



Doing business, let's make it easy - and fair

BEST-Dialogue Annual Report 2015 - 2016

BEST-Dialogue 

Business Environment Strengthening for Tanzania



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Abbreviations

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

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.

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BEST-Dialogue

Annual report 2015-2016

1. Introduction

BEST-Dialogue's purpose is to build the capacity of private sector organisations (PSO) so that they are well-informed and thus able to engage effectively in public private dialogue and to influence reform of public policy to improve the business enabling environment. PSOs are most effective when they can identify issues that inhibit private sector growth and job creation, when they can support public officials by providing detailed and objective research evidence, when they can articulate and effectively communicate compelling proposals to reform public policy and when they can persuade the private sector of the merit of specific public policies.

Many PSOs, however, do not have the skills or resources to be able to do this and that is the need that BEST-Dialogue aims to address. It works in four areas: providing grants for advocacy and dialogue; building the competence of PSOs and Higher Education Institutions to engage in effective dialogue; raising awareness through improved communications and greater media coverage; and knowledge management, intended to leave a legacy after support for the BEST-Dialogue basket fund ends.

2. Highlights & overview

This is the second year of a five-year programme of support. The report is for the period 1 July 2015 to 30 June 2016. Highlights include:

- ✚ We supported 16 PSOs to engage in 33 dialogues at national and district level and in Zanzibar. Five policy reform proposals from four PSOs were submitted and led successfully to dialogue with the public sector. This included proposals from TPSF on the National Private Sector Development Policy 2015, and the Public Private Partnership Regulations 2015; TAMFI on the Micro Finance Institution Policy 2015; ACT/TAHA on the Agriculture Sector Review of the Finance Act 2013; and TAHA on the amendments of the Fertiliser Act 2009 and the Plant Protection Act 1997.
- ✚ Our academic partner, CPRA provided capacity building courses to 33 people from 17 private sector organisations; in-house learning events to 62 persons at 3 apex PSO, including public sector executives; prepared 41 young academics for BEE research and local level dialogue facilitation.

- 🔄 We successfully trained 31 community radio reporters on business environment reporting.
- 🔄 A total of 132 articles on BEE issues were aired on national radio and 14 community radio stations.

3. Performance

This section describes some of the activities that have been undertaken and the results that have been achieved. Detail on the number and value of grants is provided in chapter four of this report. The main activity is providing support directly to private sector organisations to enable them to engage in advocacy. The first section here below describes some of the successes.

3.1 Successes in advocacy and dialogue

Enhancing the cashew value chain

The Agricultural Non-State Actors' Forum (ANSAF) reviewed the cashew sub-sector and the relationships between stakeholders with the objective of improving the regulatory regime and marketing of this important crop for farmers in the southern zone of Tanzania. Local dialogues spearheaded by ANSAF, its members and farmer groups resulted in the abolition by the Cashew Board of Tanzania of 'shrinkage' costs that stood at two per cent. This resulted in a saving of TZS 20 per kilogram, putting TZS 3 billion (c. \$1.4m) back into the pockets of the farmers.

In another development, four different charges were removed from the cashew nut value chain: TZS 20/kg contribution to the Cooperative Unions; TZS 50/kg for transport of cashew to the market; TZS 10/kg fees for warehousing; and TZS 10/kg for the cashew Task Force. This saved farmers a further TZS 13.5 billion in 2015. Furthermore, the Minister of Finance and Planning, in his 2016/17 budget speech, announced the removal of one additional charge on cashew to reduce the burden to smallholder farmers and increase income. The removal of all these charges led to a total estimated saving of TZS 19.5 billion on a cashew nut production of 150k tons (2015 estimate). Also, government intervention to ensure the value chain is working according to market forces led to an increase in the price of cashew nut from TZS 1,000 to TZS 3,600 – TZS 4,000.

Incentives for agricultural start-ups

Sokoine University of Agriculture Graduate Entrepreneurs' Co-operative (SUGECO) sought to persuade the government to create a favourable environment for graduate start-ups with a focus on the agricultural sector and to provide incentives to encourage more people to go into farming. Dialogue with MDAs led to the development of a National Strategy for Youth engagement in agriculture for year 2015-2020. The strategy addresses the issue of land, access to finance and arrangements to deal with the business environment that seems to discourage young people from involvement in agribusiness activities. Discussions with the Prime Minister's Office, in 2015, led to a government notice to all districts to set aside land for youth to engage in agriculture. Rufiji District Council has set aside 960 acres for SUGECO members.

Fertiliser & pesticides

The import, sale and use of pesticides are governed by the Plant Protection Act 1997 and its regulations, while fertilisers are governed by the Fertilizers Act 2009 and its regulations. The laws require that pesticides, fertilisers and fertiliser supplements be registered before they are imported.

The Tanzania Horticulture Association (TAHA) advocated an efficiently regulated and managed fertiliser and pesticide registration and import scheme to enhance the development of the horticultural industry. The Ministry of Agriculture, together with Tanzania Fertiliser Regulatory Authority, reviewed the Act and the regulations and has agreed to several amendments, although this is still awaiting implementation. The revised regulations, inter alia, provide for the reduction of registration fees from \$30,000 to \$10,000 for each fertiliser.

Taxation

TPSF, ACT and TAHA worked together on several taxation issues related to agriculture.

The collection and management of VAT is governed by Value Added Tax Act, which allows an exemption for some farm implements and some agricultural inputs for crop production. The Finance Act 2013, however, excluded some of the most important inputs and implements. This was subsequently amended in the Finance Act 2015.

The Skills Development Levy (SDL) in the agriculture sector was not included in the 2013 and 2014 planning and budget years. When it was reinstated in July 2015, however, farmers were then expected to pay all



accrued payments since 2013. TAHA was able to engage and convince the government to reduce the number of accrued payments from 24 months to 9 months.

In the 2015 Finance Act, the Government also agreed to reduce land rent from TZS 1,000 to TZS 400 per acre per annum in urban farming areas and from TZS 10,000 to TZS 5,000 per acre per annum in urban areas. Commercial land rent was introduced at TZS 3,000 per acre.

In the national budget review for 2016/17, the government agreed in the Finance Bill to remove all taxes on unprocessed horticultural produce.

In addition, TPSF coordinated the private sector organisations and submitted sector wide proposals to the Parliamentary Budget Committee (and Ministry of Finance) for inclusion in the 2016/17 Finance Bill. The outcomes were that Parliamentary Committees had a better understanding of the private sector's fiscal issues. The advocacy also resulted into a tax reduction in the productive sector of the economy; a reduction of the Skills Development Levy from 5 per cent to 4.5 per cent was achieved; a proposal to deposit 100 per cent of the amount in dispute after a tax assessment, up from 33 per cent was dropped; and a proposal for shareholders owning fewer than 25 per cent of the shares to pay capital gains tax was also dropped.



Accurate measurement for timber sales

A survey undertaken by the Mufindi branch of the Tanzania Chamber of Commerce, Industry & Agriculture (TCCIA) in five timber selling centres revealed that no-one sold timber by volume. Timber sellers and producers were complaining that timber was bought by exporters per piece and thus at a cheaper price, but that once it is taken to the international/national market it is sold by volume. This results in a low profit margin among the local timber sellers and producers and slows the progress of timber industry.

TCCIA Mufindi influenced the Local Government Authorities (LGAs) to amend the by-laws related to timber to guide actors on the use of appropriate measurement units during the buying and selling of sawn timber. Amendments to by-laws now require timber dealers to use running metre and cubic metre measures rather than selling by the piece. It is believed that not only will this increase dealer profit margins but also increase local government revenue from TZS 595m (\$372,000) up to TZS 1,200m (\$750,000).

Public Private Partnership Regulations

TPSF effectively engaged government in the development and finalisation of the Public Private Partnership Regulations 2015, which resulted in the signing of the regulations by the Prime Minister. TPSF, asked to give inputs in the development of the regulations, in turn coordinated the private sector inputs that reflected the interests of Tanzania's private sector.

The PPP Regulations of 2015 are the instruments to guide the use of the PPP Act 2010. In brief, the regulations give the Act its life. The regulations are instrumental in directing government agencies on how to cooperate with private sector in various programs and projects. For example, the regulations provide for consultation with the private sector whenever the government intends to launch a new project or program. It gives the private sector an opportunity to work with the government at all levels; for example, to be proactive in providing solutions such as feasibility studies which were previously only undertaken by the government; and it also gives an opportunity for the private sector to propose to the government and at their own cost projects or solutions with a view to implement as a PPP project. The regulations also give powers and guidance to Local Government Authorities to work with the private sector at local level to achieve development objectives.

Business Activities Registration Act

The Business Activities Registration Act (BAR-Act 2007) was enacted by the Parliament in January 2007. The BAR-Act 2007 repealed the Business Licensing Act No 25 of 1972 and was intended to remove unnecessary restrictions on business start-up regulation by radically streamlining the processes, and by putting in place a simple, clear, transparent, cost effective and consistent system for operating a business in Tanzania. Unfortunately, the Act complicated rather than simplified matters. VIBINDO advocated reform to address some 39 identified weaknesses and submitted proposals for amendment to the Ministry of Industry and Trade in which they argued that there was an overlap between the BAR-Act and the Business Names Act. Early in 2016, after several meetings with the private sector, the Government agreed to stop implementation of the BAR-Act and to continue using the Business Licensing Act No. 25 of 1972.



National Film Policy Development

While many authorities in both private and public sectors recognise Tanzania's film industry "as having great potential", the film industry currently operates very informally with the absence of a detailed and well-articulated policy. Enforcing a legal framework for the acknowledgement and protection of Intellectual Property Rights (IPR) will not only benefit owners but shall support the economic practicability of the industry and the entire economy. The Tanzania Film Federation (TAFF) advocated for the adoption of an effective film industry policy.

In April 2016, the Minister for Information, Culture, Arts and Sports, in Arusha announced that the new legislation for the film industry is in the offing. The new law would be enacted after the formulation of a policy for the sector slated for the 2016/17 financial year. He also announced that his Ministry has plans for reforms to protect the copyrights of artistic works including filmmakers and musicians as well as the overhaul of the National Film Board. Reforms in the protection of Intellectual Property Rights can have a positive impact for a wide range of economic activities, extending well beyond the creative industries sector.



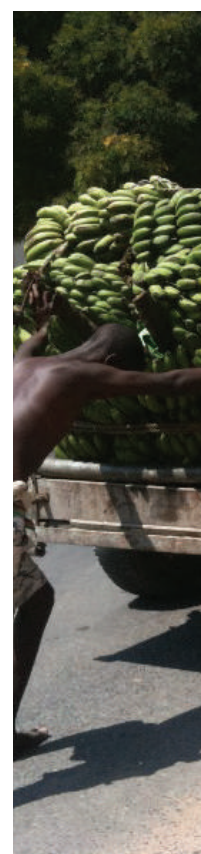
3.2 Capacity building for PSOs and Higher Education Institutions

The year was marked by increased involvement by CPRA, the Centre for Policy Research and Advocacy at the University of Dar Business School, and by the cooperating network of six universities (Hi-LINE), in the implementation of important capacity building activities and in the organization of public private dialogue. The university partners have connected well in fulfilling the need for support for the organization of dialogue between the private sector and government. For outreach to smaller associations, the universities also work via two apex associations, ACT and TCT. In the past, the training approach had taken into consideration the advocacy and dialogue capacity needs of the private sector only. The new approach is now also to take into account the PPD needs of senior government officials by inviting them to advocacy and dialogue workshops and to interact with the private sector in specially organized sessions. Support for TCT was at central government level, where senior officials from the Ministry of Natural Resources & Tourism and private sector operators had participated in dialogue training and in discussions on sector improvements.

Support for ACT on the other hand was aimed at addressing more localised issues of ACT's member organisations, by conducting research and organizing dialogue between local government officials and the private sector on business environment issues prevailing at district level. Initially, the effort started in 10 districts in the southern regions of the country. Prominent subjects for which research and dialogue were undertaken concerned, amongst others, counterfeit agricultural inputs and land conflicts. The issues had resonated well with district and regional governments and some, due to their crosscutting nature, were carried forward for higher, national level dialogue discussions by umbrella organization ACT, thus creating a linkage between local and national level dialogue.

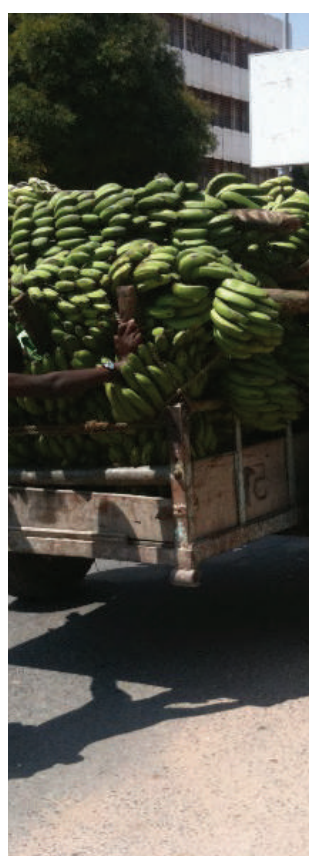
Also, Hi-LINE has been playing a prominent role with respect to the facilitation of Multi-Actor Stakeholder Initiative (MAI) dialogue trials. MAI is an approach to public private dialogue that is designed specifically for addressing the business environment at the sub-national level, bringing together the private sector, LGAs and community radios in dialogue events in (groups of) districts where the alliance operates. Trained young researchers associated with the Hi-LINE network can be engaged to do short scoping and mapping studies to inform MAI stakeholders. Using findings and recommendations to inform dialogue from these limited scoping studies, meetings are then facilitated to decide on opportunities that are within the reach of local authorities for improving the local business environment. As in the example of ACT, above, issues beyond the reach of local stakeholders are reported to higher-level dialogue partners. MAI alliances have started in the Southern Highlands regions of Tanzania with HI-LINE playing a central role to guarantee proper analysis of business environment topics and for the organization of dialogue to be effective. Currently there are plans to begin MAI activities in other parts of the country, namely Mtwara, Lindi and the Lake Zone regions.

The initial research thrust of Hi-LINE has covered a wide cross section of topics brought up in the MAI operated areas. There were district specific topics such as land use conflicts in Kilombero, coffee price fluctuations and sustainability of agricultural marketing cooperatives in Mbozi and Rombo. But there were also crosscutting topics such as challenges with Electronic Fiscal Devices, dialogue and advocacy initiatives in the tourism sector and the effectiveness of state-business relations in the food processing sub-sector. All these initiatives succeeded in highlighting the problem, but with a high possibility that solutions can inspire work on similar challenges elsewhere as the Hi-LINE network and MAI networks enable a wider dissemination of best practice.



The year was also marked by the expansion of Hi-LINE group to diversify further the multidisciplinary composition of the Network. Saint Augustine’s University (SAUT), already a partner of BEST-D, joined the network with its expertise in preparing media practitioners for PPD using mass communication means. Iringa University also joined, bringing in its close proximity to the SAGCOT Corridor for responding to arising demands in the districts cost effectively.

Besides the research and dialogue activities that have taken place in the year, training of beneficiary PSO staff in four course modules has been undertaken. A total of 33 people (some participated in more than one course) from 17 PSOs participated in seven training sessions covering topics such as basic advocacy and dialogue, advanced advocacy and dialogue, basic membership and recruitment and basic media. The table below provides a summary.



Course topic	No of training courses	Participants	
		Female	Male
Introduction to Advocacy and Dialogue	2	8	22
Advanced Advocacy and Dialogue	2	8	25
Membership Recruitment and Retention	2	8	24
Communication and Media	1	3	15
TOTAL	7	27	86

Feedback showed that 90 per cent of participants were satisfied that their course met their learning objectives and needs.

Additionally, the first year of training sessions for young researchers in applied research techniques for BEE advocacy and dialogue facilitation was implemented, thus creating a growing network of young academics that will be needed to meet the growing demand for public policy dialogue facilitation. Three training of trainer’s courses were provided to a group of 41 young researchers on advocacy research methods and dialogue facilitation.

In-house learning events targeted a mix of members, public executives, board members of ACT, TCT and ZNCCIA, with a total of 62 persons participating in workshops on skills in advocacy, public-private dialogue, management and governance, and member services.

3.3 Communications and media

We continue to encourage the media to raise awareness of the need for an environment that is conducive to business development and the difference that this could make to job creation and tax revenues. We do this in two ways: by supporting the training of young journalists and by encouraging PSOs to make good use of BEE dedicated newspaper supplements.

Two Investigative Business Environment Reporting (IBER) courses were offered during the year through the Saint Augustine University of Tanzania (SAUT), with 38 reporters selected from an emerging network of community radio stations (CRN). Some 31 reporters completed the programme. This resulted in each reporter producing at least two radio features, which were aired on community radio. In total, 132 Business Environment Enabling (BEE) issues were aired on 14 community radio stations. Through such reporting, the media draw attention to discussions on business environment issues which are taken up by private sector organizations elsewhere, providing an agenda for constructive dialogue with Local Government Authorities (LGAs) in a growing number of districts.

Two national media houses produced bi-lingual print supplements. These are The Citizen/ Mwananchi and the Guardian/ Nipashe newspapers. In total, four supplements covering 20 agricultural issues were published in the Guardian newspapers and a further 13 non-agricultural issues were featured in publications of the Mwananchi Group. This has promoted awareness of advocacy issues and increased interaction between PSOs and the media, both learning how best to package newsworthy information. As a result, we notice an increase in the understanding of readers as reflected in the number and quality of feed-back response by way of SMS to a dedicated mobile phone number.

When using radio the feedback on BEE issues by SMS is much higher. Following up on the feedback, producers and PSOs seek response from the relevant government authorities and a selection is aired in the next programme. The increase in SMS feedback from 180 to 740 per quarter for one series of BEE radio programmes reflects the growing reach-out to the rural audience by using the network of community radio stations in the Southern Highlands Zone.

As part of the exit strategy, community radio stations are trained on how they can market themselves through the production of informative radio features. It enhances their business model by attracting advertisers and by increasing their audience. This will help sustain the production of business environment related radio features when BEST-D support comes to an end.

3.4 Knowledge management

In a year that all eyes were kept focused on what course the new administration would take, there was little appetite among partners and beneficiaries of the BEST-D fund to organise major events, such as conferences, breakfast and lunch meetings and other knowledge exchange events. All appear to be waiting for clear directives on how the new government intends to meet the organised private sector, including many in the administration. The Big Results Now and Doing Business Road Map public private dialogue frameworks were abolished and no alternative was announced to continue the dialogue and exchange at the national level. Sector specific dialogue frameworks were taken up, notably in agriculture and tourism sectors, but hesitantly. Most promising was the growing interest from regional and municipal authorities to engage in public-private dialogue at the district level as illustrated in section 3.2 of this report.

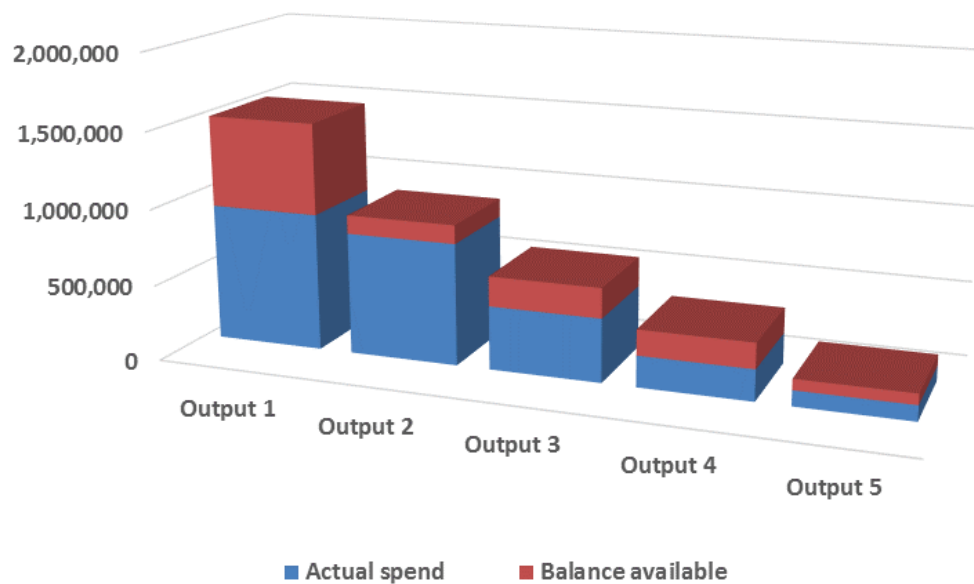
The knowledge management component that intends to capture all information and documentation relating to economic governance in Tanzania is still in its early stages. Systems were designed and configured, and the aspiration to launch the BEE knowledge portal is slowly taking shape. A team of content processors was selected from among young graduates at the UDBS and trained by the CPRA team in process and standards for entering documents into the collection. More than 700 documents have been processed and uploaded on to a beta site for testing and fine-tuning systems and the collection can now rapidly grow. BEST-Dialogue has an archive of more than 3,000 clippings from the Tanzania print media that illustrates public discourse on business environment across the period 2009-2016. Work to prepare file resumes and file metadata for entering newspaper articles is underway.

Almost 3,000 users visited the BEST-D website and downloaded 125 documents. In addition, TPSF published the Business Leaders' Perceptions survey of 2015 and prepared its first Tanzania Political Economy Analysis. The Policy Forum was supported in the publication of the 2014 edition in its Tanzania Governance Review series. The 2014 edition gives more attention to the aspect of economic governance, with emphasis also on issues of corruption that affect the country's competitiveness.

4. Financial report

BEST-Dialogue spent almost exactly the same percentage of its budget, 68 per cent, as it did last year. Total expenditure was \$2.4m against a budget of \$3.6m. The lower absorption rate was caused by the national general elections in October 2015. Assuming that the new government will now soon provide more clarity on the frameworks it prefers to entertain for public private dialogue to improve the business environment, expenditure is expected to ramp up over the next year, particularly as PSOs draw down more of the commitments that have been agreed. It is worth noting that, since the beginning of this phase, BEST-D has made commitments to PSOs to undertake dialogue and advocacy exceeding \$4m but has still only disbursed around \$2m as the dialogue platforms that were functioning before the elections have all been put on hold or even abolished.

Figure 1: Expenditure against budget



Output 1: Advocacy and dialogue

Output 2: Capacity development

Output 3: Communication and media

Output 4: Knowledge Management

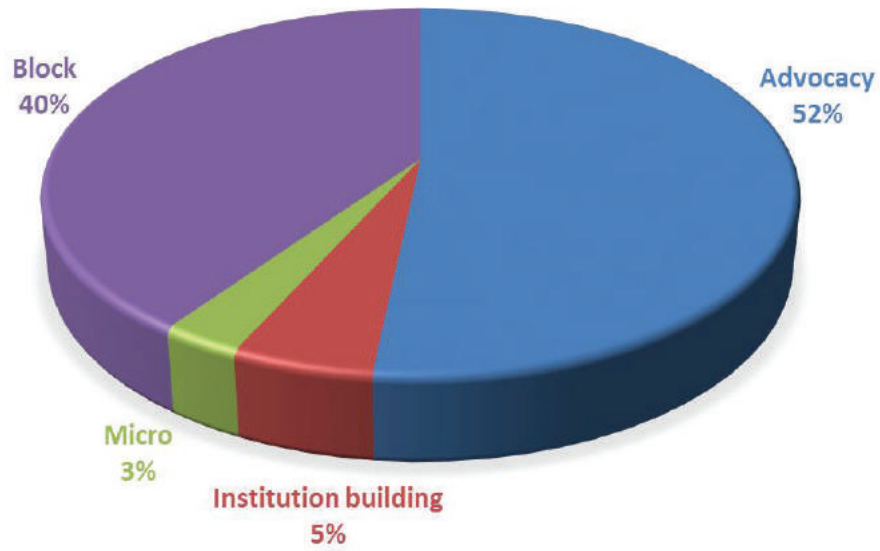
Output 5: In-country transaction cost

Given that the largest share of the budget goes to private sector organisations to support advocacy (though the dialogue budget covers more than just these grants), we give a little more detail here about how that has been spent. During the year, BEST-D made grant commitments of \$2.1m, taking its total commitment to \$3.6m. It disbursed \$1.1m. Grants are split between advocacy support, institutional building, micro-grants and block grants (intended to help a selected apex PSO grow institutionally and undertake advocacy more strategically). The split of grant support is shown in table 1 and in figure 1 below.

Table 1: Grants to PSOs

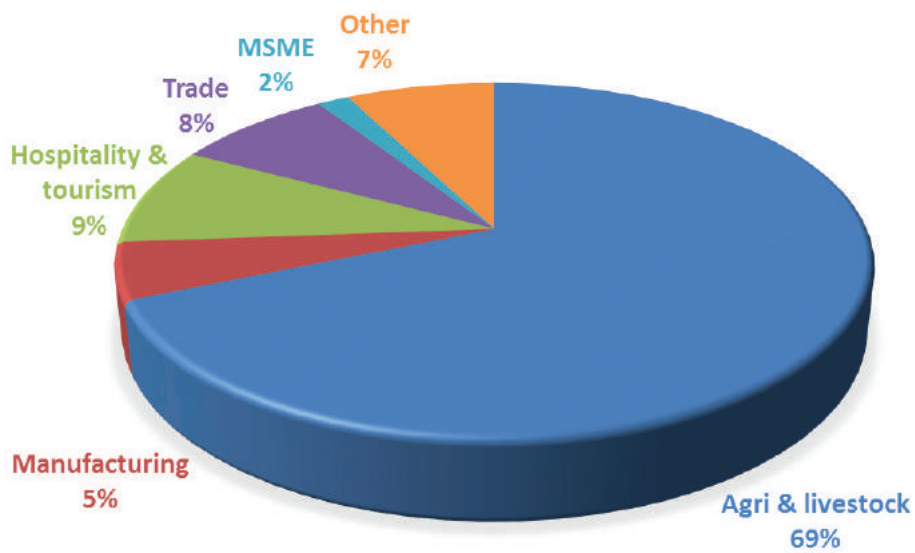
Type of grant	Year ended June 2016			Total from 1 July 2014-June 2016		
	No.	Commitment (\$)	Disbursed (\$)	No.	Commitment (\$)	Disbursed (\$)
Advocacy	23	921,588	665,075	41	1,686,388	1,222,210
Institutional	4	169,955	198,347	19	405,917	377,012
Micro-grant	7	34,370	30,420	8	39,370	35,420
Pre-project	2	19,130	14,180	6	59,130	52,180
Block grant	3	1,028,900	197,831	5	1,419,010	383,851
Total	39	2,173,943	1,105,853	79	3,609,815	2,070,673

Figure 2: Split of advocacy grant support across intervention



Advocacy and micro-grants are provided to advocate on specific issues. The spread of grant support across sectors is shown in figure 3.

Figure 3: Split of advocacy grant support across sectors





5. Conclusions and next steps

In terms of business advocacy and dialogue at the national level, this has not been the most impressive year for the organised private sector. The elections created not just a dip in dialogue activities, which would have been the usual side effect of national elections, but it resulted in a hiatus, with national public private dialogue practice coming almost to a standstill.

However, there are signals that point at preparations for a follow up on the Doing Business Road Map and BRN agenda. That agenda, previously directed by the Presidential Delivery Bureau and the Prime Minister's Office, is expected to be steered by decision makers at ministerial level, with a strong technical backing from within the lead ministry. In response, the BEST Fund will continue to give substantial block grant support to national private sector apex TPSF and its sector apex constituents to ensure sustained dialogue for improvements and adjustments in Tanzania's economic governance will retake its course. Effort will be given to a further maturing of operations and systems of the apexes so that their solidity and effectiveness can attract and retain the support needed to ensure continuity in the national dialogue for years to come.

Surprisingly, during the year there also emerged an unexpected but very welcome drive among sub-national authorities to understand better the potential of public-private dialogue for local economic development (and revenue collection). There was good engagement with a number of projects, notably in the Southern Highlands SAGCOT area. Also we noted more readiness by leadership in some Government Agencies to engage actively in dialogue. Good quality PSO reports, targeting the impact of the Agency on doing business in Tanzania, likely motivated such response.

It is neither easy to predict what course public private dialogue will take in the coming years nor how it will be organised and how effective it will be at the national level. At the sub-national level, it is clear that a further support to integrated multi-actor approaches (MAI), in which the networked private sector and networked local radio stations (CRN) seek the active dialogue engagement of local authorities, should be continued in order to allow the network model to further mature. Although essentially issue based, the ambition is to now align the MAI dynamics with the local budget (and DADP) cycles. At district level, a cyclical process with checks and balances is needed to work gradually towards a national embracing of participatory and well-informed economic governance, at all levels of society.

In that perspective, the role of the higher learning institutions (Hi-LINE) in facilitating sub-national dialogue will be indispensable, first of all in response to the need for capacity enhancement in dialogue events. Hi-LINE will provide and feed the essential learning environment, complete with dedicated curricula, an environment from where a rapidly growing influx of young talent can enter the policy dialogue arena in response to a growing demand certainly also from public sector side.

At the core of it all will remain the essential instrument with which the BEST Fund has supported Tanzania's systemic change process for more than 10 years: a well-structured issue based advocacy mechanism intended to help inform how to take well-balanced decisions in the governance domain.

To give volume and resonance to the last word of BEST-D's slogan, *doing business, let's make it easy – and fair*, the Fund continues to give special attention to aspects of inclusiveness, environment and sound business practice.

For more detailed output and financial data, please refer to:

www.best-dialogue.org/publication/best-dialogue-annual-report-2015-2016-annex/





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