

EVENT REPORT

Konrad-Adenauer-Stiftung e.V.

TANZANIA

DANIEL EL-NOSHOKATY
ILIANA VELKOVA

JUNE 2016

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Ethical Leadership and Good Governance of Natural Resources for Sustainable Development in Tanzania

SYMPOSIUM ON GOOD GOVERNANCE AND NATURAL RESOURCES

The Mwalimu Nyerere Memorial Academy (MNMA) and the Konrad-Adenauer-Stiftung (KAS) jointly convened a symposium on ethical leadership and good governance of natural resources in Dar es Salaam, on 15 June 2016, one year after MNMA launched its new 'Leadership, Ethics and Governance Training Programme'.

Background

While Tanzania is rich in natural resources, a significant part of its population today remains severely underdeveloped and the country's resource wealth has not yet generated high economic growth. Part of this could be ascribed to the misuse of power and authority, poor accountability and the lack of concern for the common good. It is against this background that the primary objective of MNMA and KAS has been to strengthen the principles of good governance and ethical leadership through awareness-raising and capacity-building measures targeting current and future public servants.

Among the 1,400 participants, the event was proud to host government officials; religious leaders; representatives from political parties; academia; the private sector; NGOs and international organisations. The largest group of participants, however, was

made up of young Tanzanians who were given the chance to open up to critical debates and on whom the socio-economic development of the country will depend in the future. Welcome remarks were delivered at the opening ceremony by Daniel El-Noshokaty, KAS Resident Representative; Professor Shadrack Mwakalila, Rector at MNMA as well as Philip Mangula, Vice-Chairman of the CCM Party. In addition, an introductory speech was held by the Deputy Permanent Secretary of the Ministry for Education, Science, Technology and Vocational Training, Dr. Leonard Akwilapo.



Participants at the symposium, Auditorium Mwalimu Nyerere Memorial Academy, 15 June 2016

The event centred on three presentations that addressed: i) the potentials of natural resources for sustainable development in Tanzania, ii) the challenges and opportunities related to good governance of natural

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resources and iii) the role of ethical leadership in sustainable development. Comments by experts and follow-up discussions with the audience gave occasion for thought-provoking exchanges of ideas and opinions.

Blessed with natural resources

In the first presentation, Rev. Prof. Dr. Aidan G. Msafiri began with critically questioning why Tanzania is 'not developing' and how it can be explained that in terms of development Tanzania - 'the most blessed country in Africa when it comes to minerals' - is lagging behind other African countries with fewer natural resources. He also emphasised that a smart management of natural resources is still missing in Tanzania due to the persistence of 'politics without principles', greed and the prevalence of an increasingly consumerist culture.

Mr. Gerard Hendriksen, Consultant and Renewable Energy Expert, went even further by demonstrating that land and water are Tanzania's most significant natural resources. As such they require strong leadership at national and local levels, especially since demand for water will substantially increase alongside demographic challenges. Furthermore, he stressed the dilemma that Tanzania will soon have to solve: How can the increasing access to modern energy for socio-economic development be balanced against the urgency to minimise carbon emissions?

Students showed great interest in the presentations and were very eager to contribute to the discussions. 'In Tanzania the education that we get is not relating to the development or to the resources that we have', one student noted. Another shared the view that 'our leaders are not directed to us'. Responding to the numerous remarks from students, Prof. Msafiri and Mr. Hendriksen both highlighted that investing in 'transformative education' is the way forward to ensure a more environmentally-

conscious society as well as to prevent the vanishing of societal values and ethical fundamentals.

The Afro-centric perspective

Recognising that good governance values are deeply rooted in the shared African cultural heritage, Dr. Camillus Kassala underlined the need to adopt an inclusive, people-centered, Afro-centric perspective on the governance of natural resources. By doing so, he argued that one can better grasp what effective management of power and responsibility implies and what principles should guard socio-economic relationships and the just allocation of natural resources in Tanzania. Dr. Kassala also pointed out that from an afro-centric perspective, the community is more important than the individual and 'a policy that speaks more about the individual investor or emphasizes the stakes of the private sector more than of the public in extracting natural resources, should be named and shamed'.



Presentation by Dr. Camillus Kassala, Lecturer and Dean of Students, Eastern Africa Statistical Training Centre

More specifically, Dr. Kevin Mandopi, Commissioner for the Commission for Human Rights and Good Governance (CHRAGG), stated that at present the government exercises insufficient scrutiny over mining firms, lacks bargaining power and specialist knowledge to ensure that mining companies serve the public interest. He referred to a public hearing conducted by the CHRAGG in 2015 during which allegations of systematic

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human rights violations, in particular, the right to participation and consultation, came to light. Villagers complained about having been forcibly evicted from their settlements, farmlands and places of worship.

'The shadow of the leader'

But how can an ethical environment be created in 'the shadow of the leader' who is captured by the negative influences of power? In his presentation Dr. Ahmed Rasul Minja addressed precisely this question by illustrating the contrasts between ethical and unethical leadership and thereafter revealing the essential elements of ethical leadership. With reference to the findings of various scholars, he indicated that the foremost element, which has been widely cited in academic literature, is that of trustworthiness. Thus, Dr. Rasul Minja remarked that ethical leadership must be carefully developed and nourished, making the expression and extension of trust to those you lead key to achieving this.

Additionally, Mr. Bintu Bintu, Lecturer at MNMA's Department of Economic Studies, claimed that public officials must integrate effectively national interests into their career practices and clearly distinguish between public and private leadership.



Student making a statement during the discussion round, Mwalimu Nyerere Memorial Academy

Conclusion

Good governance of natural resources entails the existence of good leadership. It was commonly accepted that poor leadership is largely responsible for the malaise in

the administration and management of Tanzania's natural resources. All presenters therefore acknowledged that Tanzania must have a new paradigm for the management of natural resources. Leaders should not depend on patronage, nepotism and corrupt practices. Nor should they disregard the sustainability of natural resources for future generations. Instead, they should be in a position to instil a sense of accountability and transparency. Strong institutional leadership and proper policy interventions are now more than ever required to ensure that 'the needs of the present are met, without compromising the ability of future generations to meet their own needs'.