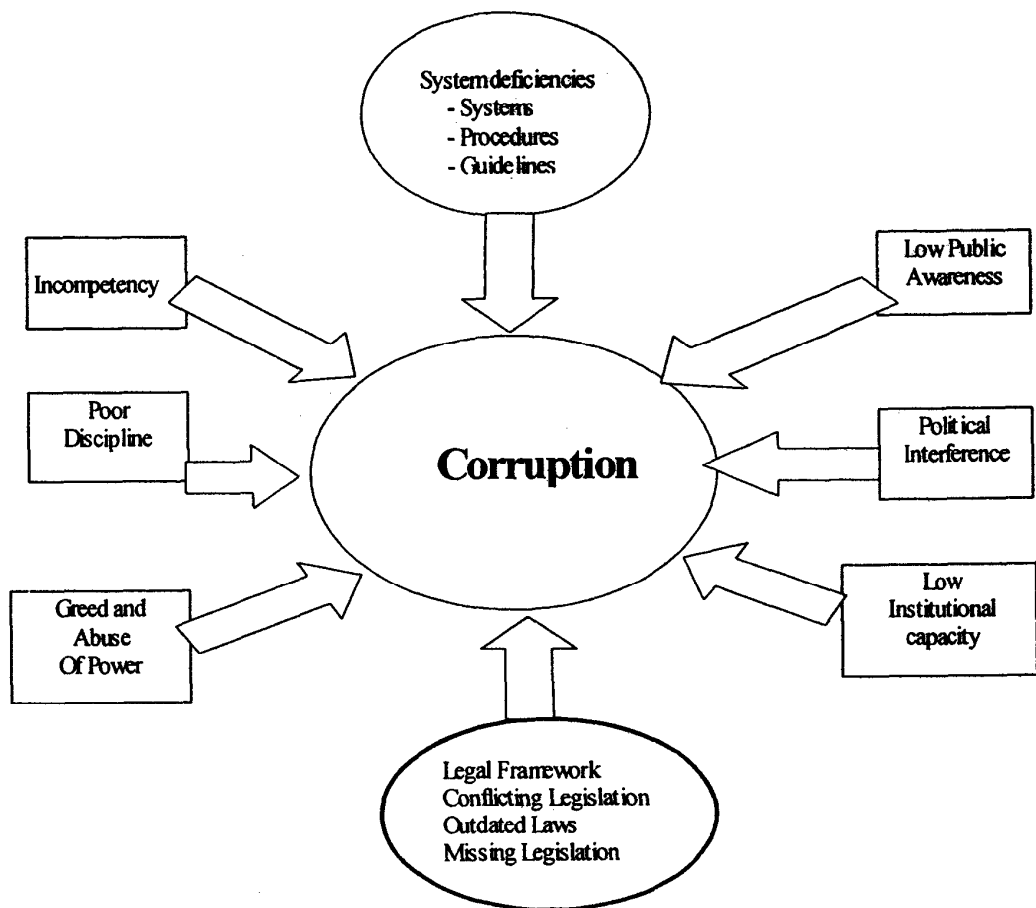
## THE NATIONAL ANTI-CORRUPTION STRATEGY

for the medium and long-term period.

### 2. CAUSES OF CORRUPTION

For the purposes of this strategy, it is important to be conversant with the basic causes of corruption. In any society there are two notable factors that influence people to engage in corrupt practices: greed and poverty. The prevalence of these factors gives rise to:

#### CAUSE OF CORRUPTION ANALYTICAL PERSPECTIVE





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- Incompetence and inefficiencies in delivery of public service.
- Systems deficiencies.
- Legal and Administrative/Political Frameworks that provide an atmosphere conducive to the existence of corruption.
- Institutional/Organizational Structures and Managerial practices that encourage corruption.
- Economic conditions that force people to strive for survival.

Corruption is manifested by institutional decay. Misuse of public office for unofficial ends afflicts the economy, generates poverty, undermines government legitimacy, undermines the Rule of Law and respect for the constitution, enhances incompetence and leads to lack of transparency and accountability. In short, it thwarts development, obliterates good governance and democracy and diminishes opportunities to individuals, institutions and organisations.

Corruption is widespread in central local Government affairs, for instance, in public procurement and tendering procedures, land allocation, revenue collection and appointment of public officials. Corrupt payments that are made to obtain public services deny the country valuable revenue. Tendering procedures that inflate prices for the government as the chief buyer of goods and services increase the cost of public expenditure. The economic research has confirmed that apart from raising costs, corruption increases the debt of any developing country and adds to its recurrent debt servicing in the future. This consequently leads to lowering of standards, as substandard goods are provided and inappropriate or unnecessary technology is acquired for projects. Choices are based on capital, which is more rewarding to the perpetrator of corruption than on manpower, which would be most useful to development. The ultimate cost of corruption can be found in:

- Failure to achieve Government objectives
- Pollution of the environment
- Rise in administrative costs
- Diminished revenue collection
- Erosion of the courage and resolve to adhere to high standards of probity.
- Diminished respect for authority
- Loss in productivity as time and energy are devoted to ripping off the system rather than to enhancing its objectives.
- A mockery of the country's judicial system
- Decisions being weighed in monetary terms rather than human values or needs
- Reduced foreign investment.

Clearly, the effects of corruption are far reaching and its costs essentially incalculable. It is also clear that total eradication of corruption is a utopian goal. The Third Phase Government's determination in fighting corruption has been unwavering since coming in power. However, it is vitally important to design strategies that stress a structured approach to minimise and prevent the gratuitous occurrence of both *petty* and *grand* corruption.

### **3. OBJECTIVES AND PRINCIPLES OF THIS STRATEGY**

#### **3.1 OBJECTIVES:**

An effective anti-corruption strategy must be coherent and holistic. Hence this strategy recognises a need for commitment by political leaders to combat corruption wherever it occurs. It requires that leaders always be willing to submit themselves to scrutiny. In addition, it focuses more on preventing future corruption correcting negative effects and changing systems rather than indulging in witch-hunts. It is national in its outlook and sectoral in its focus.

This strategy , therefore outlines short term and long term national *objectives*. It addresses *prevention, enforcement, public awareness, and institution building* with the aim of achieving the following:

- Comprehensive anti-corruption legislation
- Identification of areas of government activity most prone to corruption and redress them.
- Identification of legal and administrative corruption remedies which provide adequate deterrence
- Provision of a creative partnership between government and civil society including the private sector, professions, and religious organisations in fighting corruption

**Long-term objectives:**

- *Increased economic growth in Tanzania through strengthening of the basic systems and infrastructures*
- *Equal treatment of different political, ethnical, religious and cultural groups*
- *Increased government revenues*
- *Improved social equity and stability*
- *Improved efficiency and productivity in the public sector*
- *Increased investments to Tanzania*
- *Improved public awareness in civil society and the private sector*

**Short-term (immediate) objectives:**

- The immediate objectives of the anti-corruption strategy is to ensure:*
- *Optimal utilisation of government resources and assets*
  - *Equal access to fair, transparent and effective public services*
  - *Effective and fair execution of government business transactions*
  - *Effective combat of corruption assured*

Specifically, this strategy will lead to the achievement of the following:

- Increasing respect for the Rule of law, enhancement of good governance and promotion of ethical leadership within its ranks and agencies.
- Strengthening of the judicial system so that justice is neither sold nor bought.
- Having Protection Programmes for co-operative witnesses and whistle blowers.
- Transparency in government and tendering and procurement contracts.
- An effective and friendly immigration agency, ports, customs and excise services.
- A Government that has zero-tolerance for corruption.
- Building, promoting and safeguarding a culture of self reliance and collective responsibility in the fight against corruption.
- Reinforcing the policy and sharpening the legal framework that will prevent corruption.
- Strengthening the law enforcement agencies, namely, the Prevention of Corruption Bureau, the Police, the Ethics Secretariat and the Permanent

- Commission of Enquiry.
- Promoting the interface between the civil society and the Government in a partnership to fight corruption.
  - Inculcating in society the belief that transparency, integrity and accountability are virtues of good government and necessary bulwarks against corruption.

### 3.2 PRINCIPLES:

#### 3.2.1 Prevention

Prevention of corruption calls for simplifying, demystifying, and depersonalising government programmes and procedures so that opportunities for corruption are reduced. It involves minimising or controlling areas of discretion. Where retained, clear written guidelines for exercising such discretion must be published. The public must be made aware of available mechanisms that offer speedy and effective reviews of contentious decisions within the administrative machinery and the Judiciary.

Prevention is greatly enhanced where civil service workers are *paid a living wage* in line with reasonable needs and expectations. Rewards for achievement should be implemented, with good performance recognised and rewarded and role models acclaimed. Mechanisms for involving civil society should be established and should feed into a continuous process of review. The public should be *polled periodically* for its perception of what has changed. In addition, the income, assets, and liabilities of officials with decision-making powers should be *monitored effectively* to ensure *consistency with known earnings and reasonable expectations*.

Creation of open, genuinely competitive, and transparent system of public procurement is imperative. The reporting of *all gifts and hospitality* received with a value above the minimum set in the course of public services by government officials should be required. Reporting and recording of all political donations must be made mandatory in the respective legislation. It is also important to review and enforce appropriate conflict of interest regulations as governed by the Ethics Commission.

Finally, coalitions of interests in support of corruption prevention should be built. Such coalitions draw in both the private sector and civil society and undertake *public awareness* campaigns to decrease tolerance of corruption and make it a high-risk undertaking.

### **3.2.2 Enforcement**

Independent enforcement mechanisms should be implemented and strengthened to increase the likelihood of corruption being detected and punished. Investigators, prosecutors, and adjudicators must be able to perform their professional duties in a transparently independent fashion and enforce the rule of law against all who breach it. Adequate powers of investigation and prosecution, consistent with the constitution and international human rights norms, will be necessary.

*Effective channels for complaints* should be established for both whistle-blowers within government and members of the public so that they do not feel unnecessarily exposed to reprisals.

Mechanisms for punishing those outside the country's jurisdiction should be developed through international cooperation. The use of civil penalties should be strengthened and employed to supplement the existing criminal sanctions. The option of *blacklisting corrupt firms* and publishing their names as a way of ensuring that other countries and competitors are aware of their corrupt activities should be explored.

*Extradition* arrangements should be made so that corrupt officials who flee the country will be returned by court order from the most attractive countries of refuge. Legal measures should be taken to enable the assets of the corrupt to be seized and forfeited, whether these are inside or outside the country.

### **3.2.3 Public Awareness**

Public understanding should be engendered regarding the harm done by corruption and the fact that the corrupt are stealing the public's money. The public needs to be educated about their rights to service at a given price or no cost at all. They also need to be made aware of their duty to complain and procedures for doing so when officials behave corruptly in specific cases.

### 3.2.4 Institution Building

All relevant law enforcement institutions that are at the centre of the fight against corruption must have adequate and competent staff and other resources such as sharpened tools to combat corruption. Clear ethical guidelines and rules of conduct should be formulated and disseminated. Continuous training should be provided for civil servants at all levels.

Internal financial management systems must be reviewed to ensure their adequacy and effectiveness. The Central Tender Board and the Controller and Auditor General should increase their vigilance as independent oversight agencies of government contracting and public tendering and procurement activities. Procurement must be professionalised by ensuring that both at the central and local government levels competent and honest staff are in place. Best practices and the transparent systems must be observed at all times.

Decision-makers should be pooled with no predictability as to who will be involved in any particular exercise. Speedy decision-making should be enforced to eliminate delays during which corruption can take place.

## 4. POLITICAL WILL

To achieve a sustainable and effective anti-corruption strategy the political will is a critical and paramount starting point. *Political Will* refers to demonstrated intent of political actors such as is the case here in Tanzania to attack perceived causes and effects of corruption at a systemic level. This corruption refers to an environment that involves the bureaucratic elite, politicians, businessmen and workers in embezzling public money at a large scale through various dubious means. The existence of *Political Will* leads to the promulgation of appropriate legislation and creation of effective institutional frameworks to fight corruption. Political Will in broader context involves the private sector and the citizens in their collective will and action to overcome corrupt systems. It is the ability to organise and set priorities among the various challenges posed by corruption. It involves building legitimacy, credibility, and broad based political support and compliance both in society and within government. The political will is present here but the biggest challenge is to convince a cynical populace that this strategy is honest and genuine. As stated earlier on, the proactive approach is paramount.

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This strategy is predicated on the existence of political will. In addition adequate resources will be required and made available to effect its implementation within the financial ability of government. It is also expected that our partners in development, the donor community, who are also keenly interested in seeing a corruption free society in Tanzania will lend the requisite support for its implementation. Support from the civil society, media, and the private sector is also recognised as essential to the successful implementation of an anti-corruption strategy.

### **5. THE SEVEN PRIORITY AREAS OF THE STRATEGY**

#### **5.1 The Rule of Law and Legal Framework**

This component is intended to facilitate sectoral laws review and create conditions necessary for restoration of confidence in the Judiciary and law enforcement agencies.

#### **5.2 Financial Discipline and Management**

It is intended to reduce and eradicate siphoning of public funds by unfaithful officials and increase revenue collection to enable financing social services and facilitate economic growth.

#### **5.3 Procurement**

Strict adherence to and transparent administration of tendering and procurement procedures.

#### **5.4 Public Education, Awareness and Sensitization of their Rights**

To develop education programmes and create awareness of how corruption harms the economy and ultimately transforms the fabric and values of society.

#### **5.5 Public Service Reform (Capacity Building)**

To recognise that public officers are not “masters” but “servants” accountable for their actions who therefore, deserve a fair remuneration package.

### 5.6 Whistle Blowers and Witness Protection

Cognisance of the fact that informers and citizens who come forward to the law enforcement agencies and report on corruption incidences are not protected. A programme will be developed to achieve that. The intention is to protect them and disseminate a massive programme that would encourage citizens to co-operate.

### 5.7 Media

To report corrupt elements without fear or favour and to publicise the harm they do to the innocent, the poor and the weak in Tanzania.

6. The following are the important factors in the implementation of this strategy:

#### ● Political Approval of the Strategy

It is of paramount importance to note that there is strong support from the President and the Government in the implementation of this strategy and that the policy of taking stern measures against politicians and managers in the public service sector will be enforced

#### ● Resources for the Implementation

##### Local Resources

To ensure an effective implementation of the anti corruption strategy it is necessary that the Government of Tanzania allocate sufficient funds to the involved institutions for implementation of the activities

#### ● Donor Community Support

Given the present economic situation of Tanzania it is clear that the Government need support from the donor community if it is to succeed in the implementation of the anti corruption strategy. Commitments are required from a number of bilateral and multilateral donor agencies to support the implementation of the strategy.



● **Civil Society and Media Support**

The involvement of the civil society and the media in the preparation and implementation is crucial to the success of the strategy as they play an important role in creating public awareness and in exposing corrupt elements.

● **Private Sector Support**

Effective involvement of the private sector in the preparation and implementation of this strategy will help reduce the "supply side" of the corruption and in exposing corrupt elements in the government administration.

● **Local Government and Civil Service Reform Programmes**

The permanent linkage between the Local Government Reform Programme, the Civil Service Reform Programme and the Financial and Legal Sector Reform Programme complement the anti corruption strategy leading to good governance.

**7. FACTORS INFLUENCING THE SUSTAINABILITY OF THE STRATEGY**

**7.1 Policy Support**

The continued political awareness and support for this strategy is crucial to this long-term sustainability. The Government has declared an anti-corruption policy supporting the measures to be taken under this strategy. This policy will be translated into action plan in order of priorities as set out in the matrice.

**7.2 Appropriate technology**

The development of effective and transparent systems is based on state of the art computer technology and software that is available and serviceable in the country. The donor community will be needed to supplement the existing technology for the orderly implementation of this strategy.

### **7.3 Institutional and organisational capacity**

The establishment of relevant institutional and organisational capacities forms an integral part of the project (ref. Result 1 and 3)

### **7.4 Socio-economic factors**

The implementation of the anti-corruption strategy will have social and economic consequences for many of the lower placed civil servants and other employees who have engaged in petty corruption to sustain a subsistence living. Adequate pay packages have to be put in place which are commensurate with the cost of living. The civil service reform is addressing this issue as a matter of urgency for this strategy to be meaningful.

### **7.5 Gender aspects**

The anti-corruption strategy addresses a number of corrupt practices aimed at victimising female workers, students and clients of public services.

### **7.6 Financial capacity**

The long-term economic gains from the implementation of the strategy in terms of increased income and reduced expenditures for the government will by far outweigh the costs of implementing the strategy. However, on short-term basis the government will need financial support from the donor community to ensure an immediate and effective implementation of the activities of the strategy.

## **8. IMPLEMENTATION OF THE STRATEGY**

The implementation of this strategy is outlined under result 6 in section 10 of this document and in the detailed implementation plan from page 14 to page 30 and in Annexure I.

The main responsibility for the co-ordination of the strategy will rest with the Minister of State, Good Governance in the President's Office. The Chief Secretary and Chief Executive Officers/Permanent Secretaries in the involved ministries, institutions and agencies will be the principal implementers of the policy.

## 9. MONITORING AND EVALUATION

A uniform reporting system will be through the Minister for Good Governance to facilitate a close monitoring of the achievement of the objectives and implementation of the activities of the strategy.

## 10. RESULTS

### **Result 1: Competent and customer oriented delivery of public services assured**

One of the key factors influencing the quality of service and efficiency of the public services is the commitment and competency level of the civil servants and other staff members employed by the government to serve the public and business community. This result aims at ensuring that leaders, civil servants, other employees and private people and companies contracted to deliver public services are executing their duties in a competent and effective way, observing the code of conduct and ethical standards established for the public services. The implementation of activities outlined under this result should be closely co-ordinated with the activities to be carried out under the public services sector reform.

The outcome of this result should be a higher degree of satisfaction by the civil society with the services delivered by the government agencies and parastatal organisations.

### **Result 2: Effective and transparent systems, procedures, rules and guidelines established**

Most of the present systems, procedures and guidelines are outdated, complex and ineffective, causing considerable delays and opening possibilities for corrupt practices. This result aims at revising the existing bureaucratic complex procedures, rules and guidelines to speed-up the delivery of services and to cut down the "red tape". At the same time the result will establish clear and effective procedures and guidelines in areas presently open to corrupt practices, mismanagement and abuse of power. The result also aim at establishing a high degree of transparency in the systems, procedures, rules and guidelines to enable the public to achieve an improved knowledge on what they can expect in terms of deliverables, requirements and standards.

*The outcome of this result should be an improved confidence by the civil society in the Government agencies and parastatal organisations*

***Result 3: The institutional and organisational capacity to deliver effective and transparent services established***

Most of the Tanzanian Government agencies and parastatal organisations have either developed from the colonial system or were established during the seventies and eighties to support a different political system. Over the time most of them have developed into very bureaucratic and inefficient organisations giving room for corrupt unequal and unfair practices. This result aim at ensuring that the public institutions possess the relevant institutional and organisational capacity to implement the anti-corruption strategy and to deliver the quantity and quality of public services as required by the government.

The result also aims at establishing the relevant capacity of the public institutions that are charged with the task of co-ordinating, monitoring and supervising the implementation of the anti-corruption strategy. The result includes activities for assessment of the organisational structures, the planning supervision and management capacity, the resources and the infrastructure.

The outcome of this result should be an improved capacity of the government agencies and parastatal organisations to deliver efficient and high quality services to the public and to the business

***Result 4: A legal and administrative framework to ensure effective, equal, fair and transparent execution of public services established***

The Judiciary and the legal system are the backbone in the government's effort to ensure equal rights and fair treatment of all citizens in the country. However, outdated laws and non-transparent and complicated directives and regulations have made the legal system prone to inefficiency and corrupt practices. This result aims at reviewing and updating the legal and administrative framework to reflect the governments policy of transparent, equal, fair and effective treatment and provision of services to the public. The result also includes activities aiming at establishing a framework of legal and administrative provisions to deter the leaders and employees of the public services as well as individuals, and companies to engage in corrupt practices.

*The expected outcome of this result is a more efficient, equal and fair treatment of the general public and the business society in the judiciary and legal system.*

**Result 5: Public awareness on visions, rights, procedures, standards, codes of conduct established**

In most of civil society apathy to and mistrust in the government institutions and public leaders prevails. One of the main factors contributing to this situation is the lack of general knowledge of the rights, procedures, standards and codes of conduct to be expected from political leaders and civil servants. This result aims at disseminating information to the general public on rights, standards of services, procedures, rules, regulations and channels of information and complaints. The activities include assessment of present knowledge, planning and implementation of general awareness campaigns and monitoring and evaluation of level of awareness.

*The expected outcome of this result is an increased participation of the civil society in ensuring a fair, equal treatment and delivery and delivery of services by the government agencies and parastatal organisations*

**Result 6: Effective implementation of the anti-corruption strategy assured**

The successful achievement of the government's anti-corruption strategy depends to a large extent on the ability of the involved institutions and agencies' ability to plan, co-ordinate and supervise the implementation of the various parts of the strategy.

The activities leading to the achievement of this result focus on establishment of an effective and uniform process for the planning and implementation of the strategy. It establishes uniform formats to be applied, systems for co-ordination of the activities and effective monitoring and supervision of the process.

*The outcome of this result will be that each and every public service institution and agency will have a uniform, transparent and effective plan of operation for implementation of the anti-corruption strategy.*

**11. A CONSOLIDATED AND DETAILED  
IMPLEMENTATION PLAN**



MATRIX

PROBLEM	MINISTRY (Departments)	WHO BENEFITS	WHO LOSES	ACTIONS ALREADY TAKEN (A-C = Anti- Corruption)	ACTIONS TO TAKE		EXPECTED RESULT AND BY WHEN  (1) = Short term Dec. 2000 (2) = Medium term 2005 (3) = Long term on-going
					Government	Civil Society	
1. RULE OF LAW AND THE LEGAL FRAMEWORK	<ul style="list-style-type: none"> <li>• Judiciary</li> <li>• PCB</li> <li>• Police</li> <li>• DPP</li> <li>• Justice &amp; Constitutional Affairs</li> </ul>	the corrupt	The innocent, the poor and the weak.	<ul style="list-style-type: none"> <li>• on-going dismissal of corrupt law enforcement officers and magistrates and subsequent arrests to face criminal charges.</li> <li>• Establishment of Judicial Disciplinary Boards.</li> <li>• Establishment of Commercial Courts.</li> <li>• Pilot project in Alternative Dispute Resolution (ADR).</li> <li>• Problem areas Identification (Film-up)</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthening the Judiciary (both infrastructure + trained personnel).</li> <li>• Strengthening of the Law enforcement Agencies (Police, anti-Corruption Bureau, and DPP)</li> <li>• Uplift salary &amp; pension benefits for judiciary &amp; law-enforcement officers.</li> <li>• Amend the Constitution to provide for the formation of a Human Rights Commission.</li> <li>• Provide for separation of powers of the chief</li> </ul>	<ul style="list-style-type: none"> <li>• initiate public education on legal rights to citizenry</li> <li>• mobilise groups for ADR, Conciliation, Arbitration and Mediation as alternatives to litigation</li> <li>• Legal Aid for indigent</li> <li>• Provide a machinery through which action could be taken against the corrupt</li> </ul>	<ul style="list-style-type: none"> <li>• Avail Fair delivery of justice - (1).</li> <li>• reduce "mob-justice" - (2).</li> <li>• reduce un-necessary litigation and reduce delays in judicial service delivery - (2).</li> <li>• restore confidence in judicial system - (3).</li> <li>• government increased legitimacy (3)</li> </ul>

			<ul style="list-style-type: none"> <li>* Time to time amendments of legislations to match with changing environment that is conducive to corruption.</li> <li>* identified out-dated Acts</li> <li>* Acts to be reviewed identified &amp; prioritised</li> <li>* ineffective existing legislation currently embodied in Prevention of Corruption Act being amended</li> </ul>	<p>justice and the president of the Court of Appeal</p> <ul style="list-style-type: none"> <li>* Make provision to amend the constitution and provide for a clear demarcation of the duties and responsibilities between politicians and civil servants.</li> <li>* make out a Case for public hearings.</li> <li>* organise workshop to address legal entitlements to public.</li> <li>* initiate the carrying out of diagnostic survey on Police. Judiciary A.G.'s office, with World Bank funded expertise.</li> <li>* enforcement of all laws, regulations, procedures and standing orders</li> <li>* review further Acts and legislations</li> <li>* review the existing Civil Service Regulations, Disciplinary</li> </ul>	<ul style="list-style-type: none"> <li>* create citizen oversight boards at various levels of the police and the courts</li> </ul>	
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					Procedure and the Standing Orders and publish revised versions		
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MATRIX

PROBLEM	MINISTRY (Department)	WHO BENEFITS	WHO LOSES	ACTIONS ALREADY TAKEN (A-C = Anti- Corruption)	ACTIONS TO TAKE (A-C = Anti-Corruption)		EXPECTED RESULTS AND BY WHEN (1) = Short-term Dec 200 (2) = Medium term 2005 (3) = Long-term on-going
					Government	Civil Society	
2. FINANCIAL DISCIPLINE AND MANAGEMENT	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• Finance Directorates of all Ministries</li> <li>• Bank of Tanzania</li> <li>• Tanzania Revenue Authority (TRA)</li> <li>• Customs</li> <li>• Licencing Authorities</li> <li>• Controller &amp; Auditor General (CAG)</li> </ul>	the corrupt	the innocent, the poor and the weak	<ul style="list-style-type: none"> <li>• Value-Added-Tax (VAT) introduced.</li> <li>• Tanzania Revenue Authority (TRA) formed.</li> <li>• State's National Bank of Commerce privatised and debtors compelled to return loans.</li> <li>• Controller and Auditor General (C.A.G.) given enhanced resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Operationalise a system of regular internal and external audits.</li> <li>• Develop specialised skills with CID &amp; DPP in areas of economic and syndicated crimes.</li> <li>• Institute open hearings of CAG reports.</li> <li>• Keep efficient and secure financial records, registries and reports.</li> <li>• Provide legal basis and mechanism for exercising control over discretionary tax exemptions.</li> </ul>	<ul style="list-style-type: none"> <li>• form coalition for vigilance on all aspects of public accounts and of public financial management.</li> <li>• form pressure group(s) on follow-up as CAG findings.</li> <li>• Initiate tracking studies of budgetary allocations to sectors complemented by hard data.</li> </ul>	<ul style="list-style-type: none"> <li>• improved revenue collection - (1)</li> <li>• decreased siphoning of public funds - (2)</li> <li>• improved allocation of financial resources to government's various public service delivery agencies - (2)</li> <li>• ability to offer equitable terms of pay for public servants - (3)</li> <li>• Unearth accounting faults (2)</li> <li>• Adhered financial discipline (3).</li> </ul>

				<ul style="list-style-type: none"> <li>• Minimisation of discretionary powers in tax and duty assessment.</li> <li>• Introduction of computerised integrated financial management system in all public service institutions.</li> <li>• On going tax simplification and provision of tax information to the public.</li> <li>• Improved remuneration to Tanzania Revenue Authority (TRA) employees.</li> <li>• Contracting of pre-shipment of inspection companies.</li> </ul>	<ul style="list-style-type: none"> <li>• promote public discussion between government organs and civil society on financial management.</li> <li>• initiate the carrying out of diagnostic survey on work of TRA, CAG with World Bank funded expertise.</li> <li>• Harmonise taxes on minerals &amp; fuel products with neighbouring countries</li> <li>• review direct and indirect taxes on fuel products</li> <li>• curb smuggling, illegal trade and illegal imports</li> <li>• tighter control on transit traffic</li> <li>• tariff revision and widening the tax base</li> </ul>		
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				<ul style="list-style-type: none"><li>• Streamlined tax regime (Act No. 27 of 1997)</li><li>• Simplified mineral trading licensing (The Mining Act, 1998)</li><li>• Task Force on review of Income Tax Act</li></ul>	<ul style="list-style-type: none"><li>• Adopt GATT valuation techniques</li><li>• harmonisation of tax appeals machinery</li></ul>		
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**MATRIX**

PROBLEM	MINISTRY (Departments)	WHO BENEFITS	WHO LOSES	ACTIONS ALREADY TAKEN (A-C = Anti- Corruption)	ACTIONS TO TAKE (A-C = Anti-Corruption)		EXPECTED RESULTS AND BY WHEN  (1) = Short-term Dec 2000 (2) = Medium term 2005 (3) = Long-term On-going
					Government	Civil Society	
3. PROCUREMENT	<ul style="list-style-type: none"> <li>• Central Tender Board</li> <li>• Ministry of Works</li> <li>• Ministry of Defence</li> <li>• all other Ministries</li> <li>• Pension Funds</li> <li>• Professional Registration</li> </ul>	the corrupt decision maker and the dishonest supplier/tenderer	the honest supplier/tenderer and the public	<ul style="list-style-type: none"> <li>• Drafted New Procurement Law &amp; Regulation.</li> <li>• Improved monitoring of tendering practice within Central &amp; Regional Tender Boards, as well as Ministerial Tender Committees.</li> <li>• Replacement of corrupt members of public procurement &amp; tender bodies.</li> </ul>	<ul style="list-style-type: none"> <li>• Approve/Pass the Law.</li> <li>• Monitoring &amp; replacement of corrupt elements to continue.</li> <li>• Establish cadre of procurement specialists in Central &amp; Regional Tender Boards as well as in Ministerial Tender Committees.</li> <li>• Tenure of membership of tender boards to be limited.</li> <li>• Make public tender results.</li> </ul>	<ul style="list-style-type: none"> <li>• Voice well-researched comments on all tender awards through a coalition of procurement specialists.</li> <li>• Arrange public workshops on procurement procedures.</li> <li>• In depth surveys of public contract and awarding officials, firms.</li> <li>• Monitoring entire bidding process &amp;</li> </ul>	<ul style="list-style-type: none"> <li>• lower tender prices on goods &amp; services - (1)</li> <li>• savings in public expenditure on goods &amp; services - (1).</li> <li>• honest supplier/tenderer will be solvent - (2).</li> <li>• promotes competition through transparency- (2).</li> <li>• economy in government acquisitions (3).</li> </ul>

	Boards			<ul style="list-style-type: none"> <li>• close follow-up of source of quotations/bids received</li> <li>• introduction of "box" for tender/quotation submission</li> <li>• all valid quotations/bids to be sealed and opened only by tender committee</li> <li>• office supplies being acquired from Government stores Department or their appointed agents</li> <li>• registration boards for Contractors and Consultants formed</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce appeals mechanism relating to tender awards.</li> <li>• Make public economic justification of major "investment" projects.</li> <li>• Publicise all contracts of significant implication.</li> <li>• Minimise bureaucratic intervention in procurement.</li> <li>• Reduce procedures for small value purchases.</li> <li>• Arrange periodic open meetings between panelists drawn from donors, civil society, private sector and Central/ Regional Tender Boards or Ministerial Tender Committees.</li> <li>• prepare black-list of suppliers of goods and services</li> <li>• all tendering to be open to public by press advertisement</li> </ul>	<p>give quotation in bids.</p> <ul style="list-style-type: none"> <li>• Design participatory workshops for consensus and collective action in procurements</li> </ul>	<ul style="list-style-type: none"> <li>• fair contract awards (3).</li> <li>• increased transparency in procedures for tendering (3)</li> <li>• enhanced efficiency in procurement by keeping to a minimum bureaucratic interventions (3).</li> <li>• less fraud in concessions and contracting (2).</li> </ul>
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PROBLEM	MINISTRY (Civil Society & Private Sector)	WHO BENEFITS	WHO LOSES	ACTIONS ALREADY TAKEN (A-C = Anti- Corruption)	ACTIONS TO TAKE (A-C = Anti-Corruption)		EXPECTED RESULTS AND BY WHEN <small>(1) = Short-term Dec 2000 (2) = Medium term 2005 (3) = Long-term on-going</small>
					Government	Civil Society	
4. PUBLIC AWARENESS & SENSITIZATION OF THEIR RIGHTS	<ul style="list-style-type: none"> <li>• PCB</li> <li>• all Media organs</li> <li>• all Ministries</li> <li>• all NGOs</li> <li>• all Civic Associations</li> </ul>	the corrupt	the innocent, the poor and the weak	<ul style="list-style-type: none"> <li>• Distribution of Warioba Report to all libraries country-wise (Kiswahili + English)</li> <li>• More frequent media coverage of events on corruption.</li> <li>• Weekly Radio programmes (Saturdays) aired by Radio Tanzania Dar es Salaam (RTD).</li> <li>• Government departments, NGO's, civil society etc asked to fill in matrix of suggested A-C measures.</li> <li>• Tanzania's National A-C Strategy document finalised.</li> </ul>	<ul style="list-style-type: none"> <li>• Follow-up on Tanzania's National A-C Strategy.</li> <li>• Undertake service delivery surveys to assess effectiveness of A-C measures.</li> <li>• Organising a Workshop to bring together civil society &amp; private sector to internalise National A-C Strategy in all its component parts through fellowship and partnership.</li> <li>• translate into Kiswahili Land Laws and other laws affecting basic rights</li> </ul>	<ul style="list-style-type: none"> <li>• Consolidating formation of Civic associations having a transparent agenda to combat corruption.</li> <li>• NGO's participation in adult A-C programs.</li> <li>• Launch projects to train volunteers to conduct A-C campaign to disseminate information in anti-corruption endeavours.</li> <li>• Mobilise theatrical groups and use them to Mobilise funds &amp; channel it to enhance civic education</li> <li>• demand declaration of assets of leaders in Govt. and business</li> </ul>	<ul style="list-style-type: none"> <li>• Informed society - (1), (2) &amp; (3).</li> <li>• Zero tolerance to corruption (3).</li> <li>• Transform corruption from a low-risk to a high risk undertaking - (3).</li> <li>• Workshop in Dar-es Salaam in Sept. 1999 - (1)</li> <li>• Receive feedback and present in future workshops - (2), (3).</li> <li>• Enhancement of moral, social &amp; ethical standards (3)</li> <li>• Promote the ideals for a good, efficient &amp; corruption-free administration (2)</li> </ul>

					<ul style="list-style-type: none"><li>• print posters and leaflets to bring out rights of citizens and to condemn corruption in any form</li><li>• holding regular press conferences on all major issues affecting the public sector</li><li>• disclosure of audit irregularities</li></ul>	sectors	<ul style="list-style-type: none"><li>• Arouse a sense of good citizenship by encouraging the public report corruption with no fear to revenge (3).</li></ul>
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**MATRIX**

PROBLEM	MINISTRY (Department)	WHO BENEFITS	WHO LOSES	ACTIONS ALREADY TAKEN (A-C = Anti- Corruption)	ACTIONS TO TAKE (A-C = Anti-Corruption)		EXPECTED RESULTS AND BY WHEN (1) = Short-term Dec 2000 (2) = Medium term 2005 (3) = Long-term On-going
					Government	Civil Society	
5. PUBLIC SERVICE REFORM	<ul style="list-style-type: none"> <li>• PCB</li> <li>• Judiciary</li> <li>• Police</li> <li>• TRA</li> <li>• all Ministries</li> <li>• all Govt. Authorities</li> <li>• all Public Corporations</li> </ul>	the corrupt senior public officials and unscrupulous business leaders	the honest public officials and uncompromised business leaders.	<ul style="list-style-type: none"> <li>• weeding out of corrupt elements in government.</li> <li>• on-going privatisation.</li> <li>• introduction of pay reform, pension schemes, etc.</li> <li>• enacted civil service pension scheme in Feb 1999.</li> <li>• start made on revisions to various Principal Legislations</li> <li>• on-going decentralisation</li> </ul>	<ul style="list-style-type: none"> <li>• complete meaningful privatisation process.</li> <li>• avoid re-appointment of corrupt officials.</li> <li>• black-list corrupt business entities.</li> <li>• pay a living wage and offer retirement benefit terms to public officers.</li> <li>• recruitment system and promotions to be based on merit.</li> <li>• introduce performance management.</li> </ul>	<ul style="list-style-type: none"> <li>• monitor public appointments and report corrupt practices.</li> <li>• discourage business dealings with corrupt entities.</li> <li>• make privatisation a success.</li> <li>• take keen follow up on the privatisation of parastatal organisations.</li> <li>• facilitate discussions between private and public sector employers</li> </ul>	<ul style="list-style-type: none"> <li>• boost morale of public service officers - (1).</li> <li>• enhanced efficiency of the public service - (2).</li> <li>• attract talented personnel to join public service - (3).</li> <li>• uplift image of public servants - (3).</li> </ul>

				<ul style="list-style-type: none"><li>• on-going systems review &amp; re-organisation</li></ul>	<ul style="list-style-type: none"><li>• decentralisation of decision making processes.</li><li>• ensure the functioning of civil service pension scheme.</li><li>• assess the institutional and organisational capacity of the central and local public service institutions.</li><li>• enforce observance of Code of Ethics</li><li>• enforce observance of Laws, Regulations, Procedures and Standing Orders</li><li>• provide training to candidates to be transparently selected on merit</li><li>• improve working environment</li><li>• uplift institutional capacity</li></ul>		
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					<ul style="list-style-type: none"><li>• improve office equipment, communication facilities etc.</li><li>• capitalise key institutions (judiciary, hospitals, schools etc.)</li><li>• take stern deterrent measures against corrupt workers</li></ul>		
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PROBLEM	MINISTRY	WHO BENEFITS	WHO LOSES	ACTIONS ALREADY TAKEN (A-C = Anti-Corruption)	ACTIONS TO TAKE (A-C = Anti-Corruption)		EXPECTED RESULTS AND BY WHEN (1) = Short-term Dec 2000 (2) = Medium term 2005 (3) = Long-term On-going
					Government	Civil Society	
7. MEDIA	• all Media organs	the corrupt.	the innocent, the poor and the government.	Training in investigative journalism	<ul style="list-style-type: none"> <li>• Amend all legislations on Media and allow media freedom.</li> <li>• The right to be informed to be legislated in the Information Act.</li> <li>• Invest in media training.</li> <li>• In mid September 1999, a workshop on the role of Media and Civil Society to combat corruption took place.</li> <li>• Encourage other stakeholders to initiate homegrown reforms.</li> </ul>	<ul style="list-style-type: none"> <li>• To pressurise the Government to amend the law.</li> <li>• To hold public discussion on the role of the media.</li> <li>• Support Initiatives to volunteer information.</li> <li>• Team-up with other stakeholders to address adequately on matters of free access to information &amp; freedom of press.</li> <li>• To pressurise media to expose the corrupt</li> </ul>	<ul style="list-style-type: none"> <li>• The expected results are increased awareness amongst citizenry and exposing corruption (3)</li> <li>• Public exposure of the corrupt &amp; ill-gotten transactions (3).</li> <li>• Having an informed press, free &amp; independent (3).</li> <li>• Reduced the presumption of secrecy (3).</li> <li>• Enhanced freedom of information (2).</li> </ul>