

# **UNITED REPUBLIC OF TANZANIA**

## **Public Administration Country Profile**

Division for Public Administration and Development Management (DPADM)  
Department of Economic and Social Affairs (DESA)  
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# TANZANIA

[Click here](#) for detailed map



Source: [The World Factbook - Tanzania](#)

The major political issue on the internal arena pertains to the relationship with the semiautonomous islands of Zanzibar and Pemba. The opposition on the islands is predominantly Arab and Moslem.

The general elections (President, Parliament and Local Government) in 2000 resulted in a 72% majority for the ruling party CCM over a divided and disorganized opposition. However, results of the elections in 2000 were disputed in Zanzibar. An outbreak of violence shook the islands in January 2001.

Apart from recent events in Zanzibar, Tanzania remains a peaceful country in a region faced with great political instability and conflicts.

Source: [European Commission - Tanzania](#)

## Government type

Republic

## Independence

26 April 1964; Tanganyika became independent 9 December 1961 (from UK-administered UN trusteeship); Zanzibar became independent 19 December 1963 (from UK); Tanganyika united with Zanzibar 26 April 1964 to form the United Republic of Tanganyika and Zanzibar; renamed United Republic of Tanzania 29 October 1964

## Constitution

25 April 1977; major revisions in October 1984 ([in brief](#))

## Legal system

Based on English common law; judicial review of legislative acts limited to matters of interpretation; has not accepted compulsory ICJ jurisdiction

## Administrative divisions

25 regions

Source: [The World Factbook - Tanzania](#)

# 1. General Information

1.1 People	Tanzania	Kenya	Uganda	1
<b>Population</b>				a
Total estimated population (,000), 2003	36,977	31,988	25,827	
Female estimated population (,000), 2003	18,661	16,164	12,987	
Male estimated population (,000), 2003	18,316	15,824	12,840	
Sex ratio (males per 100 females), 2003	98	98	99	
Average annual rate of change of pop. (%), 2000-2005	1.93	1.45	3.24	
<b>Youth and Elderly Population</b>				b
Total population under age 15 (%), 2003	45	41	50	
Female population aged 60+ (%), 2003	4	4	4	
Male population aged 60+ (%), 2003	4	4	4	
<b>Human Settlements</b>				c
Urban population (%), 2001	33	34	15	
Rural population (%), 2001	67	66	85	
Urban average annual rate of change in pop. (%), '00-'05	5.3	4.64	5.69	
Rural average annual rate of change in pop/ (%), '00-'05	0.73	0.38	2.74	
<b>Education</b>				d
Total school life expectancy, 2000/2001	5	7.8	..	1
Female school life expectancy, 2000/2001	5	7.8	..	1
Male school life expectancy, 2000/2001	5.1	7.9	..	1
Female estimated adult (15+) illiteracy rate (%), 2000	33.5	24 <sup>i</sup>	43.2 <sup>ii</sup>	2
Male estimated adult (15+) illiteracy rate (%), 2000	16.1	11.1 <sup>i</sup>	22.5 <sup>ii</sup>	2
<b>Employment</b>				e
Unemployment rate (15+) (%), 2000	..	..	..	1
Female adult (+15) economic activity rate (%), 2000	..	71 <sup>i</sup>	..	2
Male adult (+15) economic activity rate (%), 2000	..	81 <sup>i</sup>	..	2

Notes: <sup>i</sup> 1989; <sup>ii</sup> 1991

1.2 Economy	Tanzania	Kenya	Uganda	2
<b>GDP</b>				a
GDP total (millions US\$), 2002	9,383 <sup>i</sup>	12,140	5,866	
GDP per capita (US\$), 2002	267 <sup>i</sup>	387	251	
PPP GDP total (millions int. US\$), 2002	19,589	31,081	31,681 <sup>i</sup>	
PPP GDP per capita(int. US\$), 2002	557	992	1,354 <sup>i</sup>	
<b>Sectors</b>				b
Value added in agriculture (% of GDP), 2003	43.4	16.6	33.1	
Value added in industry (% of GDP), 2003	16.9	19.1	21.8	
Value added in services (% of GDP), 2003	39.8	64.2	45.1	
<b>Miscellaneous</b>				c
GDP implicit price deflator (annual % growth), 2003	5.7	11.4	10.1	
Private consumption (% of GDP), 2003	79.1	73.9	78.2	
Government consumption (% of GDP), 2003	11.4	17.9	15.2	

Notes: <sup>i</sup> Estimate is based on regression; other PPP figures are extrapolated from the latest International Comparison Programme benchmark estimates (for Tanzania: Data refer to mainland Tanzania only)

<sup>1</sup> [United Nations Statistics Division](#):

<sup>a</sup> [Statistics Division and Population Division of the UN Secretariat](#); <sup>b</sup> [Statistics Division and Population Division of the UN Secretariat](#); <sup>c</sup> [Population Division of the UN Secretariat](#); <sup>d1</sup> [UNESCO](#); <sup>d2</sup> [UNESCO](#); <sup>e1</sup> [ILO](#); <sup>e2</sup> [ILO/OECD](#)

<sup>2</sup> [World Bank - Data and Statistics](#):

<sup>a</sup> [Quick Reference Tables](#); <sup>b</sup> [Data Profile Tables](#); <sup>c</sup> [Country at a Glance](#)

1.3 Public Spending	Tanzania	Kenya	Uganda	
<b>Public expenditures</b>				3
Education (% of GNP), 1985-1987	..	7.1	3.5 <sup>iii</sup>	a
Education (% of GNP), 1995-1997	..	6.5	2.6 <sup>vi</sup>	a
Health (% of GDP), 1990	1.6	2.4	..	
Health (% of GDP), 1998	1.3	2.4	1.9	
Military (% of GDP), 1990	2 <sup>i</sup>	2.9	2.5	b
Military (% of GDP), 2000	1.3 <sup>ii</sup>	1.8	1.8	b
Total debt service (% of GDP), 1990	4.2	9.3	3.4	
Total debt service (% of GDP), 2000	2.4	4.6	2.6	

Notes: <sup>i</sup> 1991; <sup>ii</sup> 1999; <sup>iii</sup> Data refer to a year or period other than that specified; <sup>iv</sup> Data refer to the ministry of education only

1.4 Public Sector Employment and Wages						
<i>Data from the latest year available</i>		Tanzania 1991-1995	Tanzania 1996-2000	Sub-Saharan Africa average <sup>4</sup> 1996-2000	Francophone Africa average <sup>4</sup> 1996-2000	Low income group average <sup>4</sup> 1996-2000
<b>Employment</b>						
Civilian Central Government <sup>5</sup>	(,000)	..	138			
	(% pop.)	..	0.45	0.30	0.14	0.46
Sub-national Government <sup>5</sup>	(,000)	..	22			
	(% pop.)	..	0.07	0.30	0.14	0.46
Education employees	(,000)	..	116			
	(% pop.)	..	0.38	0.62	0.31	0.91
Health employees	(,000)	..	25			
	(% pop.)	..	0.08	0.29	0.39	0.62
Police	(,000)	..	..			
	(% pop.)	..	..	0.07	0.05	0.30
Armed forces	(,000)	35	34			
	(% pop.)	0.12	0.10	0.26	0.19	0.33
SOE Employees	(,000)	..	..			
	(% pop.)	..	..	..	..	13.10
Total Public Employment	(,000)	..	..			
	(% pop.)	..	..	..	..	..
<b>Wages</b>						
Total Central gov't wage bill	(% of GDP)	4.1	4.3	6.1	5.3	5.4
Total Central gov't wage bill	(% of exp)	..	..	28.9	31.8	24.7
Average gov't wage	(,000 LCU)	62	..			
Real ave. gov't wage ('97 price)	(,000 LCU)	148	..			
Average gov't wage to per capita GDP ratio		1.0	..	4.8	6.2	4.4

Source: [World Bank - Public Sector Employment and Wages](#)

<sup>3</sup> UNDP - [Human Development Report 2002](#)

<sup>a</sup> Data refer to total public expenditure on education, including current and capital expenditures.

<sup>b</sup> As a result of a number of limitations in the data, comparisons of military expenditure data over time and across countries should be made with caution. For detailed notes on the data see SIPRI (2001).

<sup>4</sup> Averages for regions and sub regions are only generated if data is available for at least 35% of the countries in that region or sub region.

<sup>5</sup> Excluding education, health and police – if available (view [Country Sources](#) for further explanations).

## 2. Legal Structure

The Government of the United Republic of Tanzania is a unitary republic based on multiparty parliamentary democracy.

All state authority in the United Republic are exercised and controlled by the Government of the United Republic of Tanzania and the Revolutionary Government of Zanzibar. Each Central Government has three organs: The Executive; Judiciary; and The Legislature that have powers over the conduct of public affairs. In addition, Local Government Authorities assist each central government.

The Government of the United Republic of Tanzania has authority over all Union Matters in the United Republic and over all other matters concerning Mainland Tanzania and the Revolutionary Government of Zanzibar has authority in Tanzania Zanzibar over all matters, which are not Union Matters.

Source: [Online Gateway of the United Republic of Tanzania - Administration](#)

### 2.1 Legislative Branch

Unicameral National Assembly or Bunge (274 seats - 232 elected by popular vote, 37 allocated to women nominated by the president, five to members of the Zanzibar House of Representatives; members serve five-year terms.<sup>6</sup>

*Women in parliament:* 61 out of 274 seats: (22.3%).<sup>7</sup>

The Parliament of the United Republic of Tanzania consists of two parts: The President and the National Assembly.

The President exercises authority vested in him by the constitution to assent the law a necessary aspect in the completion of the enactment process.

The National Assembly is the principal organ of the United Republic and has authority on behalf of the people to oversee and advise the Government of the United Republic and all its organs in the discharge of their respective responsibilities.

The National Assembly consists of four categories of Members of Parliament, namely:

- members elected directly to represent constituencies;
- five members elected by the House of Representatives from among its members;
- the Attorney General;
- ten members nominated by the President; and women members being not less than fifteen percent of the members of all other categories on the basis of proportional representation among those parties in the Parliament.

The Parliament is headed by the Speaker who is assisted by the Deputy Speaker and the Clerk to the National Assembly as Head of the Secretariat of the National Assembly. For better discharge of its functions the National Assembly has 13

#### Fact box:

*elections:* Last held 29

October 2000 (next to be held October 2005)

*election results:* National Assembly - seats by party - CCM 244, CUF 16, CHADEMA 4, TLP 3, UDP 2, Zanzibar representatives 5; Zanzibar House of

Representatives - percent of vote by party - NA%; seats by party - CCM 34, CUF 16

<sup>6</sup> Source of fact boxes if nothing else stated: [The World Factbook - Tanzania](#)

<sup>7</sup> [Inter-Parliamentary Union - Women in National Parliaments](#)

Standing Committees for Finance and Economic Affairs; Legal and Constitutional Affairs; Public Accounts; Parastatal Organizations; Foreign Affairs; Defense and Security; Privileges; Social Services; Local Authority Accounts; Environment; and Women Development and other Special Groups.

The National Assembly in discharging its functions is assisted by the Parliamentary Services Commission, Standing Committees and the Secretariat of the National Assembly. The main functions of the National Assembly are: 1) to put any question to any Minister concerning public affairs in the United Republic which are within his/her responsibility; 2) to debate on the performance of each Ministry during the annual budget session of the National Assembly; 3) to deliberate upon and authorize any long or short-term plan which intended to be implemented in the United Republic and enact a to regulate the implementation of that plan; 4) to enact legislation where implementation requires legislation; and 5) to deliberate upon and ratify all treaties and agreements to which United Republic is party to and the provisions of which require ratification.

Source: [Online Gateway of the United Republic of Tanzania - Administration](#)

In addition to enacting laws that apply to the entire United Republic of Tanzania, the Assembly enacts laws that apply only to the mainland; Zanzibar has its own House of Representatives to make laws especially for Zanzibar (the Zanzibar House of Representatives has 50 seats, directly elected by universal suffrage to serve five-year terms).

Source: [The World Factbook - Tanzania](#)

## 2.2 Executive Branch

*cabinet:* Cabinet ministers, including the prime minister, are appointed by the president from among the members of the National Assembly

*elections:* President and vice president elected on the same ballot by popular vote for five-year terms; election last held 29 October 2000 (next to be held October 2005); prime minister appointed by the president

The [President](#) of the United Republic is the Head of State, the Head of Government; and the Commander-in-Chief of the Armed Forces.

The Executive of the United Republic comprises the President, the [Vice-President](#), [President of Zanzibar](#), the [Prime Minister](#) and the Cabinet Ministers. The President is the Leader of the Executive of the United Republic of Tanzania. The Vice President is the principal assistant to the President in respect of all matters in the United Republic generally and in particular is responsible for assisting the President in:

- making a follow-up on the day-to day implementation of Union Matters;
- performing all duties assigned to him by the President; and
- performing all duties and functions of the office of the President when the President is out of office or out of the country.

### Fact box:

*chief of state:* President Benjamin William MKAPA (since 23 November 1995); Vice President Dr. Ali Mohammed SHEIN (since 5 July 2001)  
*head of government:* President Benjamin William MKAPA (since 23 November 1995); Vice President Dr. Ali Mohammed SHEIN (since 5 July 2001)

The Prime Minister of the United Republic is the Leader of Government Business in the National Assembly and has authority over the control, supervision and execution of the day-to-day functions and affairs of the Government of the United Republic of Tanzania. Also performs any matter or matters that the President directs to be done.

The President of Zanzibar is a Head of the Executive for Zanzibar; Head of the Revolutionary Government of Zanzibar and the Chairman of the Zanzibar Revolutionary Council.

The [Cabinet](#), including the Prime Minister is appointed by the President from among members of the [National Assembly](#). The Government executes its functions through Ministries led by Cabinet Ministers. Each Ministry is charged with a sector portfolio.

Source: [Online Gateway of the United Republic of Tanzania - Administration](#)

### 2.3 Judiciary Branch

Permanent Commission of Enquiry (official ombudsman); Court of Appeal (consists of a chief justice and four judges); High Court (consists of a Jaji Kiongozi and 29 judges appointed by the president; holds regular sessions in all regions); District Courts; Primary Courts (limited jurisdiction and appeals can be made to the higher courts)

The Judiciary in Tanzania consists of three organs: the Court of Appeal of the United Republic of Tanzania, the High Courts for Mainland Tanzania and Tanzania Zanzibar , the Judicial Service Commission for Tanzania Mainland. Magistrates Courts and Primary Courts.

The Judicial Service Commission for Tanzania Mainland consists of: the Chief Justice of the Court of Appeal of Tanzania (Chairman); the Justice of the Court of Appeal of Tanzania; the Principal Judge of the High Court; and two members appointed by the President.

The Tanzania Law Reform Commission is responsible for the review of the country's laws.

Source: [Online Gateway of the United Republic of Tanzania - Administration](#)

Tanzania has a five-level judiciary combining the jurisdictions of tribal, Islamic, and British common law. Appeal is from the primary courts through the district courts, resident magistrate courts, to the high courts, and Court of Appeals.

Judges are appointed by the Chief Justice, except those for the Court of Appeals and the High Court who are appointed by the president. The Zanzibari court system parallels the legal system of the union, and all cases tried in Zanzibari courts, except for those involving constitutional issues and Islamic law, can be appealed to the Court of Appeals of the union. A commercial court was established in September 1999 as a division of the High Court.

Source: [U.S. Department of State](#)

### 2.4 Local Government

For administrative purposes, Tanzania is divided into 26 regions: 21 on the mainland, 3 on Zanzibar, and 2 on Pemba. Ninety-nine district councils have been created to further increase local authority. These districts are also now referred to as local government authorities, created under the 1982 Local Government Act.<sup>8</sup> Currently there are 114 councils operating in 99 districts; 22 are urban and 92 are rural. The 22 urban units are classified further as city (Dar es Salaam and Mwanza), municipal (Arusha, Dodoma, Iringa, Kilimanjaro, Mbeya, Morogoro, Shinyanga, Tabora, and Tanga), and town councils (the remaining 11 communities).

Source: [U.S. Department of State](#)

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<sup>8</sup> IMF (Tanzania) - [Tanzania: Selected Issues and Statistical Appendix \(January 2003\)](#)



Local Government Authorities exist for the purpose of consolidating and giving more power to the people to competently participate in the planning and implementation of development programmes within their respective areas and generally throughout the country. Local Government Authorities are classified into two categories:

Urban authorities are responsible for the administration and development of urban areas ranging from townships, municipalities and Cities of Dar es Salaam and Mwanza.

Rural Authorities commonly known as District Councils form the second category. All Local Government Authorities are mandated to play two main functions of administration, law and order; and economic and development planning in their respective areas of jurisdiction.

Source: [Online Gateway of the United Republic of Tanzania - Administration](#)

Local Government Service Commission has the responsibility for Personnel Administration and Management in Local Government Authorities.

Preparations for local government reform started four years after the civil service reforms took off. Local governments are now envisaged to become the main service producers in the restructured public sector. They will become fully responsible for major functions in the sectors of health, education, water, roads and agriculture. Power over staff and funds will also be devolved to them. A new local government act to that effect was approved by Parliament in 1999.

Source: [UN Research Institute for Social Development - Democracy, Governance and Human Rights](#)

The shift in roles and mandates entailed in the local government reform is underpinned by the change in the roles of Central Government ministries as envisioned in the Public Service Reform Program. According to this, the roles of ministries shall be confined in future to the core functions of policy making, regulation, and monitoring and evaluation of service delivery by local governments, service boards and/or executive agencies, NGOs and the private sector. However, ministries have difficulties in embracing and effecting the shift in roles, responsibilities and functions, and transferring the complementary authority and resources to the local administrations.

Source: [Oxford Policy Management, June 2000](#)

## 3. The State and Civil Society

### 3.1 Ombudsperson

The Commission for Human Rights and Good Governance which combines the features of an Ombudsman institution with those of a National Human Rights Institution was inaugurated in March 2002, headed by an Appeal Court judge, to promote human rights through civic education and to investigate human rights violations

Source: [The Danish Centre for Human Rights & Amnesty International](#)

### 3.2 NGOs

The liberalization of the economy and politics in the 1990s led to an unprecedented proliferation of civil society organizations which are now being recognized as constituting a special sector. These organizations vary in terms of composition, organization, membership, division of labour/interests, gender, and so forth. By conservative estimates the number has risen from about 200 NGOs/CBOs in early 1990 to over 2,000 by mid-1997 (TANGO, 1999). Every NGO ought to have a constitution, which is one of the prerequisites for official registration. Likewise, some of these organisations are national-based, while others are regional/district-based. However most of them are concentrated in urban areas.

Most of these NGOs have voluntarily affiliated themselves to either of the two national umbrella NGOs; namely the Tanzania Association of Non-Governmental Organisations (TANGO), and the Tanzania Council for Social Development (TACOSODE).

TANGO was established in April 1988 by 22 founding member - NGOs, with the objective of strengthening and promoting cooperation and networking among the member NGOs. Up to June 1999, TANGO had 341 affiliated NGOs which operate throughout the 20 regions of the country. However, more than half are concentrated in Dar es Salaam (TANGO, 1999).

TACOSODE, on the other hand, was initially started in 1965, as a quasi-government organization known as National Council on Social Welfare Services. It was transformed into an umbrella NGO by 25 founding-member NGOs in 1987, thereby shifting its focus from social welfare to social development. Currently it has about 125 affiliated member-NGOs which are spread throughout the 20 regions in the country (TACOSODE, 1999).

They deal with different aspects, which make them rich in their diversity. This diversity is reflected in the range of activities used to describe their work; welfare, development, environmental, indigenous, gender, human rights, advocacy, income generating, job creation, and so forth. Another spectrum contributing to their diversity is the focus. There are NGOs with highly specialized target groups such as those in health, and there are those with a much broader focus.

Since the political, social and economic reforms of the 1990s, NGOs have been recognized as a special sector that plays an important role in the development of the country's economy, as well as in the provision of social services. As the government's capacity to meet the needs of its citizens has been increasingly reduced by economic constraints, NGOs have come to be involved in social services provision, employment generation, environmental concerns, gender issues and

action, the informal sector, policy advocacy and poverty alleviation issues. Equally important, NGOs play an important and unique role in strengthening civil society through informing and educating the public on various issues such as their legal rights, their democratic and human rights, etc.

Source: [East African Comparative Research Project on Civil Society and Governance - The State and Civil Society...](#)

### **3.3 Civil Society**

Source: [East African Comparative Research Project on Civil Society and Governance - The State and Civil Society...](#)

## 4. Civil Service

In January 2000, the then Civil Service Department (CSD) commenced the implementation of the new phase of the Public Service Reform Programme (PSRP). This programme (2000-2011) builds on the cost containment, structural and institutional reforms which were successfully implemented under the Civil Service Reform Programme (CSR) in the period 1993-1999.<sup>9</sup>

Source: [United Republic of Tanzania - Public Service Reform Programme \(2000-2011\)](#)

The President's Office Public Service Management (previously CSD) is in charge of installing Human Resource and other Management Systems in Government Ministries, Departments, and Agencies throughout Tanzania. It also implements the Public Service Reform Program (PSRP).

Source: [The Public Service Reforms Programme \(PSRP\) - Summary of the Ethics Baseline Survey \(12/2004\)](#)

### 4.1 Legal basis

#### **Public Service Act, 2002 (No. 8).**

*Act No. 8 of 2002, Acts of Parliament, Parliament of Tanzania, Tanzania, 26 p.*

Regulates various aspects of public service. Divided into 6 parts. Part 1 contains preliminary provisions. Part 2 regulates administration of public service. Part 3 provides for Public Service Commission. Part 4 contains provisions relating to functions of president; Part 5 provisions relating to retirement benefits. Part 6 contains special provisions. Repeals the Civil Service Act, 1989; the Fire and Rescue Services Act, 1985; the Local Government Service Commission Act, 1982 and the Teachers Service Commission Act, 1989.

Source: [International Labour Organization - NATLEX - Tanzania: Public and Civil Servants](#)

### 4.2 Appointment

The Public Service Commission is responsible for conducting merit based recruitment on the public service,

Every head of department or division shall be the authority in respect of the appointment, confirmation and discipline of employees in the operational service under his department or division.

The Public Service Commission is charged with facilitating the appointments to posts of director or commissioner grade (or director in the context of local government authority).

Source: [Institution - Public Service Act, 2002 \(No. 8\)](#)

### 4.3 Remuneration

The average basic salary was TSh 82,064 (about US\$82) in 2001/02 (see table below):

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<sup>9</sup> [Click here](#) for various documents regarding the Public Service Reforms Programme (PSRP).

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**Civil Service Wages, 2001/02 Budget**

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(In billions of Tanzanian shillings)

Total wage bill	360.3
Civilian wage bill	290.5

(TSh per month)

Minimum basic salary	46,000
Average basic salary	82,064
Middle-level salary earner	141,225
Upper-middle level salary earner	348,019
Top-level salary earner	901,000

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Reference: Tanzania Civil Service Department

Source: [IMF \(Tanzania\) - Tanzania: Selected Issues and Statistical Appendix \(January 2003\)](#)

#### 4.4 Training

The Tanzania Public Service College (TPSC) was established in August 2000 as an autonomous Government Agency as per the provisions of the Executive Agency Act of 1997. Executive agencies established under this Act have financial and administrative autonomy. They operate at "arms length" with the government. This Agency was launched as part and parcel of the Public Service Reform Programme (PSRP). Whereas PSRP aims at transforming the Public Service into an organ that has the capacity, systems and culture of offering consumer-oriented services efficiently and effectively, TPSC was established to support this programme by improving the knowledge and skills of the Public Service through training and development interventions.

Tanzania Public Service College has been established to encompass all training and development needs of the Tanzania's Public Service. This goes beyond the original mandates of CSTC and TSC. TPSC is intended to satisfy the training needs of all levels of the public service, including the senior and top levels such as principal officers and permanent secretaries. In other words, TPSC's portfolio will subsequently include the functions of a "staff college". Initially the College will concentrate its efforts in satisfying the sector's training needs at junior and middle levels. As the College grows vertically and horizontally it will slowly address the senior and top level training needs of the public services, i.e., the managerial, leadership and administrative needs.

TPSC will be a training and development institution specializing in public service development and reforms. Its prime goal will be to contribute to good governance and professional practice in the Public Service. Since its establishment TPSC has started to diversify its training portfolio, branching into middle and senior managerial programmes. These programmes include Women in Management, Customer care, Records Management, Ethics and Good Governance; and "How to write Job Descriptions".

Source: [Tanzanian Public Service College - "Challenges of DMIs/PAIs in the Public Service Reform Process"](#)

#### 4.5 Gender

One of the objectives of the Public Service Reform Programme (PSRP) is to have a public service that is gender sensitive and which adheres to the principles and

practices of equality of opportunities as regards recruitment, promotion, training, career development and other conditions of employment. Because this was not taken into consideration previously, the PSRP through its Gender Section has been using various strategies to implement this in Ministries, Departments and Agencies (MDAs).

One of the strategies has been training through seminars and workshops including training of trainer's courses (TOT). Between January and June, 2002, the Section conducted five intensive workshops and seminars on various issues related to Gender in the Public Service.

Women constitute only 35% of the present workforce in Tanzania's public service, with gender inequalities being especially notable at higher levels. Different policy documents which are the legal, regulatory and administrative instruments for the public service provide for employment procedures that are not discriminatory, and that do not provide de facto discrimination, they are however silent about gender equity and are open to indirect discrimination.

Source: Journal of the Tanzania Public Service Reform Programme - "Public Servants Trained on Gender Training"

## 5. Ethics and Civil Service

### 5.1 Corruption

2003 CPI Score relates to perceptions of the degree of corruption as seen by business people and country analysts and ranges between 10 (highly clean) and 0 (highly corrupt).

Corruption Perceptions Index							
		2003 CPI Score	Surveys Used	Standard Deviation	High-Low Range	Number Inst.	90 percent confidence range
Rank	Country						
1	Highly clean	9.7	8	0.3	9.2 - 10.0	4	9.5 - 9.9
92	Tanzania	2.5	6	0.6	2.0 - 3.3	6	2.1 - 2.8
133	Highly corrupt	1.3	8	0.7	0.3 - 2.2	6	0.9 - 1.7

Source: [Transparency International - Corruption Perceptions Index 2003](#)

**Surveys Used:** Refers to the number of surveys that were used to assess a country's performance. 17 surveys were used and at least 3 surveys were required for a country to be included in the CPI.

**Standard Deviation:** Indicates differences in the values of the sources. Values below 0.5 indicate agreement, values between 0.5 and c. 0.9 indicate some agreement, while values equal or larger than 1 indicate disagreement.

**High-Low Range:** Provides the highest and lowest values of the sources.

**Number Institutions:** Refers to the number of independent institutions that assessed a country's performance. Since some institutions provided more than one survey.

**90 percent confidence range:** Provides a range of possible values of the CPI score. With 5 percent probability the score is above this range and with another 5 percent it is below.

[Click here](#) for a Summary of the Ethics Baseline Survey (December 2004) commissioned by the President's Office Public Service Management.

Tanzania has a national anti-corruption strategy and a minister for good governance. The country has seen a significant expansion of capacity in its anti-corruption bureau, but a 2002 report on corruption cited a wide range of areas of government in which corruption is extensive, including tax administration, the judiciary, public procurement, privatization, local administration and the social services. The report also specified inadequate funding as a central cause of corruption in the judiciary.

An important indication that high-level corruption can be challenged in Tanzania has been seen in the long-running trial of Nalaila Kiula, former minister for works, communication and transport, on charges relating to the misappropriation of US \$3.7 million of donor funds intended for road construction. Others on trial in the case included the former permanent secretary and other senior civil servants in the ministry. In a more recent case, a parliamentary investigation into illegal sugar import licensing prompted the resignation in November 2001 of Tanzania's minister of industry and trade.

Source: [Global Corruption Report - East Africa \(11/2002\)](#)

### 5.2 Ethics

The Ethics Division formally known as Ethics Inspection Unit was established in 1998 as part of the Government initiatives to promote ethics in public service, along with the implementation of the Code of Ethics and Conduct for the Public Service ([click here](#)).

Prior to that the government had established Ethics Secretariat, which is an extra-Ministerial Department to deal with public service ethics among the public leaders. Apparently, the formation of this Unit was aimed at bridging the gap on the part of lower, middle-cadres and leaders who are not covered under Public Leadership Code of Ethics Act No. 13 of 1995 ([click here](#)).<sup>10</sup>

The Public Service Act No. 8 of 2002 gives mandates to the Public Service Management to oversee public service ethics in the Government Ministries, Independent Departments and Executive Agencies by coordinating and monitoring ethical conduct at workplaces.

The role of Public Service Management is to assist the Chief Executives of the Government Ministries and Independent Departments on matters of ethics pertaining to the workplaces.

The Public Service Management calls for adherence to ethics principles and values a regard to integrity and overall conduct of the public servants during their period of service and shortly after.

Source: [The Public Service Reforms Programme \(PSRP\) - Ethics Sub-Component](#)

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<sup>10</sup> The Act requires the President to work towards ethical standards for public officials, stipulating, inter alia, that such officials avoid conflicts of interest or misuse of official property and privileges. Part III outlines a Code for public leaders, mostly requiring that public officials disclose their assets and any potential conflicts of interest. Part V requires holders of elective office to disclose all assets, liabilities and income to the Ethics Secretariat in the Office of the President. [International Labour Organization - NATLEX - Tanzania: Public and Civil Servants](#)



## 6. e-Government

### e-Government Readiness Index:

The index refers to the generic capacity or aptitude of the public sector to use ICT for encapsulating in public services and deploying to the public, high quality information (explicit knowledge) and effective communication tools that support human development.

The index is comprised of three sub-indices: Web Measure Index, Telecommunications Infrastructure Index and Human Capital Index.

### Web Measure Index:

A scale based on progressively sophisticated web services present. Coverage and sophistication of state-provided e-service and e-product availability correspond to a numerical classification.

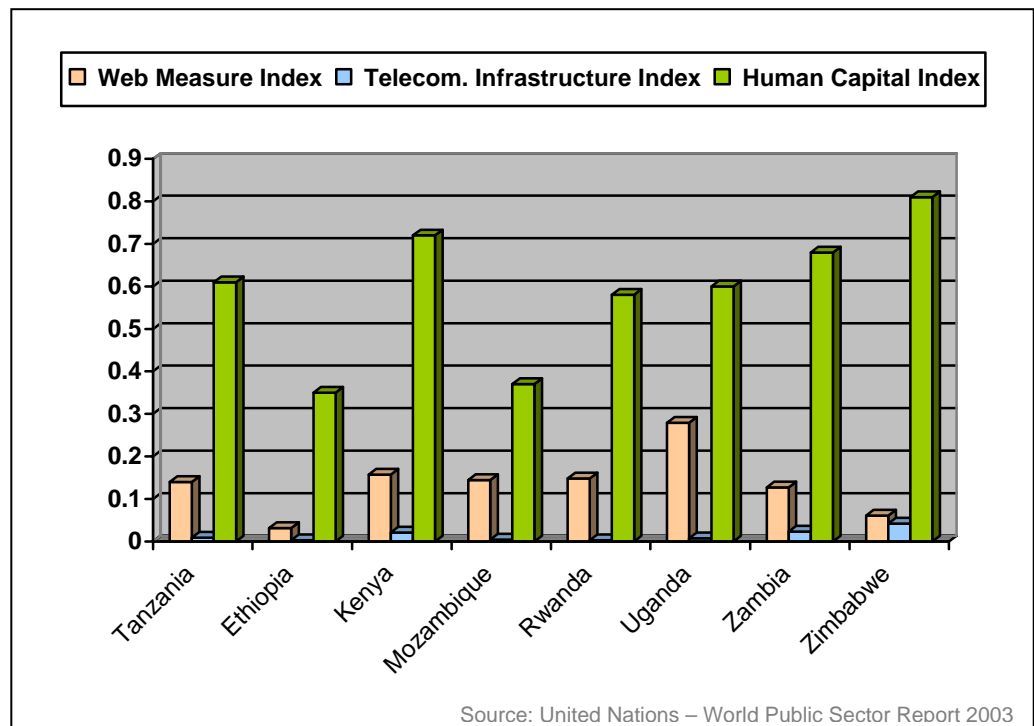
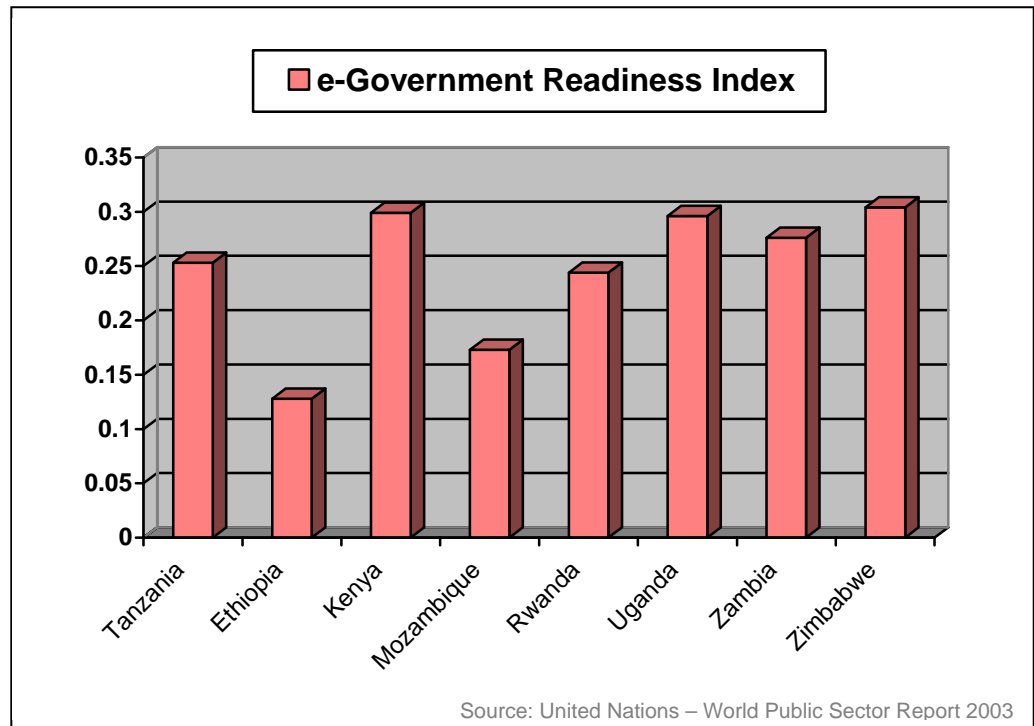
### Telecommunications Infrastructure Index:

A composite, weighted average index of six primary indices, based on basic infrastructural indicators that define a country's ICT infrastructure capacity.

Primary indicators are: PC's, Internet users, online population and Mobile phones. Secondary indicators are TVs and telephone lines.

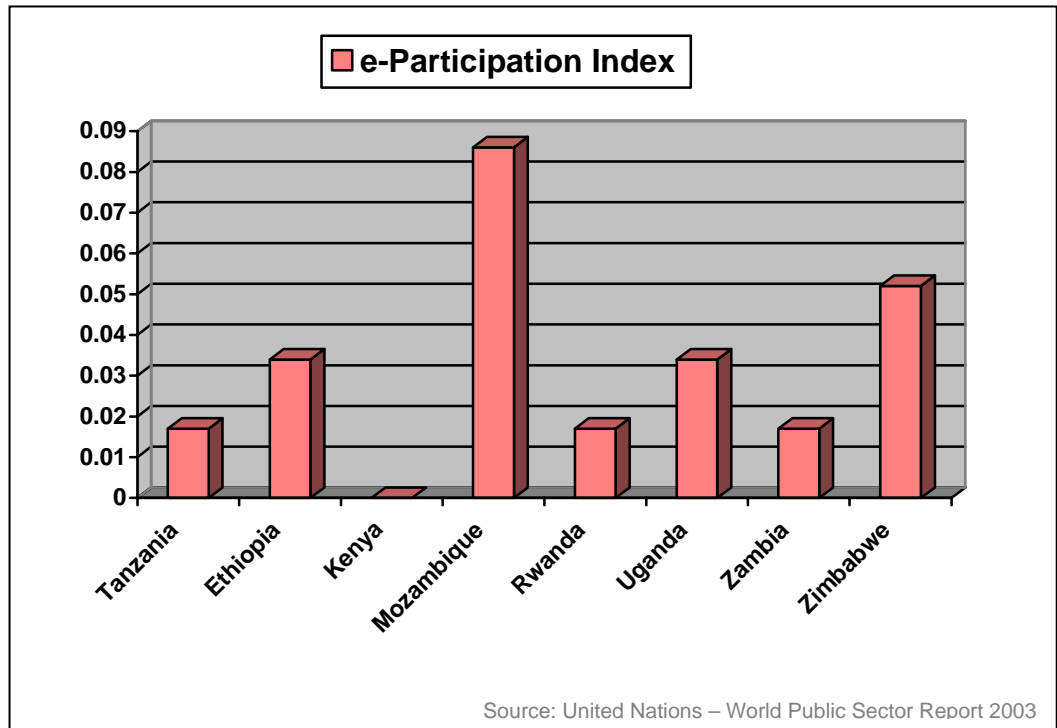
### Human Capital Index:

A composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio, with two thirds of the weight given to adult literacy and one third to the gross enrolment ratio.



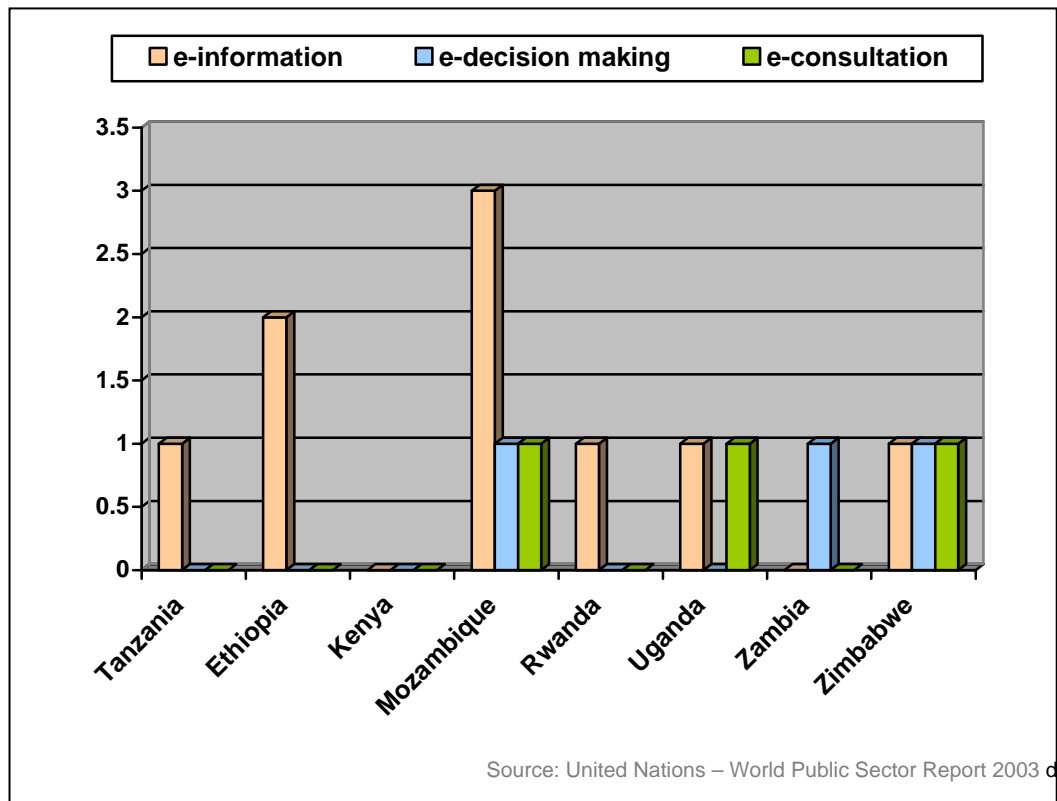
**e-Participation Index:**

Refers to the willingness, on the part of the government, to use ICT to provide high quality information (explicit knowledge) and effective communication tools for the specific purpose of empowering people for able participation in consultations and decision-making both in their capacity as consumers of public services and as citizens.



**e-information:**

The government websites offer information on policies and programs, budgets, laws and regulations, and other briefs of key public interest. Tools for disseminating of information exist for timely access and use of public information, including web forums, e-mail lists, newsgroups and chat rooms.



**e-decision making:**

The government indicates that it will take citizens input into account in decision making and provides actual feedback on the outcome of specific issues.

**e-consultation:**

The government website explains e-consultation mechanisms and tools. It offers a choice of public policy topics online for discussion with real time and archived access to audios and videos of public meetings. The government encourages citizens to participate in discussions.

## 7. Links

7.1 National sites	
Authority	Topic
Official Online Gateway	<a href="http://www.tanzania.go.tz">http://www.tanzania.go.tz</a>
Official National Website	<a href="http://www.tanzania.go.tz/index2E.html">http://www.tanzania.go.tz/index2E.html</a>
Union Government	<a href="http://www.tanzania.go.tz/government/">http://www.tanzania.go.tz/government/</a>
Parliament	<a href="http://www.parliament.go.tz">http://www.parliament.go.tz</a>
Public Service Reforms Programme (PRSP)	<a href="http://www.tanzania.go.tz/psrp/">http://www.tanzania.go.tz/psrp/</a>
Law Reform Commission	<a href="http://www.lrc-tz.org/">http://www.lrc-tz.org/</a>
Parastatal Sector Reform Commission	<a href="http://www.psrtc.com">http://www.psrtc.com</a>
Tanzania Online	<a href="http://www.tzonline.org/">http://www.tzonline.org/</a>

7.2 Miscellaneous sites	
Institution	Topic
African Development Bank (ADB)	<a href="http://www.afdb.org/">http://www.afdb.org/</a>
African Training and Research Centre in Administration for Development (CAFRAD)	<a href="http://www.cafrad.org/">http://www.cafrad.org/</a>
African Union (AU)	<a href="http://www.africa-union.org/">http://www.africa-union.org/</a>
Centre for Public Service Innovation (CPSI)	<a href="http://www.cpsi.co.za/default.htm">http://www.cpsi.co.za/default.htm</a>
European Union (EU)	<a href="http://europa.eu.int/comm/development/ACP_countries">http://europa.eu.int/comm/development/ACP_countries</a>
International Labour Organization (ILO) - NATLEX	<a href="http://www.ilo.org/dyn/natlex/natlex_browse.home">http://www.ilo.org/dyn/natlex/natlex_browse.home</a>
New Partnership for Africa's Development (NEPAD)	<a href="http://www.nepad.org/">http://www.nepad.org/</a>
United Nations Development Programme (UNDP)	<a href="http://www.tz.undp.org/">http://www.tz.undp.org/</a>
United Nations Economic Commission for Africa (ECA)	<a href="http://www.uneca.org/">http://www.uneca.org/</a>
UNPAN	<a href="http://www.unpan.org/virtual_library-byregion.asp">http://www.unpan.org/virtual_library-byregion.asp</a>
World Bank (WB)	<a href="http://www.worldbank.org/tz">http://www.worldbank.org/tz</a>