

Managing the Government of Tanzania: Is the Fourth Regime on the Right Track in Fighting Ignorance, Poverty and Diseases?

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Abstract: This paper deliberates the scenario of managing governments in general and narrows to Tanzania government, specifically the administration of the fourth regime of president of the United Republic of Tanzania, His excellence, Jakaya Mrisho Kikwete. The paper traces the execution of the four regimes of presidency from 1961 to 2015 and makes some examinations on the events and decisions made during these regimes through an eye of a specialist. The study is a review in nature and assimilates qualitative techniques in discussing and analyzing information. Documentation, observation and experiential are the major information collection strategies employed in the study. The paper concludes by setting four propositions: First, that although it is evident that most fabulous practices are manifested during the Kikwete regime yet most of them did not originate from his regime. Secondly, that the revealed evil practices give a signal that the regime of Kikwete was transparent. Third, that the decisions that were made by his regime of accepting resignation of eminent ministers, signals prudence and reliability of the government. Fourth, that the decisions that were taken to revisit the mining contracts out of the main documents suggest courage, brilliance and objectivity of the President in dealing with national matters. Further, that the discussion reveals that observing the four regimes on comparative analysis, the fourth regime, has managed to best intervene on the fundamental problems of the community namely ignorance, disease and poverty. The challenge however, remain to be on improvement in competence based recruitment, promotion and appointment in political and semi-political positions. As noted by gurus of management and governance- the major problem facing the developing countries is not on governance systems but lack of competence based recruitment, appointments and promotion.

Keywords: Government, Decisions, Systemic and systematic thinking

INTRODUCTION

This article presents the scenario of managing governments in general and narrows to the fourth regime (government) of the United Republic of Tanzania. Hence, this part presents the introduction, which articulates the meaning of the government and expounds the meaning of management. The thrust of the study is to trace the events and decisions made thereof in the fourth government of Tanzania under His Excellency Jakaya Mrisho Kikwete. The study seeks to answer the main question: Is Kikwete on the right direct direction in managing the government of Tanzania [1]. The study assumes the systemic thinking as opposed to the systematic thinking in providing narrations and the position it sets. By systemic thinking refers to being able to look backwards, to the left, to the right, and into the future through the eyes of a specialist by cognizing the social-economical factors on the scene observed.

Norman [2] reveals that system approach or way of thinking is essential if we are to achieve sustainability in organizations we manage including the

governments. Systems approach to sustainability means being able to look forward, backwards, sideways and into the future, through the eyes of specialists in the social-economic, political and biophysical disciplines, and objectively weigh up all alternative development pathways. In managing governments, it further involves elaboration of carefully prepared balance sheets, within which internal and external resources are quantified and matched up with outputs, in as precise a mathematical and equitable manner as possible [3].

Hence, systemic thinking can literally mean holistic thinking. That is considering many factors that may affect the decision or judgment in various perspectives both politically, economically and socially. On the other side, systematic thinking refers to making informed decisions, with consideration of pace factor (what comes first) commonly conceptualized as first in first out. The phenomenon does away with other factors that could alter the decisions. It articulates the position factor hence it can easily be predictable. Here the concern on easily predictable is important since

even with systemic thinking the predictability concern is crucial.

However, the difference between the two is on concentration and consideration of factors that lead to the decision. In that vein, systematic thinking articulates minimal factors in the decision made as opposed to the systemic thinking or system approach to sustainability. Therefore, this study examines the events and decisions made during the fourth regime of the government through holistic thinking. It gives a justification for or against the decisions made while maintaining a focus on professionalism of management and system thinking. The rest of the literature does coverage of the decisions we consider vital as interventions for improving the lively hood of the people. The comparative analysis has been made to enumerate the extent of interventions versus the cardinal problems known by the societies.

The problems anticipated by any regime are on education, health facilities/prevention of diseases, electricity, roads and water. The report of Tanzania Education Development Association (TEDA) reveals that there are five aspects considered by people to be crucial for any government. The areas considered vital are education, health (including disease prevention), water, road infrastructures and electricity. Nyerere [4] has repeatedly insisted that Africa and Tanzania specifically has three main enemies to fight if development is of concern: Ignorance, diseases and poverty. Hence, the comparativeness of the four regimes entails to focus on the named enemies.

Managing governments

Managing governments is a challenging practice. The challenges emerge due to the vast interplay resulting from many organizations that are bound into different culture, sociological concerns and behavior. Although in principal managing governments is similar to managing other organizations, but in practice have some essential differences. A government refers to totality of structures of the state and the emerging organizations thereto: the legislature, the judiciary and the executives. The three organs form the government.

In Tanzania, however, there are emergent organizations within the state such as Non-governmental organizations such as Haki Elimu, TREECARE, and the Foundation for Civil Society; private and public owned companies such as Tanzania Import Container Terminal Company (TICTS), and the Dar es Salaam Stock Exchange (DSE); public organizations such as National Social Security Fund (NSSF); state owned financial institution such as the Bank of Tanzania (BOT) and Twiga Bancorp Limited. Not to wonder the three named organs: Legislature, Judiciary and the Executives fall under cardinal

management of the government. That is why there are obvious principles laid to govern the organizations. However, the crucial part of the government is harnessing the management of both the cardinal organizations and the emergent. The challenges that face the government can also be divided into two main categories. Those emanating from the three organs (the checks and balances organs) in the one hand, and the emergent organizations in the other.

Literally, it can be thought that challenges of managing the government are massively on the three organs. That could be true when looking at it without considering the members that form the three groups. The total members of the state organs in Tanzania when expressed as total of number of employees do not exceed 500,000. Therefore, the challenges that are created by the organs can be reflected to the components forming the state organs. In addition, the private sector includes all other organizations, individuals and so forth, and thus collecting the rest of the population. It is worthy noting that even those termed state personnel play a pivotal role in private sector. The interplay of the two member organs creates another difficult package of managing governments. Hence, the key role of the president would be balancing the two groups on the daily performance. Much as it is difficult to govern or manage the micro-organ of the governments, leaders ought to invest into management of the macro organizations. It is therefore expected that purifying the main organ (macro) could facilitate smooth running of the government.

Furthermore, management of government means more than managing a single organization. We who are considered champions of management worldwide do agree that leaders face difficulties in managing people (human resource) than any other resource. When an accountant hides indoor and does some balancing of equations, preparing financial statements, does so while conversing with static numerals-numbers. If the profit of the organization is, \$1000 remain so. With people, the exercise is different. A minister appointed today, would not necessarily be the same five minutes after appointment. People are subject to change due to circumstances. However, taking some measures during placement or appointment of the subordinates can facilitate firmness of the appointee and thus reduce change resulting from circumstances. Such measures include appointing leaders of various sectors through interview. Unfortunately, the suggested measure is not common in most governments particularly when appointing ministers, regional commissioners and district commissioners to mention but a few.

Therefore, presidents when fully engaged with the business of the office, faces the optimal challenges

in the life of human beings. Presidency generally is the most difficult job found on earth. The reason for that is partly because it means dealing with people, and the same are dynamic and at times unpredictable pending the modal of recruitment of subordinates. Presidency means a lot. It involves setting your objectives, of course as per party manifesto, which at times one may not assimilate it, and therefore imposing some changes would be vital to suit the president. Secondly, the party manifesto may have some uncompleted tasks from the previous regime, both from budget constraint or from laxity of the past regime, which will need the newly president to accomplish.

The challenge however, remains that at times the president may access the party manifesto and keenly read it when has actually attained presidency. That would pose another challenge, in fact a set of challenges. Firstly, is harnessing personal objectives versus party objectives. The more the deviation in terms of objectives and priorities the more is likely the suffrage of the new president. In addition, in this regard presidents the world over, suffer much because they carry the burden of the people of the entire land. An assumption, which is assimilated here, is on the view that Presidents assume the office of presidency with mandates and responsibilities vested to them. Style of leadership is another challenge. One may examine the structure of the organization – the government and realize that it is difficulty to move forward with the setup of ministers and ministries. Hence, change of the ministries becomes inevitable. The change may encompass number of ministries and ministers.

Sometime it is difficult to explain the move towards the change, hence concealing becomes part of the office of the president and presidency. The danger arises in several dimensions. 1) Whether the change of ministries has to do with what one will perceive as weakness of the former or past regime. Since weak setup of ministries could be the result of inherent from more than one regime. 2) Whether the change will imply doing away with some ministers of the past regime; this depends on whether the interplay of the number-is it increasing or decreasing. 3) Whether the change when has already been effected would be perceived positive by those who were in the past regime, and the people in general. 4) Whether the change infiltrated by the President and thus bears the cost of it or has no stake but is due to pushes and drives of peers. 5) Finally, whether the change is a result of harnessing the policies including party manifesto, and implementing strategies that provide solutions to problems of the nation. All together it is imperative to realize the fact that presidents have to be assessed with an eye of a specialist, particularly in systemic thinking and exposure that is sufficient to give a piece of advice. Before we examine concisely the four regimes, it seems

convenient to elude and elicit the meaning of government.

Defining governments and management

There are many types of government, hence the definitions. However, the concern of this paper is to present a general definition on a democratic government. The government is the system or form by which a community or other political unit is governed. It is tyrannical government by the people, exercised directly or through elected representatives. It is the act or process of governing, especially the control and administration of public policy in a political unit [3, 5]. It refers to the office, function, or authority of a governing individual or body. Therefore, to govern is to exercise authority in a political unit; rule. The government can further be defined as the agency or apparatus through which a governing individual or body functions and exercises authority.

There are generally three eminences of governments: 1) those resulting from the people through votes cast. 2) Those resulting from the transfer of power through kingship or queens. 3) Those resulting from dictatorship (power taken through coercion or by force).

One can present a more precise difference of government by segmenting the types into some other characteristics. For the purpose of this paper, it is important that governments are set into two: Those resulting from votes but under multiparty democracy and those that are under single party democracy. The differences are pertinent as they throw different challenges on those who manage the governments in particular the president.

Tanzania government falls under democratic government, which has few characters pertinent to be narrated. The narrations will mainly focus on the powers of the president as not all presidents assume same powers the world over.

THE REGIMES OF THE TANZANIA GOVERNMENT

Tanzania has so far been able to register transition of regimes four times since independence. Certainly, that is why some authors such as Norman [5] consider Tanzania as the mother of democratic transformation in Africa. Of course some of us would have gone further. Comparatively Tanzania is one of the key democratic countries on the globe. Indeed giving hero to him who deserves hero has no harm at all. The three regimes prior to the forth are: Julius Kambarage Nyerere (1961-1985), Ali Hassan Mwinyi (1985-1995), Benjamin William Mkapa (1995-2005), and the forth regime is of Jakaya Mrisho Kikwete (2005-2015). This discussion does not intend to cover

all events that happened during every regime, but decisions that are policy in nature and promptness of the same in every event.

The first regime 1961-1985

The first regime of the government of Tanzania could be said to have started officially on the 9th December 1961 when Tanzania attained her independence from the British Colonial. The regime started with Julius Kambarage Nyerere who led the country from independence to 1985. Nyerere led the country for about 24 years. Some key issues were observed during this period. First, the government realized three enemies/problems that were considered the key in hindering development of the people. The problems were diseases, poverty, and ignorance. The essence of this article is to narrate the interventions of the president as opposed to cardinal interventions as stipulated by rules and regulations.

This regime, of course, under Nyerere saw the enemies and declared them unwanted. Poverty was cardinaly intervened –hardworking in agriculture and production of goods and services were insisted. However, most schools were owned by Christian missionary, although joining the schools was not biased to Christians, but the fees that were imposed indicated bias in favor of the rich. Mwalimu felt that a strong decision was to be made, of course, irrespective of the costs. The decision was to render possibility of all children that were capable of joining the schools do so. Certainly, this was done through three drives: 1) Mwalimu was born and grew from the poor family though his father was a local Chief. 2) Mwalimu was considered unable to pay the fee; hence, he felt the pinch of poverty. 3) Mwalimu knew the true situation of the people of Tanzania and their ability of paying or of not being able to pay school fees, hence he acted accordingly to save the majority.

Mwalimu decided to declare all missionary schools to be under the government, and missionaries, in some instances, had to find their own way back to their countries of origin. To this regime the issues of ignorance were almost done. Children from all cadres were now able to join schools. School fees were no longer barriers, perhaps performance. The action went hand in hand with nationalization of major means of production, which saw most investment, which were privately owned; being transferred to the government. This action was the second, and to deal with poverty. In addition, poverty was almost dealt; this was done in 1967 through what is popularly known as Arusha Declaration.

Mwalimu realized that the scattered population of the people hindered the strategies of awareness creation to the people of Tanzania. Hence, fighting

poverty and educating the people on the importance of education and working hard was difficult. He then went for the third intervention, which was vilagelization. This was an action which entailed to bring together the scattered population into groups or clusters that were manageable for supporting them with education, health services, water, electricity and creation of cooperatives, among others. This again was the move, which meant some people regretted on the actions and for obvious reasons differed with Mwalimu. However, this regime implemented the decision, it was done, and the dates are registered as 1974.

The focus of the decision and the implementation was to see the bright future of tomorrow of the people of Tanzania than one could see today. Hurdles and problems that were faced could not defeat the benefits that were anticipated. Further, Mwalimu Nyerere made what was considered abnormal decision when he introduced what was termed Universal Primary Education, which had two dimensions: 1) meant to cover the gap of teachers by creating a new cluster of teachers, which were standard seven, and were made to be trained teachers of primary school in Tanzania. 2) To ensure that all children that had attained the age permissible to join primary education were actually joining. The action of course helped to reduce the gap of shortage of teachers in Tanzania and mandated people to send their children to school. In addition, it should be registered that the first dimension was temporary measure and some of us benefited from such decision. This could be said hard decision number four and was taken in 1975-76.

The first regime of Tanzanian history went to see the intrusion of the government of Uganda into the borders of Tanzania. Mwalimu found it worthy to react to the government of Uganda. History suggests that Uganda had actually more advanced weapons compared to Tanzania, but wars are won by many other things, including desire and motives for the battle, support from the people to whom the battle is shaped, and readiness of the citizen to back the army, among others. Tanzania won the battle, this was 1978-1979. This hard decision is marked number five.

Mwalimu Nyerere marked the sixth hard decision in 1985, when he declared that year as the end of his regime. Mwalimu, had he decided to contest, he could just continue winning. Even the study that was conducted in 1995, ten years after the end of his tenure, 92% of the graduate who were subjected on the study indicated that they felt Mwalimu was the right person to rule Tanzania [6]. The act marked another record of Tanzanian regimes in Africa. Most leaders, who were colleagues of Mwalimu found hard to step down and kept contesting until were defeated. The list includes Kenneth Kaunda, of Zambia, who was defeated in 1992

by Fredrick Chiluba; Daniel Arap Moi of Kenya who was defeated by Mwai Kibaki, in December 2002; and Kamuzu Banda of Malawi who was defeated by Bakili Muluzi.

There might be many decisions that Mwalimu did in his regime, however, the noted are those considered were made and reveals the potentials that Mwalimu had, in making hard decisions. Moreover, if he could decide to be silent, he could not have lost his presidency. Other decisions that Mwalimu did, which some consider were important; include the union of Tanganyika and Zanzibar. Altogether the mentioned decision were pertinent for the moving forward of Tanzania. Norman [7] reveal that every decision that is taken by any person, institution or firms must be weighed against its ability to foster development. Decisions that are made without a gauge or a premise of development lack justification as indeed would be subjected to whims, which could mean tribalism, ethnicity, belief-religion, culture and geographical settings. While we appreciate the job well done by the first president, yes few schools were built to address removal of ignorance. We can come up with several reasons for the negative results in terms of schools construction, but as Norman [8] indicates "...we are leaders for societal problem solving..." and thus we stand no excuse for failure [9].

The second regime 1985-1995

The second regime of governance in Tanzania started in 1985. The regime is popularly known after the nickname of the second President of the United Republic of Tanzania, in the name of Ruksa- Ali Hassani Mwinyi. Ruksa is a Kiswahili word, which can literally mean allowed freely or free, without toil or hurdle- permissible. Generally, the Tanzanian economy dropped drastically after the war with Idd Amin Dada who was President of Uganda- the war waged in 1978-79. Hence early years of 1980s found Tanzanian economy at risk. Borders of Tanzania and Kenya were closed. Hence, some benefits that could be attained through the borders were also deterred. Back in 1983/84 the former prime minister of Tanzania, Edward Moringe Sokoine gave a suggestion to Mwalimu Nyerere who barred the coming of foreign goods. Sokoine insisted that much as people had money, barring them from importing was wasting the strength of the economy [4]. Allowing them meant utilizing properly the money that was gained from the economic various ventures irrespective of credibility in terms of cleanness.

Dr. Salim Ahmed Salim became Prime minister after the death of Sokoine in 1984. Salim, did a wonderful work of actualizing the vision of Edward Sokoine of ensuring more imports particularly from Kenya, among others. Henceforth a year later Mwinyi

took presidency. He eventually implemented the suggestions of Sokoine and of course, the same work was on road through Salim Ahmed Salim. In 1985 through 1990s, Tanzania implemented the so called trade liberalization. It was during this period, which manifested the increase of both devaluation and depreciation of TZS from 17 TZS per dollar in 1984 to 680 TZS per dollar in 1988. But the same period realized the reduction of working days from six days per week to five days per week. Mwinyi addressed the nation on May Day and had this to say:

The lives of our workers, particularly government employees are increasingly gaining difficulties. Hence, a need to create a day among the weekends, to allow them consider personal endeavors such as cultivation, farming and grazing as part time jobs meant for improving their income. Therefore, May Day of this year (1987) should be celebrated for disallowing workers to go to work on Saturdays¹.

Mwinyi made this as the second difficult decision in his regime. Early 1990s Mwinyi, of course with advice of Mwalimu, decided that there should be an opinion poll like, which meant to find out the stance of the people regarding single party system and multiparty system. To make this possible he created the Nyalali Commission which collected views of various groups of people and the results were that about 80% of respondents were in favor of single party system [10]. In addition, the remaining 20% was in favor of multiparty system. It was clear and obvious that the majority people wanted the single party system to prevail. On this, Mwalimu intervened and had this to say when addressed the media people as his response on the decision regarding polls.

Indeed we have had a straight forward opinion regarding the choice of the people on political party democratic system. The majority are in favor of the single party system. Of course the majority have no option as they actually know only one party and have no experience of any other system. We had multi-party system in the past about two to three years after independence, it was not felt, I guess. However, my comments on this are a win-win situation. Those who have voted for single party system have actually meant that they

¹ Address of President Ali Hassan Mwinyi, the second regime President, during the May Day (workers day) of 1987, where he declared Saturday as off duty, and was meant to be utilized for improving the income of the people, by utilizing the same in extra income making works such farming, cultivation, and so forth.

want CCM, indeed they should be given. Nevertheless, those who opined for Multi-party democracy political system meant they want another choice of political party other than CCM, though they are few, indeed they too should be given that choice. The good thing is by granting each the opined option do not infringe the choice of another group. Secondly I have read the report, the few who were in favor of multi-party system are group of lawyers, academicians and so forth ... generally elites, which gives another conception that they are people who knew what they were for².

Although some feel strongly that the decision of multi-party in Tanzania was actually backed by the late Mwalimu J.K Nyerere, yet the decision was taken during the regime of Ali Hassan Mwinyi. Heroes and honor on this should thus be availed to him. The third difficulty decision of Mzee Mwinyi was to stop the compulsory participation of national service army (Jeshi la Kujenga Taifa-JKT). This was heavily backed by the opinion of the World Bank and the International Monetary Fund (IMF), which indicated that the government was overspending and that its budget was too heavy. Among the proposals that were made was to reduce the number of government workers. Secondly to remove what was considered as unnecessary cost, among others.

National Service, by that time (1991-1992) was utilizing a budget of about a billion TZS in all camps per year. And it was considered among the areas which could save money for the purpose of strengthening government income. The decisions discussed in this article are those considered strong interventions made by the presidents of the named regimes and does not attempt to mention decisions that could be considered huge decision but could not reflect intervention for boosting the development of the people of Tanzania.

During this period the collection of revenue was marked at 27 Billion TZS per month. Although there is a lot to be included in the analysis of collections of revenue but there is justification that during this regime collection increased at nominal value. Comparatively, the amount collected in this period was

² Response of Mwalimu Julius Kambarage Nyerere on what steps should be taken regarding the white paper final report which was chaired by Nyarari, the former Chief Justice of Tanzania. The majority people were for single party political system. The few about 20 percent were for many party political systems. Nyerere favored both, by considering the opinion of the few as could not harm the opinion of the majority.

almost equal with the amount collected in 1985 during the first regime, if both figures are pegged against the US dollar.

Mzee Mwinyi whom some of us are fond of him as we consider him as our father, had many other challenges that he faced. It was during this time when the World Bank and International Monetary Fund were bitter with the trend of economies of most third world countries. The emphasis was on overspending and huge dependency of the budgets on foreign support. Hence, Mwinyi government had to find the way to mitigate the situation which includes reducing the period set for National Service volunteerism from one year to six months. On the economy, Mwinyi had to find other sources of income to enhance the economic strength. This includes establishing a law to manage minerals with a main focus on Gold. Hence, Act 1987, and later Act of 1994. The intent of these laws was to improve the economy. In addition, since we had not done mining before that period of time, the efforts were more on welcoming investors than other ventures including gains from mining loyalty. During that time the decisions which were made were viable and realistic. When one maps the decisions in relation to the current situation might find them unrealistic. This is due to the fact that some decisions are circumstantial to the extent that when such circumstance is not feasible, one would not realize the essence of doing the same.

The third regime 1995-2005

Benjamin Mkapa was the third President of United Republic of Tanzania. He took presidency in October 1995. During his regime, he found the policy of trade liberalization, which started its implementation during the second regime, was now at its peak. The unproductive government firms were put at stake of being sold. Although Mwalimu Nyerere, did not support the sale of public parastatals³, but Mkapa implemented his strategy. To most of us, Nyerere was a hero, and thus abiding to his opinion was obvious.

Therefore, this was the first difficulty decision that was made as an intervention to the economy. Audit that was conducted during this period found that most of those people who felt government owe them, were actually not creditors of the government rather were debtors. The second decision that was made under this regime was an attempt to start paying the debts to basket funds. Tanzania was supposed to pay some part

³ Mwalimu during the address of Dar es Salaam Elders had this to say: we worked hard to put in place Urafiki Text tile, Kiltex and many others. Now you are selling what was created by the public. If trade liberalization means so, then consider shaping it so that those who want to invest should come with their direct investment rather than stealing the money of the tax payer.

of the debt if it were to qualify for more money for construction of roads and so forth. In 1997, Mkapa announced that each Tanzanian must pull socks because the entire life of the remaining three years of his regime was to be difficult but after that three years period things would be fine. Of course Tanzania Revenue Authority (TRA) put some strategies in place including improvement of tax collection.

The collection went up as 270 billion TZS. Normally comparing figures regarding tax collections requires both: 1) Thorough understanding of the devaluation and depreciation or appreciation of the currency on the period under study. 2) Understanding the price (import price) the increase and decrease of the price abroad particularly for immature economy like that of Tanzania, since short of that knowledge, you may collect the same amount but big figure that has been the result of depreciation and or devaluation. If for instance in 1995, TRA depended collection from 100,000 vehicles which have been bought at \$2000 each piece of vehicle per year, where TZS 700 was equal to a dollar. Assuming that income tax plus VAT is charged at 20% of the cost price then the total revenue would be $0.2 \times 100,000 \times 2000 \times 700 \times 1,400,000 = 28$ Billion TZS. If after five years the number of vehicles remains the same, but the value of money depreciates to 1500 TZS per dollar, the collection of revenue from same number of the vehicles will be: $0.2\% \times 100,000 \times 2000 \times 1500 = 60$ Billion TZS. The described trend would be seen as improved in tax collection, while in real sense it is not. After five years, the TRA in this case collects the same amount. Hence, data provided in this discussion does not articulate comparative analysis.

The fourth regime 2005-2015

The fourth regime started in December 2005. The regime is lead by Jakaya Mrisho Kikwete. Just as other regimes, these also found problems of education, health, diseases, electricity, and water supply persisting. It is true that problems are many, but the International Institute of Training Research and Consultancy in its respectable behavioral research asserts that people consider health as the most important thing in life. The list is followed with water, education, electricity, and roads. The four components will be assimilated in our discussions. We all realize that preferences have some impediments. However, if some few common components are picked, will eventually bring forth a reasonable base of discussions and gauge regarding performance of any President. The cardinal function of the President is peace and tranquility, which is dealt at policy and machinery level, and intervention on societal problems, becomes the second package.

The fourth President started his way to fulfill the cardinal role first and followed by the problems that face the entire country, which is generally considered as

development. Tanzania is made up of two parts: Tanzania mainland and Tanzania Zanzibar. On the first speech of the President of the United Republic of Tanzania in the Parliament he vowed to mitigate the differences, which existed on the Tanzania Zanzibar particularly of Pemba and Unguja. Pemba is an Island, which is a strong hold of Civic United Front (CUF), while Unguja is also an island which is a strong hold of Chama Cha Mapinduzi (CCM) although not at equal stance as the strength of CUF in Pemba. It is acknowledged that the differences in terms of political ideologies had lead into hostile relations among the two parts of Zanzibar.

Kikwete, firmly declared that the differences in Zanzibar must be arrested followed with the mitigation of the differences that exist in the Union. In curbing the situation he firstly, formed the ministry to deal with matters of the union. Secondly, he facilitated the establishment of the committee to deal with matters arising between the two parts of Zanzibar, which are also the differences of two blocks of ideologies of CCM and CUF. The outcome of the committee and the ministry responsible for the mitigation is the referendum, which was conducted for creating a nationalist government on the party of Zanzibar, where the political party that wins presidential election would clinch Presidency and the second on the list would clinch the second vice presidency. Altogether, we all know that things in Zanzibar in regard to 2005-2015 have been arrested. Even the on going campaigns, would see a smooth transition between the two parts. The mitigation of the union matters is still on the process and efforts are vividly manifested.

The second decision was the reshuffle of the government ministries, and creation of some new ministries. There are hurdles on the creation of the ministries, since the constitution is silent on the number of ministries that the President would form, and or the process of formulating the ministries. Hence, the silence of the constitution has both, the merit and demerits. The reshuffle was done of course very early. The pertinence of the reshuffle and the formulation of new ministries are in the insight of the President. However, to us the most important thing is that the action was taken. And indeed even if we would want to weigh the pertinence, it is not convenient. The third decision of the President was accepting the resignation of the Prime Minister after the presentation of the findings of the parliamentary committee. This paper does not try to argue on the facts of the findings of the parliamentary committee, not at all, but on the decisions of the president to accept the resignation of the prime minister. This has two or more dimensions: firstly, that the President did not intervene the parliamentary committee, hence he echoes the separation of power and thus good governance. Secondly, that the president

did accept the resignation of the Prime minister whom we all know is his friend. This again shows that to him, the president, friendship does not hamper presidency, which suggest that he is impartial in executing the office of the president.

There could be more dimensions. The third decision was to quickly respond to the low enrollment level of secondary school education. In this regard, the fourth regime decided to create more space for secondary school education, which could facilitate more students. In this way each ward was supposed to establish at least one secondary school. In this way about 3000 government secondary schools were created, a record, this is the highest in Africa in duration of one to four years.

We are aware that the establishment of secondary schools created another need, which are teachers. The fourth regime took necessary measures to conduct short teaching programs of one year for articulating skills from form six to teach secondary school students. The exercise was temporary and thus lasted for two years. To date Tanzania is a leading country in terms of secondary schools created within a short period in East Africa. We all appreciate that education is a mother of other professions, Dr. Jakaya, kept moving in intervening the higher education for creating space for students that would attain secondary education. Efforts were made to upgrade the colleges that were many in Tanzania to universities. We know the danger for doing this, since as Norman [5] in his famous book "Development is a war what do we do", he asserts that no country can develop by converting the entire population into degree owners, since most of our universities were created to save the government and its affiliate departments. An attempt of creating people with piece of paper known as degree will eventually deter the development of the country as there would be no technical personnel, because of the nature of education system. He adds that, we need to revamp the education system-contents and intents before we allow more people to attain degrees [11].

Further, the fourth regime quickly went to establish the university, which would capture most of the grandaunts from secondary education. In this manner, the government placed the University of Dodoma, which would enroll about 40,000 students upon its accomplishment. Teaching school at Dodoma University would be having about 16,000 students. In few years to come, Tanzania will be having about 5000 teachers graduating per year in the teaching profession from various universities. Certainly, the quality of students would be looked at by the respective authorities. Because the danger we are facing is yet to be deduced by our political leaders. They talk of motivating teachers, though providing houses, and

probably transport, and of course high salary. We gurus of management do not take this, the major problem of education performance, is the quality of teachers. Motivation does not in all senses improve the quality of brain, it creates commitment. A weak person, even if you pay a billion per minute will not change the content of the brain. We must second competent teachers into teaching colleges, if we want to improve students' performance.

Strengthening the Loan Board was another imperative decision, which ensured that more students would attain university education without much suffrage. So far Tanzania is now leading in enrollment rate in universities in East Africa. Policies on acquiring loans from the loan board have it clear in that teachers and medical students are given first priority, particularly in terms of percentage. Other activities the President did include restoring, to some extent the weaknesses that were found in the mining sector. Barrick, the managing director of Barrick Tanzania, accepted to improve in favor of the government some packages that were assortments of the contract.

This again shows brilliance of the president since these contracts were essentially organized and signed in the third regime. We have been able to reiterate on whether the President of the forth regime is on the right direction or not. It has been realized that governing the government is a challenging task. In addition, while challenges are everywhere but those that face governments are more than any organization. The government is a mother of other organizations, and hence the interplay of governing the government is quite appealing. The essence of the paper was to show, though in a nutshell, the performance through trend analysis of cardinal activities of the government, which when dealt with could bring forth development or improved economic situation, not only at nominal value but also on the practical point of view. The areas that have been considered were ability to make decisions, which is the first and fore most credential of any leader [3, 5, 12]. In addition, is the interventions on peace and tranquility, education, health, and infrastructure particularly roads and electricity.

CONCLUSION

On weighing the aggregate of the factors considered, it has been learnt that the number of schools placed during the fourth regime quadrupled the number of the same placed on the first three regimes put together. Number of universities has been increased six times the number of the same placed during the first three regimes put together. Number of health centers has been increased five times the number of the same of the first three regimes put together. Roads created during the fourth regime were almost quadruple the number of roads constructed during the former regimes

put together. Infrastructure on communication and communication network have been improved. Tanzania was one to which charges regarding mobiles phones were higher than any country in the East African Community. To date the policy has been put in place that has rendered gradual reduction of price per call. Hence, on concluding the paper it can be reiterated that Jakaya Mrisho Kikwete is on the right direction in managing the government of Tanzania, particularly on dealing with elimination of ignorance, disease and poverty. In that regard three propositions are forwarded: 1) the president that will assume power after the fourth regime will face extreme challenges of equipping and equating the performance of the fourth regime and the fifth one. 2) People will pose many challenges on the fifth President due to the involuntary comparative analysis that would be made on the fourth regime versus the fifth. 3) Preferences will be made on systemizing the appointment of political leaders of the central and local governments, and the affiliate government organizations to reflect the competence based recruitment, promotion and appointment. As we always argue as gurus of governance and management, the major challenge of the third world governments is not on systems of governance, but on the weaknesses appended on appointments. Yes, it is lack of competence based promotion, appointment and recruitment. It is proper appointments of personnel that will yield good performance, reduce corruption, yield loyalty amongst government institutions, improve laws of the land, and append correct measures on contracts regarding the perceived national cake such as gold, coal, diamond, and gas to mention but a few.

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