

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

BEST-Dialogue Annual Report 2014 - 2015



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Abbreviations

ACT	Agricultural Council of Tanzania	PASS	Private Agricultural Sector Support
AMDT	Agricultural Markets Development Trust	PPD	Public private dialogue
ANSAF	Agriculture Non State Actors' Forum	PSO	Private sector organisation
ATE	Association of Tanzanian Employers	RIA	Regulatory impact assessment
BDSP	Business Development Support Provider	SAGCOT	Southern Agriculture Growth Corridor of Tanzania
BEE	Business enabling environment	SAUT	Saint Augustine University of Tanzania
BEST	Business Environment Strengthening Tanzania	SUA	Sokoine University of Agriculture
BRN	Big Results Now	SUGECO	SUA Graduate Entrepreneurs' Co-operative
BSPS	Business sector programme support	TAHA	Tanzania Horticulture Association
CPRA	Centre for Policy Research & Advocacy	TAMFI	Tanzania Association of Micro Finance Institutions
CSO	Civil society organisation	TAMPA	Tanzania Milk Producers' Association
CTI	Confederation of Tanzanian Industry	TANEXA	Tanzania Exporters' Association
DP	Development partners	TASGA	Tanzania Sugarcane Growers' Association
FSDT	Financial Sector Deepening Trust	TATO	Tanzania Association of Tour Operators
HEI	Higher Education Institute	TCCIA	Tanzania Chamber of Commerce, Industry & Agriculture
HI-LINE	Higher Learning Institutions Network	TCT	Tourism Confederation of Tanzania
IMED	Institute of Management and Entrepreneurial Development	TNBC	Tanzania National Business Council
MAFC	Ministry of Agriculture, Food & Co-operatives	TPSF	Tanzanian Private Sector Foundation
MDA	Ministry, department and agency	UDBS	University of Dar Business School
MNRT	Ministry of Natural Resources & Tourism	ZNCCIA	Zanzibar National Chamber of Commerce, Industry & Agriculture
MOCU	Moshi Cooperative University		
MSME	Micro, small & medium enterprise		
MUCCOBS	Moshi University College of Co-operative and Business Studies		

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 🌐 www.best-dialogue.org

BEST-Dialogue

Annual report 2015

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 public policy advocacy. 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 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. This report highlights BEST-D's performance and achievements for the year to 30 June 2015. Specifically, it uses internal monitoring data to assess how well it has performed in supporting PSOs, academic 'capacity development' partners and the media to influence public sector policy and regulation and to improve the business enabling environment (BEE). An annex provides a detailed assessment of achievements against indicators. A background paper develops a number of political economy themes identified in BEST's 2013 review, based on short case studies of agriculture, horticulture, dairy and tourism and which provide a contextual background for the work of BEST-D and the PSOs which it supports.

2. Highlights & overview

This is the first year of a five-year programme of support, though it follows two previous periods of five years of support. Whilst much of the support, for example, to PSOs continues as previously, every programme introduces new objectives. For BEST-D, there is a much greater emphasis on promoting dialogue – hence the change in name – rather than supporting adversarial approaches to advocacy. There are a number of new objectives including, inter alia, the creation and maintenance of a 'knowledge portal', intended to do more to share lessons and approaches, and support for 'change-agents' within both public and private sectors. BEST-D has made a solid start on all aspects of its programme and is ahead of target in terms of policy reforms and engagement in dialogue. Highlights include:

- ✚ Supported 24 PSOs at national and district level and in Zanzibar
- ✚ More than 14 occasions when PSOs have influenced public policy
- ✚ Some 21 PSOs involved in 8 national dialogues
- ✚ Provided capacity development to 73 people from 29 organisations
- ✚ Launch by the University of Dar of the Centre for Policy Research & Advocacy
- ✚ Training of 16 journalists who are now better able to report on investment climate issues
- ✚ Support for TPSF to research and publish the 2015 edition Business Leaders' Perceptions of the Investment Climate

3. Performance

To achieve its objective, BEST-D splits its activities into four broad areas or outputs and then measures its performance using a range of indicators.

The first output focuses on the PSOs and their performance; the second looks at the support provided by training institutions; the third looks at the support provided by the media; and the fourth covers a new area, dissemination of knowledge.

3.1 Support for PSOs

In the year to 30 June 2015, BEST-D supported 24 PSOs: three were given a block grant, covering both institution building and advocacy; an additional eight were given an institution building grant and an additional 16 were given a grant to support advocacy activities (advocacy and capacity-building activities overlap, of course). During the year, BEST-D committed to provide a total of \$2m (split \$1.6m for advocacy and \$0.4m for institution building); by the end of the year it had disbursed \$1m. A total of 44 projects were approved of which 12 had been completed by the end of the year. There was significant dialogue between the private and public sectors with a seven new and revised policy proposals submitted to government¹ at national and local level. PSOs secured widespread coverage in the media.

3.2 PSO skills and competence

The aim of this area of work is that PSOs will improve their skills and competence to engage and participate effectively in a sustained institutionalised consultation and evidence based PPD.

3.2.1 PSO competence

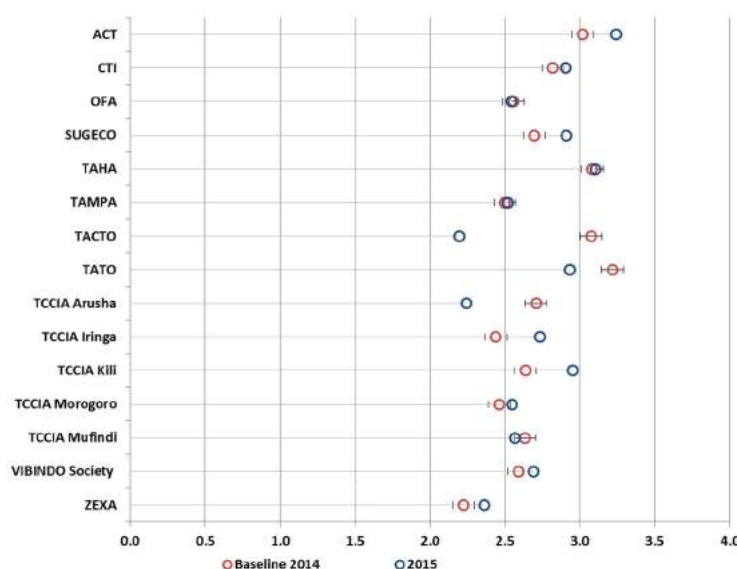
Shortly after the mid-term review in 2007, BEST-AC introduced an advocacy competence diagnostic assessment tool. The intention was that all private sector organisations would be assessed when BEST-AC first agreed to start work with them and then annually thereafter at least for as long as BEST-AC continued to support them and, ideally, for longer.

The tool has indicators for the key aspects of competence required to engage successfully in advocacy initiatives. The answers are grouped into four themes: **Organisation development** (OD), a measure of the resources and the competence of the organisation; **Relationships** (REL), which looks at the processes used by the organisation to develop and maintain relationships and dialogue; **Advocacy** (ADV), an assessment of the staff, the processes and the approaches to understand issues and implement a range of advocacy tools; and **Results**, or outcomes (RES), which shows the extent of success as perceived by the PSO.

In **Figure 1**, the measure of competence has been calculated by taking the average score for the three independent variables (OD, REL and ADV).

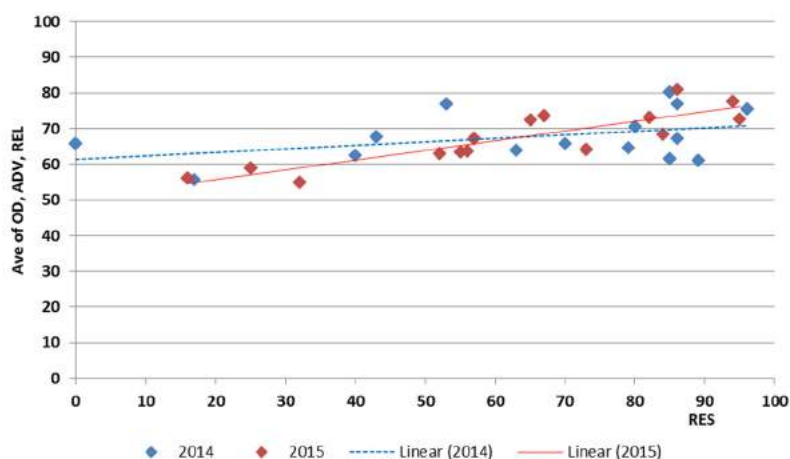
¹ (1. SUGECO (National strategy for engagement of youth in agriculture); 2. TAHA/TPSF/ACT (Skills Development Levy and VAT); 3. TPSF (Private Sector Development Policy); 4. TCCIA Mufindi (Accurate measurements of timber for retail); and 5. TAFF/RULU Arts (Intellectual Properties); 6.VIBINDO (BAR-Act) 7. TCCIA Iringa (Weights & Measures Act))

Figure 1: Comparison of advocacy competence 2014 and 2015



There are 15 PSOs for which there is a diagnostic assessment for both 2015 and 2014. There are some additional assessments for 2015, but without assessments for 2014. Some 10 PSOs have shown an improvement compared to 2014. We know from more detailed analysis that the greatest improvement takes place in the two years after commencing support of a PSO, so an improvement for 67 per cent of supported PSOs is very good. We might expect this to improve as BEST-D works with more PSOs who have not previously been supported. We can also look at the relationship between competence and results as reported by the diagnostic. We would expect a correlation between competence and results and indeed this is the case. The trend lines (Figure 2, blue for 2014 and red for 2015) suggest that there has been a modest improvement in results over the year to match the modest improvement in competence.

Figure 2: Relationship between competence and results



The performance is in line with the baseline, but it should be noted that many of the PSOs supported during the first year of BEST-Dialogue are PSOs that have been supported previously. As BEST works with more PSOs, then we would expect to see a rise in the proportion of PSOs improving in competence.

3.2.2 Engagement in dialogue around budget cycle

TPSF, TAHA and ACT came together in a coalition during the national budget cycle to advocate retention of a number of exemptions that the government proposed in the VAT Bill 2014 to abolish on the grounds that paying VAT would make them less competitive. They also worked together to lobby for abolition of the skills development levy in agriculture and to reduce land rent. TAHA exploited local budget cycles in District Agricultural Development Plans (DADPs) in eight districts and is now participating in the planning processes with horticultural matters featuring in government plans and budgets. ACT has been supported by CPRA/ HiLINE to initiate on-the-job training in PPD for ACT members in Mwanza and Njombe regions.

TAHA & District Agricultural Development Plans

TAHA's objective in this project was to increase the DADP funding allocation for horticultural interventions in eight districts: Arumeru, Karatu, Moshi Rural, Hai, Lushoto, Njombe, Mvomero and Kilosa.

- ❏ TAHA integrated its extension system with the LGAs' extension systems. TAHA's system now includes government extension agents: District Based Facilitators. TAHA now reaches over 4,000 farmers monthly, up from 1,500 farmers previously.
- ❏ Over TZS 700 million was allocated for the establishment of a horticultural pack-house facility in Njombe. An avocado investor has now partnered a local company to establish an avocado export farming business in Njombe with over 3,000 outgrowers involved.
- ❏ In Mvomero district, TAHA in collaboration with the Ministry of Agriculture Food Security & Cooperatives and the District Council established market infrastructure worth over TZS 400 million to facilitate market linkages between farmers and buyers. It is estimated that this will reduce post-harvest losses from 40 per cent to 8 per cent.
- ❏ TAHA collaborated with the MAFC and Bagamoyo District Council to establish a pineapple collection centre in Kiwangwa, the country's leading pineapple producing area.
- ❏ TAHA mobilised more resources from the Ministry of Industry and Trade to establish six collection centres in Arumeru, Hai, Arusha and Same districts so offering better links for farmers direct to markets and to construct irrigation infrastructure for horticultural farmers in Arumeru district, significantly reducing the cost of production.
- ❏ TAHA and horticulture is now disaggregated in government plans and budgets. It is testament to TAHA's efforts that they were mentioned at least 20 times in this year's MAFC budget speech.

3.2.3 Engagement in PSO initiated dialogue

In general, PSOs are actively engaging in public-private dialogue; indeed, reports suggest that there were more than 80 BEE dialogues related to 20 reform processes. With 21 of the 24 PSOs supported by BEST-D, a total of 15 national and local dialogues were initiated with BEST-D funding. As PPD is now becoming an accepted and experienced practice, PSOs are engaging more and more in public-private dialogue with proper resources or also with sources of funding other than BEST-D.

Dialogue can come before or after presenting a policy position—and in many cases there will be a need for several rounds of discussions. TPSF engaged actively with BRN, with the Ministry of Finance in relation to the Finance Act and with the Prime Minister's Office in relation to the Private Sector Development Policy. Other examples of dialogue include SUGECO in relation to incentive schemes and national strategy for youth engagement; SUGECO/TASGA on enhanced sugarcane value chains; HAT on hotel

levies; TCCIA-Iringa in relation to the Weights and Measures Act; TCCIA-Mufindi on accurate measurement of selling timber; TAHA on horticultural incentives; TACECA in relation to taxation of construction equipment; and Vibindo in relation to BARA.

Dialogue by itself is unlikely to lead to policy reform: it needs to be supported by research evidence and compelling policy positions. BEST-D therefore supports PSOs to undertake objective and comprehensive research and then to prepare short policy positions. Some seven policy papers were presented in 2015 of which five (PSDP, SDL & VAT, Youth National strategy, accurate measurement of timber and intellectual property) were new and two (WMA and BARA) were revised.

Dialogue leads to policy reform

TPSF organised a joint meeting between leading organisations in the agricultural sector to discuss and have a common voice on the challenges they faced in relation to VAT and the skills development levy. A joint paper was prepared and helped to persuade the government to reduce the rate at which SDL was levied (and to abolish it in the agricultural sector) and to reduce VAT on agricultural equipment.

3.2.4 Policy influence

PSOs report on a quarterly basis. Their figures are encouraging: they say that they achieved 19 (17 nationally +2 locally) reforms in 2014 and 8 reforms in 2015.

Indicators of influence included, inter alia,

- ✚ ACT, TAHA and TPSF persuaded the government to exempt the agricultural sector from the skills development levy
- ✚ ANSAF secured the abolition of the two per cent 'shrinkage' deduction for cashew
- ✚ TAHA lobbied TRA to reform its export clearance procedures for horticultural products
- ✚ ZNCCIA persuaded the People's Bank of Zanzibar to establish a microfinance window for small enterprises
- ✚ SUGECO persuaded the government to develop a national strategy for youth involvement in the agriculture sector
- ✚ TCT persuaded MNRT to publish a list of all licences, taxes, fees and levies on their website, so that all tourism businesses know exactly what they have to pay and to whom (See www.mnrt.go.tz/services/category/fees_levies_and_taxes).
- ✚ TCT persuaded TNBC to recognise tourism as a major contributor to the economy and to set up a task force with the objective of adopting a tourism policy and then persuading government to adopt that policy. TCT has commissioned the drafting of that policy.
- ✚ TPSF influence much legislation. They persuaded the government not to increase excise duty on beverages in the 2015/16 budget. They had a big success in retaining a number of VAT exemptions.
- ✚ TPSF has been contributing to the preparation of a new National Private Sector Development Strategy.
- ✚ TAMFI promulgated a draft bill to regulate micro-finance with support from the Parliamentary Budget Committee. This prompted the government to commission a concept paper which secured Cabinet approval and to commission further research.



Influencing the budget

Perhaps the most significant 'win' came about through TPSF's efforts to retain a range of exemptions from VAT. The Minister for Finance proposed in the 2014 budget speech to abolish all VAT exemptions. TPSF worked closely with a number of other PSOs and recruited a former Commissioner of the Tanzania Revenue Authority to prepare arguments, to visit Parliamentarians in Dodoma and to lobby to retain the exemptions. They were largely successful, in the sense that the government agreed to retain many of the exemptions.

Government supports graduate farmers

SUGECO persuaded the Government to implement incentives to encourage graduates to start farming as part of its national policy for youth engagement in agriculture. Incentives included access to finance through a guarantee fund, land and government support. One consequence is that the commercial banks are now more willing to support SUGECO members.

This achievement helps to improve access to resources for agricultural start-ups by youth (and employment for particularly youth and women) though SUGECO will continue to need to work hard to deliver further reforms. Without BEST-D support, SUGECO would have been a weak organisation with a strong idea and limited impact; BEST-D has helped to make it much stronger.

3.3 HEI competence & proficiency

The aim of this area of work is to strengthen the competence and proficiency of Higher Education Institutions (HEI) so that they can sustainably provide training, mentoring and research capacity to support public private dialogue.

3.3.1 Advocacy training

Some 73 people from 29 PSOs participated 99 times in 12 training programmes and between them completed 660 days of training, which is well ahead of the target.

BEST-D continued to provide generic training for new PSOs wishing to benefit from BEST-D grants and new staff of beneficiary PSOs. Standard courses cover basic advocacy, advanced advocacy, membership strategy and use of media. The majority of participants perceived that the courses met their stated objectives and delivered more than 90 per cent of participants' learning objectives.

For Business Development Service Providers (BDSP), an updated curriculum and approach was developed to target young talented graduates spotted among Hi-LINE partners that hold the prospect of servicing the private sector for several years to come in more stable, sustainable environment.

The capacity of BDSPs within Hi-LINE was enhanced to help guarantee the provision of quality services to PSOs for the benefit of private sector development. BDSP capacity building was achieved through training young and promising researchers from HiLINE, with 21 consultants participating in training on Process Consultancy & Mentoring and Research for Advocacy.

3.3.2 Organised dialogues

A scoping study by CPRA in collaboration with Iringa University to identify and analyse complications and lack of clear direction for the enforcement of cess in Iringa region was undertaken. Cess in Njombe region is enforced non-uniformly, applying different rates in the districts. The objective of the scoping study was to investigate the reasons for this differential approach. The report's findings will be used for dialogue with the government within the multi-actor stakeholders' integration framework.

Another scoping study undertaken was of the Kibaigwa market crisis in Dodoma. It was undertaken to explore the roots of the crisis between market operators and the local government authorities over market levy charges. The report was prepared by Mzumbe University, a HiLINE member, that resulted in a public private dialogue model being proposed to help solve the crisis. The report and dialogue model were shared with Local Investment Climate (LIC) Dodoma, a component of BSPS IV for follow-up and possible action.

Mzumbe University was commissioned to undertake a similar scoping study: to identify the causes of the Mwanza market and urban merchandise peddlers' crisis with local government authorities.

3.3.3 Research by HEIs

Two research projects have been undertaken: one by Moshi Cooperative University/ Moshi University College of Co-operative and Business Studies to assess the capacity of agricultural co-operatives as potential drivers of public private dialogue in three districts and one by Mzumbe University to assess readiness for engaging in public private dialogue in the regions of Dodoma and Kigoma. Validation seminars of the two reports were held towards the end of the year.

3.3.4 Training to apex organisations

ACT and TCT executive and members have undertaken advanced training in public private dialogue. TCT and MNRT have together been looking, with support from CPRA, at how they can improve their dialogue.

A new approach of training and coaching sector PSOs was introduced – on the basis that working with both partners in the dialogue might be beneficial. Originally the tourism sector under its apex, TCT, was selected to pilot the approach. Then the agricultural sector under ACT was included when they proposed a similar approach in their funding request. The objective, in both cases, is to deliver results based dialogues.

3.3.5 Coaching

Three workshops have been undertaken by UDBS for senior BDSPs. In addition, UDBS has offered basic and advanced training for HiLINE researchers and facilitators.

3.3.6 Capacity building of CPRA

Key performance indicators and a reporting format have been developed. This allows for a closer process mentoring and progress monitoring. Due to a rather bureaucratic process in the establishment of CPRA at UDSM, activities in the domain of branding and also staffing have been slow. Branding efforts for the Centre so far are:

- 🔗 Local PPDs conducted in collaboration with HiLINE, ACT and TCT propelled visibility of the Centre and HiLINE
- 🔗 Promotional materials printed
- 🔗 Web site of the Centre and HiLINE developed (www.cpra.org)

3.4 Media competence and coverage

The important communications component of the programme is intended to enhance the ability of PSOs to use the media and to build the competence of the media and encourage quality coverage of BEE issues.

3.4.1 Journalist training

During the year, 18 community radio journalists were registered for the basic Investigative Business Environment Reporting course at SAUT, of which 16 successfully completed the advanced course. The reporters were taught how to use local radio platforms to inform large audiences about the business enabling environment and the need for public private dialogue at local and regional level.

In the first pilots, in Morogoro, Njombe and Iringa regions, PSOs engaged local radio stations in co-operation with local authorities (district and regional) to raise awareness on issues such as “lumbesa” (the selling of bags of dried goods such as maize and rice by the bag rather than by weight. This is an issue that not only reduces farm gate income for small-holder farmers by as much as 10-15 per cent but also reduces LGA revenues.

The Community Radio Network (CRN), as part of MAI, raised awareness of PPD on BEE issues in the Southern Highland Zone. CRN members are sharing the radio programmes so that they are reused and rebroadcast at each local radio station while adding a live segment to engage members at the district /council level.

The success of this trial depended on an integrated approach involving a range of actors including PSOs, radio stations, universities, LGAs and NGOs. Maintaining the momentum is a challenge since broad and sustained cooperation of all stakeholders is needed.

After developing and testing the short-course curriculum for already employed media practitioners, SAUT is now in the process of adjusting the adult education set-up for the training of students, thus mainstreaming the Investigative Business Environment Reporting courses in its academic curriculum. In future BEE issues will be included in the curriculum for all undergraduate and graduate journalism and business administration students.

SAUT has continued to receive applications from other radio stations which are willing to bring their reporters to attend the IBER training. Jogoo FM of Ruvuma region has testified that the station has increased listenership and gets more adverts than before as a result of producing good investigative business environment features.

3.4.2 Raising community awareness

Content related to issues of doing business in specific value chains or regions was produced by MusicMayday and aired on the national radio channel (TBC). Unlike in the previous years, the quality of SMS responses from the audience to the radio makers has improved although the SMS response has slightly decreased as sending SMS responses

is no longer free. There is now a small network of eight community radio channels, all with staff trained at SAUT, in a pilot that seeks a deeper interaction between the population and local authorities. Local Chambers, CSOs, extension services and councils form part of this intervention model. CPRA and the HiLINE network provide training, coaching and facilitation services, combined with modest research assignments for analyses of the local BEE and its economic growth potential.

Partner Femina-HIP produces content specifically targeting youth and women, with part of the programme's focus on doing business as a perspective for the future. In cooperation with TAHA, the Femina programmes stimulate horticulture as a viable option for earning income while organising women and youth to ensure representation at the district PPD dialogue tables. Challenges in doing business are being highlighted and discussed in the programmes; the audience response via SMS by Ruka Juu is numerous and Femina now has three full-time staff to respond to questions.

3.4.3 Supplements in print media



Guardian Newspapers has published five bilingual Kilimo Kwanza supplements each of eight pages, mainly covering the agricultural sector, first in the Guardian and then translated into Kiswahili and republished in its sister newspaper, Nipashe. Issues addressed included TAHA forging a partnership to empower small farmers; support needed to boost small tea growers (ACT); agriculture declining as tourism grows in Zanzibar (ZATI); and dairy sector stakeholders hosting milk week celebrations in Bababti district (TAMPA).

A bilingual weekly page on the "Ease of doing business" was published in the Citizen newspaper and appears in Kiswahili in its sister newspaper, Mwananchi. The articles in this PPD communication channel are not exclusively focused on the agricultural sector, but rather on the range of issues across the entire economy with which BEST-D supported PSOs are involved. A total of 26 articles were published.

3.4.4 Workshops for journalists & editors

BEST-D had planned an initial workshop with the Tanzania Editors' Forum to review the quality of business environment reporting in mainstream newspapers, but it had to be postponed when it was decided to expand the scope of evaluation to include radio features. BEST-D has now contracted Strategic Connexion to undertake the evaluation of articles and radio features. Their first report will be presented, to provoke discussion, at the Tanzania Editor Forum (TEF) meeting planned for the first quarter of 2016.

3.5 Knowledge management

In addition to supporting PSOs, BEST-D has a broader objective intended to encourage more people to understand the importance of dialogue and, where possible, to engage in it or to support it. BEST-D will undertake activities which encourage networking and knowledge exchange for a web-accessible digital information and documentation base.

The intention is that this output will eventually be hosted by TPSF and, now that BEST-D has agreed to their block grant request they will take a more active role. TPSF has provided office space for the knowledge management work and BEST-D has engaged two knowledge management specialists on consulting contracts to undertake the preparatory work.

3.5.1 Change agent events

BEST-D has started to consider how best to promote and support private sector champions within the public sector and, indeed, public sector champions within private sector organisations. It expects to organise a brainstorm in October 2015 and launch a new programme early in 2016.

3.5.2 Annual business issue reports

It commissioned a Business Leaders' Perception Report towards the end of the year, planned for publication in November 2015. However, we are waiting for a suitable moment to launch the report after the national elections.

3.5.3 Research on cross-cutting topics

A study of the informal sector is the first topic of eight chosen for study over the tenure period of BEST-Dialogue. The consultancy team commissioned comprises Dr. Donath Olomi and Dr. Goodluck Urassa under the umbrella of IMED. The first study phase consisted of desk research that made detailed clarification of the informal sector from different country perspectives and how several countries in the developing world introduced various degrees of measures to attempt formalisation. Cases from the following countries were specifically studied to inform the study: Brazil, Mexico, Bangladesh, Rwanda, and Thailand (desk research) and additional visits were planned to Kenya and Ghana. Success and encountered problems in each case were uncovered and discussed in the initial report. The detailed study will collect further evidence from relevant cases by making field visits to undertake interviews and a survey. The purpose is to build a formalisation model appropriate to Tanzanian economic conditions with the goal of influencing government. The effort is an attempt to supplement and move beyond MKURABITA, which mainly is concerned with the formalisation of land ownership of marginalized groups.

3.5.4 Papers in journals

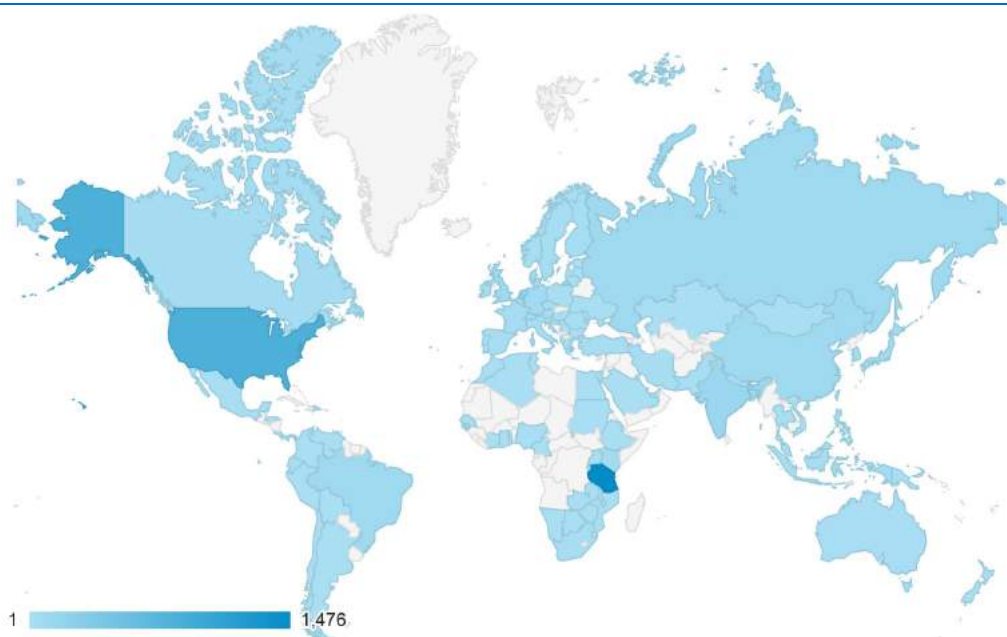
In mid-2014, the International Journal of Public Sector Management published a special edition with a focus on public private dialogue. This included papers by Goodluck Charles ('The effect of the regulatory framework on the competitiveness of the dairy sector in Tanzania'), Annabel Jackson ('Evaluation of public policy advocacy: challenges, principles and BEST-AC case study') and David Irwin ('Features of business association advocates in Africa'). Dr. Goodluck Charles has had a chapter accepted for the Sage Handbook of Public Affairs; a research programme on the formal and informal economy is underway by Dr. Donath Olomi and Dr. Goodluck Charles.

3.5.5 Documentation disseminated through web portal

The website was completely updated with the change of name and now has a greater focus on providing easy access to research reports, policy briefs, reports on the business enabling environment etc. The website attracted some 3,270 visitors from 101 countries. It now provides access to more than 130 publications including 31 BEST-D funded research reports and 10 policy briefs. Some 90 individual documents were downloaded more than 400 times during the year. More effort is now being made to keep the website up to date, to grow the collection of relevant documentation and to ensure that research and PSO policy positions are promoted via the website. BEST-D plans to launch a dedicated knowledge portal but, until that is ready, it will continue to

make information available through the BEST-D website, which now has 17 organisations linking to it and 130 links to pages and specific documents.

Figure 3: Website visitor locations



Source: Google Analytics

4. Collaboration

Whilst it is not a formal objective, BEST-D recognises that it needs to collaborate with other organisations. In particular, there is a desire to build coherence between the components of the BSPS: so far, this has focused on monitoring and evaluation. So, BEST-D is looking for ways to collaborate more effectively and to promote BSPS events with both social and learning emphases.

BEST-D has been co-operating closely with AMDT providing them with information to prepare for strategic co-operation and introducing contacts for their inception missions. The relationship is positive and there is a mutual intention to collaborate where possible, notably in the Southern Highlands. With PASS and FSDT there is a good understanding of each other's operations and a readiness to collaborate when circumstances dictate. BEST-D works with FSDT, UDDBS and TPSF on the joint use of one single Digital Information Base aiming to provide on-line access to all documents relating to BEE in Tanzania. The modalities and digital infrastructure have been developed by BEST-Dialogue and the other partners provide the content or access to popular Swahili versions of essential regulatory texts for MSMEs.

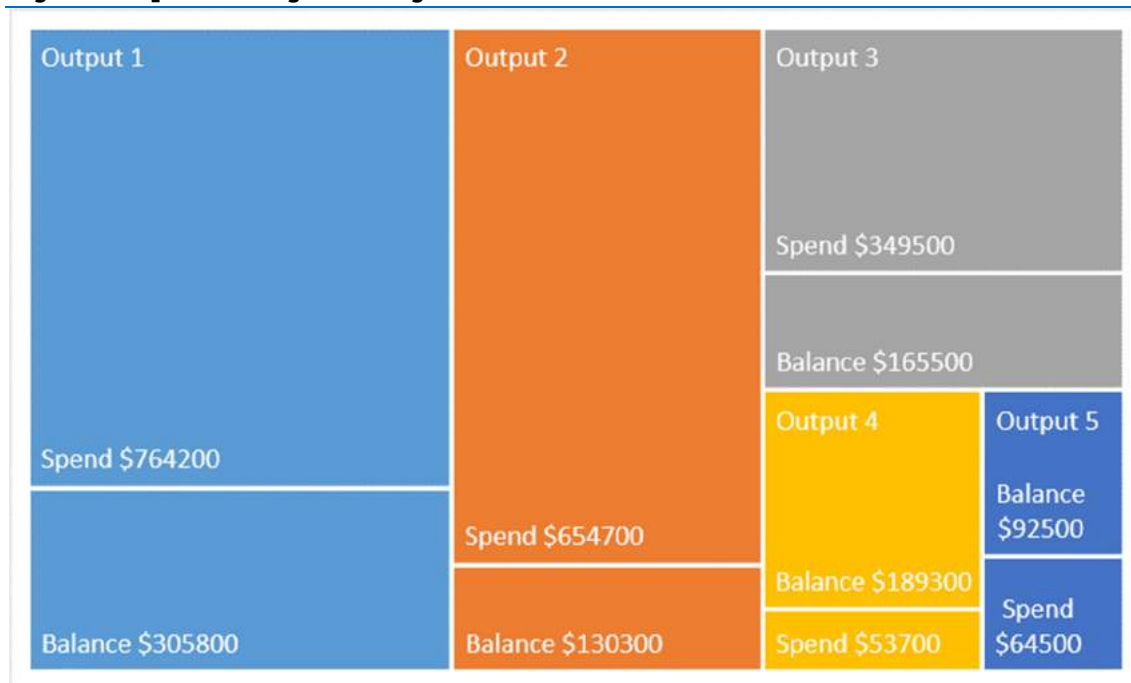
In the Southern Highlands, BEST-Dialogue initiated and supports an innovative multi-actor integrated approach to sustained local level public-private dialogue. This experiment entails collaboration between universities, PSOs, CSOs and Chambers, LGAs and local radio stations. For the dialogues, local issues in the business environment are used to build sustained coherent action between PSOs, local radio stations, LGAs and their extension services. At the institutional level, the HiLINE universities cooperate with the SAGCOT-Centre under a Memorandum of Understanding with the three most prominent and networked PSOs in the agro sector: ANSAF, ACT and TAHA. This is to ensure that best practice is captured and translated into intervention models that can be applied elsewhere in the country.

5. Financial report

BEST-D manages its budget by output, though this does not cover quite all the costs of managing the programme. Figure 4 shows the total budget for each output in the year to 30 June 2015 split between expenditure and the unspent balance, which will be carried forward to next year.

The total budget was \$2.8m and we spent some 68 per cent of that. The largest budget is for output 1 (where we spent 71 per cent of budget). The best performing area was output 2 (where we spent 83 per cent of budget).

Figure 4: Expenditure against budget



6. Conclusions and next steps

As a result of the election process, few large advocacy and dialogue proposals were submitted in 2015. Extra effort will be required to meet with potential applicants to elicit new ideas and partners, but as a consequence BEST-D may need to prepare for a high demand in 2016 once the election dust settles.

The primary ambition is to support an integrated multi-actor co-operation in the Southern Highlands, building on the work of the SAGCOT initiative and aiming to launch and consolidate public-private dialogue as common practice to improve the investment climate and to keep checks and balances on the business environment at the district level between all stakeholders. Then, we will test the integrated multi-actor model in other regions of the country, as well as in major value chains in co-operation with AMDT and partners.

Based on its first year experience, BEST-D intends to consider the following additional activities, some of which emerge from the accompanying PEA. Most of these proposals were in the 2013 report:

- ✚ Create a political economy checklist (PEC) for PSOs in advance of providing grants. The checklist would include:

- ✚ Impact: what economic impact might be expected to result if the advocacy is successful?
- ✚ Membership: How well does the PSO represent the sector? Are all big players, local and foreign, active members? Which members pay their subscriptions on time? How active and influential are board members and executives?
- ✚ Collective action: Do important members or non-members break ranks to make side deals with politicians and regulators that undermine overall sector development and/or have serious consequences for local industries?
- ✚ Undertake targeted taxation and regulation studies using a common template to establish the main constraints and opportunities for improving sector performance, and their underlying causes.
- ✚ Initiate a research programme examining how regulation affects the business environment across sectors and the limits on the degree to which PSOs can add value through advocacy and lobbying.
- ✚ Encourage PSOs to consider the wider implications of their lobbying: for example, the state has to levy taxes so campaigning for abolition simply means the axe falls on sectors that are less able to lobby. It would help both government and the private sector if the focus was on simplification, which would reduce the cost of paperwork, administration and enforcement (and corruption), rather than on abolition.
- ✚ In collaboration with other business promotion entities, review the policy regime governing the creation and functioning of executive agencies and other bodies, including crop marketing boards, responsible for economic regulation with a view to establishing their effectiveness and higher-level coordination needs.
- ✚ Initiate a biennial Tanzania Economic Governance Review (TEGR) that collates and summarises published materials on policies, taxation, and regulation of the private sector, including targeted commissioned studies just mentioned. This regular BEST product would be a basic input into broader advocacy and dialogue efforts.



Annex: results framework

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. BEST-Dialogue is aware, however, that not all the reports are completed as accurately as they might be – for a number of reasons. To some extent, therefore, the results are moderated in an effort to make them more accurate. However, visits by team members to some PSOs during 2015 suggested that some of the results reported in quarterly reports could not be trusted. The results in the annual report therefore rely on evidence gathered by team members.

This annex sets out the achievements in detail against the targets. It records both the results recorded in the quarterly database and the revised figures.

During 2016, BEST-Dialogue will aim to clean up the data for 2015 and to become much more rigorous in the way that it captures progress data to ensure that future reporting is more accurate.

Table 1: Indicators for outcome

Indicator	Baseline (2014)	Target (2019)	Achievement (2015)
1. Number of dialogues engaged by number of PSOs	12 at national level, 7 at LGA level (5 yrs)	25 at national level, 12 at LGA level (5 yrs)	17 PSOs at national level, 3 in Zanzibar, 4 PSOs at district level
2. Policy reform proposals submitted to government and followed through by PSOs	10 at national level, 7 at LGA level (5 yrs)	20 at national level, 12 at LGA level (5 yrs)	Our auditing of PSO activity suggests that PSOs submitted to government 7 policy proposals directly linked to a BEST-D grant. The number is likely higher when activities financed from other resources are included – indeed, PSO quarterly reports suggest that as many as 35 policy proposals were submitted at national level and 7 at local level. Elections slowed down dialogues due to low engagement from the public sector.
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) (5yrs)	TPSF leads PSO wide contribution to BRN and the Doing Business road map; TCT has an MoU with MNRT resulting in dialogue at least quarterly. ACT with SAGCOT Centre, initiated and supported by BEST-D, shows a trend towards the emergence of a national dialogue framework for the agricultural sector.

4. PSOs will have achieved media coverage on supported projects	90 print articles, 71 features on 2 radio stations and 15 TV features (5 yrs)	120 articles print articles, 70 features on 15 radio stations (national and community), 20 TV features (5 yrs)	According to PSO quarterly reports, PSOs achieved 86 press articles and contributed to more than 80 radio features and 80 TV features. There may be an issue with PSOs' appreciation of the indicator, which allows them easily to include minor features and appearances as well as repeat features for example in a news item.
5. Media receive feed-back on reporting on BEE and PPD coverage (sms and call-in)	Zero	Response statistics show progressive growth	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 A

Indicator	Baseline (2014)	Target (2019)	Achievement (2015)
A.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)	67 per cent of supported PSOs show improvement
A.2 PSOs/CSOs (pro)actively and effectively engaged in dialogue around national and local budget cycles	5 national PSOs engaged in national budget cycle (5 years)	6 PSOs in annual national cycle and 10 PSOs in local cycles/DADPs (5 years)	TPSF, TAHA and ACT allied during the national budget cycle to advocate retention of VAT exemptions, abolition of the Skills Development Levy in agriculture and reduction in land rent. TAHA exploited local budget cycles.
A.3 PSOs engage and contribute in new policies, policy / legislation reforms relating to BEE	1/yr	2/yr	We have identified 14 occasions when PSOs appear successfully to have influenced policy
A.4 Number of PSO initiated research/evidence based dialogues held with public & private sector	10 (national level) and 7 PSOs (local level) (5 years)	20 (national) and 15 PSOs/CSOs (local level) (5 years)	21 PSOs engaged in different coalitions in 8 national dialogues though the PSO quarterly reports suggest that PSOs may have been involved in as many as 151 dialogues.

Table 3: Indicators for output B

Indicator	Baseline (2014)	Target (2019)	Achievement (2015)
B.1 Advocacy trainings provided to PSOs and BDSPs (eg young researchers from HiLINE network)	21 PSOs; (96 participants) (5 years)	30 PSOs/CSOs ; 25 BDSPs (5 years)	73 people from 29 organisations participated 99 times; 21 BDSPs participated in 3 training sessions.
B.2 Organized dialogues for national and LGA specific issues facilitated and moderated by HEI	Zero	4/year	Scoping studies have been conducted in Mwanza, Dodoma and Njombe.

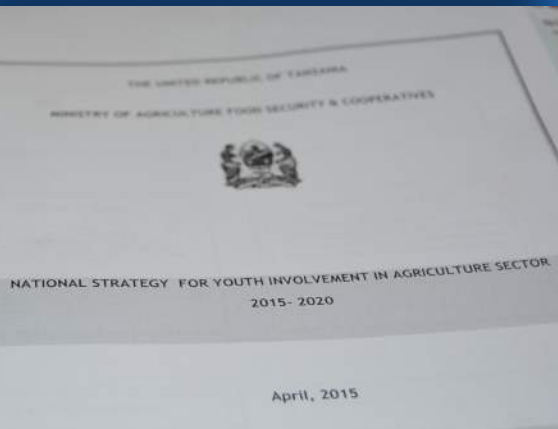
B.3 Research by HEI specifically carried out to open/inform/incite PPD in sensitive environments	1 in 2014	2/ year	Two research studies were undertaken: by MOCU/ MUCCOBS to assess the capacity of agricultural cooperatives; and by Mzumbe University to review the capacity for dialogue of the private sector and LGAs in Dodoma and Kigoma regions.
B.4 Training delivered to PSO apexes for improving their performance and sustainability	Zero	1/ year for each Apex receiving a Block Grant	ACT and TCT executive and members together with government officials received on-the-job training on PPD
B.5 Coaching sessions on PPD facilitation provided to BDSPs and researchers	Zero	1 cycle of 3 workshop components / year	Three workshops were conducted (at UDBS for senior BDSPs and basic and advanced sessions in Morogoro for HiLINE researchers and facilitators).
B.6 Capacity building for secretariat of the Centre for Policy, Research and Advocacy (CPRA)	Zero	1/ year	CPRA KPIs and reporting format developed with support of a consultant; assistance was given in the development of CPRA's Knowledge Management concept.

Table 4: Indicators for output C

Indicator	Baseline (2014)	Target (2019)	Achievements (2015)
C.1 Journalists/reporters trained at SAUT in reporting BEE issues and working.	10/yr	10/yr (of which 3/yr get fellowship BEE investigative level)	16 journalists from 12 local media houses received 28 days of training over a nine-month period; 4 senior media practitioners provided remote mentoring to the 16 trainees over 2 field work periods of 2 months.
C.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	3 national and 15 local (Community Radio Network)	BEE content was produced and aired via 1 national radio (TBC) and 8 Community Radios. SAUT trainees produced and aired 13 BEE radio features.
C.3 Print media supplements / special sections dedicated to BEE issues	2(one monthly + one weekly)	2 (one monthly + one weekly)	Two national media houses produced bi-lingual print media supplements, one monthly (4pp) and 1 weekly (1 page)
C.4 Journalists and editors participate in and cover BEE PPD events and workshops	2/yr	6/yr	The media BEE coverage evaluation report and the workshop with the editors had to be postponed until a replacement has been found for the analyst (unexpectedly no longer available).
C.5 Business events and dialogues conducted to discuss BEE constraints and opportunities and propose solutions (e.g. national conference, launch events, breakfast meetings etc.)	1/yr	3/yr	Three dialogues conducted at regional level in Morogoro, Njombe and Iringa.

Table 5: Indicators for output D

Indicator	Baseline (2014)	Target (2019)	Achievements (2015)
D.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)	TPSF is committed to engage in this project and key partners have been approached; national elections determine timing (planned for 2016).
D.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)	BLP survey has been commissioned and is in progress; timing for report launch is in 2015-Q3. Elections will determine the opportunity for launching.
D.3 Overarching research carried out relating to specific cross-cutting BEE topics in Tanzania	Zero	8 (over 5 yrs)	First phase of first study was delivered and a full study assignment has been commissioned.
D.4 Research papers on BEE in Tanzania published in acknowledged international journals	1	2/yr	3 papers published 1 forthcoming
D.5 Documentation relating to BEE and PPD is made accessible via web portal and links	25 reports in 2014 (via BEST-AC website)	Progressive growth in web statistics of Portal (#docs/visits/downloads/range)	Website was relaunched; 129 documents including 31 research reports, 22 business environment reports and 10 policy briefs were uploaded. Some 3,270 users visited the website and downloaded 90 documents on 400 occasions



BEST-Dialogue
P.O. Box 6983
Dar es Salaam, Tanzania
info@best-dialogue.org
www.best-dialogue.org