

**STRENGTHENING WORLD BANK GROUP  
ENGAGEMENT ON GOVERNANCE AND ANTICORRUPTION  
CONSULTATION FEEDBACK**



**TANZANIA**

(JANUARY 26, 2006)

**Participants:** See attached list

- **Government**

- Hon. Philip Sang'ka Marmo, Minister of State – Good Governance, State House
- Mrs. Rose Lugembe, Permanent Secretary, State House
- Mr. Robert Mayaya, Coordinator, Good Governance Coordination Unit, President's Office
- Ms. Saada Salum, Senior External Finance Officer, Ministry of Finance, Zanzibar
- Mr. Severine. Kahitwa, Assistant Director (Governance), Prime Minister's Office – Regional Administrative and Local Government (PMO-RALG)
- Mr. Ernest M. Lobulu, Manager, Contracts Audits, Public Procurement Regulatory Authority (PPRA)
- Mr. George Yambesi, Deputy Permanent Secretary, President's Office - Public Service Management (PO-PSM)
- Mrs. Adieu Nyondo, Director, Ethics, PO-PSM
- Ms. Selina Mkony, Project Administrator/Accountant, Public Sector Reform Project (PSRP)-POPSM
- Mr. M.P. Mwanda, Deputy Permanent Secretary, Prime Minister's Office (PMO)
- Mr. B. M. Luanda, Judge-in-Charge (Commercial Court), Judiciary
- Ms. Sophia Wambura, Senior Deputy Registrar, Court of Appeal of Tanzania, Judiciary
- Margaret R. Ikongwe, Principal Officer, Ministry of Industry, Trade and Marketing
- Ms. Rachel Nyakyoma, Principal Administrative Officer (PAO), Ministry of Energy and Minerals
- Mr. Ado Abedi, Chief Executive, TANROADS (Tanzania Roads Agency)
- Mr. Steven Mbelle, Head of the Commission, Prevention of Corruption Bureau (PCB)
- Ms Lilian Mashaka, Mashaka, Deputy Director General (DDG), PCB
- Mr. Abdallah Mlangwa, Head, Information Center, PCB
- Mr. Vincent Kihyo, Director, Research Control & Statistics, PCB
- Mr. F.A. Mandara, Ethics Secretary, Ethics Secretariat
- Mr. Harry M. Kitillya, Commissioner General, Tanzania Revenue Authority (TRA)
- Mr. S. B. Mshoro, Director, Internal Audit, TRA
- Mr. Amelchior Kulwizila, Supplies Officer, Ministry of Public Safety and Security (MPSS)
- Mr. A.S.M. Mwaimu, Assistant Director, Planning, Ministry of Education and Vocational Training (MOEVI)

- Mr. A.S. Baruti, Acting Director, Ministry of Planning, Economy and Empowerment (MPEE)
- Mr. O. Juma, Economist, MPEE
- Mr. P. Pima, Economist, MPEE
- Mr. Hassan Mwinyisi, Director, Good Governance
- Mr. Mawazo Paul Kaducha, Minister, Plenipotentiary, Ministry of Foreign Affairs

- **Parliamentarians**

- Hon. Samuel Sitta, Speaker of the Parliament and Chairperson, Steering Committee
- Hon. Anna Makinda, Deputy Chairperson, Steering Committee
- Hon. Dr. Abdallah Kigoda, Chairperson, Finance and Economic Affairs Committee
- Hon. John Cheyo, Chairperson, Public Accounts Committee
- Hon. Dr. Raphael Chegeni, Member of Parliament
- Hon. Adam Kighoma Malima, Deputy Chairperson Finance and Economic Affairs Committee
- Hon George Simbachawene, Member of Parliament
- Hon. Zitto Kabwe, Member Finance and Economic Affairs Committee
- Hon. Dr. Festus Limbu, Member of Parliament
- Hon. Mohamed Mnyaa, Member, Investment and Trade Committee
- Hon. Omari S. Kwaangw', Chairperson, Social Services Committee
- Hon. Dr. Ali Tarab Ali, Member, Social Services Committee
- Hon. Zakayo Chacha Wangwe, Member, Agriculture and Land Development Committee
- Hon. Job Ndugai, Chairperson, Natural Resources and Environmental Committee
- Mr. Daniel Elimfos, Parliament Staff
- Hon. Anna Abdallah, Chairperson, Foreign Affairs Committee
- Hon. Dunstan Mkapa, Member of Parliament
- Hon. Christopher Ole Sendeka, Member of Parliament
- Hon. Said A. Arfi, Member, Economic Infrastructure Committee
- Hon. Dr. Wilbroad Slaa, Member, Constitutional Legal and Public Administration Committee

- **Non-State Actors**

- Mr. John Ulanga, Executive Director, the Foundation for Civil Society
- Prof. Richard Mushi, University Professor, Department of Political Science, University of Dar es Salaam (UDSM)
- Prof. S. E. Mchome, Dean, Faculty of Arts and Social Sciences, UDSM
- Prof. M. L. Luhanga, Professor, UDSM
- Prof. Sengondo Mvungi, Lawyer, Faculty of Law, UDSM
- Prof. Max Mmuya, Lecturer, UDSM
- Prof. M.K. Possi, Lecturer, UDSM/IJC
- Prof. L.I. Ndumbaro, Lecturer, UDSM
- Prof. L. Rutashobya, Lecturer, UDSM
- Dr. Kumbwaeli.W. Salewi, Civil Engineer, Institute of Engineers Tanzania
- Mr. Charles R.B. Rwechungura, President, Tanganyika Law Society (TLS)
- Mr. Adam Andreski, Director, IIT

- Engineer S. J. Chavda, Executive Secretary, Front Against Corrupt Elements in Tanzania (FACEIT)
- Mr. Aloyce P. Mushi, Chairman, Tanzania Association of Consultants (TACO)
- Mr. Buberwa Kaiza, Executive Director, Concern for Development Initiatives in Africa (ForDIA)
- Mr. Zakaria Nyanza, Chairman, Tanzania Civil Engineering Contractors Association (TACECA)
- Mr. Joseph Mwamunyange, Journalist, the East African
- Mr. Rakesh Rajani, Executive Director, Haki Elimu
- Mr. Geir Sundet, Governance Issues, Research on Poverty Alleviation (REPOA)
- Mr. C. Masabo, Lecturer, National Board of Accountants and Auditors (NBAA)
- Ms. Assumpta Massoi, Journalist, Tanzania Media Women Association (TAMWA)

- **Development Partners**

- Ina Soiri, Counsellor Governance, Finnish Embassy
- Godfrey Mulisa, Good Governance Specialist, Finnish Embassy
- Kirza Buch Kristensen, 3<sup>rd</sup> Secretary, European Commission
- Niels Hedesoord Jorsensen, 1<sup>st</sup> Secretary, Danish Embassy
- Anne-Lucie Lefebvre, 1<sup>st</sup> Secretary (Development), Canadian High Commission
- Hester Somsen, 1<sup>st</sup> Secretary, Political and Cultural Affairs, Embassy Kingdom of the Netherlands
- Ulli Leist, Chief Technical Advisor Ministry of Justice and Constitutional Affairs, GTZ
- Katharina Habeth Harker, Assistant Country Director, Governance, Swiss Cooperation
- Paul Sherlock, Development Specialist, Embassy of Ireland
- Haika Mmbaga, Economist, IMF
- Nora Pendacli, P. Analyst, UNDP
- Bodil Maal, First Secretary, Royal Norwegian Embassy
- Jack Titsworth, Governance Consultant, Royal Norwegian Embassy

### **How did the process fit into ongoing country dialogue?**

In Tanzania development partners (DPs) have harmonized their dialogue on GAC through the leadership of the Governance Working Group (GWG) of which the Bank is an active participant. In the case of the GAC consultations, the GWG agreed to be the convener of this event with a view that the outcomes of this process would benefit other DPs who would be carry out a similar process in the context of their development assistance programmes. The Bank is actively involved with other DPs in supporting the crosscutting reforms<sup>1</sup> that form part of Tanzania's strategy (MKUKUTA<sup>2</sup>) to address GAC-related institutional issues. DPs have responded to this strategy by developing a joint program document (JPD) that outlines how DPs will join force to harmonize their support to the government's strategic approach to strengthen GAC.

The timing of the consultations provided the Bank with an opportunity to explore approaches to support GAC in the next Country Assistance Strategy (Part IV of the JPD).

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<sup>1</sup> Public Service Reform Program, Public Financial Management Reform Program, Local Government Reform Program, Legal Sector Reform Program and the National Anti-Corruption Strategy and Action Plan.

<sup>2</sup> Tanzania's Poverty Reduction Strategy.

The consultations highlighted the need to broaden the dialogue with a variety of stakeholders. The consultations involved a broad range of stakeholders including among others the Minister of State for Good Governance, the Permanent Secretary in the President's Office, the Speaker of the House, and the Leader of the Opposition. The discussions were frank, open and covered a broad spectrum of issues and highlighted new entry points that can be envisaged in the context of our harmonized approach among DPs.

### **What were the key issues/themes raised by participants?**

Government is seeking support to implement its own GAC strategy and has asserted its leadership of this process. The GAC agenda is very much Tanzania's agenda. Government welcomes the Bank's global knowledge and support, and so do other DPs who expect the Bank's expertise to complement theirs in GAC support areas. Discussions also centered on comparative advantages and how to gain synergy from common programs financed through basket arrangements.

On fiduciary matters, the message was clear that the Bank should seek to strengthen domestic accountability and thus help improve Tanzania's fiduciary systems. Corruption through the procurement process was underlined, underscoring the case for strengthening both financial management and procurement systems. In that respect stakeholders welcome the Bank's support for crosscutting reforms, but express some concerns about the capacity to implement such a complex sets of reforms.

Stakeholders expect DPs including the Bank to be partners rather than watchdog. They view "conditionality" as counterproductive. Stakeholders also pointed out that DPs need to provide long-term commitment and support to institutional reforms that aim at changing both mindset and behaviour. This includes recognizing the difficulty of measuring impact in the short-term. However, there is agreement that progress needs to be tracked and results achieved. This requires good dialogue and agreement on measurements at the outset. Stakeholders requested the Bank to focus not only on results but also on how the results are achieved, and the quality as well as the quantity of services delivered.

Lastly, the issue of capacity development was flagged repeatedly. This applied not only to government but to all segments of society, e.g., the capacity to hold government accountable and, uphold the rule of law, but also to reform the legal framework, to provide good quality public information, to use this information and to deliver services at the village level.

### **Top GAC Challenges**

- Governance and Anti-corruption reforms need to be homegrown. Tanzania needs to remain in the driver's seat to guarantee success in implementing reforms with:
  - Executive, Parliament, Judiciary, media, civil society organizations improving their contributions to this agenda;
  - A rebalancing of the disproportionate powers of the Executive in contrast to the two other branches of government (Legislative, Judiciary)
  - With a much stronger legal and judicial framework
- There needs to be improved access to quality public information at all levels of government, down to and including village government
- Media also needs to improve its capacity for investigative journalism

- All governance organisations need to support implementation of GAC efforts and incentives to do so need to be improved
- Political commitment needs to be more often translated into concrete actions
- Executive still has limited capacity to coordinate, implement and evaluate crosscutting reforms (public finance, public service, local government, legal/judicial and national anti-corruption strategy and action plan)
- Domestic accountability of executive to its citizens needs to improve
  - oversight and watchdog institutions (OWIs) need to be strengthened considerably
- People’s mindset and behaviour needs to change, as currently there is a lack of professionalism and ethics
- Greater transparency and competition needed in public procurement, together with consequences for wrongdoing

### **GAC reforms entry points and obstacles**

#### **Entry points**

- Greater participation of non-state actors and oversight and watchdog institutions in governance reforms and policy processes can provide stronger accountability mechanisms;
- Better education can improve people’s perception corruption;
- Strengthening of Parliament and its committees can lead to an improved system of domestic accountability;
- The National Audit Office and procurement reforms can be an important entry to detect and fight corruption;
- The Media play an important role in publishing and increasing the flow of information.

#### **Obstacles**

- Limited resources, lack of commitment and capacity by government to implement governance reforms;
- Apathy, insensitivity and lack of knowledge by citizens;
- DPs interference and focus on immediate impacts rather than long-term, sustainable reforms;
- Concentration of malpractice by small but powerful elites;
- Difficulties in tackling the supply side of corruption in the private sector.

### **How can the Bank and DPs better assist Tanzania on governance reforms?**

- DPs support needs to be based on the MKUKUTA (PRSP)<sup>3</sup>, which provides a unified platform for dialogue on GAC;
- Strengthened support for government crosscutting reforms and domestic GAC initiatives;
- Dialogue more closely and regularly with oversight and watchdog institutions and non-state actors;

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<sup>3</sup> Tanzania’s Poverty Reduction Strategy.

- Support in defining results and monitoring arrangements;
- Focus on the qualitative issues of how results are achieved as well as how much is achieved;
- Support the capacity at all levels to hold government accountable, to uphold rule of law, reform legal framework, to provide quality public information, to use this information and to deliver services at the village level.

Respondent Type	Consultation Reply
<b>1. Top governance challenges in country</b>	
Government	<ul style="list-style-type: none"> <li>▪ Financial resources to develop and implement programs to address GAC weaknesses at national and sub-national level</li> <li>▪ Expertise in adapting international best practices to Tanzanian context</li> <li>▪ Tanzanian ownership of GAC programs</li> <li>▪ Legislation and judicial system - conflicting laws and unclear definitions</li> <li>▪ Capacity weaknesses - individual, institutional, and systems particularly in GAC agencies</li> <li>▪ Infrastructure</li> <li>▪ Education and awareness – perception of corruption remains weak with a low understanding of wrongdoing</li> <li>▪ Implementation and coordination of crosscutting reforms (legal/judicial, public financial management, local government, public service and national anti-corruption strategy and action plan)</li> <li>▪ Realistic measurement indicators – short, medium and long-term (outputs, outcomes, and impact)- reforms take long</li> </ul>
Legislature	<ul style="list-style-type: none"> <li>▪ The oversight role of parliament is considerably weakened vis-à-vis the executive. Parliament treated as a department of the Executive.</li> <li>▪ Capacity of Parliament and its committees (e.g., limited research capability), budget of Parliament set by Executive, staff of Parliament are civil servants reporting to the Executive</li> <li>▪ Disproportionate powers of the Executive</li> <li>▪ Arbitrariness in Executive decision-making processes. For example, participation of Parliament in the budget process - no involvement from outset -more rubberstamping</li> <li>▪ Management and accountability of crosscutting reforms (especially local government)</li> <li>▪ Political will to fight corruption (on paper) - no concrete action on more important scandals</li> <li>▪ Parallel accountability to DPs/Weak domestic accountability including to the public</li> <li>▪ Mindset/lack of education (public needs to hate corruption rather than praise it)</li> <li>▪ Mindset of DPs (deal only with Government) – reinforces the weakness of Parliament</li> <li>▪ Powers of local governments in practice not in accordance with the law</li> <li>▪ Political will to address GAC – reports are there, but action is lacking</li> <li>▪ Building coalition of GAC actors, Parliament, Government, civil society</li> <li>▪ Lack of transparency by DPs in dealing with Government</li> <li>▪ Management of the core reforms to achieve visible results</li> </ul>

Respondent Type	Consultation Reply
None State Actors (NSAs)	<ul style="list-style-type: none"> <li>▪ Quality of governance is the issue (impressive “infrastructure” – laws, agencies, etc.)</li> <li>▪ Access to credible, quality information at all levels of society</li> <li>▪ Authoritarian structure of government leading to powerless of people. Linked to poor access to public information, no attention to established rules. Lack of freedom of expression, association and information. All leading to powerlessness of people</li> <li>▪ Institutional structures and organizations to support implementation of GAC efforts across a vast country, e.g., Prevention of Corruption Bureau, Ethics Secretariat, and others (resources, coordination, capacity)</li> <li>▪ Accountability to DPs rather than people</li> <li>▪ Political commitment(will) to fight corruption</li> <li>▪ Legal and judicial system- laws, rules and institutions are weak</li> <li>▪ Capacity – government, citizens, media – limited investigative journalism</li> <li>▪ Corruption is institutionalized - way of life</li> <li>▪ Civil competency to engage and influence government policy is low - Public (citizens/communities/villagers) not well educated- not empowered</li> <li>▪ Weak democratic institutions</li> <li>▪ Weak corporate governance - private sector corruption, e.g., procurement</li> <li>▪ Weak professional institutions</li> </ul>
Development Partners (DPs)	<ul style="list-style-type: none"> <li>▪ Nascent domestic accountability</li> <li>▪ Meaningful involvement of civil society. Weak contract between State and civil society</li> <li>▪ Corruption not only in government but also in CSOs</li> <li>▪ Access to public information</li> <li>▪ Implementation of core reforms (building capacity) <ul style="list-style-type: none"> <li>○ Changing mindset</li> <li>○ Compliance with systems</li> <li>○ Resistance to change and space to do so</li> <li>○ Weak focus on outcomes</li> </ul> </li> <li>▪ Concentration of power in the ruling party and patronage structure</li> <li>▪ Weak incentives to improve GAC</li> <li>▪ GAC issues within sectors not only as crosscutting issues</li> </ul>

Respondent Type	Consultation Reply
	<ul style="list-style-type: none"> <li>▪ Governance is easier matter to wrestle with than corruption</li> </ul>
<b>2. Promising areas of governance and anticorruption reform and potential obstacles (o)</b>	
Government	<ul style="list-style-type: none"> <li>▪ Political will, commitment from top and government’s ownership of its reform agenda. Executive has tools to combat corruption (o)</li> <li>▪ Continue implementing crosscutting reforms with measurable indicators and clear responsibilities. Legal/judicial reforms are key</li> <li>▪ Poor coordination of reforms (o)</li> <li>▪ Education on GAC at all levels, starting with children in school</li> <li>▪ Lack of capacities at all levels of government particularly local government (o)</li> <li>▪ Citizens do not understand reforms and the rules. (o)</li> <li>▪ Passive citizens. Their views are not known (o)</li> <li>▪ Not all NGOs are good. Some lack accountability (o)</li> <li>▪ General lack of professional ethics, e.g., companies, banks (money laundering), (o)</li> <li>▪ DPs’ impatience and need for immediate results or quick wins. Difficulty of showing results in short-term when reforms aim to change mindset and behavior (o)</li> <li>▪ Integration of best practices in local context particularly with respect to new laws (o)</li> <li>▪ Lack of local knowledge on DP side slows down progress (o)</li> <li>▪ Public impatience and need for quick results – leads to corruption (o)</li> </ul>
Legislature	<ul style="list-style-type: none"> <li>▪ Capacity development of Parliament to play a key role in GAC if it is allowed to play its oversight role and so can the committees of Parliament</li> <li>▪ General Budget Support (GBS) is a positive instrument for GAC and should continue.</li> <li>▪ Strengthening of institutional framework for accountability and transparency in the GBS</li> <li>▪ Review of standing orders (Parliament) provides an opportunity for change</li> <li>▪ Reforms with a special focus on local government reforms</li> <li>▪ Review of legislative framework- laws and regulations (eliminating contradictions, duplication, and improving coordination)</li> <li>▪ National Audit Office needs to be independent</li> <li>▪ Establishment of GAC institutions does not ensure success, e.g., Prevention of Corruption Bureau</li> </ul>

Respondent Type	Consultation Reply
	<ul style="list-style-type: none"> <li>▪ Clear separation of powers (Executive, Legislative and Judiciary). May be there is a need for Constitutional reforms or simply need to enforce the present Constitution?</li> <li>▪ Reform the Political Party Act to provide for the formation of alliances. Political parties could be a good instrument of accountability but they are too weak</li> <li>▪ Need for a transparent decision-making process and greater participation in the budget process from the outset. DP budgets need to be included in the budget. Priorities should be the ones of Tanzania</li> <li>▪ Improve domestic accountability so that it replaces accountability of the Executive to DPs</li> <li>▪ Capacity to implement complex, crosscutting reforms (o)</li> <li>▪ Need to involve the oversight and watchdog institutions and the public-at-large to foster greater accountability</li> </ul>
Non State Actors (NSAs)	<ul style="list-style-type: none"> <li>▪ Media to provide quality information and to serve as whistleblower</li> <li>▪ Ongoing reforms in various sectors. However, they need to concentrate more at village level if goal remains poverty reduction</li> <li>▪ Ongoing reform programs are owned by government and DPs, but they are weak on improving the demand-side. (o)</li> <li>▪ Improvement of civic competence. Create awareness and educate people to understand their roles and responsibilities</li> <li>▪ Education system to inculcate notion that corruption is not positive. Need to start with young children</li> <li>▪ Strengthening of management capacity at local levels including procurement, contract management, etc.</li> <li>▪ Establishment of robust mechanisms of accountability</li> <li>▪ Weak fiduciary role prevents meaningful involvement of OWIs (o)</li> <li>▪ Professionalism and ethics need to be enforced throughout society</li> <li>▪ Multiple definitions of corruption and corrupt practices. People need to understand the same thing (o)</li> <li>▪ Greater separation of powers among three branches of state</li> <li>▪ Public Procurement Act as an entry point. However, the rules are not conducive to Tanzania private sector (o)</li> <li>▪ Administrative and corporate governance are challenges. Corruption exists in the private sector. Procurement is an issue (o)</li> <li>▪ Appropriate incentives to retain built capacity within the public sector</li> <li>▪ Weak media- capacity, resources and freedom. The Freedom of Information Bill could be a step backward if it becomes law (o)</li> <li>▪ Need for independent judiciary in addition to Parliament</li> <li>▪ Limited commitment to GAC from central government, Parliament and the judicial system (o)</li> </ul>

Respondent Type	Consultation Reply
	<ul style="list-style-type: none"> <li>▪ Capacity at local level including CSOs. They are too often urban-based (o)</li> <li>▪ Political system needs re-engineering (o)</li> <li>▪ Power structure ignores Parliament and NSAs (o)</li> <li>▪ Use of information technology to leverage access to information</li> <li>▪ Support institutions fighting corruption or oversight role – Parliament, Prevention of Corruption Bureau, National Audit Office., TRA etc.</li> </ul>
Development Partners/Donors	<ul style="list-style-type: none"> <li>▪ Implementation of legal/judicial reforms</li> <li>▪ Strengthening of the private sector. It provides an avenue for service delivery</li> <li>▪ Parliament and other OWIs need to play a greater role in GAC dialogue</li> <li>▪ Support to elected officials at local levels would provide a counter-balance to support to governments</li> <li>▪ Role of information and data (media) needs to be heightened</li> <li>▪ Civil society needs to be more demanding if it is to play a meaningful role</li> <li>▪ Political space is too constrained to provide strong dialogue on GAC</li> <li>▪ Need for constitutional reform</li> <li>▪ Ongoing procurement reforms provide an opportunity to address key GAC issues</li> </ul>
<b>3. How the Bank should engage where governance is weak and circumstances under which to disengage</b>	
Government	<ul style="list-style-type: none"> <li>▪ Continue to engage in dialogue with government but also find ways to engage with other stakeholders</li> <li>▪ Refrain from conditionality approach</li> <li>▪ Remember that the mission is poverty reduction and therefore focus on poor people</li> <li>▪ Identify who would suffer most if the Bank disengaged</li> <li>▪ Assess the strengths of GAC organizations in the weak and corrupt countries and help build their capacities</li> <li>▪ Send consistent messages on governance and anticorruption to all stakeholders</li> <li>▪ Establish monitorable indicators of performance in a country and apply them consistently.</li> <li>▪ Promote understanding among the people/public on corruption</li> <li>▪ Allow the Bank to work with non-state actors if government is corrupt</li> <li>▪ Design specific projects that can produce fast results to reduce poverty.</li> <li>▪ Promote democracy in corrupt countries</li> </ul>
Legislature	<ul style="list-style-type: none"> <li>▪ Continue to engage with government</li> </ul>

Respondent Type	Consultation Reply
	<ul style="list-style-type: none"> <li>▪ Work through community-based organizations</li> <li>▪ Enter into contracts with CBOs and enhance establishment of CBOs at grassroots level</li> </ul>
Non State Actors (NSA)	<ul style="list-style-type: none"> <li>▪ Continue to engage, but put more pressure on government</li> <li>▪ Fund programs targeting the media</li> <li>▪ Support CBOs and engage them in awareness building</li> <li>▪ Strengthen the oversight and watchdog institutions.</li> <li>▪ Develop criteria for compliance</li> </ul>
DPs	<ul style="list-style-type: none"> <li>▪ Remain engaged</li> <li>▪ Develop indicators to assess performance and risks and means to mitigate the risks</li> <li>▪ In some cases, stop lending based on transparent and agreed set of indicators (agreement may be different from country to county)</li> </ul>
<b>4. How to ensure fair and consistent treatment across countries</b>	
Government	<ul style="list-style-type: none"> <li>▪ Establish monitorable indicators of performance and apply them consistently.</li> <li>▪ Promote understanding among the people/public on corruption</li> <li>▪ Use different approaches in the country, but develop some synergies and common criteria for assessments</li> <li>▪ Change the way policies are designed/developed, i.e., promote greater participation and ownership</li> </ul>
Legislature	<ul style="list-style-type: none"> <li>▪ Consistent treatment across countries but consider a country's specific situation (no blue print approach)</li> <li>▪ Use same criteria but different engagement approach</li> <li>▪ No sanctions</li> </ul>
Non State Actors (NSAs)	<ul style="list-style-type: none"> <li>▪ Develop common monitoring indicators</li> <li>▪ Study the local situation and develop local parameters- customized - no blue prints</li> </ul>
Development Partners/Donors	<ul style="list-style-type: none"> <li>▪ Agree on baseline indicators and adopt approach according to the country's specific situation</li> </ul>
<b>5. How to strengthen the Bank's work with champions of reform outside the executive branch of government –parliament, judiciary civil society, media and the private sector</b>	
Government	<ul style="list-style-type: none"> <li>▪ Synergy with other partners</li> </ul>
Legislature	<ul style="list-style-type: none"> <li>▪ Need to engage with non-state actors such as media, private sector and CSOs</li> </ul>

Respondent Type	Consultation Reply
Non State Actors (NSA)	<ul style="list-style-type: none"> <li>▪ Invest in the independence of these organizations and create monitoring mechanisms to assess results</li> <li>▪ Work with think tanks, universities and independent bodies</li> </ul>
Development Partners/Donors	<ul style="list-style-type: none"> <li>▪ Less equipped to support these stakeholders. However, it is good with the private sector</li> <li>▪ In an harmonized DP framework, the Bank does not have to take the role of supporting these stakeholders.</li> <li>▪ Possibility of developing a grant window to support these actors</li> <li>▪ Involvement in multi-donor programmes that support such organisations</li> <li>▪ Capital Development Grant Scheme for local government authorities in Tanzania is a good example of how the Bank can be involved</li> </ul>
<b>6. How to mitigate fiduciary risk in Bank operations</b>	
Government	<ul style="list-style-type: none"> <li>▪ Work with Oversight and Watchdog Institutions (OWIs) such as national audit office, Parliament, councils, village government.</li> <li>▪ Focus on building capacity at wards and village levels where most of the projects and programs are targeted</li> <li>▪ Emphasize projects aligned to national framework rather than develop DP projects</li> </ul>
Legislature	<ul style="list-style-type: none"> <li>▪ Dialogue with agencies that can support the Bank such as non-state actors</li> <li>▪ Ensure transparency in all Bank transactions by involving not only the Treasury, but also the, National Audit Office and Parliament</li> </ul>
Non State Actors (NSAs)	<ul style="list-style-type: none"> <li>▪ Invest in independence of institutions</li> <li>▪ Create a common monitoring and evaluation mechanism</li> <li>▪ Make government responsible for sustainability of projects</li> <li>▪ Ensure that Government has effective and efficient budgetary systems</li> </ul>
DPs	<ul style="list-style-type: none"> <li>▪ Strengthen National Audit Office and Internal Audit</li> <li>▪ Conduct public expenditure tracking surveys</li> <li>▪ Continue to strengthen country systems through core public financial management reforms</li> </ul>
<b>7. The Bank's role vis-à-vis other donor in supporting government reform</b>	
Government	<ul style="list-style-type: none"> <li>▪ Improve capacity and speed to reform</li> <li>▪ Improve legislation</li> <li>▪ Share global knowledge and practices</li> </ul>

Respondent Type	Consultation Reply
	<ul style="list-style-type: none"> <li>▪ Lessons from elsewhere: New crimes need new knowledge and tools</li> <li>▪ Donors as partners rather than watchdogs</li> <li>▪ Refrain from conditionality (carrot and stick) approach</li> <li>▪ Introduce longer-term programs for institutional reforms through grants if possible</li> <li>▪ Efforts should be made to repatriate the money gained through corrupt practice and banked in foreign financial institutions</li> <li>▪ Reduce donor dependence</li> <li>▪ Understand the local environment</li> <li>▪ Customize foreign models – no blue print</li> <li>▪ DPs and Bank can assist through Joint Assistance Strategy and Government Budget Support (GBS) – develop common strategies and priorities.</li> <li>▪ Build capacity at ward and village levels where most of the projects and programmes are targeted and implemented</li> </ul>
Legislature	<ul style="list-style-type: none"> <li>▪ Support domestic initiatives rather than import projects</li> <li>▪ Leverage DPs to help make Parliament independent</li> <li>▪ Access to resources for capacity building of Parliament and Parliamentary Committees</li> <li>▪ Work within the framework of country strategy and coordinate all efforts on poverty reduction</li> <li>▪ Create national dialogue</li> <li>▪ Better allocations of resources through basket funding</li> <li>▪ Need to establish benchmarks to measure progress and track results jointly</li> <li>▪ Strengthen National Audit Office and make it accountable to legislature</li> <li>▪ Put more efforts in strengthening institutional frameworks rather than technical assistance</li> </ul>
Non State Actors (NSA)	<ul style="list-style-type: none"> <li>▪ Focus not only on results but also on process (how results were achieved)</li> <li>▪ Focus on both delivery and quality</li> <li>▪ Support legal/judicial reforms</li> <li>▪ Support corporate governance reforms in addition to public sector reforms</li> <li>▪ Anti-corruption forum (infrastructure)</li> <li>▪ Focus on village government reforms</li> </ul>
DPs	<ul style="list-style-type: none"> <li>▪ Analytical work from the Bank to assess progress in GAC (map trends)</li> <li>▪ Consolidate knowledge (studies)</li> </ul>

Respondent Type	Consultation Reply
	<ul style="list-style-type: none"> <li>▪ Strategic review of available information and how it can influence program design.</li> </ul>
<b>8. How to monitor progress in governance and anticorruption at the country level</b>	
Government	<ul style="list-style-type: none"> <li>▪ Develop measurement baseline with clear indicators</li> <li>▪ Understand the countries specific situation</li> </ul>
Legislature	<ul style="list-style-type: none"> <li>▪ Customize monitoring according to country's specific situation</li> </ul>
Non State Actors (NSAs)	<ul style="list-style-type: none"> <li>▪ Track changes - progress</li> <li>▪ Develop common monitoring indicators</li> <li>▪ Bank study the local situation and develop local parameters- customized - no blue prints</li> </ul>
DPs	<ul style="list-style-type: none"> <li>▪ Public expenditure tacking (other simple instruments)</li> </ul>