Evolution of Machinery of Governments: Ethics, Good Governance, and Corruption: A Lessons Learned from Armed Forces Unit United Republic of Tanzania - A Multicriteria Approach

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Abstract: Background: This paper reports the findings of the study that was carried out to determine evolution of government machinery is a multifaceted process influenced by factors such as ethics, good governance, and the presence of corruption. This study explores the experiences and lessons learned from the Armed Forces Unit in the United Republic of Tanzania, employing a multicriteria approach to understand the complex dynamics of government evolution. Material and Methods: The Machinery of Government and good governance are the exercise of power for the benefit of the public. In a society where good governance is observed, there is minimum corruption and public officers have ethical codes, which they observe. The fact that we have rampant corruption in our society is a testimony that there are ethical problems as well. Corruption has become pervasive in the Tanzanian society. Result and Conclusion: The changes in our socio-economic system have meant new ethical problems in Tanzania and brought challenges to those who are supposed to enforce ethical standards in society. The Third Phase government has embarked on a course to fight against corruption systematically and scientifically. Corruption is a problem of poor governance and strategies to address corruption should be broader as to address the whole problem of governance. To this effect, policies and strategies have been formulated to fight corruption, including, changes in the political economy, enacting laws, and amendment of others.

Keywords: Government Machinery Armed Forces, Ethics, Good Governance, and Corruption: Definition and Interrelationship of the Concept.

1.1 Introduction

The servants of the nation are to render their services without taking presents......To form your judgment and then abide by it is no easy task. and 'tis a man's surest course to give loyal obedience to the law which commands, 'Do not service for a present" Plato: Plato, The Laws, ed. Edith Hamilton and Huntington Cairns (in Kitgaard, 2000)

Good governance has become a global agenda. The debate on good governance started in Africa in 2000, where poor governance is blamed for the failure of development efforts. Poor governance is the failure of those in power to exercise their powers in the interest of the public or those who put them in power. Public officials manifest poor governance in abuse of power, and generally low ethical standards.

 Corruption, a result of poor ethics can be defined as the misuse of public office for private gain and is as old as the government itself. It has been there in the past and it will continue to be a social problem even in the future. That does not mean, however, that we should not fight it. There is no country in the world currently, rich or poor, that can claim to have no corruption. The fundamental difference, however, is that: for us in poor countries, corruption is a threat to our survival as nations.

The threat posed by corruption to the survival of the state is because no country can afford to have its resources siphoned off by individuals, inside or outside its borders. After all, ownership and wise use of resources are central to enabling the state to meet its obligations to its citizenry and perform other duties and functions expected of a state e.g., maintaining the instruments of power of the state and those of defense and security. If a state cannot meet these obligations, it can either be overthrown by its citizens in a popular uprising or attacked and defeated in war from outside its borders. Either way, it will have perished. The Prevention of Corruption Bureau (PCCB) and other such organs in other countries are therefore rightfully, classified as organs of defense and security of the state. One can also look at corruption in this way: a corruptee, who accepts a bribe to extend favours unlawfully to a corruptor, is in effect abdicating his/her position and surrendering it at a price, to the corruptor. The corruptor then will make decisions favoring him, at the detriment of the public interest. If the corruptor is a foreigner, then resources of the country will be siphoned off and spirited outside the country Resources acquired illegally by local corruptees are consumed locally but most of them find their way to outside banks, to serve other economies, mostly developed economies. Since the public trusted the corrupt to handle their affairs on their behalf, surrendering it to another person unlawfully, just because he/she has been paying makes him/her a traitor. In many jurisdictions, traitors are normally punished by death, and that is what some countries do to the corrupt.

This paper is divided as follows: after the introduction, the second part (chapter two) briefly discusses the concepts of ethics, good governance, corruption, and their interrelationship. Chapter three is a very brief overview of the theory on how to institute ethical behavior among public servants and good governance and how to combat corruption. Chapter four highlights the efforts of our government in the fight against unethical behavior. Chapter five is conclusions.

1.2 Government of Machinery

Government machinery is the organized and structured system that a government uses to carry out its functions, implement policies, and provide services to its citizens. Government machinery encompasses the various agencies, departments, ministries, and institutions that make up the government and are responsible for the administration and governance of a country or region. Here are some key aspects of the concept of government machinery.

Bureaucracy: Government machinery often relies on a bureaucratic structure, which is characterized by a hierarchy of officials and civil servants who have specific roles and responsibilities. Bureaucrats play a crucial role in implementing government policies and delivering public services. In a democratic system, government machinery is typically organized in a way that separates the executive, legislative, and judicial branches of government. This separation of powers helps ensure a system of checks and balances, preventing any single branch from becoming too powerful.

Accountability: Government machinery is expected to be accountable to the citizens it serves. Accountability mechanisms can include elections, transparency in decision-making, oversight by legislative bodies, and the judiciary's ability to review government actions. The civil service is a key component of government machinery. Civil servants are career professionals who are responsible for implementing government policies and programs, regardless of changes in political leadership.

Legal Framework: Government machinery operates within a legal framework that defines its powers, limitations, and responsibilities. Constitutions, laws, and regulations provide the legal basis for government actions. The Government machinery must be adaptable to changing circumstances and evolving societal needs. It should be able to respond to crises, technological advancements, and emerging challenges.

1.3 Armed Forces Units

Armed forces units, also known as the military, refer to the organized military personnel, equipment, and institutions that a country or government maintains for national defense, security, and the protection of its interests. Armed forces play a crucial role in maintaining a nation's sovereignty, safeguarding its borders, and responding to various threats, both internal and external. Here are some key aspects of the armed forces. Armed forces are typically divided into different branches, each with specific functions and responsibilities. The most common branches include the army (land forces), navy (maritime forces), air force (police forces), and sometimes a separate branch for strategic missile forces or special operations forces.

Training and Readiness: Military personnel undergo rigorous training to develop the skills and discipline required for their roles. Armed forces must be constantly prepared and ready to respond to threats or emergencies.

2.0 Literature Review

The functioning and evolution of government institutions are central to the governance of any nation. This literature review explores the interconnected themes of ethics, good governance, and corruption within government machinery, drawing valuable lessons from the experiences of the Armed Forces Unit in the United Republic of Tanzania. A multi-criteria approach is employed to understand the dynamics of government evolution in the context of these critical issues.

2.1 Ethics and Good Governance

Ethics and good governance are foundational principles in government institutions. These principles are often seen as prerequisites for effective and accountable government operations (Gupta, 2010). Transparency is a cornerstone of good governance (Kaufmann et al., 2008). Transparency ensures that government actions are conducted openly, allowing citizens to access information about decision-making processes, budgets, and resource allocation (UNDP, 2009). This transparency builds public trust and enhances accountability. Accountability mechanisms hold individuals and institutions responsible for their actions and decisions (Lewis, 2006). Accountability ensures that government officials and agencies are answerable for their conduct, thereby reducing the risk of misuse of power and resources. Ethical conduct and integrity are essential within government machinery (Peters, 2015). Upholding ethical standards helps maintain public trust and confidence in government institutions and their operations.

2.3 A Multicriteria Approach

A multicriteria approach considers multiple factors and perspectives when assessing the evolution of government machinery (Bana e Costa et al., 2012). In the context of Tanzania's Armed Forces Unit, this approach can include evaluation of the unit's performance against predefined criteria, such as budget management, operational effectiveness, adherence to ethical standards, and engagement with a diverse range of stakeholders, including citizens, civil society organizations, and government officials, to gather perspectives and feedback on the unit's performance and ethical conduct and comparative analysis with other government institutions within Tanzania and internationally to identify best practices and challenges in ethics, governance, and corruption prevention.

2.4 Ethics and Ethical Behaviour

Ethics are the moral standards in public service; they are rules that translate characteristic ideals or ethos into everyday practice. They guide the conduct of civil servants in public service (OECD, 2000). The conduct desired in public service is the one, that follows the rules and laws, ethical and appropriate.

According to OECD (op. city):

"In examining conduct, it is useful to make a distinction between three types of behaviours illegal unethical, and inappropriate acts. Illegal acts are those against the law, which covers criminal offenses to misdemeanors. Unethical acts are those against guidelines, principles, or values. Inappropriate acts are against normal conventions or practices. These three categories represent degrees of wrongdoing. Corruption may fall under any of these headings. Its defining characteristics are the misuse of public office, roles, or resources for private benefits."

Ethics infrastructure is a range of tools, systems, and conditions to regulate undesirable conduct and/or provide incentives to encourage professionalism and high standards of conduct in public service (OECD, op. city). Ethics infrastructure can sometimes be referred to as the National Integrity System. In the central, and local governments and other public institutions, we should strive to have an ethics infrastructure in place. It will help to tackle unethical behavior, including corruption in workplaces.

There are many elements of the ethics infrastructure:

   -Political leadership and commitment

   -Effective legal framework

   -Efficient accountability mechanisms

   -Codes of conduct ethical principles applying to either the public service in general or a particular department or agency. It can either be a legal document or a purely administrative statement prescribing the expected levels of quality or performance of employees (OECD, op. cit)

Corruption is the most common manifestation form of unethical behavior. The widespread corruption in Tanzania is because there are problems of ethics as well.

The problem we are having currently is that civil servants, at the central or local government level. have forgotten to serve the people and to be servants of the people. They want to assume the position of bosses and not servants. They attach demands to serve the people. One of those demands is side payment from those they are serving, or helping themselves from public coffers. all these are interpreted as corruption. They are not ethical.

The emergence of ethics as a central issue at this particular time can be argued at two levels, the international and local. At the international level, there are at least two factors: Firstly, there has been a re-examination of the effectiveness of governments and the services given by governments. In the West, there has been a decline in trust in the government. The re-examination has raised various issues and among them is the emphasis on ethics. The new approach to contracting some of the services previously offered by the government to the private sector brings public service close to the private sector and this has a bearing on ethics. Secondly, the good governance agenda, with a strong anti-corruption message implies a new emphasis on ethics.

At the local level, the changes in the socio-economic policies of the country, from *ujamaa* to market economics have ushered in a new set of problems and require a different emphasis by the government on its obligations to the public. As explained elsewhere, these changes have brought in problems, which need to be addressed.

2.5 Corruption

The traditional definition of corruption is a misuse of the government office for private gain (World Bank. 2000). Corruption is behavior that deviates from the norms, rules, and duties governing the exercise of a public role or office for purposes of private gain: It may do this by ignoring prohibitions against certain acts or by fulfilling obligations to act as exercising legitimate discretion to act, as it does so for private advantage or private motives.

Corruption can be divided into two main types: petty and grand corruption. Petty corruption involves small sums of money. It is practiced by public servants who may be decent and honest individuals but who are grossly underpaid and depend on small bribes from the public to support themselves and their families. For example: a traffic police demanding five thousand shillings to let a careless driver get away or a medical doctor who demands three thousand shillings to make himself available for consultation by a patient etc.

For corruption to be classified as grand, it must fulfill certain conditions, namely: it must involve large sums of money; attract public interest; involve high-level public officials and the transactions involved must be complex. Sometimes grand corruption is not so obvious and, thus cannot be easily understood and detected. For example: laws, regulations, or policies are bent or changed to suit the demands or to create an environment conducive to grand corruption. Grand corruption is motivated by personal greed for wealth and or power. There are instances where the money or assets obtained from such corruption are transferred to political party coffers.

Systemic corruption involves channels of malfeasance extending upwards from the bribe collection points, and systems depend on corruption for their survival.

Corruption can also be categorized in other ways: a distinction can be made between benefits that are paid willingly (bribery) and payments that are exacted from unwilling victims (extortion). However, let us add hastily that, this division is for analytical purposes only and can be useful in designing and developing reform programs and strategies. To the majority of the people, corruption is just evil. whether petty or grand. In most cases, the section of society severely affected by corruption is the most deprived one, which can least afford to bear the burden (Pope, 2000)

The institutions that are charged with the task of fighting corruption in Tanzania are the Presidency, the Parliament, and the Judiciary. The Prevention of Corruption Bureau is assigned by law (Act No. 16 of 1995) as revised in 2000 with a specific mandate and function to combat corruption in the country. Other agencies that work together with the PCCB are the Controller and Auditor General, DPP, Human Rights and Good Governance Commission, and Ethics Secretariat.

The office of the Minister of State for Good Governance was established to deputize the President's supervisory functions of the above institutions. In exercising these functions, the Minister's task is that of overseeing and coordinate all anti-corruption activities and good governance programs. The ultimate goal of the government in fighting corruption is zero tolerance for corruption.

2.6 Theoretical Framework

This study on the evolution of the machinery of governments, with a focus on ethics, good governance, and corruption, utilizing lessons from the Armed Forces Unit in the United Republic of Tanzania, is underpinned by a theoretical framework that draws from several key theories and concepts (i) Good Governance Theory the concept of good governance, popularized by the United Nations Development Programme (UNDP), provides a foundational theoretical framework. Good governance theory emphasizes principles such as transparency, accountability, participation, and the rule of law as essential for effective governance (UNDP, 1997). This theory guides the exploration of how good governance principles influence the functioning and evolution of government machinery within the Armed Forces Unit in Tanzania (ii) Principal-Agent Theory often used in the context of public administration, helps analyze the relationships between government officials (agents) and the citizens (principals) they serve. It explores the challenges of aligning the interests and actions of agents with the best interests of the principals (Bovens, 2007). This theory is particularly relevant when examining issues of accountability and ethical conduct within government machinery (iii) Multicriteria Decision Analysis employed in this study is grounded in MCDA, a decision-making framework that considers multiple criteria and perspectives to assess complex issues (Belton & Stewart, 2002). MCDA enables a structured and comprehensive evaluation of the evolution of government machinery by incorporating various criteria, including ethical standards, good governance principles, and corruption prevention measures (iv) Corruption Theory, the study engages with corruption theory to understand the impact of corruption on government institutions. The theory explores various facets of corruption, including its causes, consequences, and preventive measures (Rose-Ackerman, 1999). By applying corruption theory, the research aims to identify how corruption hinders the evolution

of government machinery and the lessons that can be learned to combat corruption effectively, and comparative analysis, theoretical insights from comparative public administration, and governance (Peters, 2015) play a crucial role in the study. Comparative analysis allows for the examination of how government machinery in Tanzania, specifically within the Armed Forces Unit, compares to similar institutions in other countries or regions, highlighting both best practices and areas needing improvement.

3.0 Methodology

This study adopted a survey research design this approach allows for a comprehensive investigation into the evolution of government machinery concerning ethics, good governance, and corruption within the context of the Armed Forces Unit in the United Republic of Tanzania. Semi-structured interviews will be conducted with key informants within the Armed Forces Unit. A sample size of 30 respondents who were selected from the of respondents. i.e. Senior officers from Tanzania People's Defencing Force (05), Police Force Unit (05), Intelligent Unit (05), Magereza Force Unit (05) Immigration Unit Force (05), and Human Rights Unit (05). The interviews will explore their experiences, perspectives, and insights on the evolution of government machinery, with a particular focus on ethics, good governance, and corruption focus group discussions will be organized with cross-functional teams involved in various aspects of the Armed Forces Unit's operations. These discussions will provide a platform for participants to share their views, brainstorm ideas, and engage in a collective dialogue about the issues under investigation. A summary is given in Table 1A.

3.1 Some Models for Improving Government Machinery, Ethics, Good Governance, Controlling Corruption and a Multicriteria Approach.

Conflict of Interest and Efforts to Still Ethical Behavior Conflict of interest has become one of the most important ethical problems in Tanzania. Conflict of interest is said to occur when there is a clash between private and public interests. Public interest is anything that aims to improve public welfare. The conflict can be on pecuniary or non-pecuniary interest. But the nature of conflict of interest, which we refer to here, is mostly pecuniary.

The problems of conflict of interest we have today are mainly due to the liberalization policies and the adoption of capitalism as a socio-economic development model. Before, adopting this model Tanzania used to have socialism as its development model and had codes of conduct to control leaders and civil servants against involving themselves in certain activities, which would bring about a conflict of interest. During the era of socialism, Parliament enacted the Leadership Code Act No. 6 of 2012, to promote a socialist morality and control corruption. Part of the code required that civil servants, politicians, managers of parastatals, and all other public servants classified as leaders, were not to receive more than one income, owning shares in a company, renting houses, or any other business activities. A mechanism was also in place to the effect that, those who abused the code were supposed to be legally taken to task.

Partly the code is aimed at ensuring conflict of interest does not arise, but also to prevent the above-mentioned categories of public servants from accumulating wealth. The quest to accumulate wealth might lead to unethical behavior, conflict of interest, or corruption being some of them.

In 2022 however, a decision was taken to allow participation in business of public servants, sometimes referred to as the Zanzibar resolution. Essentially it repealed the Leadership code, and everybody was allowed to engage in any activities to generate income and accumulate wealth, provided such activities were within the law. Since then, the problem has been: how a public servant apportions time in serving the public and serving his/her own business; forming companies and then using their influences or positions in the government or allocating tenders and other businesses to their companies or those of their relatives etc. Once that happens one cannot rule out corrupt behaviors such as under-invoicing or over-invoicing, purchasing non-existent goods, etc. whichever is beneficial to the officer concerned. Conflict of interest arises when a medical doctor working with the government opens his medical practice a pharmacist opens his pharmacy etc.

The Leadership Code Act. No. 6 can be seen to have had a pre-emptive effect in that, one is not allowed to start a business to begin with, and therefore, issues of conflict of interest cannot arise. Practically, however, we know that leaders had businesses and could get more than one income, against the code by using various ways. These include: using the names of spouses or children in licenses or any official document for a business or using the names of friends or using them as fronts. As the country's economic situation deteriorated and salaries became smaller as a result of inflation, corruption increased. One of the reasons was that workers were not allowed to have other activities to supplement their income. This argument was central in allowing public servants to engage themselves in economic activities, outside their employment. In 1995, the Leadership Code of Ethics Act. No. 13 replaced Act No. 6 of 2000. It aimed to fill the gap left by the earlier code which although officially it was not repealed was not functional. The 2000 revised 2020, legislation took into consideration the new

developments and aimed at having a leadership that is honest, impartial, and of the highest integrity. It covered many issues including conflict of interest. The code had the following on private interest: Public leaders shall not have private interests, other than those permitted by the code, that would be affected particularly or significantly by government actions in which they participate. On public interest the code has the following: upon appointment or election to and thereafter, public leaders shall arrange their affairs to prevent real, potential, or apparent conflict from arising between their private interest and their official duties and responsibilities. If such a conflict does arise, it shall be resolved in favor of the public. The code takes care of the officers after retirement, thus: public leaders shall not act, after they leave office, in such a manner as to bring the service to ridicule or take advantage of their previous position. This provision minimizes the possibilities that public officials have. Will (Sedigh and Muganda, 2020)

- Allow prospects of outside employment to create a natural, potential, or apparent conflict of interest while they are in office
- Obtain preferential treatment or privileged access to government after leaving office Take personal advantage of information obtained in the course of official duties before it became generally available to the public
- Use public office to an unfair advantage in obtaining opportunities for outside employment.

The Ethics Secretariat, who have been given the mandate to enforce the code are trying their level best to make sure that the code is adhered to and followed. However, just kike the earlier code, there are complaints that leaders are going around the code and especially issues of conflict of interest are being complained against.

Traditionally, and according to the Weberian model, a professional civil service is politically neutral, has security of tenure, is paid a decent salary, is recruited and promoted on merit, and does not have property or business interest that conflicts with the fair performance of its duties (Adamolekun in Rose- Ackerman, 2021).

Having a Civil Service that lives up to the above expectations is very important for our development efforts. There is acceptance among bilateral and multilateral donors that, those most likely to succeed in their development efforts will have effective government and enlightened legislation. Prudent budgeting and an efficient administration that responds to the needs of poor people (Doig and Skelcher, 2000). A bureaucracy involved in corruption cannot be responsive to the needs of the people.

According to OECD (op cit.), there is a strong ethos that Civil Servants should never be seen to derive a benefit from their employment other than the remuneration proper to their positions of to put themselves in a position where they might reasonably be seen to have brought the civil service into disrepute. Such ethos is put purposely to control civil servants so that they don't engage themselves in corrupt activities, knowingly or unknowingly.

It is essential to concentrate on leaders as far as ethical behavior is concerned. Leaders are not only supposed to leave clean lives but they should be seen to be doing so by the public. A Singaporean politician, Syed Hussein Alatas, once commented:

"The power to achieve success or failure [in the fight against corruption] lies with the ruler. If the measuring line is true, then the wood will be straight, not because one makes a special effort, but because that which it is ruled by makes it so. In the same way, if the ruler is sincere and upright, then honest officials will serve in his government and scoundrels will go into hiding, but if the ruler is not upright then evil men will have their way and loyal men will retire to seclusion" (emphasis in original) (from Klitgaard, 2020).

3.2 Controlling Corruption

3.2.1 The Principal-Agent-Client Model

Corruption is the Misuse of official powers for private gain. This is the most commonly used definition. This does not mean that there are no other definitions, like corruption is impairment of integrity, or inducement to wrong by improper or unlawful means (bribery), etc. In all its manifestations, however, corruption has an economic aspect in its practice, directly or indirectly to the corruptor and or the corruptee.

It thus makes a lot of sense to analyze corrupt behavior from an economic viewpoint. Proper analysis of corrupt behavior will lead to the proper formulation of policies and strategies to tackle the same.

3.2.2 The Model is Principal-Agent-Client

All states, benevolent or repressive, control the distribution of benefits and imposition of costs. Rose- Ackerman (op. cit) argues, "The distribution of these benefits and costs is generally under the controls of agents who possess discretionary

power". Private individuals who want favorable treatment from state agents are willing to pay for them. The agent, who is paid, might extend treatments, that are not in line with those of the principle. Thus, payments are corrupt when paid to avoid costs or obtain benefits illegally.

The model has the following key features;

Principal = A Senior Official, who we can say "is the Government" and he embodies the public interest. In our model, we assume that he is highly principled, i.e. ethical and therefore incorruptible. The principal is in charge of a Government Department. Ministry, or Parastatal.

Agent - Someone who interacts on the principal's behalf with a "Client". The agent can be a Junior/Senior Civil Servant, Police Officer, TRA tax assessor, etc. For our model let us assume that she does not have very strict ethics, and is therefore corruptible.

Low-level bureaucrats are agents of superior officials, ministers are responsible for the governing coalition, elected officials are responsible to the voting public, judges are responsible for legal norms, etc.

Client = The public, or someone who expects services or meets his obligations to the state, through the Agent to the principal. For our model, the Client can be a businessman who has to pay his taxes to the Government, through TRA, or a citizen who wishes to be served by the Police etc.

The Agent is employed on the understanding that she will interact with the Client on behalf of the principal and will serve the best interests of the principal. However, this is not always the case, since the Agent, like all people is an economic animal.

In the pursuit of her official duties, the Agent may take that opportunity to betray the principal's interests for her own. For our model, one of these private interests of the Agent is her bank account. This, the Agent might become corrupt to serve this particular interest. There is always a possibility that the Agent will act corruptly when her likely net benefits from doing so outweigh the likely net cost.

Ways in which the Agent can exhort bribes from the client and other forms of malfeasance, which can be classified as corruption and are geared toward private gain, are many. The Agent will always be in a better position to exhort bribes if she has a wide range of discretionary powers. For example, if a tax assessor has the power to assess the tax to a client as "Tshs 2X" and the same law allows her to assess the tax as "Tshs X", then the possibility of abusing her discretionary powers is there. Further, the Agent might not be required to answer to anyone for her actions, i.e. weak accountability procedures.

If the Principal is aware of this illicit practice of the Agent, then he should take the necessary steps to make sure that the Agent acts appropriately, and does not betray his trust. Action should also be taken against the Client if he corrupts the Agent for his private gain. The Client will corrupt the Agent if he perceives that the likely net benefit from doing so outweighs the likely net costs.

Again, the principal should induce appropriate behavior on the part of the Client. To achieve these ends, the principal can enact various policy measures to make sure that the Agent and Client behave according to expectations (Klitgaard, 2000):

- ➢ Selecting agents for incorruptibility as well as technical competence.
- ➢ Changing the rewards and penalties facing the Agent and the Client.
- ➢ Increasing the likelihood that corrupt actions will be detected and punished.
- ➢ Changing the organization's mission or administrative system so that the Agent's discretion is reduced.
- ➢ Altering the Agent's attitudes toward corruption.

3.3.3 Important Points of The Model

(a) Corruption occurs when there is a divergence between the principal's and the public's interests and those of the Agent of a civil servant. Corruption occurs when an Agent betrays the principal's interests in pursuit of her own.

(b) This model stresses that corruption is a matter of degree and trade-offs: the principal wants to induce the optimal degree of corruption. The optimal level of corruption indicates the least cost combination of corrupt activities and efforts to reduce corruption.

When the Agents in an organization have monopoly power, broad discretionary powers, and little accountability, corruption will inevitably occur. It can be equated with what Green (2000) called opportunity, knowledge, and environment or attitude within the organization which can allow corruption to occur.

Thus:

C-M+D-A, where:

C = corruption,

M = Monopoly

D-Discretion and

A = accountability.

(One deficiency of the model is that: it makes no allowance for personal integrity, in the absence of externally imposed accountability).

The principal should take measures to reduce monopoly power, reduce discretionary powers, and increase accountability to Agents by, among other things, tightening administrative procedures, clarifying authority levels and reporting lines, privatizing state assets, lowering tariffs and barriers to trade, publish and disseminate regulations, increase risk of being caught and increase penalties for those found guilty.

3.3.4 Accountability

Accountability simply means holding government officials responsible for their actions. Public accountability is the requirement that those who hold public trust should account for the use of that trust by citizens or their representatives. Public accountability signifies the superiority of the public will over private interests and tries to ensure that the former is supreme in every activity and conduct of a public official.

Without effective accountability, bureaucratic power runs amok: In popular parlance, power corrupts, and absolute power i.e. unchecked and unaccountable use of power tends to corrupt absolutely. Accountability in areas of public life such as in politics, judiciary, management of parastatals, etc. makes corruption and incompetence difficult.

Accountability also could be enhanced through competition: by allowing private investment and breaking monopolies on parastatals, politics, public service, and the mass media (see also Gray and Kaufmann, 2021). Accountability can also be linked with other themes such as transparency reduced corruption and increased efficiency.

3.3.6 Transparency

Citizens can be an important check on the arbitrary abuse of power by the government. To make the public well informed and therefore capable of voicing government excesses, the government should make information available, by publishing budgets, revenues, statutes and rules, and proceedings of legislative bodies.

4.0 Data Presentation and Discussion

4.1 Efforts by the Government to promote ethical behavior

To promote ethical behavior among public servants, the government has established institutions as follows:

1. The Prevention of Corruption Bureau, which mainly fights corruption. The Prevention of Corruption Act No. 16 of 1971 was revised in 2020.

2. The Ethics Secretariat, which mainly deals with the leadership code of ethics. The Leadership Code of Ethics No. 13 of as revised 2020 guides its operations.

3. The Ethics Inspectorate Department of the Civil Service Department 4. The Human Rights and Good Governance Commission 5. The Good Governance Coordination Unit

4.2 Public Service Commission.

The strategy used by the government is double-pronged: prevention and deterrence. Prevention is through the conduct of activities like community education and research. Community education makes the victims and perpetrators of unethical behavior alike aware of the existence of various laws and institutions, which are against such behavior. Public knowledge and dislike of such behavior a very potent tools for instilling ethical conduct in society. Research helps to show weaknesses in our systems that give opportunities for the unethical to exploit for their advantage. Such loopholes are promptly plugged in. Deterrence is in the form of laws and regulations, which should provide stiff punishment for offenders when they are caught.

Apart from the Leadership Code of Ethics No. 13 of 2015 as revised 2000, which is meant for leaders, all public servants in Tanzania are supposed to abide by the Code of Ethics and Conduct for the Public Service of 2000. The code has the following principles:

> ➢ Respect for Human Rights and be courteous
> ➢ Perform diligently and in a disciplined manner Promote teamwork
> ➢ Pursue excellence in service
> ➢ Exercise responsibility and good stewardship
> ➢ Promote transparency and accountability
> ➢ Discharge duties with integrity
> ➢ Maintain political neutrality

Although the model used in promoting ethics is a fragmented one, all the important elements in the code of ethics for public servants are covered. In followed correctly, conflict of interest will be avoided, there will be no room for corruption and good governance will be promoted. Various measures have also been taken and collectively they are designed to instill ethical behavior, institute good governance, and fight corruption.

5. Conclusion

The efforts to institute good governance in Tanzania which go hand in hand with the institution of ethical behavior among public servants and the fight against corruption have not yet won. However, progress has been made but the problem is too entrenched and requires sustained efforts to be arre4sted. The government is determined to pursue the fight against corruption and the institution of good governance in Tanzania.

The evolution of the machinery of government in any nation is a complex and multifaceted process, influenced by various factors including ethics, good governance, and corruption. This discussion delves into the lessons learned from the Armed Forces Unit in the United Republic of Tanzania (Tanzania) and employs a multicriteria approach to understand the dynamics of government machinery evolution.

Ethics and Good Governance

Ethics and good governance are essential pillars of a well-functioning government. In the context of the Armed Forces Unit in Tanzania, ethical principles such as transparency, accountability, and integrity are paramount. These principles help ensure that government actions are conducted in the best interests of the nation and its citizens.

Transparency: Transparency is crucial for building public trust. Lessons from the Armed Forces Unit in Tanzania demonstrate that openness in decision-making processes, budget allocation, and resource utilization is essential. Transparency fosters citizen engagement and reduces the likelihood of corruption. Accountability mechanisms, as observed in the Armed Forces Unit, hold individuals and institutions responsible for their actions. In Tanzania, a robust system of checks and balances helps prevent the abuse of power and resources. Such mechanisms should be promoted and strengthened across all government sectors. Also, integrity within the armed forces unit cannot be overstated, and upholding ethical standards in both military operations and administrative functions, is vital to maintain public trust and confidence.

A Multicriteria Approach

A multicriteria approach involves considering multiple factors and perspectives when assessing the evolution of government machinery. In the context of Tanzania's Armed Forces Unit, this approach can involve the following: - Performance Metrics, evaluating the performance of the Armed Forces Unit against predefined metrics, such as budget management, operational effectiveness, and human rights records, and engaging with stakeholders, including citizens, civil society organizations, and international bodies, to gather diverse perspectives on the unit's performance and ethical conduct. Comparative Analysis comparing the experiences of Tanzania's Armed Forces Unit with those of other nations facing similar challenges in their military and government sectors.

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Appendixes

Table 1A. Changes in State of "Evolution of Machinery of Governments in area of ethics, good governance, and corruption practices between 2021 (TPF and TPDF Survey only) and 2022 (PCCB and e-Mail Combined)

S/n	Target population for Armed Forces Unit	Accessible population			Sampling Methods	Actual sample size			Tools for data collection
		M	F	Total		M	F	Total	
1	Senior Mgr`s (TPDF) Unit	4	1	5	Purposive	1	1	2	Interview
2	Senior Mgr`s (Police) Unit	3	2	5	Purposive	2	1	3	Interview
3	Senior Mgr`s (Fire) unit	4	1	5	Purposive	2	3	5	Interview
4	Senior Mgr`s (Immigration) Unit	2	3		Purposive	1	2	3	Interview
5	Senior Mgr`s (Magereza)Unit	3	2	5	Purposive	2	2	4	Interview
6	Senior Mgr`s (Intelligence) Unit	4	1	5	Snowball	1	1	2	FGD
7	Human Rights	3	2	5	Snowball	2	1	3	FGD
	Total	**23**	**12**	**35**		**11**	**11**	**22**	N/A

Source: Researchers Computations, (2023)

Table 2B. Shows Interview Questions, as illustrated in Table 1A above.

Types of State Evolution of Machinery of Governments in the area of ethics, good governance, and corruption practices Questions.
What are the core ethical values and principles that guide the actions of the Armed Forces Unit personnel in Tanzania?
How does the Armed Forces Unit ensure transparency, accountability, and efficiency in its operations?
How does the unit balance the need for security and secrecy with the need for transparency in combating corruption?
How do you ensure that the multicriteria approach is impartial and objective?
Have there been any notable success stories or challenges faced in implementing reforms?
How does the public perceive the ethical standards and governance practices of the Armed Forces Unit in Tanzania?
What steps are taken to maintain or improve public trust and confidence?

Source: Researchers Computations, (2023)