How can we strengthen accountability?
Some suggested priorities for Tanzania

Andrew Lawson
A Reminder: Accountability Study
Objectives & Key Components

➤ Throw light on how structures of accountability operate in Tanzania and how they influence the quality & effectiveness of public policy.

1. Mapping of principal accountability actors in Tz.
2. Bottom-up Perspective: expectations of citizens with regards to entitlements & how to protect them.
   - Micro survey + ethnographic surveys
3. Top-down perspective: who do Tz elected leaders believe they are accountable to and for what?
   - Interviews with MPs + analysis of landmark decisions.
Avoid an excessively technocratic focus to accountability reform...

Technical & Managerial Competencies

- Multi-Year Financial Planning
- Value for Money Auditing
- Computerised Reporting
- Improved Accounting
- Budget Formulation
- Budget Execution

Accountability Hell

Democratic Checks; Debate

Tanzania Accountability Study
Presentation of Approach
Think about accountability within a broad democratic context – 4 dimensions

- Legislative
- Cabinet
- Line Ministries
- Line Ministries’ Departments

**Horizontal Accountability**
- External Audit/Constitut. Controls
- Executive Controls (MoF)
- Internal Audit

**Political & Administrative System**

**Electoral Accountability**
- Electorate/Society

**Societal Accountability**
- Elites & organisations

**External Accountability**
- Multi/Bilateral Donor Agencies
Where are the gaps in Accountability?

- **Democracy & the political process**
  - Not enough voices!

- **The balance of powers** (Executive-Legislature-Judiciary)
  - Executive & President too strong

- **Information flows** to the public and its representatives
  - Inadequate and not sufficiently user-friendly

- **Oversight functions of Parliament** through budget & public accounts committees
  - Not sufficiently powerful, nor timely
What might be done about it?
- Democracy & the political process

• The problem: there are not enough voices in the political process.

• What might be done?
  ➔ Opportunities for independent candidates to stand – perhaps initially for LGAs
  ➔ More space for opposition parties
  ➔ Greater decentralisation to LGAs
  ➔ More debate/consultation within process of government
The problem: the Executive is too strong and too dominated by President & small group of Ministers.

What might be done?

- Consultation prior to Presidential appointments needs to be formalised
- Presidential powers of appointment might be reduced
- Role of Cabinet and of Ministers needs strengthening
- Role of Parliament needs strengthening

What might be done about it?

- Balance of democratic powers
What might be done about it?

- Information flows

1. **The problem**: information is not always readily accessible nor user-friendly.
2. **What might be done?**
   - Simplify methods of publicising budgets & expenditures so they can be widely understood
   - Ensure information always available
   - Document decision making processes at LG, Ward and village levels – more paper and type-writers!
   - Training for the media
The problem: functions & committees well established but functions are formalistic, remedial actions rarely taken and information often too late.

What might be done?

- Improve timeliness of audit reports
- Clarify responsibilities for follow up to PAC recommendations (and budget for action)
- Ensure timely presentation of budget proposals in user friendly format

- Parliamentary Oversight