AN EXAMINATION OF LOCAL GOVERNMENT AUTHORITIES' MEASURES ON CORRUPTION REDUCTION: THE CASE OF BABATI DISTRICT COUNCIL, MANYARA REGION

AN EXAMINATION OF LOCAL GOVERNMENT AUTHORITIES' MEASURES ON CORRUPTION REDUCTION: THE CASE OF BABATI DISTRICT COUNCIL, MANYARA REGION

By

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A Dissertation Submitted in Partial Fulfillment of the Requirements for the Degree of Master of Business Administration (MBA-CM) of Mzumbe University.

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University a dissertation entitled **An Examination of Local Government Authorities Measures on Corruption Reduction: The Case of Babati District Council**, in partial fulfillment of the requirements for the award of the degree of Master of Business Administration of Mzumbe University.

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Signature

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I, Mashauri Elisante declare that this dissertation is my own original work that it has not been presented and will not be presented to any other university for similar or any other degree award.

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Date………………………………………………

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ABBREVIATIONS AND ACRONYMS

ESRF	-	Economic and Social Research Foundation
FACEIT	-	Front Against Corruption Elements in Tanzania
LGAs	-	Local Government Authorities
LG	-	Local Government
NACSAP	-	National Anti Corruption Strategy and Action Plan
OPRAS	-	Open Performance Review and Appraisal System
UNDP	-	United Nations Development Programme
UN	-	United Nations
URT	-	United Republic of Tanzania.
PCCB	-	Prevention and Combating of Corruption Bureau
REPOA	-	Research on Poverty Alleviation
TI	-	Transparency International
WB	-	World Bank

ABSTRACT

Based upon the literature review, local government authorities (LGAs) of Tanzania are prime locus of corruption despite existence of anti corruption measures. But to what extent LGAs' anti corruption measures are enhanced is still unknown. It is because of this knowledge gap that the researcher examined LGAs measures on corruption reduction by specifically focusing on the extent employees' awareness, transparency, accountability, legal and disciplinary actions are enhanced in order to reduce corruptible acts in LGAs of Tanzania.

The study was a survey and it was conducted in Babati district council. Data for the study were collected through questionnaire, documentary sources and interview. Population of the study was citizens and employees. The planed sample size was one hundred and thirty respondents aged eighteen years and above.

The examination done revealed that first, awareness was disseminated to employees through leaflets, brochures and seminars; second, for the time being, there is openness on funds allocated for development projects, citizens are well informed about cost of the service as well as various procurement services; third, majority of employees have agreed functions, there is effective way of assessing performance, and employees at the village and ward level for the time being they do not really practice accountability; and last, there were three corruption case in the court of law from 2011 to 2013. However the study concluded that, the aforesaid anti corruption measures for the time being have not been effectively implemented into practice although, as per study findings, they help to reduce corruption.

Last but not least, the study recommended more awareness and participation; openness on councils' operations; all procedures, rules and regulations should be adhered to and there must be effective supervision particularly at the village and ward levels; accountability should be exercised and enforced; and employees should have the courage to monitor and secretly report corruption activities to his/her authority or to any other appropriate organ(s) and immediate actions should be taken to any employee found guilty of corruption offence.

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CHAPTER ONE
INTRODUCTION

1.1Back ground to the problem

Corruption is a world economic, social and political endemic problem. All countries, developed and developing suffer although the nature and level of corruption differ from one country to another (UN, 2000 and URT, 2009). Due to this problem, various conventions have been passed by member states as a common efforts to fight corruption in regional wise and among them are, the council of Europe criminal law convention on corruption (1999) which came in to force on the 1st of July 2002; Inter American convention against corruption (1996) which came in to force on the 6th of March 1997; the African union convention on preventing and combating corruption (2003) which came in to force on the 5th of August 2006; and United nations convention against corruption (2005) which came in to force on the 14th of the December 2005 (Carr and Outhwaite, 2008). However, United Nations set 9th December of each year to be anti-corruption day as the way to fight corruption globally (Qian, 2012).

Tanzania is among third world countries which suffer seriously from corruption activities both in central and local government functions (URT, 2009). To support, Wogau (2010) narrated that, Tanzania suffers seriously from corruption activities although there is improvement and the government made some efforts to tackle it. One of the crucial actions taken by the government was the formation of presidential commission of enquiry against corruption popularly known as Warioba commission in 1996 to asses the level of corruption in the country. The commission discovered existence of extensive corruption in local and central government functions**.** The commission also discovered that Government employees were involved in corruption practices as a means of supplementing their meager income and others involved themselves into corruption because of accumulation of wealth. The commission came up with recommendations on how corruption will be reduced, prevented and combated and recommended also that, legal and disciplinary actions should be taken against employees who involved into corruption practices (Warioba report, 1996).

Moreover, ESRF and FACEIT (2002) came up with recommendation that, public awareness and transparency should be enhanced in order to combat corruption in Tanzania. Further, Robert Kitgard as cited in ESRF and FACEIT (2002) developed a model in form of the question: C = M+D –A, where by C stands for corruption, M stands for monopoly, D stands for discretion power and A stands for accountability. The model implies that, corruption is increasing when there is more monopoly and discretion power and weak/less accountability. On the other hand it implies that, to minimize monopoly and discretion power and increasing accountability reduces corruption.

Some of the positive results of the commission's recommendations is the establishment of National Anti-corruption Strategy and Action Plan which addresses institutional reforms and public awareness raising under seven priority areas namely, the rule of law and legal framework; financial discipline and management; procurement; public education, awareness and sensitization of people's right; public service reform, whistle blowers and witness protection and media. According to the United Nations Development Programme (UNDP) as cited by Wogau (2010), NACSAP is considered as a crucial step which gives the right way in fighting corruption in central and local governments authorities of Tanzania (NACSAP, 2000 and Wogau, 2010).

However, corruption is still considered as a normal thing in day to day local government authorities' (LGAs) functions. Without giving money as an inducement expects no service (UN, 1999). Moreover, corruption in LGAs is highly rampant on recruitment, staff transfer, staff promotion, taxes collection, plot allocation, procurement, tendering processes and award, and corruption on funds allocated for development projects, thus measures are needed to restrain the situation in LGAs (URT, 2006). Oluwatobi (2012) asserted that, corruption is the big problem which hinders LGAs' performance. It is unbeatable and uncontrollable in LGAs system.

From the above point of view, to reduce corruption is the activity of those who are in power, decision making, in service offering and citizens. Due to this fact, they are needed to know the harm of corruption through awareness raised to them, to exercise accountability and transparency and, they must take legal and disciplinary actions against corrupt behaviour.

1.2 Statement of the problem

Since 1996 local LGAs have change reforms programme. The reform aimed at promoting good governance so as to deliver expected quality services and economic well being to residents of their locality. However, the big challenges which face LGAs are corruption activities. Further, LGAs of Tanzania are the one which have mandate to deliver public services direct to the local level and the national resources are allocated to them in order to facilitate service delivery. This leads to direct contract between local government officials and people in local areas. Taking into consideration the aforesaid, they make LGAs more vulnerable to corruption (REPOA, 2006 and Mc-Courntie, 2009). Various reports show that corruption is wide spread in LGAs particularly in tendering and procurement processes, corruption in social services particularly in education and health services and those offered by village and ward executive officers, corruption in land allocation and corruption in construction of roads, class rooms, dispensaries and workers houses. In addition, corruption in LGAs was noted in employment and promotion of employees. The crucial action taken by the government of United Republic of Tanzania on how corruption will be prevented and combated was to prepare national anti- corruption strategy and action plan to guide all ministries, departments and government agencies in curbing and reducing corruption (NACSAP, 2000). However, LGAs were excluded in the framework. To exclude the LGAs was considered by stakeholders as a big weakness of phase one policy (NACSAP, 2000 and REPOA, 2008). LGAs are included for implementation in the second phase (2006-2010). Each authority is required to prepare its own action plan under the said framework to fight corruption in their areas of jurisdiction (URT, 2006).

Based upon the literature review and the above brief discussions, employees' awareness, transparency, accountability, and, legal and disciplinary actions can be used to mitigate corruption in LGAs. Although the said anti corruption measures are not panacea for corruption reduction, it was demonstrated that, they are playing a significant role in corruption reduction and lack of them is an opportunity for corruption. For instance, first, lack of employees awareness not only can prevent employees to change from corruptible acts and display good work ethics but also in fighting corruption; second, lack of transparency can allow employees to maintain secrecy which is an opportunity for corruption; third, lack of accountability means that employees are not liable to account for what they have been given and done and not subject to scrutiny which is an incentive for corruptible acts; and last, lack of legal and disciplinary actions are opportunities for employees to engage into corruptible acts since, even if they involved into corruption activities, they will not be severely punished. Thus, based upon the literature review and the above brief discussion, it shows that, corruption is wide spread and rapidly growing in LGAs of Tanzania despite existence of anti corruption measures. But to what extent LGAs' anti corruption measures are enhanced is still unknown. It is because of this knowledge gap that the researcher examined LGAs measures on corruption reduction by specifically focusing on the extent employees' awareness, transparency, accountability, legal and disciplinary actions are enhanced in order to reduce corruption activities in LGAs of Tanzania.

1.3 Objectives of the study

1.3.1 Main objective

The main objective of this study was to examine LGAs' measures on corruption reduction. The focus was on examining the extent to which public awareness, transparency, accountability, and, legal and disciplinary actions are enhanced in order to reduce this problem in Babati district council.

1.3.2 Specific objectives

From the above main objective, the following were the specific objectives:

- To determine the relationship between employees' awareness on effects of corruption and the rate of corruption.
- To asses the impact of transparency on the rate of corruption.
- To determine the relationship between accountability and the rate of corruption.

- To asses the impact of legal and disciplinary actions on the rate of corruption.

1.4 Research Questions

The study was guided by the following research questions:

- What is the relationship between employees' awareness on the effects of corruption and the rate of corruption
- What is the impact of transparency on the rate of corruption
- What is the relationship between accountability and the rate of corruption
- What is the impact of legal and disciplinary actions on the rate of corruption

1.5 Significant of the study

(i) This study generated information which identified the extent to which employees' awareness, transparency, accountability, legal and disciplinary actions are enhanced, hence the concerned parties that is, Babati district council itself, workers and other stakeholders can use the information to address the problem so that the overall aim of reducing corruption can be met.

(ii) It will help Babati district council to know that, the council is responsible for the war against corruption, thus it will take those anti-corruption measures in practice.

(iii) The recommendations from the study will help Babati district council to know that more efforts are needed in reducing corruption for the purpose of ensuring good services delivery, good governance and to achieve value for money.

1.6 Scope of the study

The study centered on Babati district councils' measures on corruption reduction by examining the extent to which employees awareness, transparency, accountability, and, legal and disciplinary actions are exercised in regard to corruption reduction. The study specifically focused on: Community education raised to employees for consecutive three years, 2011, 2012 and 2013; assessment of the level of openness on various functional matters, assessment of the level of accountability, the rate of corruption events reported and the number of employees to whom actions were taken for the period of three years, 2011, 2012 and 2013

1.7 Organization of the dissertation

The study is divided into six chapters. Chapter one is about introduction, chapter two is about literature review, chapter three is about research methodology, chapter four is about research findings, chapter five is about discussions of the findings and chapter six is about summary, conclusion and recommendations.

CHAPTER TWO
LITERATURE REVIEW

2.1 Concepts and definition of key terms

For the purpose of this study, it was important to understand in nutshell the concepts and functions of local government authorities, meaning, type, causes and effects of corruption.

2.1.1 Overview of local Government Authorities

According to the local government (district authority) Act, chapter 287, revised edition 2002, (CAP 287 R.E 2002) local government authority means ‘a district authority or urban authority and a district authority ‘means a district council, a township authority or a village council or kitongoji’

The constitution of the united republic of Tanzania (1977), article 145 provides the establishment and objectives of local government authorities. It says:

> *Local government authorities exist for the purpose of consolidating and giving more power to the people. The local government shall be entitled and competent to participate and to provide the people in the planning and implementation of development programs within their respective areas of authority and generally throughout the country.*

According to ESRF and FACEIT (2002), LGAs of Tanzania means ’the public institutions responsible for all social and economic affairs that are specific to local communities’. Moreover, Agba, Akwara and Idu (2012) narrated that, LGAs are established to bring government closer to the people and transformation of their lives through the provision of services in timely, satisfactory, adequate and effective.

From the above citations and for the purpose of this study, LGAs means the public institutions which are district authorities, established by the government to foster social and economic activities for the well being of the citizens and maintenance of law and order in their areas of jurisdictions.

2.1.2 Composition and functions of Local Government Authorities

2.1.2.1 Composition

Local government authorities of Tanzania are the legal entity established by Act number 7/1982 and 8/1982. Act number 7/1982 is established local government district authorities and Act number 8/1982 is established local government urban authorities.

District authorities comprises

- District council
- Township authorities
- Ward development committee
- Village government
- Suburb (Vitongoji).

Urban authorities comprises

- City council
- Municipal councils
- Ward development committee
- Streets (Mitaa).

2.1.2.2 Functions

According to Act number 7 and 8 of 1982 some of the main functions of the LGAs of Tanzania are:

- Maintenance of law, order and good governance.
- Promotion of social welfare and economic well being for the lives of the people.
- Provision of good services and foster economic development to the people.

However, Oluwatobi (2012) who carried a study on crisis of corruption in local government in Nigeria narrated that, local governments have various roles and among them are; to provide economic activities to the society; they are established by law, they are legal entity and agent of the state hence they play a legal role that is, they can sue and be sued; monitoring and controlling duties and responsibilities of the LGAs and provisions of basic needs and social services to the community in their areas of jurisdiction.

2.1.3 Definition and concepts of corruption

The word corruption, according to Oxford advanced learner dictionary (2010) means 'dishonest or illegal behaviour, especially of people in authority'.

According to URT (2009), the word corruption is defined as:

> *corruption occurs where a personal commits or does not do something to another personal or a group of people with an intention of acquiring personal benefit after being given or promised to be given a certain amount of money or other valuable things contrary to laid down procedures and work conditions. Normally the recipient has certain authority or is employed in an establishment. Moreover corruption may feature where the recipient or other provider does this for personal interest, interest of another person or a group of people contrary to established procedure.*

Further, Corruption is the abuse of public office for personal benefits. It can take the form of bribery, embezzlement, fraud and nepotism (Swain and Dininio, 1999). Likewise, UN (2000) defined corruption as the situation where by government employees use their authority and position for private gain. Corruption also can take the form of appropriation of public assets and property for personal benefit.

Moreover, Pakdel, Danurch and Gholizadeh (2012) defined corruption as the abuse of power trusted to respective individual to gain self advantage from the second side who is seeking a particular service. However, misuse of power refers to using ones authority or position for private benefit. Bribery refers to receiving money from a person in order to give him preferential treatment or as an inducement for a particular service. Fraud is a situation where by public official makes false claim for personal benefit. Embezzlement refers to using or taking public resources which are under the public official control for personal benefits, and Nepotism refers to giving jobs or services unfairly to family member or friends[1]. Moreover, Anderson (2013) defined the words bribery, fraud and embezzlement as follows; bribery refers to offering, giving, receiving or soliciting any item of value to influence the action of an official

[1] http/www.etu.prg.za/toolbox/doc/corruption.htlml.

in charge of public duty and Fraud is the situation of making false claims for personal benefits which sometimes results in abusing national system. Embezzlement refers to the process of appropriation of governments' funds and resources under public officials control for personal benefits.

2.1.4 Typologies of corruption

Various studies show that there are three main types of corruption namely, petty corruption, grand corruption and political corruption.

2.1.4.1 Petty corruption

Petty corruption which other scholars termed as bureaucratic corruption is an illegal exchange of money with a particular service and either party (giver or receiver) could initiate the deal. Cash recipient, receives it to supplement her/his little legal income (UN, 1999). Uprety (2011) emphasized that bureaucratic corruption occurs when the income of civil servants is too little to meet his/her daily consumption. Moreover, Mutahaba (2005) defined petty corruption as the money received illegally or embezzlement of government funds and deviation of public resources from the intended government purpose for personal benefit done by low income public servants.

2.1.4.2 Grand corruption

On the other hand, grand corruption is the abuse of power for self benefits which involves high level officials and politicians. They involve themselves on corruption for accumulation of wealth (UN, 1999). However, Mutahaba (2005) defined grand corruption as 'the misuse of public power by head of state , ministers and senior officials for private pecuniary gain, resulting in large scale misappropriation, contract, kick backs and the like'.

2.1.4.3 Political corruption

De Asis (2000) defined political corruption as a situation where by politicians such as ministers and members of parliament who are responsible to enact and implement laws on behalf of the citizens are involved into corruption in order to gain political position and accumulation of wealth through political influence. Moreover, Political corruption according to Uprety (2011), is the illegal money or non monetary favours such as position, training and other resources given to voters as an inducement on the expense to vote for them (Politicians).

2.1.5 Causes of corruption

According to Warioba report (1996), early 1990's corruption in Tanzania was caused by lack of integrity, lack of transparency in economic activities, many of the leaders were corrupt, changes in life style where by employees preferred luxury life which do not match with their real legal income, changes in political system and availability and closeness of businessmen and leaders who are not honest. Moreover, according to URT (2009), the major causes of corruption in Tanzania are, 'greed, selfishness, moral indecency, poor law enforcement, lack of control of public officials, lack of effective corruption reporting system, poor leadership, high cost of living, lack of independent and effective judiciary, low remuneration and poverty'.

Studies conducted by the World Bank Institute (2006) further discovered that, poverty and weak public institution are the major causes of corruption. The study also added that, lack of accountability and transparency, inadequate oversight bodies and ineffective election laws also facilitate corruption. However, Swain and Dininio, (1999) emphasized that, corruption occurs when public servants have more power in decision making, little accountability and lack incentives.

2.1.6 Effects of corruption

Swain and Dininio (1999) narrated that, corruption leads to failure to adhere to the procedures and regulations, unfair promotion (promotion which does not consider individual skills and performance), diversifications of public investment and complex tendering/project specification. Moreover, Stapenhurst, Johnson and Pellizo (2006) asserted that, cost of corruption are poor public service delivery, misallocation of resources and lack of competition in public service offering, poor infrastructure, poor policies and processes as well as economic instability. However, Sithole (2013) elaborated that, corruption leads to unsatisfactory services, it consumes time to get services, undermine credibility of ruling government and its institutions and erodes good governance, it inhibits local government ability to use its resources and it become cumbersome for women to get some services and resources for fear of sexual harassment. To emphasize the above, the United Nations Secretary General (2012) as cited by Sithole (2013) states that, 'the costs of corruption are not measured by just in the amount of money that are squandered or the stolen government resources but in the absence of basic services that could have been provided with that money and would have certainly benefited the lives of families and communities'.

2.1.7 Corruption in local Government Authorities

LGAs are among areas which corruption is highly spread. For instance a survey conducted shows that 18.9 of respondents said that LGAs are very corrupt and 49.2 said that LGAs are fairly corrupt (URT, 2009). Employees receive bribes during promotion, recruitment, allocation of plots, procurement and in tendering processes, in issuing trading license, and member of ward reconciliation committee receive bribes in order to offer some services and to give favour (Warioba report, 1996). For instance, local government officials were ranked number three (3) of the most corrupt in the year 2003 and number two (2) in the year 2006 (REPOA, 2003, 2006).

On the basis of aforementioned, Bailey (2006) as cited by Sithole (2013) observed that, corruption erodes the ability of LGAs since rules and procedures are not adhered, there is misallocation of resources for private gain, and employees are promoted without considering their skills and performance. However, according to the report of the controller and auditor general for financial year 2011/2012, the report pointed out that, prevention of fraud (corruption) is the duty of management and employees of the LGAs. Corruption is required to be addressed effectively in order to achieve good governance in LGAs. He says that, corruption management must be integrated into local government authorities' practices. The plan among other things should focus on awareness training.

Corruption is continued to be local government authorities cry and thorn but efforts are being made to prevent and reduce it. Although corruption is a complex problem to deal with, LGAs should take appropriate measures to reduce it (URT, 2006)**.** However, Swain et al (1999) elaborated that; measures must focus on the nature of the institution, possible corruption loopholes and possible factors that will affect its implementation. In this manner, most effective measures and efforts are needed in order to reduce corruption and to make LGAs as the public institutions to improve their services. Moreover, Ngamlana, (2009) says that local government authorities need to practice their existing anti-corruption measures in order to reduce and combat corruption which is still remaining a day to day and unbeatable problem. However, on the basis of aforesaid, Quah (1988) recommended that, all departments which are prone to corruption should review periodically their anti-corruption measures in order to minimize the possibility of corruption activities.

To support, REPOA (2006) on its survey conducted in six LGAs of Tanzania discovered that, corruption is a big and ongoing problem in LGAs. The study concluded that positive results could be achieved if measures to combat corruption will be improved. For instance, in Bangladesh, democratic watch (2011) implemented a four years project aims to strengthening effective transparency, accountability and responsiveness as the tools/measures to decrease corruption. On the basis of aforesaid, Sithole (2013) demonstrated that, lack of political will, society attitudes towards corruption, lazy leaders who fail to monitor employees and weak and corrupt politicians are the some of the factors which make LGAs' anti-corruption measures ineffective.

2.2 Theoretical perspective

Measure is an official action that is done in order to achieve a particular aim and on the other hand, action is a thing that somebody does. Reduction is the state of being made less or smaller (Advanced leaner dictionary, 2010). From the above meanings, the meaning of Corruption reduction can be defined as a state of minimizing corruption from high to zero or low level magnitude.

2.2.1 Public awareness

Public awareness means to make people know what is good and bad so that they can make comments and bring changes to themselves. There is a need to create awareness to those who are unaware due to lack of education and to activate those who are aware due to their level of education and experience they have but they are inactive or dormant to react on various public actions (Bhattarai, 2011). People at all level, poor, ignorant and educated need to know their position and right in order to question public employees' actions and decision. This could be so by making them aware and active through public awareness (Khanal, 2011).

Swain and Deninio (1999) demonstrated that, positive participation on the war against corruption is very important; therefore, all efforts must be directed to raise public awareness about the evil of corruption for the wealth of the national and good service delivery. Moreover, UN (2012) emphasized that, corruption awareness training must focus to public officials who work on high corruption risk areas such as in procurement, plots allocation and in revenue collection. On other hand, awareness training must be also incorporated into leadership training for council's management team to ensure that their actions support efforts of corruption reduction.

2.2.2 Transparency

Transparency means openness in all government operations which build a system of value through a sharing of information between government and other stakeholders or citizens. For instance, public policy can be quality and largely acceptable through open debate (Dahal, 2011). Public officials' actions and their decisions, public activities and budget must be open to citizens and enough information must be available in order to give room to citizens to asses it and see if applicable laws and regulations, rules and procedures are adhered by those entrusted power (Lawson and Rakner, 2005). According to Dahal (2011), simplified language in various government matters such as in constitution; laws, regulations and rules bring about a meaningful and real sense of transparency.

Khanal (2011) asserted that, good governance in LGAs is a result of effective transparency. He argued that, if transparency will be practiced, no one will think about corruption in LGAs. Transparency should be strengthened in order to prevent and minimize corruption in LGAs. Correct information about operations of LGAs should be disseminated to all stakeholders (ESRF and FACEIT, 2002).

However, Seppanen and Virtanen (2008) said that, LGAs' officials to some extent are not willing to make people to access information which is vital to them and they are reluctant to practice transparency. They mentioned that, lack of information prevents people at the local level to know and monitor their rights, monitor the functions of local government officials, LGAs budgets and payments for various social and economic services. Further, they pointed out that, there is a continuous tendency of hiding information aimed at gaining discretionary power which leads to corruption activities. They concluded that, local government should make their functions open and local people through public awareness should be encouraged to learn, demand their rights and report any irregularities for the purpose of reducing corruption and better services for their lives. De Asis (2000) said that, lack of transparency at the local level cause LGAs officials to build a system of secrecy which on the other hand cause corruption to increase. De Asis further narrated that, LGAs resources particularly financial resources must be open to all stakeholders in order to reduce the opportunity for corruption.

2.2.3 Accountability

Accountability means the situation where by public officials are responsible and answerable for their actions and decisions (Bhttarai, 2011). Public servants should be answerable for their actions and inaction. They should be in the position to know and justify clearly their responsibilities in terms of what to do, how and to whom (Brown et al, 2008). People particularly public officials must follow and implement rules and procedures, laws and regulations and be responsible for efficiency use of public resources entrusted to them (Rana, 2011).

Khanal (2011) demonstrated that, good governance means better way of controlling local government operations or activities and it is a result of effective accountability. He argued that, if this anti-corruption measure will be practiced, no one will think about corruption in LGAs. Moreover, Swain and Deninio (1999) narrated that, effective accountability in the war against corruption is crucial in preventing and reducing corruption in LGAs. However, De Asis (2000) demonstrated that, local government employees who make decisions without considering adequate accountability increase the opportunity of corruption practices.

2.2.4 Legal and Disciplinary Actions

UN (2012) asserted that, corruption investigation organs always seeks to find corruption offenders and punish them if found guilty in the hope that others will never do the same offence. However, UN agued that since corruption is a complex problem, there is a need to find the better way(s) to reduce corruption since punishment will never always work.

2.3 Empirical Literature Review

2.3.1 Public Awareness

A study carried out by Bitarabeho (2003) about curbing corruption and promoting transparent in local governments in Bushenyi district in Uganda recommended that, public awareness should be enhanced in order to reduce corruption. Moreover, through public awareness, public employees as part of the community are required to understand typology and impacts of corruption in the society and for national development; therefore, awareness is vital in building public officials who will hate corruption practices (URT, 2009). However, a recently study conducted by Okekeocha (2013) recommended that, there is a need to build a culture of discipline awareness where by public officials should be made aware that if they involve into corruption they will be punished accordingly.

2.3.2 Transparency

According to Bliss and De Shazo (2009) who carried out a study about controlling corruption in local government in Latin America, narrated that, those anti-corruption measures at the local government among other things, should focus on promoting effective transparency in order to reduce corruption rather than focusing on legal and administrative actions. Martin (2012) who carried out a study about corruption in LGAs in Indonesia, discovered that, local government actions and control in large are also determined by effectiveness of transparency mechanisms. A problem of transparency gives room to local elites to use public resources for personal benefit rather than community and as a result it gives more chance for corruption practices. He concluded that, to prevent and reduce corruption, transparency should be strengthened hence; the community will know how public funds are spent and report any irregularities. However, a study conducted by Sithole (2013) about corruption in Zimbabwean urban local authorities discovered that, lack of transparency is among the factors which contribute to the existence of corruption in LGAs.

2.3.3 Accountability

According to Oladunjoye and Lawal (2010) who assessed local government, corruption and democracy in Nigeria discovered that, lack of strict accountability in local government system leads to corruption. Further, they asserted that due to lack of accountability, rules are not adhered and the LG system is characterized by unethical behaviour although LGAs are required to ensure mobilization, safeguarding and effective utilization of government funds and other resources for community development. They came up with conclusion that, since corruption is ongoing problem, accountability must be enhanced in order to reduce corruption in local government administration. Further, Martin (2012) who carried a study about corruption in LGAs in Indonesia discovered that, local government actions and control in large are determined by effectiveness of accountability mechanisms. A problem of accountability gives room to local elites to use public resources for personal benefit rather than community and as a result it gives more chance for corruption practices. He concluded that, to prevent and reduce corruption, accountability should be strengthened in order to ensure community control of local government officials' activities/functions.

However, Sithole (2013) who assessed corruption in Zimbabwean urban local authorities discovered that, lack of accountability is among factors which contribute to the existence of corruption in LGAs. Okekeocha (2013) comes up with conclusion that, public servants are required to be accountable for their functions to the public. When accountability is implemented, practiced and public employees actions are under scrutiny of the citizens, there is a high possibility for not to involve into corruption practices.

2.3.4 Legal and Disciplinary Actions

REPOA (2006) on her survey in six local government authorities in Tanzania discovered that, corruption is a serious problem in LGAs. On her survey, LGAs officials were ranked number 2 of the most corrupt public officials. However, REPOA recommended that, tougher action is vital to employees involved into corruption practices as one of the measure to reduce corruption in LGAs. Further, a study carried out by Olagunju (2012) about corruption control in Nigeria concluded that, in order to prevent corruption in local government, legal action should be taken to any person found guilty of corruption practices. Moreover, Sithole (2013) recommended that, penalties to corruption culprits should be equal and stiffer to all LGAs' officials in order to prevent and reduce corruption at the local level. However, Okekeocha (2013) further recommended that, effective disciplinary plan is important. This will serve in monitoring employees' behaviour and punishment given to corrupt officials will serve as a warning to others. Further, he said that, any punishment must be publicized so that public employees and citizens can be aware on the action taken and bear in mind that corruption is punishable.

2.4 Conceptual framework

Corruption from the reviewed literature means the use of authority for private gain. It needs to be reduced if not to be eliminated in LGAs due to its negative consequences namely poor public services to local people, hardship in getting some public services such as plots allocation, poor and decreased economic activities, lack of competition in public service offering and decreased works morale among employees**.** However, there are no specific measures and methods that could be used to reduce corruption in any LGA. This means that various measures must be enhanced and practiced in order to reduce corruption in LGAs. Accountability, transparency, employees' awareness and, legal and disciplinary actions are among the crucial measures in mitigating corruption in LGAs as illustrated in Figure 2.1.

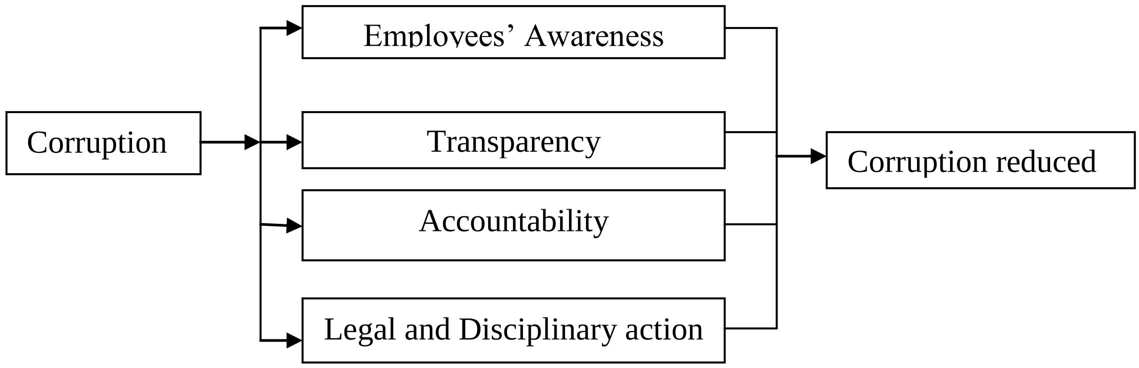
Based upon the aforesaid, first, employees' awareness through dissemination of information about the evils and effects of corruption through various means such as seminars, leaflets, brochures and in conferences perhaps could help to change employees' attitude towards corruption hence less likely involved into corruption. To support, Bhattarai (2011) argued that, awareness makes people to know what is good and bad so that they can make changes to themselves. Moreover, UN (2012) asserted that, corruption training (awareness) must focus to all employees at all levels including those working on high corruption risk areas such as in rural area and in procurement so that their dealings support the efforts of corruption reduction.

Second, Transparency calls for openness on decision making, regulations, rules and procedure and in various functional matters such as terms and procedures governing the delivery of the services and openness on funds allocated for development projects. This means that, to disclose/convey to the general public and or to the stakeholders, it is likely helps to minimize corruption activities**.** To support, ESRF and FACEIT (2002) observed that, clear information to the general public helps to minimize corruption in LGAs. Further, a study conducted by Martin (2012) concluded that, transparency should be strengthened in order to reduce corruption in LGAs. Through it, citizens will be aware on the terms and conditions governing the service delivering, how public funds are spent and they can report any irregularities.

Third, Accountability demands employees to explain and justifying their action and inaction which means that all actions and decisions are subject to scrutiny hence less likely to involve into corruptible acts. To support, Swain and Deninio (1999) asserted that, effective accountability in the war against corruption is crucial in reducing corruption in LGAs. Further, a study carried out by Martin (2012) concluded that, to reduce corruption, accountability should be strengthened in order to ensure citizens control over LGAs officials' functions.

Fourth, legal and disciplinary actions provide penalty, fear and warning to others which its end result is less corruptible acts. To support, a survey carried out by REPOA (2006) recommended that, stiff actions should be taken to employees involved into corruptible acts as the measure to reduce corruption in LGAs. Moreover, a study carried out by Sithole (2013) recommended that, penalties to corrupt officials should be equal and stiffer to all LGAs officials in order to reduce corruption. A study conducted by Okekeocha (2013) further narrated that, punishments given to corrupt officials serve as a warning to others, therefore less likely involved into corruptible acts.

Figure 2.1. Research model



Source: Field study, 2014

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is a means through which the research problem is solved systematically. It is a science of studying how research is done scientifically by adapting various steps with the logic behind them (Kothari, 2005).

3.2 Nature of the study

This study was a survey. Survey permits the researcher to get the large amount of data and can be obtained from a sizeable population which is termed as survey sample (Saunders, Lewis and Thornhill 2007).

The reasons for using survey were:

- Large amount of data can be obtained.
- Easy to explain, and understand
- The findings can be generalized
- It is appropriate in social and behaviour science since it cannot be arranged in realistic setting.
- It deals with conditions that either exist or existed.

3.3 Area of the study

The study was conducted at Babati district council in Manyara region.

3.4 Population

Population of the study was citizens who are members of village council, employees at village and ward level from Dareda, Riroda, Bashnet, Nkait and Magugu in Babati district council and employees from council headquarter level at Babati district council, in Manyara region. The study obtained a response from hundred and ten out of one hundred and thirty planned respondents whereby, 67 percent were male and 33 percent were female. More over, 21 percent were the age of 18 to 35 years, 55 percent were the age of 36 to 50 years and 24 percent were the age of 50 years and above.

3.5 Units of analysis

Units of analysis to which data were collected include the following:

- Heads of the department.
- Employees at council headquarter.
- Community development officers
- Livestock and extension officers
- Ward education officers
- Doctors at health centre.
- Ward and village executive officers
- Citizens

3.6 Sample and Sample Size

A sample is a set of respondents, which is the representative of the population or it is a subject of the population in which the researcher is interested in. Sample size is a total number of items/cases selected from the population which form a sample (Saunder et al, 2007). For the purpose of this study, a sample size of 130 respondents was selected from citizens and employees at the village and ward level in Dareda, Riroda, Bashnet, Nkait and Magugu wards in Babati district council; and employees from council headquarter level at Babati district council, in Manyara region. However, the researcher obtained response from 110 respondents which is equal to 85 percent of total respondents.

3.7 Sampling Technique

The researcher used non probability sampling technique. Thus, in conducting this study the researcher used judgmental sampling method, which means that selection was drawn on subjective judgment. This method helped the researcher to select respondents who answered the research questionnaires hence met his objectives.

The reasons for using judgmental sampling techniques were:

- Village council members have at least theoretical understanding about transparency, accountability and legal and disciplinary actions rather than a mere citizen since they are members of village council and involved in various decision making.

- Employees at the village and ward level are more vulnerable to corruption and they are starting point in the provision of social welfare and economic well being to citizens.
- Employees to whom their departments are much more involved in the provision of social and economic activities to citizens at the village and ward level. Due to these facts they call transparency, accountability and awareness to corruption matters since they are more vulnerable to corruptible acts.

3.8 Nature of the data

Data were of two types, namely primary and secondary data.

3.8.1 Primary data

Primary data are fresh data which are to be collected for the first time, that is, data which are original in nature (Kothari, 2005). The researcher employed questionnaires and interview methods in collecting primary data as shown in appendices I, II, III and IV. However, the data which were collected are those which concerned with the level of transparency and accountability, the outcome of corruption cases after enhanced the said anti corruption measures, ways through which awareness was disseminated and opinions/suggestions from the respondents.

3.8.2 Secondary data

Secondary data are data which are already prepared for use (Kothari, 2005). The most appropriate instrument that the researcher used to collect secondary data was documentary source. Various data concerning with the number of reported corruption cases, cases in the court of law and the number of seminars were obtained/collected through documentary source.

3.9 Data Collection Methods

Data collection methods are instruments that the researcher uses in collecting data which are relevant to the study (Kothari, 2005). There are many types of data collection methods but for the purpose of this study, as pointed out earlier, the researcher used questionnaires, interview and documentary source methods in data collection. These methods are briefly examined as follows:

3.10. Questionnaires

Various open and closed questions were prepared and distributed to intended respondents. Respondents answered those questions independently and at their convenience but under the given time frame. Questionnaire in appendix I was directed to all employees and questionnaire in appendix II was directed to heads of various departments. Responses were obtained from respondents at the selected departments which were lands, education, health and social welfare; community development; water; environment department; agriculture; livestock; administration and planning, monitoring and statistics. Likewise, questionnaire in appendix III was directed to citizens who are members of village council.

3.10.1. Interview

Interview involves a direct contract between the researcher and the intended person or respondents. Interview allows direct contract with a respondent who is asked questions. Through interview the respondent can give more clarification into his/ her answers. The interview can be unstructured, semi structured or structured interview. However, for the purpose of this study, the researcher conducted interview by using structured interview which means that, all interviewees were asked the same questions with the same logic and order as shown in appendix four. Further, the researcher conducted structured interview to 10 percent of total respondents and he obtained multiple responses from them.

3.10.2 Documentary source

Documentary data from prevention and combating of corruption bureau in Babati district, Manyara region library was used to obtain data. Those documents were scrutinized accordingly. Through this method, the researcher obtained relevant data concerning the number of seminars that have been conducted to employees, number of case and corruption cases reported in 2011, 2012 and 2013.

3.11 Analysis of data

The researcher used qualitative technique in data analysis. Qualitative data analysis involves factual and logical interpretation and explanation of the study findings. Thus, all responses that have the same feature were summarized; summed; and presented in percentage; table and figure hence analyzed descriptively.

3.12 Variables and their measurements

In order to examine Babati district council measures on corruption reduction, the researcher used employees' awareness, existence of transparency, existence of accountability, legal and disciplinary actions, and, corruption as the variables, where by the former are independent variables and the later is dependent variable. On the other hand, the extent which these variables reduce corruption were specifically tested or evaluated by taking into account the following:

3.12.1 Awareness raised

Participation and the number of corruption reduction awareness raised to employees for consecutive three years, 2011, 2012 and 2013.

3.12.2 Existence of transparency

Existence of openness of rule and procedures on funds allocated for development projects and on service delivery.

3.12.3 Existence of accountability

Functions given (agreed objectives) and met by employees and availability of effective way of assessing whether they met those functions/agreed objectives.

3.12.4 Legal and disciplinary action taken

Reported corruption practices and the number of employees to whom actions were taken in relative to the corruption reported cases for consecutive three years, 2011, 2012 and 2013.

3.12.5 Corruption

Based upon the literature review, corruption generally means the misuse of public and private office for illegal personal gain. Further, corruption is rapidly growing in LGAs functions particularly in service offering, procurement of services, corruption in funds allocated for development projects and in contracts, corruption in lands and plots allocations and corruption in employment and promotion. Due to these facts, there is a need to mitigate corruption in LGAs. Therefore, employees' awareness, transparency, accountability, legal and disciplinary actions can be used to reduce corruption in LGAs of Tanzania.

CHAPTER FOUR
RESEARCH FINDINGS

4.1 Introduction

This chapter deals with presentation of the findings. It is centered on critical examination of Babati district council measures on corruption reduction particularly public awareness, transparency, accountability, and legal and disciplinary actions. It is divided into distribution of the respondents and presentation of the findings as per distributed and collected questionnaire, documentary sources and interview. However, the findings have been presented in table form, percentage and figure in order to give true and clear view of the findings hence easily interpretation.

4.2 Distribution of Respondents

Distribution of respondents is divided into three categories namely distribution of respondents at the society which includes citizens at the village and ward levels, employees at the village and ward levels and employees at council headquarter level as shown in the following tables.

Table 4.1: Distribution of respondents at the society

Respondents	Expected respondents	Response	Non response	Response rate (%)
Citizens at four villages of Dareda ward	20	20	-	100
Citizens at four villages of Riroda ward	20	17	03	85
Citizens at three villages of Barshnet ward	20	16	04	80
Citizens at four villages of Nkait ward	20	18	02	90
Total	**80**	**71**	**09**	**89**

Source: Field study, 2014

Table 4.1 above shows respondents at the society (citizens). Eighty respondents were planned but seventy one (87%) responded to the questionnaire distributed to them and nine (13%) failed to respond. However, forty six (65%) respondents were male and twenty five (35%) were female. In age wise, twelve (17%) respondents were the age between 18 and 35 years, thirty seven (52%) were the age between 36 and 50 years and twenty two (31%) were the age of 51 years and above.

Table 4.2: Distribution of respondents from employees at village and ward levels

Respondents	expected respondents	response	Non response	Response rate (%)
Ward executive officers.	04	04	-	100
Village executive officers at Dareda ward	06	04	2	67
Village executive officers at Riroda ward	04	01	03	25
Village executive officers at Barshnet ward	03	03	-	100
Village executive officers at Nkait ward	02	-	02	00
Community development officers	03	03	-	100
Ward education officers	04	04	-	100
Extension & livestock officers	04	03	01	80
Doctors at health centres.	03	02	01	67
Village executive officers at Magugu ward	02	02	-	100
TOTAL	**35**	**26**	**09**	**74**

Source: Field study, 2014.

Table 4.2 above shows respondents from employees at village and ward level. Thirty five respondents were planned but twenty six (74%) responded to the questionnaire distributed to them and nine (26%) failed to respond. Among them, seventeen (65%) respondents were male and nine (35%) were female. In distribution of age, nine (35%) respondents were the age between 18 and 35 years, fourteen (54%) were the age between 36 and 50 years and three (11%) were the age of 51 years and above.

Table 4.3: Distribution of respondents from employees at Council headquarter level

Respondents	Expected respondents	response	Non response	Response rate (%)
Heads of the department	05	04	01	80
Employees	10	09	01	90
Total	**15**	**13**	**02**	**87**

Source: Field study, 2014.

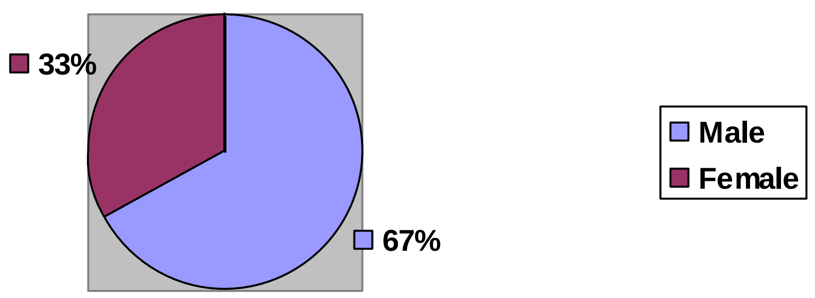
Table 4.3 above shows respondents from employees at council headquarter level. Fifteen respondents were planned but thirteen (87%) responded to the questionnaire distributed to them and two (13%) failed to respond. In gender, eleven (85%) respondents were male and two (15%) were female. In age wise, two (15%) respondents were the age between 18 and 35 years, nine (70%) were the age between 36 and 50 years and two (15%) were the age of 51 years and above.

4.3 Summary of distribution of gender, age and response

4.3.1 Distribution of gender

The following is the summary of distribution of gender for the total respondents particularly citizens, employees at village and ward levels and employees at council headquarter level as shown in Figure 4.1

Figure 4.1: Distribution of gender



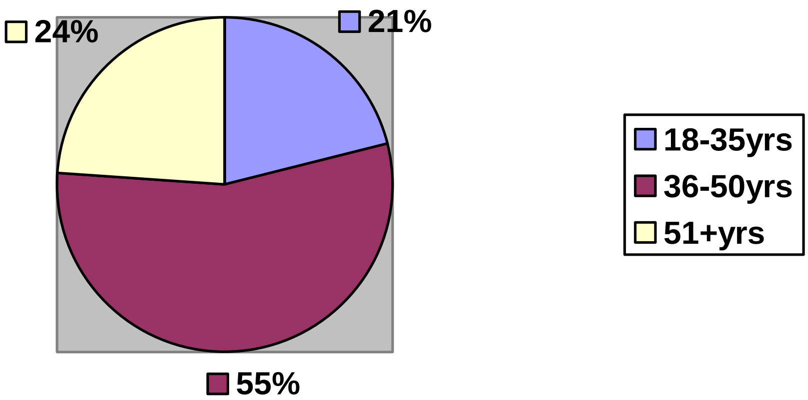
Source: Field study, 2014

Figure 4.1 shows that, seventy four (67 percent) respondents were male and thirty six (33 percent) respondents were female. However, all responded effectively to the questionnaires distributed to them.

4.3.2 Distribution of age

The following is the summary of distribution of age for the total respondents particularly citizens, employees at village and ward levels and employees at council headquarter level as shown in Figure 4.2.

Figure 4.2: Distribution of age



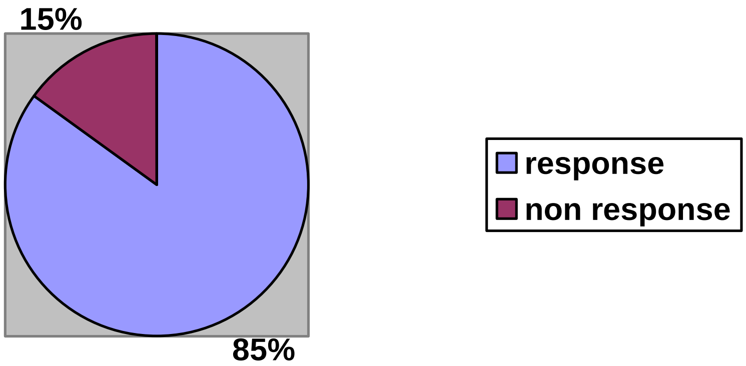
Source: Field study, 2014

Figure 4.2 shows that, twenty three (21 percent) respondents were the age between eighteen and thirty six years, sixty (55 percent) respondents were the age between thirty six and fifty years and twenty seven (24 percent) respondents were the age of fifty one years and above.

4.3.3 Distribution of response

As described earlier, the planned sample was 130 respondents but 110 was turned up which is equal to 85 percent of total respondents as illustrated in Figure 4.3.

Figure 4.3: Distribution of response



Source: Field study, 2014

Figure 4.3 shows that, one hundred and ten (85 percent) out of one hundred and thirty planned sample, responded effectively to the questionnaires distributed to them and twenty (15 percent) they did not respond.

4.4 Presentation of the findings as per questionnaire and documentary sources

Presented hereunder are the study findings as per distributed and collected questionnaire and documentary sources which answer the research questions.

4.4.1 Employees' awareness

Table 4.4: Participation of employees on corruption reduction awareness

Item	Respondents							
	Employees at ward and village levels				Employees at council headquarter level			
	Yes	%	No	%	Yes	%	No	%
Council has its own programme to educate employees on corruption matters.	17	65	9	35	12	92	1	8
Attended employees' awareness in 2011, 2012 and 2013.	09	35	17	65	7	54	6	46

Source: Field study, 2014.

Table 4.4 indicates that 65 and 92 percent of respondents from employees at village, ward and council headquarter levels respectively agree that Babati district council has its own program to educate employees on the negative effects of corruption. Further, it shows that, 35 percent of respondents from employees at the village and ward levels participate on the seminars that have been conducted and 65 percent they did not participate. In addition, 54 percent of respondents from employees at council headquarter levels attended the seminars that have been conducted and 46 percent they did not attend.

Table 4.5: Conducted seminars

YEAR	**Number of seminar**
2011	04
2012	07
2013	09

Source: Field study, 2014.

Table 4.5 indicates that, four seminars were conducted in the year 2011; seven seminars in 2012 and nine seminars were conducted in the year 2013.

Table 4.6: The outcome of corruption practice after awareness

Respondents (employees)	**Corruption events decreases**		**Corruption events increases**		**Other results**	
	No.	%	No.	%	No.	%
At village and ward level	17	43	07	18	02	5
At council headquarter	07	18	-	-	02	5
Heads of the department	03	8	-	-	01	3
Total	**27**	**69**	**07**	**18**	**05**	**13**

Source: Field study, 2014

Table 4.6 shows that, 69 percent of respondents at employees' category had responses that, employees' awareness reduces corruption, 18 percent had responses that, corruption is still increases and 13 percent they neither agree no disagree.

4.4.2 Transparency

Table 4.7: Assessment of the level of openness on various functional matters

Item	**respondents**						**Summary**			
	Society		**Employees at village and ward level**		**Employees at council headquarter level**					
	yes	no	yes	no	yes	no	yes	%	no	%
Openness of rules, procedures and regulations	39	32	-	-	-	-	39	55	32	45
Openness of information and condition about the service and delivery of the service	33	40	24	02	12	01	69	63	41	37
Openness on funds allocated for development project	52	19	-	-	04	-	56	75	19	25
Accessibility of expenditure of funds allocated for development project.	50	21	-	-	04	-	54	72	21	28
Availability of chances to question expenditure of development funds.	48	23	-	-	-	-	48	68	23	32
Availability of pillar of actions of instituting transparency in all actions and decisions.	-	-	19	07	13	-	32	82	07	18

Source: Field study, 2014

Table 4.7 indicates the responses regarding the level of openness on, rules and regulations; information and conditions about the service and delivery of the service; funds allocated for development projects; accessibility of funds allocated for development projects; availability of chances to question expenditure of development funds and availability of pillar of actions of instituting transparency in all actions and decisions.

Table 4.8: The outcome of corruption practice after enhanced transparency

Respondents	**Corruption cases decreases**		**Corruption cases increases**		**Other results:**	
	No.	%	No.	%	No.	%
Employees at village and ward level	20	18	06	5	-	-
Employees at council headquarter	07	6	-	-	02	2
Heads of the department	03	3	-	-	01	1
Society (citizens)	47	43	24	22	-	-
TOTAL	**77**	**70**	**30**	**27**	**03**	**3**

Source: Field study, 2014

Table 4.8 shows that, 70 percent of total respondents had responses that, transparency reduces corruption, 27 percent had responses that, corruption is still increases and 3 percent they neither agree no disagree.

4.4.3 Accountability

Table 4.9: Assessment of the level of accountability

Item	Respondents									
	society		Employees at village and ward		Employees at council headquarter		summary			
	yes	no	yes	no	yes	no	yes	%	no	%
Availability of agreed functions.	-	-	04	02	13	-	37	95	02	5
Availability of mechanism to ensure effective accountability	-	-	20	06	12	01	32	82	07	18
Employees provide justification of what they have been doing	-	-	23	03	13	-	36	92	03	8
Availability of evaluation system used to asses performance	-	-	22	04	13	-	35	89	04	11
If employees at the village and ward level are responsible for their actions and inactions	26	55	-	-	-	-	26	23	55	77

Source: Field study, 2014

Table 4.9 shows the responses regarding the level of: availability of agreed functions and mechanism to ensure effective accountability; justification of what employees have been doing; availability of evaluation system used to asses performance and if employees are held accountable for their actions and decisions.

Table 4.10: The outcome of corruption practice after enhanced accountability

Respondents	Corruption practice decreases		Corruption practice increases		Other results:	
	No.	%	No.	%	No	%
Employees at village and ward level	21	19	05	5	-	-
Employees at council headquarter	07	6	-	-	02	2
Heads of the department	03	3	-	-	01	1
Society (Citizens)	42	38	29	26	-	-
TOTAL	**73**	**66**	**34**	**31**	**03**	**3**

Source: Field study, 2014

Table 4.10 shows that, 66 percent of total respondents had responses that, accountability reduces corruption, 31 percent had responses that, corruption is still increases and 3 percent they neither agree no disagree.

4.4.4 Legal and disciplinary actions

Table 4.11: Reported cases, legal and disciplinary actions taken

Year	Reported cases	Legal and disciplinary actions taken
2011	13	01
2012	11	01
2013	07	01

Source: Field study, 2014

Table 4.11 shows the number of legal and disciplinary actions in relation to corruption reported events/cases.

Table 4.12: The outcome of corruption practice after legal and disciplinary actions

Respondents	Corruption practice decreases		Corruption practice increases		Other results:	
	No.	%	No.	%	No.	%
Employees at village and ward level	26	23	-	-	-	
Employees at council headquarter	07	6	-	-	02	2
Heads of the department	03	3			01	1
Society (Citizens)	48	44	22	20	01	1
TOTAL	**84**	**76**	**22**	**20**	**04**	**4**

Source: Field study, 2014.

Table 4.10 shows that, 76 percent of total respondents had responses that, legal and disciplinary actions reduce corruption, 20 percent had responses that, corruption is still increases and 4 percent they neither agree no disagree.

4.5 Interview responses

In general, interview helps to get constructive data. Thirteen respondents (10 percent) of the total respondents were interviewed on researchable matters and structured interview was used and guided by questions as shown in Appendix IV. Seven interviewees were from employee’s category and six from citizen’s category.

The followings are their multiple responses.

4.5.1 Employees' awareness on the effects of corruption

Respondents first were asked to asses if education on corruption matters is disseminated to employees in Babati district council. Interviewees from employees' category had multiple responses that, education was disseminated**.** Second, interviewees were asked to state methods used to disseminate education; they had responses that awareness was disseminated through leaflets, brochures, in some employees meetings, meetings conducted by external stake holders such as PCCB, and in seminars**.** Interviewees also were asked to put forward their suggestions on how to enhance corruption reduction awareness. Interviewees had opinion that:

- Awareness must be permanent agenda in all employees meetings at the village, ward and council headquarter level
- Specific councils' internal budget is needed to facilitate internal awareness program.
- More seminars and meetings should be conducted to all employees at all level.
- It is the duty of the Prevention and combating of corruption bureau in co operation with the council to conduct more seminars and meetings to citizens and employees**.**

4.5.2 The impact of transparency on the rate of corruption

Interviewees first were asked to asses if transparency is real exercised in Babati district council. All of the interviewees (100 percent) had the responses that transparency is real practiced. Second, interviewees were asked to state reasons which justifying their answers; they had responses that, citizens are well informed about service, service procedures and cost of the service as well as various procurement services which are posted on the notice board in the village, ward and council headquarter levels; there is improvement in service delivery such as health and education services and decisions are made in accordance to laws, procedure, rules and regulation; and last, interviewees were asked to put forward their suggestions on how transparency will be enhanced in order to minimize corruption in LGAs. Interviewees had opinion that:

- Service provider should provide services in more transparency manner.
- Service seekers who prefer short cut way of getting service to normal way(s) should stop their behaviour since it build an environment for corruption.
- Service seeker should believe that good service is possible without corruption**.**

4.5.3 The relationship between Accountability and the rate of corruption

Interviewees first were asked to asses if accountability is real exercised in Babati district council. Few of the interviewees (18 percent) had the responses that accountability is practiced and 82 percent they had responses that it is not real exercised particularly at the village and ward levels. Second, interviewees were asked to state conditions which justifying their answers; they had responses that some employees at the village and ward level do not know their responsibilities and their office often are closed unnecessarily, few of them demand bribes on expense of service offering, they lack training, they lack incentives in monetary and non monetary kind, they lack working tools, they lack effective supervision and others are lezzy, miss use of power and resources. On the other hand, others offer good service and they maintain ethical standards; and last, interviewees were asked to put forward their suggestions on how accountability will be enhanced in order to mitigate corruption in LGAs. Interviewees had opinion that:

- All employees should have agreed functions and they must be evaluated accordingly
- All employees should attend professional and work ethics training
- All employees must be provided with working tools
- Stiff actions should be taken to lezzy employees.

4.5.4 The impact of Legal and disciplinary actions on the rate of corruption

Interviewees first were asked to asses if legal and disciplinary actions play a substantial role in corruption reduction. All of the interviewees had the responses that, they are crucial measure in corruption reduction. Second, they were asked to state conditions which justifying their answers; they had responses that, action taken is the penalty to employees found guilty for corruption offence, it is the warning and brought fear to others; and last, interviewees were asked to put forward their opinion regarding legal and disciplinary actions in context of corruption reduction; Interviewees had opinion that:

- Corruption law should be available to every individual in order for them to know the consequences of corrupt behaviour on the eye of law.
- Corrupt offenders should be terminated from employments
- Stiff punishment to those found guilty for corruption offences
- Efforts should be done to prevent corruption activities so that legal and disciplinary actions could be the last resort.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

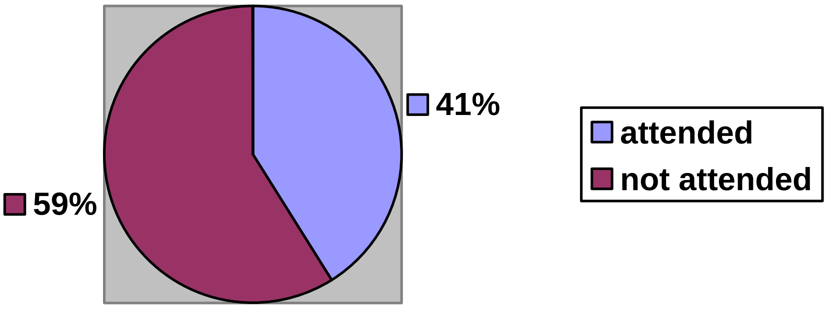
This chapter deals with the discussion of the findings as presented in the previous chapter. All collected data from questionnaires, interview and documentary sources, the methods which were employed by the researcher were discussed accordingly and the researcher met the research main objective which was to examine LGAs' measure on corruption reduction. However the analysis (discussion of the findings) was also supported by figure for clear interpretations.

5.2 The relationship between employees' awareness on the effect of corruption and the rate of corruption

Research question number one aimed at finding out corruption reduction awareness raised and the extent to which awareness reduces corruption practices. To answer the question, the study focused in finding out the total number of seminars that have been conducted in 2011, 2012 and 2013, employees' participation and the outcome of corruption activities after awareness raised.

The study findings showed that, 41 percent of respondents from employees at village and ward levels and employees at council headquarter levels' categories attended corruption reduction awareness seminars and 59 percent they did not attend as shown in Figure 5.1. Further, in 2011 four seminars were conducted; seven seminars in 2012 and nine seminars in 2013. Moreover, leaflets and brochures were used to disseminate education and corruption matters are an agenda in some of the employees meetings.

Figure: 5.1. Employees' participation on awareness raised

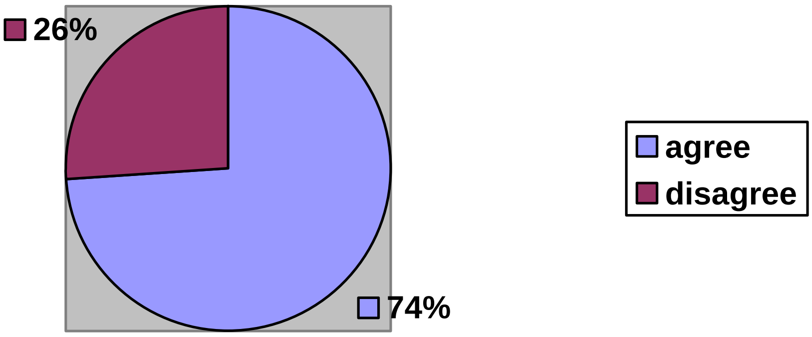


Source: Field study, 2014

As shown in figure 5.1 above, sixteen (41 percent) respondents at employees' category were participating on the corruption matters awareness seminars and twenty three (59 percent) respondents were not participating.

Likewise, as per study results, 74 percent of respondents at employees' category had responses that, Babati district council has its own program to educate employees on corruption matters and 26 percent of respondents did not concur with as shown in Figure 5.2. Moreover, majority (74%) demonstrated that awareness is disseminated in some of the employees' meetings such as departmental meetings, morning briefing meetings and ward development committees' meetings.

Figure: 5.2. Council has its own program to educate employees

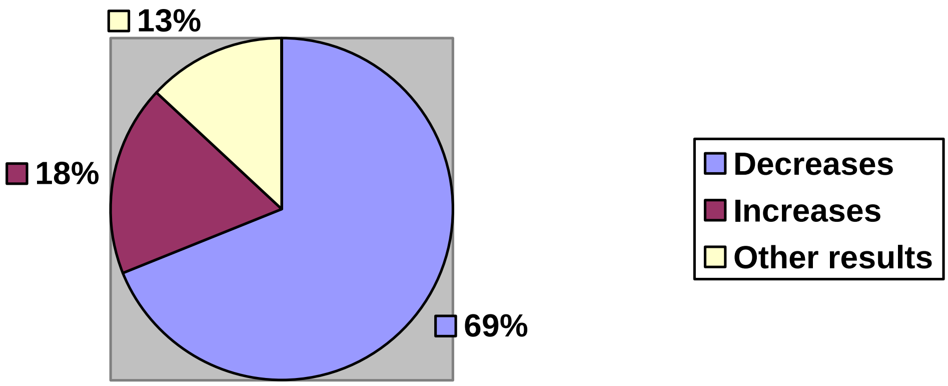


Source: Field study, 2014

As shown in figure 5.2, twenty nine (74 percent) respondents at employees' category had the responses that Babati district council has its on program to educate its employees on corruption matters and ten (26 percent) respondents do not agree with.

However, as per study findings, 69 percent of respondents at employee's category agree that public awareness to employees reduce corruption practices, 18 percent they did not agree and 13 percent they neither agrees no disagree as shown in Figure 5.3.

Figure 5.3: The outcome of corruption practice after raised awareness



Source: Field study, 2014

As shown in figure 5.3, twenty seven (69 percent) respondents at employees' category had responses that, employees' awareness reduces corruption; seven (18 percent) respondents had the responses that corruption is still growing and five (13 percent) respondents neither agree no disagree.

On the other hand, in order to enhance employees' awareness, respondents had several opinions including the following:

- Corruption reduction awareness must be permanent agenda in all employees meetings at village, ward and council headquarter level
- It is high time now for the government to have specific budget to facilitate councils' internal public awareness program.
- More seminars and public meetings should be conducted to all employees at all levels.
- The Prevention and Combating of Corruption Bureau (PCCB) must conduct more awareness to citizens and employees.

Based on the above discussion, the study results revealed that there are internal and external sources of corruption eradication awareness whereby, twenty seminars were conducted for consecutive three years, 2011 to 2013. Leaflets and brochures also were used to educate employees and corruption matters are an agenda in some of the employees' meetings. In this regard, probably awareness reduces corruption since the study results showed that, 69 percent of respondents at employees' category asserted that awareness reduces corruption activities.

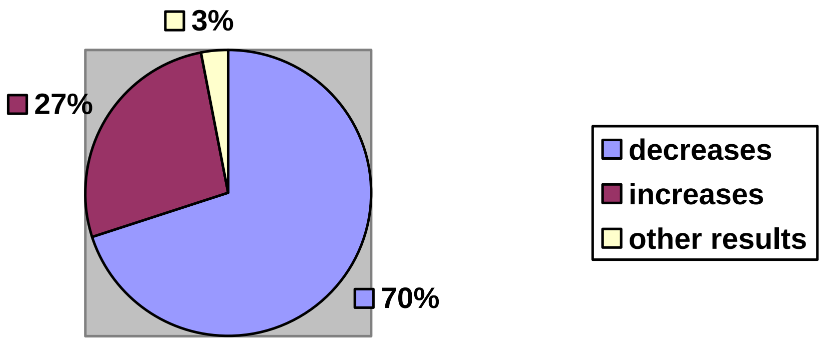
5.3 The impact of transparency on the rate of corruption

Research question number two aimed at assessing the level of openness on various functional matters and the consequences of corruption activities after enhanced transparency. However, in order to answer the question, the study was first focused in finding out the level of openness of rules, regulation and procedures; openness on information and condition about the service and delivery of the service; openness on funds allocated for development project; accessibility of expenditure of development funds and availability of chances to question expenditure of development funds; and Secondly, the study focused in finding out the outcome of corruption events after enhanced transparency.

As per study findings, 55 percent of respondents at the society category agree that rules and regulations are open and 45 percent they did not agree; 63 percent of total respondents agree that information and condition about the service and delivery of the service are open and 37 percent they did not agree; 75 percent of respondents from the society (citizens) and heads of the department agree that there is openness on funds allocated for development projects and 25 percent they did not agree; 72 percent of respondents at the society and heads of the department agree that expenditure of development funds is accessible at the village and ward levels and 28 percent they disagree; 68 percent of respondents at the society had the responses that, there is a chance to question expenditure of development funds and 32 percent they did not agree; and 82 percent of respondents at employees category had responses that, there are pillar of actions of instituting transparency in all actions and decision and 18 percent hey did not agree

Further, the study results showed that, 70 percent of total respondents agree that transparency reduces corruption activities, 27 percent they did not agree and 3 percent they neither agree no disagree as illustrated in Figure 5.4 below.

Figure 5.4: The outcome of corruption practice after enhanced transparency.



Source: Field study, 2014

As shown in figure 5.4, seventy seven (70 percent) respondents had responses that transparency reduces corruption; thirty (27 percent) respondents had the responses that corruption is still growing and three (3 percent) respondents neither agree no disagree.

Further, despite of effective transparency, the interviewees (10 percent of total respondents) had opinion that, some of the service seekers prefer short cut way of getting service to normal way(s) and others have negative perception that, good service must be accompanied by corruption even if they know their right, terms and conditions about the service and delivery of the services. One interviewee added ‘people are still solicit employees to receive bribes on expense of services, therefore I recommend more community participation and training to them’

Likewise, in order to enhance transparency, respondents had various suggestions including the followings:

- Political leaders should provide feedback to community at their areas of political administration on what the council has received and expended.
- All employees must real practice openness in their daily functions.
- All documents which are not confidential should be displayed to all employees and to the citizens at the village and ward levels if necessary.

As per discussion above, the study revealed that, there is effective transparency on researched matters in Babati district council. Further, based on the study findings, citizens are well informed about services, service procedures, cost of the service as well as various procurement services and decisions are made in accordance to laws, procedure, rules and regulations. This implies that transparency is real enforced in Babati district council and its effectiveness perhaps reduces corruption cases since the study results showed that 70 percent of total respondents demonstrated that transparency reduces the vice.

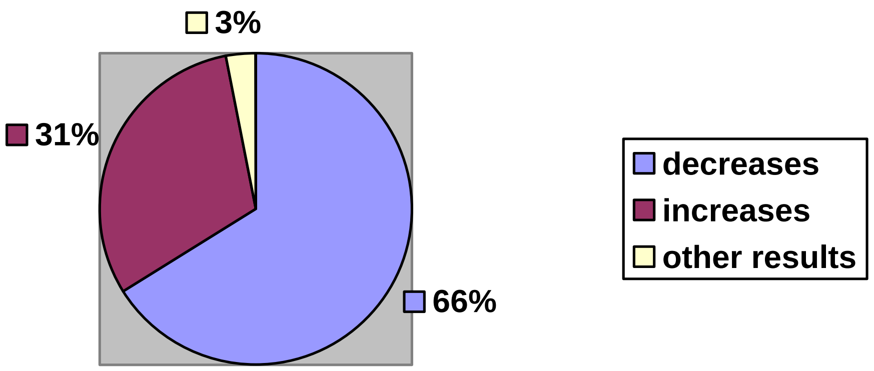
5.4 The relationship between accountability and the rate of corruption

Research question three aimed at assessing the level of accountability and the consequences of enhanced accountability in regard to corruption reduction. In answering the question, the study was first focused in finding out the availability of agreed functions/objectives, availability of mechanisms to ensure effective accountability, if employees provide justification of what they have been doing and availability of evaluation system used to asses performance and secondly the outcome of corruption practice after enhanced accountability.

As per study findings, 95 percent of respondents at employees categories have agreed function with Babati district council and 5 percent they have not agreed functions/objectives; 82 percent agree that, there is the mechanism to ensure effective accountability and 18 percent they disagree; 92 percent they providing justification of what they have been doing and 08 percent they did not provide justification; 89 percent agree that, there is an evaluation system used to asses performance and 11 percent they disagree; and 22 percent of respondents at the society agree that employees at the village and ward level are accountable for and 77 percent they disagree.

On the other hand, 66 percent of total respondents agree that accountability reduces corruption activities, 31 percent they had responses that corruption is still increases and 3 percent they neither agrees no disagree as shown in Figure 5.5

Figure 5.5: The outcome of corruption practice after enhanced accountability



Source: Field study, 2014

As shown in figure 5.5, seventy three (66 percent) respondents had the responses that accountability reduces corruption; thirty four (31 percent) respondents had the responses that corruption is still growing and three (3 percent) respondents neither agree no disagree.

However, the interviewees (10 percent of total respondents) had response that, ineffective accountability is caused by various factors and among them are:

- Lack of training,
- Lack of incentives in monetary and non monetary kind,
- Lack of working tools
- Lack of effective supervision particularly at the village and ward level**.**

On the other hand, in order to enhance accountability, respondents had several opinions including the following:

- There must be a good system to coordinate councils' functions.
- Directive meetings should be conducted in consistence with effective follow up.
- Funds must be available at the right time and released as per councils budget and action plan.
- There must be sufficient working tools.
- Good governance must be exercised by all employees and leaders.
- Citizens must monitor activities/functions of public employees.
- Council must offer incentives and increase allowances to excellence performing employees.

Based upon the above brief discussions, the study results showed that, accountability is real practiced at the council headquarter level but not real practiced at the village and ward levels in Babati district council. The study further revealed that, some of the employees at the village and ward level do not know their responsibilities and their office often are closed unnecessarily, few of them demand bribes on expense of service offering and others are lezzy, miss use of power and resources. This implies that, to some extent accountability is remaining a theoretical aspect at the village and ward level. Despite of its ineffective at the grass root level, perhaps, if enhanced, it could reduces corruption activities since the study results showed that 66 percent of total respondents demonstrated that accountability reduces corruption.

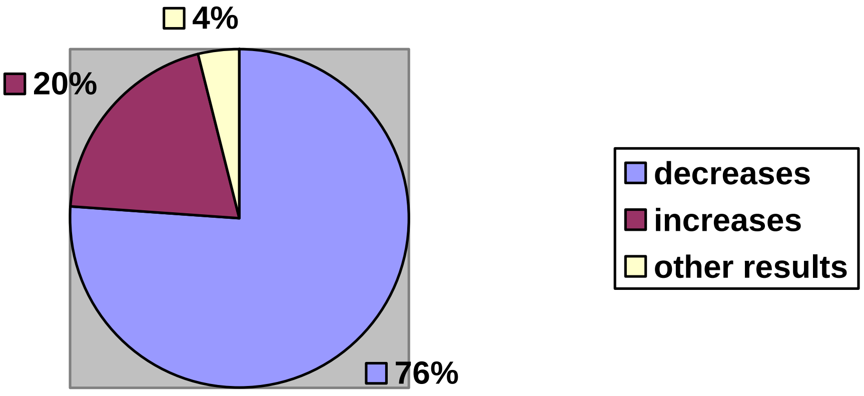
5.5 The impact of legal and disciplinary actions to the rate of corruption

Research question four aimed at finding out the consequences of legal and disciplinary actions in regard to corruption reduction. In answering the question, the study centered in finding out the number of cases in relation to corruption reported acts/events and the outcome of corruptible acts after legal and disciplinary actions.

The study results showed that, there was one case in the court of law in relation to thirteen corruption practices reported in 2011, one case in relation to eleven reported corruption practices in 2012 and one case in relation to seven reported practices in

2013. However, 76 percent of total respondents had the responses that, legal and disciplinary actions reduce corruption practices, 20 percent they had responses that corruption is still growing and 4 percent of total respondents neither agree no disagree as illustrated in Figure 5.6.

Figure 5.6: The outcome of corruption practices after legal and disciplinary actions



Source: Field study, 2014

As shown in figure 5.6, eighty four (76 percent) respondents had the responses that legal and disciplinary actions reduces corruption; twenty two (20 percent) respondents had the responses that corruption is still growing and four (4 percent) respondents neither agree no disagree.

In legal point of view, the study observed that, the Prevention and Combating of Corruption Act, No. 11/2007 (PCCA, NO. 11/2007) is the law which is governing corruption offences in Tanzania. Actually, the law is providing maximum penalty, that is fine and or sentence (imprisonment) to any person found guilty of corruption offence. For instance, section 15 is providing a maximum fine of one million shillings or five years sentence or both, fine and sentence; section 17 and 18 respectively is providing a fine of fifteen million shillings or seven years sentence or both, fine and sentence and section 22 is providing a maximum fine of seven million shillings or maximum sentence of five years or both, fine and sentence.

Likewise, respondents had several comments including the following in regard to legal and disciplinary actions:

First, successful preventive measures mean less corruptible acts which its end results are also less legal and disciplinary actions**.** Therefore, efforts such as counseling employees for not to involve into corruption activities are needed in order to prevent corruption, hence, less legal and disciplinary actions.

Second, the harm of corruption should be permanent agenda in all employees meetings, workshop and seminars and in conferences. This will help employees to keep in mind the negative consequences of corruption continuously. Thus, its end results are not only less corruptible acts but also less legal and disciplinary actions.

Third, in order to encourage employees for not to involve into corruptible acts and secretly to report corruption activities, the Council should offer incentives to non corrupt employees.

Fourth, to dismiss corrupt employees from employment probably it will be a warning and lesson to others and its end results are not only less corruptible acts but also less legal and disciplinary actions. Thus, the council should terminate employees from employment if found guilty of corruption offence.

Based upon the above brief discussion, the examination done revealed that, there were three cases in the court of law from 2011 to 2013, there were forty one reported corruption cases from 2011 to 2013, and the Prevention and combating of corruption Act, number 11/2007 is the law governing corruption cases and it is providing penalty to corrupt offenders. These imply that, legal and disciplinary actions to some extent is enforced by appropriate organ and probably they help to reduce corruption activities since the study results showed that 76 percent of total respondents demonstrated that, legal and disciplinary actions reduce the vice.

CHAPTER SIX

SUMMARY, CONCLUTIONS AND POLICY IMPLICATION

6.1 Introduction

This chapter deals with the summary, conclusions, policy implication, recommendations and area for further research. The study was about an examination of local government authorities' measures on corruption reduction and it was conducted in Babati district council as the survey. The researcher used public awareness, transparency, accountability and legal and disciplinary actions as the anti corruption measures.

6.2 Summary

6.2.1The relationship between employees' awareness on the effect of corruption and the rate of corruption

The total of twenty seminars on the effects of corruption were conducted to employees by the PCCB from 2011 to 2013 and 41 percent of respondents at employees' categories were participating. Further, respondents were asked if the council had its own program to educate employees on corruption matters; 74 percent of employees had responses that, corruption reduction awareness is an agenda in some of the employees' meetings and they were educated on corruption matters through leaflets, brochures, in some employees' meetings and in seminars conducted by the PCCB. However, respondents from employee's categories were asked to asses the outcome of corruption events after awareness raised; 69 percent of respondents had the answer that, employees awareness reduces corruption events, 18 percent had the answer that corruption is still increases and 13 percent they neither agree no disagree.

6.2.2 The impact of transparency on the rate of corruption

Critical examination done revealed that, for the time being transparency is practiced in Babati district council. However, the study results showed that, first, 55 percent of respondents from citizens category asserted that, there is openness of rules, procedures and regulations; second, 63 percent of total respondents narrated that information and condition about the service and delivery of the service are open; third, 75 percent of respondents from the citizens and heads of the departments had responses that, there is openness on funds allocated for development projects; fourth, 72 percent of respondents from the citizen and heads of the department categories asserted that, there is openness on expenditure of development funds; fifth, 68 percent of respondents from the citizens observed that there is a chance to question expenditure of development funds and last, 82 percent of respondents from employees category asserted that, there is pillar of actions of instituting transparency in all actions and decisions. Moreover, respondents were asked a question about the outcome of corruption practice after enhanced transparency; 70 percent of total respondents came up with the multiple responses that transparency reduces corruption, 27 percent they had responses that, corruption is still increases and 3 percent they neither agrees no disagree. However, Interviewees (10 percent of total respondents) had opinion that, transparency has had a greater chance in corruption reduction if service seeker could never prefer short cut way of getting services to normal way(s) and they can believe that good service is possible under the umbrella of transparency.

6.2.3 The relationship between accountability and the rate of corruption

Examination done revealed that, for the time being accountability is not real practiced at the village and ward levels in Babati district council. However despite of its ineffective, 95 percent of respondents at employees' category asserted that, they have agreed functions with Babati district council. Moreover, 82 percent of respondents at employees' category demonstrated that, there is mechanism to ensure effective accountability and they mentioned availability and achievement of goals as the mechanism. In addition, 89 percent of respondents at employees' category asserted that, there is an evaluation system used to measure performance and they mentioned open performance review and appraisal system (OPRAS) as the system used to measure performance and 92 percent they asserted that they provide justification of what they have been doing. However, 77 percent of respondents from citizens narrated that, employees at the village and ward levels are not held responsible for their actions and in actions and 13 percent asserted that employees at the village and ward levels are held responsible for their actions and inactions. However, the study results showed that, 66 percent of the total respondents had the responses that, accountability reduces corruption cases, 31 percent they had responses that, corruption is still increases and 3 percent they neither agrees no disagree.

Similarly, interviewees (10 percent of total respondents) had responses that, accountability is not real practiced at the village and ward level in Babati district council. They demonstrated that, ineffective accountability is caused by the following factors:

- lack of professional and work ethics training,
- lack of incentives in monetary and non monetary kind,
- lack of working tools particularly at the village and ward level
- Non monetary bribes received by supervisor from less performing employees at the village and ward level.
- Lack of effective supervision at the village and ward level.

6.2.4 The impact of legal and disciplinary actions to the rate of corruption

The study revealed that, there were three cases in the court of law from 2011 to 2013 in relation to forty one corruption reported events/cases. However, the study results showed that, 76 percent of total respondents had the responses that, legal and disciplinary actions reduce corruption events.

On the other hand, the interviewees (10 percent of total respondents) had opinion that, efforts should be done to prevent corruption activities so that legal and disciplinary actions could be the last resort and they asserted that:

- Culprits have already caused loss and or added cost in service offering.
- They can’t probably found guilty in the court of law.
- Government can incur twice loss, first, the loss caused by misconduct employee and secondly case running cost.

6.3. Conclusions

The study examined local government authorities' measures on corruption reduction and it was conducted in Babati district council. In order to examine local government authorities measure on corruption reduction, the researcher took public awareness, transparency, accountability and legal and disciplinary actions as the measures and used awareness raised, existence of accountability, existence of transparency and legal and disciplinary actions as the variable to examine corruption reduction. Moreover, the extent to which these measures reduce corruption activities were tested first, through participation of employees in corruption reduction awareness and the number of conducted seminars; second, existence of openness of rules, regulation and procedures on funds allocated for development projects and in service delivery; third, functions given and met by employees and availability of effective way of assessing whether they met those functions; and last, reported corruption incidents and the number of employees to whom actions were taken in relative to the corruption cases reported. However, the study findings are here under concluded.

First, the investigation so far done revealed that, twenty corruption eradication awareness seminars were conducted in 2011, 2012 and in 2013 but few employees (41%) were participating. Moreover, education on corruption matters to employees was disseminated through leaflets, brochures, in internal work meetings and meetings with external stakeholders such as PCCB. Thus, employees' awareness is enhanced but not regularly taken into practice. However, when contrasting the conclusion reached against the argument of other scholars, the study revealed that, employees' corruption reduction awareness reduces corruption as other scholars revealed. However, the study further revealed the extent to which employees' awareness is enhanced. The said facts can be supported by the responses given out during the study field and whereby 69 percent of respondents at employees' category demonstrated that corruption reduction awareness reduces corruption.

Second, the examination done revealed that, Babati district council rules, regulation and procedures are open and there is openness on funds allocated for development projects. Moreover, citizens are well informed about services, service procedures, cost of the service as well as various procurement services and decisions are made in accordance with laws, procedure, rules and regulations. Thus, transparency is real enhanced. However, when contrasting the conclusion reached against the argument of other scholars, the study revealed that, transparency reduces corruption as other scholars revealed. However, the study further revealed the extent to which transparency is enhanced. The said facts can be supported by the responses given out during the study field and where by 69 percent of respondents at employees category demonstrated that transparency reduces corruption.

Third, the examination done revealed that, employees have agreed functions and there is effective way of assessing performance**.** Further, despite of the level of accountability as per study findings, employees at the village and ward level do not real practice accountability due to the fact that, they do not know their responsibilities; few of them demand bribes on expense of service delivery and others are lezzy, miss use of power and resources. This means that, agreed functions and availability of effective way of assessing performance remaining theoretical issues on the paper. However, as per study findings, lack of training particularly training in professional and work ethics, lack of incentives in monetary and non monetary kind, lack of working tools and ineffective supervision were noted as the root cause for accountability not to be real practiced at the grass root levels. In regard, if employees will be responsible for, they will meet their agreed functions which means more responsible to citizens. Thus, accountability has not been implemented in practice particularly at the village and ward levels. However, when contrasting the conclusion reached against the argument of other scholars, the study revealed that accountability reduces corruption as other scholars revealed. However, the study further revealed the extent to which accountability is enhanced at all levels. The said facts can be supported by the responses given out during the study field and whereby 66 percent of total respondents commented that, accountability reduces corruption.

Fourth, the investigation done revealed that there were three cases in the court of law from 2011 to 2013. However, there were forty one reported corruption cases from 2011 to 2013. In regard, employees should stop their corrupt behaviour due to its consequences which it has on the eye of the law. Moreover, as per study findings, preventive measure was given more consideration than legal and disciplinary actions due to the fact that, although they are being taken and helped to reduce it but corruption activities are still rapidly growing. Thus, legal and disciplinary actions is enhanced but have not been effectively implemented. However, when contrasting the conclusion reached against the argument of other scholars, the study revealed that, accountability reduces corruption as other scholars revealed. However, the study further revealed the extent to which legal and disciplinary actions is enforced. The said facts can be supported by the responses given out during the study field and whereby, 76 percent of total respondents asserted that, legal and disciplinary actions reduce corruption.

Last but not least first, the discussed anti-corruption measures are not panacea for corruption reduction but they play substantial role in corruption reduction and it should be noted that, reduction is not mean the total reduction, thus there is an urgent need to enhance them in order to reduce corruption activities in LGAs. Secondly, the researcher has attempted successfully to present, analysed, summarized and concluded the findings obtained against the argument of other scholars and his jurisdictions on the study and revealed the extent to which Babati district council measures particularly employees' awareness, transparency, accountability and, legal and disciplinary actions are enhanced in order to reduce corruption activities.

6.4. Recommendations

6.4.1 Policy implication

Employees' awareness, transparency, accountability, and, legal and disciplinary actions are the substantial anti corruption measures. They need to be enhanced in order to mitigate corruption in LGAs. This is due to the fact that, first, employees' awareness through dissemination of information about the evils and effects of corruption through various means helps to change employees' attitude towards corruption hence less likely to involve themselves into corruption practices; second**,** Transparency calls for openness on decision making, regulations, rules and procedure and in various functional matters. This means that, to disclose to the general public, it helps to minimize corruption activities; third, Accountability demands employees to explain and justifying his action and inaction which means that, all actions and decisions are subject to scrutiny hence less likely to involve into corruption acts and fourth, legal and disciplinary actions provide penalty, fear and warning to others which its end result is less corruptible acts.

6.4.2 Recommendations

The following are the recommendations if when will be adhered to by Babati district council and other stake holders; they can play a significant role in strengthening anti-corruption measures, hence, it is hopeful that, there will be some reduction in the level of corruption.

6.4.2.1. More awareness and participation

More employees' awareness on the effects of corruption is vital since it changes employees from corrupt hehaviour and exercise ethical standards. Therefore, corruption reduction awareness program should be conducted and more employees if not all should be participate/incorporate. Council also in co-operation with other stakeholders should raise awareness of the harm of corruption to the society and how to prevent it.

6.4.2.2. Internal corruption prevention awareness

Internal corruption prevention training helps employees to build a culture of integrity. Therefore, it is recommended that, the council should emphasize and apply it appropriately in order to prevent corruption activities hence, to build the system of integrity among employees. In bid of, it is high time now for Babati district council to keep aside funds from internal revenue sources to facilitate internal corruption prevention program.

6.4.2.3. Openness on councils' operations

The system of openness helps to build the culture of integrity and adherence with laws, rules, procedures and regulations which its end results are less corruptible acts. In this regard, it is recommended that, rules, procedures, regulations, cost of the service, council procurement services, funds allocated for development project and its expenditure at the council, village and ward levels should be open to beneficiaries and other stakeholders. However, all political leaders and employees should exercise openness in their daily functions.

6.4.2.4. Availability and achievement of the objectives

Employees should justify and explaining what they have been given, met and subject to scrutiny. In doing so, its end results are less corruptible acts. Therefore, it is recommended that, every employee should have objectives and be facilitated in order to achieve those objectives. Appropriate action also should be taken to employee who with no reasons failed to achieve expected level of performance.

6.4.2.5. Maintenance of integrity and responsiveness

Members of Council management team should perform their functions as per laid down laws, regulations, rules and procedures. Few of them should stop to involve themselves into corruptible acts. They should also ensure that, employees' performance at the village and ward level are under scrutiny and evaluated accordingly.

6.4.2.6. Reporting system

Every employee should be a watch dog and secretly report corruption activities to his/her authority and or to other appropriate organs and stiff action should be taken against corrupt employee.

6.4.2.7. Availability of corruption prevention plan

Availability of corruption prevention plan will helps council management team and political leaders to enforce anti-corruption measures and committed to tackle corruption activities. Due to these facts, it is recommended that Babati district council should have corruption prevention plan and it should be incorporated into risk management and control.

6.5 Areas for further study

One of the rationales of doing any research is to contribute to the existing knowledge. The main objective of this study was an examination of local government authorities' measures on corruption reduction by specifically focused on the extent to which employees' awareness, transparency, accountability and legal and disciplinary actions are enhanced in order to reduce corruption activities in LGAs. Taking into account the scope, respondents' opinions and comments, the area is still open for further research and the researcher recommended the following areas for further research.

6.5.1. Level of service delivery and value for money achieved

More research can be done to find out the extent to which service delivery and value for money have been achieved after enhanced anti-corruption measures particularly employees' awareness, transparency, accountability and legal and disciplinary actions. The findings obtained from the proposed study will answer; to what level service delivery and value for money have been achieved after enhanced anti corruption measures.

6.5.2. The relationship between professional and work ethics training and corruption reduction

Based on the respondents' opinions and comments, it shows that, lack of professional and work ethics training are among the factors which cause corruption. Due to these facts, research can be done to find out the relationship between professional and work ethics training and corruption reduction.

6.5.3. The citizens' awareness on the effects of corruption

Based upon the respondents' opinions and comments, it was pointed out that, some citizens solicit public employees to receive bribes as an inducement for service delivering. Thus, more research can be done to find out citizens' awareness on the impacts of corruption.

6.5.4. The impact of auditing on the rate of corruption

Auditing is another crucial anti corruption measure in corruption reduction. Therefore, in this regard, research can be done to find out the impact of auditing on corruption reduction.

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APPENDICES

APPENDIX I

MU
MZUMBE UNIVERSITY

Questionnaire for all Employees

A researcher of this study is a student of Mzumbe University pursuing master degree in business administration – corporate management. Currently he is doing his thesis which is prerequisite for the award of the degree.

Therefore this questionnaire is aimed at soliciting your knowledge regarding public awareness, accountability, transparency and legal and disciplinary actions on context of corruption reduction. The information given will be treated with the utmost confidential and for academic purposes only. It will be very grateful if you can assist by answering the following questions.

Instruction

Put a tick please (✓) against the correct answer and write your opinion/response if you are requested to do so.

Gender: 1. Male ( ) 2. Female ( )

Department …………………………………… Age ………………………...............

A. Public awareness:

1. Have you ever attended any public awareness conducted by PCCB or any other stakeholder on corruption matters? 1. Yes ………. …… 2. No …………………..

2. If the above answer is yes, how many in:
   2011 …………….. 2012 ……………. 2013 ……………..

3. Is Babati district council has its own programme to educate employees on the negative effects of corruption? 1. Yes ………… 2. No ………….

4. If the above answer is yes, how is it conducted?

1. through seminars ( )
2. during morning briefing ( )
3. Among the lessons at any employees meetings. ( )
4. Others (Specify) ( )…..………..……………………………………………

5. What is the outcome of awareness?

1. corruption events have been dropped ( )
2. Corruption events have been raised. ( )
3. Others (specify) ( )…………………………………………………..

7. What suggestions do you put forward in order to enhance public awareness?

………………………………………………………………………………………

B. Accountability

1. Do you have agreed functions/objectives with your employer, Babati district council?

1. Yes ( ) 2. No ( )

2. Is there any mechanism used to ensure effective accountability in your daily functions?

1. Yes ( ) 2. No ( )

3. If the above answer is yes, what is it? …………………………………………….

4. Do you provide justification of what you have been doing?

1. Yes ( ) 2. No ( )

5. Is there any an evaluation system that used to asses your performance?

1. Yes ( ) 2. No ( )

6. What is the outcome of corruption events after enhanced accountability?

1. Corruption events have been dropped ( )
2. corruption events have been raised ( )
3. Others (specify) ( )…………………………..

C. Transparency:

1. Is there any pillar of actions of instituting transparency in your all actions and decisions? 1. Yes ( ) 2. No ( )

2. if the above answer is yes, how?...

3. Is information and conditions about the delivery of service available to the people at the area s of your jurisdiction? 1. Yes ( ) 2. No ( )

4. What is the outcome of corruption events after enhanced transparency?

1. Corruption events have been dropped ( )
2. Corruption events have been raised. ( )
3. Others (specify) ( )………………………………………………………….

5. On your opinion explain what should be done to enhance effective transparency?

………………………………………………………………………………………………

D. Legal and disciplinary actions.

1. On your understanding, is legal action the right way to employees involved in corruption offences in Babati district council?

   1. Yes ( ) 2. No ( )

2. If the above answer is no, what do you think is the right action against employees involved in corruption practices? ....

3. On your opinion do you think that legal actions help to reduce corruption practices?

1. Yes ( ) 2. No ( )

4. Is disciplinary action the right way to employees involved in corruption offences in Babati district council? 1. Yes ( ) 2. No ( )

5 If the above answer is no, what do you think is the right action against employees involved on corruption practices? ……………………….......................................

6. On your opinion do you think that disciplinary actions help to reduce corruption practices? 1. Yes ( ) 2. No ( )

APPENDIX II

MU
MZUMBE UNIVERSITY

Questionnaire for Heads of the Department

A researcher of this study is a student of Mzumbe University pursuing master degree in business administration – corporate management. Currently he is doing his thesis which is prerequisite for the award of the degree.

Therefore this questionnaire is aimed at soliciting your knowledge regarding public awareness, accountability, transparency and legal and disciplinary actions on context of corruption reduction. The information given will be treated with the utmost confidential and for academic purposes only. It will be very grateful if you can assist by answering the following questions.

Instruction

Put a tick please (✓) against the correct answer and write your opinion/response if you are requested to do so.

Gender: 1. Male ( ) 2. Female ( )

Department ………………………………………… Age ……………………........

A. Public awareness:

1. Have you ever attended any public awareness conducted by PCCB or any other stakeholder on corruption matters? 1. Yes ………. 2. No ……….

2. If the above answer is yes, how many in:
   2011 …………………. 2012 ………… ……. 2013 ………………….

3. Is Babati district council has its own programme to educate employees on the negative effects of corruption? 1. Yes …………….. 2. No ……………….

4. If the above answer is yes, how is it conducted?

1. through seminars ( )
2. during morning briefing ( )
3. among the lessons at any employees meetings. ( )
4. others (Specify) ( )……..……………………………………………………

5. What is the outcome of awareness?

1. corruption events have been dropped ( )
2. Corruption events have been raised. ( )
3. Others (specify) ( )…………………………………………………..

6. What suggestions do you put forward in order to enhance public awareness?

………………………………………………………………………………………

B. Accountability

1. Do you have agreed functions/objectives with your employer, Babati district council?

2. Yes ( ) 2. No ( )

2. Is there any mechanism used to ensure effective accountability in your daily functions?

1. Yes ( ) 2. No ( )

3. If the above answer is yes, what is it? ....

4. Do you provide justification of what you have been doing? 1. Yes ( ) 2. No ( )

5. Is there any an evaluation system that used to asses your performance?

2. Yes ( ) 2. No ( )

6. What is the outcome of corruption events after enhanced accountability?

1. Corruption events have been dropped ( )
2. Corruption events have been raised ( )
3. Others (specify) ( )…………………….

7. Is there any punishment/penalty on violation concerning with accountability?

1. Yes ( ) 2. No ( )

8. On your opinion explain what should be done to enhance effective accountability

………………………………………………………………………………………….

C. Transparency:

1. Is there any pillar of actions of instituting transparency in your all actions and decisions? 1. Yes ( ) 2. No ( )

2. If the above answer is yes, how? ....

3. Is information and conditions about the delivery of service available to the people at the areas of your jurisdiction? 1. Yes ( ) 2. No ( )

4. What is the outcome of corruption events after enhanced transparency?

1. Corruption events have been dropped ( )
2. Corruption events have been raised. ( )
3. Others (specify) ( )………………………………….

5. Are funds allocated for development projects open to beneficiaries at the village level?

1. Yes ( ) 2. No ( )

6. If the answer above is yes, explain how?

……………………………………………………………………….

7. Is expenditure of development funds accessible by people at the village level?

1. Yes ( ) 2. No ( )

8. Is there any complain on expenditure of funds allocated for development project?

1. Yes ( ) 2. No ( )

9. If the above answer is yes, what is the cause?

1. Corruption practices ( )
2. Theft of funds ( )
3. Others (specify) ( ) …………………………………………………

10. On your opinion explain what should be done to enhance effective transparency?

D. Legal and disciplinary actions.

1. On your understanding, is legal action the right way to employees involved in corruption offences in Babati district council?

2. Yes ( ) 2. No ( )

2. If the above answers is no, what do you think is the right action against employees involved in corruption practices? ………………………………………………….

3. On your opinion do you think that legal actions help to reduce corruption practices?

1. Yes ( ) 2. No ( )

4. Is disciplinary action the right way to employees involved in corruption offences in Babati district council? 1. Yes ( ) 2. No ( )

5 If the above answer is no, what do you think is the right action against employees involved on corruption practices? …………………….……………………………….

6. On your opinion do you think that disciplinary actions help to reduce corruption practices? 1. Yes ( ) 2. No ( )

Thank you in advance.

APPENDIX III

CHUO KIKUU MZUMBE

Dodoso kwa Wananchi

Mtafiti ni mwanafunzi wa shahada ya uzamili, Chuo Kikuu Mzumbe. Kwa sasa anafanya utafiti ambao ni hitaji mojawapo ili kuweza kutunukiwa shahada tajwa.

Dodoso hili linalenga kupata ufahamu na maoni yako katika nyanja ya uwazi, uwajibikaji wa watumishi wa Halmashauri na hatua za kisheria na kinidhamu katika kupunguza tatizo la rushwa. Mawazo na maoni yako yatakuwa ni siri na yatatumika kwa madhumuni ya utafiti tu. Kwa kutumia fursa hii ya kipekee na kwa kuwa wewe ni muhimu katika kufanikisha kazi hii, unaombwa kujibu maswali yote kwa kadri ya ufahamu wako.

Maelekezo.

Weka alama ya vema (✓) kwenye maswali ya kuchagua na toa maeelzo yako au maoni na mapendekezo kama swali limekutaka kufanya hivyo.

1. Jinsia yako: 1. Me ( ) 2. Ke ( )

2. Umri wako……………………..

3. Je, unafikiri watumishi wa Halmashauri katika ngazi za vijiji na kata wanawajibika ipasavyo? 1. Ndiyo ( ) 2. Hapana ( )

4. Kama jibu la hapo juu ni hapana, kwa maoni yako unafikiri ni kwa nini?
    1. Ni wa vivu. ( )
    2. Hawana uwezo wa kutosha. ( )
    3. Wanahitaji rushwa ili wawajibike ipasavyo. ( )
    4. Sababu nyingine (Fafanua) ( )……………………..

5. Kama wanawajibika, uwajibikaji wao unapunguza tatizo la rushwa?

1. Ndiyo ( ) 2. Hapana ( )

6. Je, kanuni, taratibu na miongozo vinavyoongoza watumishi wa Halmashauri katika kutekeleza majukumu yao ziko wazi? 1. Ndiyo ( ) 2. Hapana ( )

7. Je watumishi wa halmashauri wanaweka wazi huduma na taratibu za utoaji wa huduma? 1. Ndiyo ( ) 2. Hapana ( )

8. Kama jibu la hapo juu ni hapana, kwa maoni yako unafikiri ni kwa nini?

1. Hawataki tu bila sababu yoyote. ( )
2. Wanahitaji rushwa ndio maana hawataki kuweka wazi. ( )
3. Sababu nyingine (fafanua) ( )………………………….............

9. Je, kama wako wazi, uwazi huo unapunguza tatizo la rushwa?

1. Ndiyo ( ) 2. Hapana ( )

10. Je mnashirikishwa kujua fedha za miradi ya maendeleo zinazoletwa katika eneo lenu? 1. Ndiyo ( ) 2. Hapana. ( )

11. Kama mnashirikishwa, ni kwa njia gani? …………………………………...

12. Je unafahamu jinsi fedha za miradi ya maendeleo zinavyotumika katika eneo lenu? 1. Ndiyo ( ) 2. Hapana ( )

13. Je mnapata nafasi ya kuhoji matumizi ya fedha za miradi ya maendeleo katika eneo lenu? 1. Ndiyo ( ) 2. Hapana ( )

14. Je, matumizi ya fedha za miradi ya maendeleo zinawekwa wazi kwa njia gani?

1. Wananchi wanaelezwa matumizi yote kwenye mkutano mkuu wa kijiji ( )
2. Matumizi yote yanawekwa wazi kwenye mbao za matangazo. ( )
3. Njia nyinginezo (zitaje) ( )…………………………………………….

15. Kwa maoni yako, unafikiri hatua za kisheria na kinidhamu kwa watumishi wa Halmashauri wanaojihusisha na vitendo vya rushwa zinapunguza rushwa?

1. Ndiyo (   )   2. Hapana (   )

Ahsante sana kwa ushirikiano wako.

APPENDIX IV

INTERVIEW GUIDE QUESTIONS

A. Public awareness:

1. Is education on corruption matters disseminated to employees in Babati district council?
2. Briefly explain the reasons which justify your above answer.
3. What suggestions do you put forward on how to enhance corruption reduction awareness in Babati district council?

B. Transparency:

1. Is transparency real exercised in Babati district council?
2. Briefly explain the reasons which justify your above answer.
3. What suggestions do you put forward on how transparency will be enhanced in order to minimize corruption in Babati district council?

C. Accountability

1. Is accountability real exercised in Babati district council?
2. Briefly explain the reasons which justify your above answer.
3. What suggestions do you put forward on how accountability will be enhanced in order to minimize corruption in Babati district council?

D. Legal and disciplinary actions.

1. Is legal and disciplinary actions play a substantial role in corruption reduction?
2. Briefly explain the reasons which justify your above answer.
3. What suggestions do you put forward regarding to legal and disciplinary actions in context of corruption reduction?