

## **Annual report 2015 / 2016**

### **Annex**

## Abbreviations

|         |   |         |   |
|---------|---|---------|---|
| ACT     | Agricultural Council of Tanzania                        | PPD     | Public Private Dialogue                                       |
| ANSAF   | Agriculture Non-State Actors' Forum                     | PPP     | Public Private Partnership                                    |
| BARA    | Business Activities Registration Act                    | PSO     | Private Sector Organisation                                   |
| BDSP    | Business Dialogue Support Provider                      | SAGCOT  | Southern Agriculture Growth Corridor of Tanzania              |
| BEE     | Business Enabling Environment                           | SAUT    | Saint Augustine University of Tanzania                        |
| BEST    | Business Environment Strengthening Tanzania             | SDL     | Skills Development Levy                                       |
| BRN     | Big Results Now   | SUA     | Sokoine University of Agriculture                             |
| BSPS    | Business Sector Programme Support                       | SUGECO  | SUA Graduate Entrepreneurs' Co-operative                      |
| CPRA    | Centre for Policy Research & Advocacy                   | TAFF    | Tanzania Film Federation                                      |
| CRN     | Community Radio Network                                 | TAMFI   | Tanzania Association of Micro Finance Institutions            |
| CSO     | Civil Society Organisation                              | TAHA    | Tanzania Horticulture Association                             |
| CTI     | Confederation of Tanzanian Industries                   | TASGA   | Tanzania Sugarcane Growers' Association                       |
| DADPs   | District Agriculture Development Programs               | TCCIA   | Tanzania Chamber of Commerce, Industry & Agriculture          |
| DIB     | Digital Information Base                                | TCT     | Tourism Confederation of Tanzania                             |
| HEI     | Higher Education Institute                              | TEF     | Tanzania Editors Forum  |
| HI-LINE | Higher Learning Institutions Network                    | TNBC    | Tanzania National Business Council                            |
| IMED    | Institute of Management and Entrepreneurial Development | TPSF    | Tanzanian Private Sector Foundation                           |
| IPR     | Intellectual Property Rights                            | UDBS    | University of Dar Business School                             |
| KPIs    | Key Performance Indicators                              | VAT     | Value Added Tax   |
| LGAs    | Local Government Authorities                            | VIBINDO | Vikundi vya Biashara Ndogondogo                               |
| MALF    | Ministry of Agriculture, Livestock & Fisheries          | ZATI    | Zanzibar Tourism Industry                                     |
| MDA     | Ministry, Department and Agency                         | ZNCCIA  | Zanzibar National Chamber of Commerce, Industry & Agriculture |
| MNRT    | Ministry of Natural Resources & Tourism                 |         |   |
| MoCU    | Moshi Cooperative University                            |         |   |
| MSME    | Micro, Small & Medium Enterprise                        |         |   |

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### BEST-Dialogue

BEST-Dialogue's main objective is to support private sector organisations (PSO) to influence public policy concerning the business enabling environment (BEE) through well-informed open and continuous dialogue.

BEST-D provides grants to engage in dialogue and advocacy, with mentoring support and, occasionally, grants for institutional development. This is expected to lead to more pro-active PSOs with greater capacity to lobby government.

BEST-Dialogue | P.O. Box: 6983 | Dar es Salaam | Tanzania

☎ +255 22 260 1168 ✉ [info@best-dialogue.org](mailto:info@best-dialogue.org) 🌐 [www.best-dialogue.org](http://www.best-dialogue.org)

# BEST-Dialogue

## Annual report 2015/2016: annex

BEST-Dialogue monitors activity and progress of all the projects that it manages. In the case of support for private sector organisations, it requests that all those in receipt of grant support should submit quarterly reports. They all complete a standard report and the results are collated into a database to ease reporting. This annex sets out the achievements in detail against the targets.

**Table 1: Indicators for outcome: Private sector effectively influences the public sector to improve the business enabling environment (BEE) in a well-informed, sustained dialogue in an open and transparent space**

| Indicator   | Baseline (2014/15)  | Target (by June 2019)   | Achievement (2015/16)   | Achievement (to date)   |
|---|---|---|---|---|
| 1. Number of dialogues engaged by number of PSOs                                      | 12 at national level, 7 at LGA level                                  | 25 at national level, 12 at LGA level (5 years)   | 16 PSOs engaged in 17 dialogues at national level, 12 at LGAs and 4 in Zanzibar (directly funded by BEST-D)   | 44 dialogues engaged by 19 PSOs of which 23 were at national level, 14 were at local level and 7 were in Zanzibar   |
| 2. Policy reform proposals submitted to government and followed through by PSOs       | 10 at national level, 7 at LGA level                                  | 20 at national level, 12 at LGA level (5 years)   | 4 PSOs submitted 5 policy reform proposals at national level directly linked to BEST-D grant.   | To date, 10 PSOs have submitted 12 policy proposals arising from projects directly linked to BEST-D support, 10 at national level, 2 at local level   |
| 3. Government and PSO apexes entertain sustained and effective BEE dialogue platforms | Two platforms (BRN-RoadMap and TCT-MNRT)                              | Three PPD platforms sustained (new platform for agro sector sustained) (5years)                         | TPSF coordinated participation of PSOs in the 8 <sup>th</sup> & 9 <sup>th</sup> TNBC meetings. TPSF was involved in the preparatory meetings and agenda setting process, including at the Executive Committee. TCT also led the tourism platform together with MNRT to discuss issues impacting the tourism sector. | TPSF, TCT and ACT have been engaged in re-establishing effective and recurrent dialogue platforms with government. We perceive that the current government is not fully engaged, as demonstrated by the end of Big Results Now and the inactivity around the Doing Business roadmap |
| 4. PSOs will have achieved media coverage on supported projects                       | 90 print articles, 71 features on 2 radio stations and 15 TV features | 120 print articles, 70 radio features on 15 stations (national and community), 20 TV features (5 years) | 93 print articles, 132 radio features from 14 community radios and 1 national radio stations), 16 TV features.  | 179 print articles, 212 radio features from 15 radios stations, 96 TV features (with 20 TV features directly related to BEST-D funded projects)   |
| 5. Media receive feed-back on reporting on BEE and PPD coverage (sms and call-in)     | Zero  | Response statistics show progressive growth   | Some 252 feed-back SMS, 438 call-in received for Boresha Biashara radio programme; 45 SMS, 2 call- in for Ease of Doing Business; 1,425 SMS from Ruka Juu radio programme   | It is too early to say whether this trend will continue as the training of local radio stations in audience interactivity is at an early stage.   |

**Table 2: Indicators for output 1: PSOs with improved skills and competence to engage and participate effectively in a sustained institutionalized consultation and evidence based public private dialogue.**

| Indicator   | Baseline (2014/15)  | Target (by June 2019)   | Achievement (2015/16)   | Achievement (to date)  |
|---|---|---|---|--|
| 1.1 PSO competence shows progressive improvement in dialogue capacity and PPD incidence for successive 12 month periods | 66 per cent of supported PSOs improved competence during BEST-AC2 | 80 per cent of supported PSOs (data from baseline diagnostics assessment)   | 16 diagnostic assessments were undertaken during 2016, of which 4 PSOs demonstrated improvement (that is 25 per cent) compared to their 2014 (ie their baseline) assessment.  | During this phase, diagnostic assessments have been undertaken with a further 8 PSOs. Overall, 8 have out of 24 PSOs (that is 33 per cent) have shown an improvement since 2014 (the baseline year for many PSOs). |
| 1.2 PSOs/CSOs (pro)actively and effectively engaged in dialogue around national and local budget cycles                 | 5 national PSOs engaged in national budget cycle                  | 6 PSOs in annual national cycle and 10 PSOs in local cycles/DADPs (5 years) | TPSF, CTI, TAHA, ANSAF and TAMPAs engaged with TRA in the review of Finance Bill 2015/2016 and implementation of new VAT Act 2014. Six PSOs (TPSF, TAHA, ACT, CTI, ZNCCIA and ZATI) participated in the national budget review 2016/17 which resulted in the reduction of SDL from 5% to 4.5%; a proposal to pay Capital Gains Tax by shareholders owning shares below 25% was dropped; a proposal to deposit 100% of the amount in dispute after a tax assessment was dropped and the existing arrangement of a 33% deposit was retained; and removal of all taxes for unprocessed horticulture produce. | Three PSOs were engaged in 2014/15; in 2015/16 six PSOs actively and effectively engaged in dialogue around national and local budget cycle.   |
| 1.3 PSOs engage and contribute in new policies, policy / legislation reforms relating to BEE                            | 1   | 2 per year (total of 10)  | Four PSOs (TPSF, TAHA, ACT and TCT) engaged and contributed in two new policies and three reforms   | We have identified 12 occasions when PSOs appear successfully to have influenced policy  |
| 1.4 Number of PSO initiated research/evidence based dialogues held with public & private sector                         | 10 (national level) and 7 PSOs (local level)                      | 20 (national) and 15 PSOs/CSOs (local level) (5years)                       | Eight PSOs engaged in 11 dialogues (5 national and 6 local levels) directly linked to BEST-D fund. However PSOs were also involved in as many as 90 dialogues not directly funded by BEST-D   | 16 PSOs engaged in different coalitions in 14 national and 8 local dialogues   |

**Table 3: Indicators for output 2: Higher Education Institutions (HEI) competence and proficiency strengthened sustainably and dedicatedly to provide training, mentoring and research capacity to support public private dialogue.**

| Indicator  | Baseline (2014/15)         | Target (by June 2019)                                     | Achievement (2015/16)   | Achievement (to date)   |
|--|----------------------------|---|---|---|
| 2.1 Advocacy training provided to PSOs   | 21 PSOs; (96 participants) | 30 PSOs/CSOs (5 years)                                    | Some 33 people from 17 PSOs participated in 7 training sessions (2 Basic Advocacy; 2 Advanced Advocacy; 2 Membership Recruitment and Retention; and 1 Basic Media)                | 106 people from 28 PSOs participated in a total of 10 training sessions.  |
| 2.2 Organized dialogues for national and LGA specific issues facilitated and moderated by HEI    | Zero                       | 4 per year (total of 20)                                  | Eight dialogues (2 national, 6 LGA) were organized by five PSOs (3 TCCIAs, 3 ACT and 2 TCT) facilitated and moderated by HEI  | Eight dialogues organised   |
| 2.3 Research by HEI specifically carried out to open/inform/incite PPD in sensitive environments | 1 in 2014                  | 2 per year (total of 10)                                  | Eight research reports (5 final, 3 drafts) were undertaken. <sup>1</sup>  | Ten research reports have been prepared (2 in 2014/15; 8 in 2015/16 FY)   |
| 2.4 Training delivered to PSO apexes for improving their performance and sustainability          | Zero                       | 1per year for each Apex receiving a Block Grant (total 5) | 62 executive and members from 3 PSOs attended 4 training programmes (2 ACT, TCT and ZNCCIA) for improving performance and sustainability.   | Total of seven courses delivered to 3 PSO Apexes (4 to ACT, 2 to TCT, 1 to ZNCCIA) for improving performance and sustainability |
| 2.5 Coaching sessions on PPD facilitation provided to BDSPs and young researchers                | Zero                       | 1 cycle of 3 workshop components per year (total of 15)   | Three workshops on basic advocacy and research methods; and ToT on advocacy and dialogue process were conducted to 41 BDSPs/Young researchers from MU, MuCo, UDBS, SAUT, and SUA. | Seven workshops on advocacy and dialogue process provided to 109 BDSPs/Young researchers, the majority from HILINE              |

<sup>1</sup> Introduction and adoption of Electronic Fiscal Devices (EFDs) by Business Community in Tanzania: Lessons learned, opportunities and challenges for dialogue process by CPRA; Stocktaking of Dialogue and advocacy Initiatives for Business Environment Reforms in Tourism Sector in Tanzania by CPRA; Effectiveness of State-Business Relations in the Food-Processing Sub-Sector in Tanzania Dialogue with Central Government: Private Sector Perspective by Dr. G. Urassa and Khalidi Swabiri; Improving Farmers' and Local Govts' Income through Rationalization and Coordination of Crop Cess in Njombe by University of Iringa; Public Private Dialogue in selected LGAs in Tanzania" Case study in Dodoma and Kigoma regions by Mzumbe University; Drafts include: Challenges of Coffee Price Fluctuations and Sustainability of Agriculture Marketing Cooperatives in Tz: Experience from Mbozi and Rombo Districts by Damian Sambuo and others; The State of Business Relationships at Local Level in Tz: Opportunities for Enhancing Local Economic Development through Dialogue by Prof. Ganka Nyamsogoro and others; Challenges of Land Use Conflicts in Kilombero, Kilosa and Mvomero Districts in Morogoro Region by Dr. Daniel Ndeyatabula

**Table 4: Indicators for output 3: media have competence and provide space for quality coverage of business enabling environment issues, making use of authentic data from appropriate sources.**

| Indicator  | Baseline (2014/15)               | Target (by June 2019)  | Achievements (2015/16)   | Achievement (to date)   |
|--|----------------------------------|--|--|---|
| 3.1 Journalists/reporters trained at SAUT in reporting BEE issues and working.   | 10                               | 10 per year (total 50) (of which 3 per year (total 15) get fellowship BEE investigative level) | 38 reporters enrolled and 31 reporters concluded the IBER courses III and IV at SAUT. Each reporter produced three radio documentaries which were aired on the CRN network of community radio stations.  | Two IBER courses concluded (2 basic and 2 advanced); 54 journalists enrolled; 47 journalists completed; 0 on fellowship                           |
| 3.2 Communities at national and local level informed on BEE issues (e.g. agribusiness, markets etc.) and interact through use of SMS                     | 2 national broadcasters<br>SMS 0 | 3 national and 15 local (Community Radio Network)  | A total of 132 BEE issues were produced and aired via one national radio (TBC) and 14 community radio stations. These were produced by SAUT trainees, by the Boresha Biashara production team of MusicMay Day Tz, and the Ruka Juu team of FEMINA.                 | This is up from one national radio (TBC) and eight Community radio stations in the previous year.<br>A total of 1,722 feedback SMS texts received |
| 3.3 Print media supplements / special sections dedicated to BEE issues   | 80 (one monthly + one weekly)    | 180 (one monthly + one weekly)   | Two national media houses produced bi-lingual print supplements. Four supplements covering 20 BEE issues targeting the agricultural sector were featured by the Guardian newspapers and 13 non-agricultural issues were featured by Mwananchi Group.               | Two national media houses produced bi-lingual print media supplements with a total of 66 BEE issues/stories.                                      |
| 3.4 Journalists and editors participate in and cover BEE PPD events and workshops  | 2/year                           | 6/year   | The BEE PPD media coverage evaluation report focused on local broadcast media trained at SAUT (comparing quality before and after training). The sample size was rather small as radio features selected for the evaluation were those from community radios only. | none  |
| 3.5 Business events and dialogues conducted to discuss BEE constraints and opportunities and propose solutions (e.g. national conference, launch events, | 1/year                           | 3/year   | Multi Actor Integration (MAI) model was implemented through a loose network of Hi-LINE, the CRN, a network of regional TCCIAs. The MAI model succeeded in engaging   | A total of eight dialogues conducted and facilitated by Hi-LINE.  |

breakfast meetings etc.)

regional and district level authorities. Five dialogue meetings were conducted to discuss BEE constraints and opportunities in Njombe, Iringa, Mbozi, and Morogoro.

**Table 5: Indicators for output 4: Knowledge sharing environment with online Info-Base.**

| Indicator  | Baseline (2014/15)  | Target (by June 2019)   | Achievements (2015/16)   | Achievement (to date)  |
|--|---|---|--|--|
| 4.1 Change Agents events, shared by champions from public and private sectors                  | Zero  | 2016:2; 2017: 2; 2018: 2; 2019: 1 (by TPSF and CEO Round Table)                     | none   | Progress is modest due to delayed TNBC meeting and a generally insecure situation for MDA champions due to lack of clarity on which PPD frameworks government will promote |
| 4.2 Annual Business Issues Report launches   | 1 every 2 years (Business Leaders Perception report launch) | 1 every year (alternating between BLP and TEGR, Tz. Econ. Gov. Review) (total of 5) | Three business issues reports produced: Business Leaders' Perception survey 2015; Political Economy Analysis 2015; and Policy Forum of the Tanzania Government Review 2015 with expanded Economic Governance section which emphasized on the Political Economy Analysis. | Three reports produced (launch of PEA pending, waiting for TNBC meeting to be held).   |
| 4.3 Overarching research carried out relating to specific cross-cutting BEE topics in Tanzania | Zero  | 8 (over 5 years)  | Overarching research on "The Transformation of Informal sector" report finalized by IMED.<br>Two other researches on Horticulture (with TAHA); and Oil and Gas with (TPSF) are underway.   | One overarching research on "The Transformation of Informal sector" is finalized waiting to be published   |
| 4.4 Research papers on BEE in Tanzania published in acknowledged international journals        | 1   | 2 per year (total 10)   | None, but note that two research papers and a book chapter completed during 2015/16 were published subsequently in the year <sup>2</sup>   | 3 papers published to date   |

<sup>2</sup> A paper published in Forum for Development Studies: Firm-level perspectives on state–business relations in Africa: the food-processing sector in Kenya, Tanzania and Zambia by Dr. Goodluck Charles, with three colleagues. Published 2016; A paper published in Business Management Review: Introduction and Adoption of Electronic Fiscal Devices (EFDs) by the Business Community in Tanzania: Lessons

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|---|--|--|---|---|
| 4.5 Documentation relating to BEE and PPD is made accessible via web portal (DIB) and links | 25 reports in 2014 (via BEST-AC website) | Progressive growth in web statistics of DIB Portal | More than 300 approved documents (BEE reports, policy briefs, etc) have been processed and are ready to be uploaded via the DIB. Some 2,964 users visited the BEST-D website and downloaded 125 documents on 702 occasions. | More than 6,000 users have visited BEST-D website |
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