

PUBLIC-PRIVATE DIALOGUE IN TANZANIA
**IMPROVING MONITORING, COORDINATION
AND COMMUNICATION".**



KEYNOTE SPEAKER

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DATE
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GILEAD TERI
RESEARCHER,
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HON. JESCA KISHOA
PANELIST

East Africa TIME:
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List of Abbreviations and Acronyms

BE	Business Environment
CEO	Chief Executive Officer
DCC	District Consultative Council
EU	European Union
FDI	Foreign Direct Investment
ICTs	Information and Communication Technologies
IMED	Institute of Management and Entrepreneurship Development
LGAs	Local Government Authorities
LGACI	Local Government Authorities Competitiveness Index
MoFP	Ministry of Finance and Planning
M&E	Monitoring and Evaluation
NGOs	Non-Government Organisations
PRPT	Policy Reform Priority-setting Tool
PMO	Prime Minister's Office
RCC	Regional Consultative Council
SUA	Sokoine University of Agriculture
SUGECO	Sokoine University Graduate Entrepreneurship Cooperative
TAPRI	Tampere Peace Research Institute
TNBC	Tanzania National Business Council
TPSF	Tanzania Private Sector Foundation
USAID	United States Agency for International Development

Pilot 4: Research and Dialogue - Series 6

Executive Summary

Background and Introduction

The project co-founder (EU), Pilot 4 Research and Dialogue and Namwaka Omari who is the moderator of the event organised a consultation event that addressed the project's first study. The event took place online, each topic was discussed within 2 hours. This is a report of the dialogue on "Public-Private Dialogue in Tanzania and on how to help **Improve monitoring, Coordination and Communication**", which took place on 12th November 2021 from 09:00 to 11:00 hours East African Time.

The Rationale for the Study

Tanzania is going through a transformative time and has set out clear goals in its Vision 2025.

The capital reached \$1,080 in 2019, placing Tanzania over the lower-middle-income status threshold, but a lot remains to be done to reach the targets to reach middle-income status by 2025. Although the rates of growth and poverty reduction have been sustained for decades, the absolute number of poor people increased from 13 million in 2007 to 14 million in 2019 due to an increased population. Many Tanzanians remain vulnerable, living just above the poverty line², while the informal sector still represents an important part of the economy.

To reach its objectives, further progress will require attention in improving the business enabling environment, as well as fiscal governance, equity, increasing budget and public expenditure.

Through the Ministry of Finance and Planning of the United Republic of Tanzania, the European Union is supporting Pilot4 Research and Development whose aim is to promote dialogue on economic resources, fiscal policy and governance in Tanzania and to create a platform for a sustained dialogue. More information on the project is available at <http://www.pilot4dialogue.com>. The project is supporting a series of research projects and consultative forums.

Dialogue Proceedings

The two-hour online dialogue workshop was organised in six (6) sessions as follows:

1. Registration (**3 minutes**)
2. Welcoming remarks by Moderator (**3 minutes**)
3. Welcoming remarks from the Head of Pilot 4 Research and Dialogue (**5 minutes**)
4. Keynote presentation (**20 minutes**)
5. Discussant (**20 minutes**)
6. Panellists' contributions (**7 minutes each**)
7. Q and A session (**10 minutes**)
8. Wrap-up (**10 minutes**)

Participants

The moderator of the meeting was Ms Namwaka Omari while the keynote speaker was Dr Donath Ulomi (CEO of IMED) with 15 years of experience working in the PPD space as a research consultant and Prof. Andrew Temu as the discussant. The Panellists for this dialogue were:

1. Ms. Judith Valerian - Agriculture Specialist.
2. Mr. Audax Rukonge - Executive Director of ANSAF.
3. Mr. Geoffrey Kirenga - CEO of SAGCOT Centre Limited.
4. Mr. Prudence Lugendo - Policy Specialist at SAGCOT.
5. Mr. Junior Ndesanjo - Programme Officer Eastern African Grain Council.
6. Mr. Revocatus Kimario - Executive Director, Sokoine University Graduates. Entrepreneurs Cooperative (SUGECO).
7. Mr. Gilead Teri - Researcher World Bank Group.
8. Prof. Andrew E. Temu - Agricultural Economics.
9. Mr. Barney Laseko - Policy Implementation Consultant.
10. Ms. Blandina Kilama - Senior Researcher, REPOA

1. Moderator's Welcoming Remarks and Introduction

The moderator of the event, Ms Namwaka Omari, welcomed panellists and participants and gave people the time for registering. She also introduced the topic of *"How PPD can help improve monitoring, coordination and communication in Tanzania?"*

She says that Public-Private has gained a momentum as a tool or approach to not only promote and encourage private sector development and engagement but also as a tool for improve governance.

She also addressed that the approach is seen as a key ingredient for poverty reduction in terms of platform and the space provided for partners and different players.

2. Welcoming Remarks from Project Partner (IMED)

Ms Namwaka Omari then invited Dr Elise Feron to say few words. On her part, Elise welcomed everybody to the event and mentioned that the day's dialogue is part of a series of online consultations to be organised by the Pilot 4 Research and Dialogue project.

The Head of Pilot 4 Research and Dialogue Dr Elise Feron shared a brief presentation of the Pilot 4 Research and Dialogue global or main Objectives and other objectives:

The main objectives of this project are:

1. To promote dialogue on economic resources, policy and fiscal governance in Tanzania
2. To create a platform for sustainable dialogue, including public and private stakeholders in different regions.
3. To promote and disseminate high quality and evidence-based research on policies, resources, economic and fiscal governance.
4. To nurture debate among stakeholders from the public, private and civil society sectors on economic and fiscal governance issues, especially with governance.
5. To increase research capacity and expand links, networks and connections among economic and government research institutions in Tanzania.

She also addressed the 8 policies that have already been established in Tanzania in brief;

1. **PB1:** Two decades of reforms in the mining sector in Tanzania: A way Forward.
2. **PB2:** Localizing Sustainable Development Goals (SDGs) in Tanzania: redefining responsibilities.
3. **PB3:** Empowering Tanzanian Youth youths in Agribusiness: Lessons from SUGECO Model
4. **PB4:** Youth Engagement in the Budgeting Process: Our Voices or Void.
5. **PB5:** Women inclusion in the budgeting process: Comparison of the effectiveness of women networks and dialogue platforms.
6. **Pb6:** Is Tanzania Agriculture Budget aligned with the country's development plans
7. **PB7:** Challenges with the competitiveness of horticulture in Tanzania.
8. **PB8:** Tax policies and foreign direct investment in Tanzania.

She also talked a brief about the partners of Pilot 4: Research and Dialogue and invited people to check their website <http://www.pilot4dialogue.com> and their Twitter account @Pilot4dialogue



Pilot 4: Research and Development is co-funded by the European Union

3. The Concept note Address: Public-Private Dialogue

The keynote speaker, Dr Donath Ulomi, spoke at length about the background of PPD in Tanzania. He said that Tanzania needs to sustain and improve the rate and inclusiveness for it to meet poverty reduction, employment generation and other goals. He showed how PPD is a key tool being used to inform and facilitate the business environment. His keynote address touched on a few major issues as shown below;

1. The Background of PPD: He stipulated that the Project aims to improve the business environment and to use PPD as a tool to facilitate and inform business environment reforms.

2. The Agendas of PPD: To examine its structure and processes. Also, to have a focus on coordination, monitoring, and communication. He reflected on lessons learnt for the past 20 years and pointed the areas of improvements like building the culture, practice institutions as well as capacity. His presentation based on research prior to and during the project and the experience in supporting the project.

3. Business environmental reforms: He addressed on business environment reforms as a catalyst for conducive environment to attract investments in Tanzania such as easing the cost for compliance, reasonable taxes, issues of government policy and macro economy, access to land for investments, administration, infrastructures, corruptions, commercial justice and contract enforcement as well as protection of intellectual property rights.

4. Initiatives: He mentioned a few initiatives towards improving the business environment such as Emphasis on implying regular contracts, promoting of mutual understanding and trust, adherence on modes of communication and feedbacks as well as participatory monitoring and evaluations which might help in dealing with vested interests and corruptions.

A brief of structured PPD was presented being a regular, organized, communication, exchange of views and consultations between the Public and Private sector seeking to improve the business environment and stimulate innovation, competitiveness and growth of the economy.

PPD can be at different levels from local government to national level and it takes an effective PPD to ensure effective and efficient implementations at the lower level. He presented of the formal PPD structure in Tanzania (TNBC) in different industries from national to local level.

He went further explaining as to why despite some reforms yet there are no improvements. Some factors were presented as shown below;

- a. History of the state, the business relationship, attitudes and mutual suspicious thus no trust among the parties.
- b. PPD mechanisms not being established by laws, not being budgeted for hence no respect for such bodies.
- c. Inadequate coordination, monitoring and communications in all levels.
- d. Duplication/multiplicity and limited resources.

He finalized with his reflection on the 20 years' experience of using PPD as a mechanism to improve the business enabling environment, lessons learnt and an assessment on where and how can we improve monitoring coordination, communication and hence effectiveness and how we can leverage ICT to do that.

He also shared questions like Should TNBC and some other select PPD platforms play a legally defined role - like TFTR, RCC, DCC? For effectiveness and where should TNBC report to - PMO? Parliament, PO. He thereafter handled the moderator to proceed and before the proceeding, she gave a room for participants to ask questions through the chat.

4. Panel Discussion

The Discussion started with the discussant Prof. Andrew Temu (Retired University Lecturer at SUA and Agricultural Economist). He discussed briefly the paper presented by Dr Ulomi and congratulated Dr Ulomi for the good job done on the preparation of the Pilot 4 Dialogue concept note. In his view, he saw 3 places that have weaknesses and need to be addressed.

1. Consistency over time and mechanisms to avoid policy reversals wherever they happen. He argues that if we dug a little deeper into examples of different PPD's and Policies which have been used. We will be able to mark some policy reversals which are not good in terms of our Business Environment (BE).
2. The linkage between the National level policy and Sub-national level issues impacting the BE. He argues that in the last recent years, he almost gave up on the sub-national level of PPD in terms of policies. He observes

and concluded that for the majority. There are few such as foreign direct investment which comes into the country etc., he thinks that they might be able to appreciate changes which are being advocated at the national level but for the majority of medium and small enterprises, local farms etc. he feels that there is a strong weakness in terms of how those PPDs and policy reforms are done at that level but also the linkage to the national level.

3. Digitalization, his concern was on how to deploy technology in doing the below;
 - How could technology be used to digitalize the process.
 - How can we link the sub-national processes with the national level?
 - And the digitalization itself.

Then he talked about the focus on improving monitoring, coordination and communication within the PPD and Policy reforms to improve the business environment.

As a result, they ended up developing a digitalized tool for facilitating PPD and for policy reforms with inbuilt Monitoring and evaluation at the sub-national level.

He acknowledged the people who played the part like USAID, Digital Consulting LTD (which was a partner in implementing the program called ENGINE), IESC and VEGA.

The tools developed were:

- Policy Reform Priority-setting Tool (PRPT).
- LGA Competitiveness Index (LGACI).

He then explained the framework of PRPT and LGACI tools in deep and how the tools were developed. The essence was to look at the “World Bank Ease of Doing Business Index”. So, they captured 10 BE indicators at that level.

The process cascaded downwards to the sub-national level. In that process, they ended developing the PRPT and LGACI tools. At the PRPT they had 12 dimensions, 36 sub-dimensions and 73 Indicators.

Then he explained in nutshell about those dimensions and sub-dimensions and the indicators of PRPT. He talked about the PRPT action plan and the PRPT Steps.

He then explained about the LGACI in a nutshell and concluded with how to improve monitoring, coordination and communication. He suggested the following:

- To improve the structure of policy reforms at the sub-national levels (SNLPs).
- To link the sub-national policy reforms and national level policy processes.
- Design policies & penalties for non-compliance for basic principles of creating EBE.
- Digitalize facilitation and M&E of PPD and policy reforms to improve the Business Environment.

Each panellist was accorded seven (7) minutes to contribute to the discussion in line with the keynote address:

1. The first panellist, [Audax Rukoye](#), who is an Executive Director of ANSAF explained his views on what Dr Ulomi and Prof. Temu explained. He thinks that the PPD is not missing the structures, the structures are there from the National and Sub-national levels. He also appreciated the fact that it's very clear in terms of tools, we have a substantial number of tools developed by different scholars and practitioners. He thinks we can still leverage such kinds of tools to help us monitor, communicate and even coordinate among ourselves. He also brought into attention 3 fundamental areas:
 - (i) On the clarity and priority about what are we monitoring? What are we communicating? , And what are we coordinating for what purpose? On any issue such as the Blueprint and 5 years development plan or National development visions 2025. He wants that to be clear not only for scholars but also to the majority citizens to have awareness which in turn will make the interested private sectors at national and sub-national levels to be and engaged.

- (ii) Identifying who is who and plays what role when it comes to PPD. He sees it's very easy to point out that the private sector is being one and homogenous. A lot of mistakes will happen if we assume that the private sector is one and homogeneous. He wants to bring everybody on board to coordinate so that no one can miss the coordination part as well as the bigger picture.

- (iii) He wants the establishment of the common denominator of players in different elements. Also, the need to have some groups that reconvene and feed to larger groups and have some sort of ownership of the issues that you will feel like they are imagining from people who are affected in one way or another.

He also talked about the slow consistency in terms of our engagement, consistency in terms of research and analysis and division within the public sector. For instance, the agricultural analysis policies group that convinces every year to have our final agriculture conference.

2. The second panellist was [Prof. David Nyange](#), who highlighted the importance of mutual trust in policy dialogue mainly because there is a political economy into policy. He argued that some stakeholders may use policies to achieve their political objectives. Therefore, building mutual trust is very important.

Mutual trust is a result of a long-term partnership where you assess your partner's motives until you reach a point where you both have a common understanding.

He saw that achieving this mutual trust is very challenging due to the fact in recent past years there was a high turnover of leadership. It takes a lot of time to build that relationship and whenever people have the chance to move to the next steps, then people go back to square one due to leadership changes again.

He also talked about how leadership has very big implications for policies. He saw that leaders may have different backgrounds which made them have different priorities which are very challenging. That is why under PAG, their approach (Prof. Nyange and others) have been the first to whenever there is a change in leadership, they make sure they put a lot of

effort to bring up to speed the new leadership into ongoing policy issues or reforms.

They have also tried to institutionalize policy dialogue by not targeting an individual for example in the ministries, there are Ministers, the PS and other senior leaders in Ministries. So instead of only dealing with the Ministers, they deal with the whole leadership team. So that even when there is a change in leadership, still there will be advocacies within the leadership.

He also argued that dialogue itself is not self-sufficient, we have to think of going beyond the dialogue. Their approach has been starting with research to produce evidence then using those evidence to build a case for policy reforms or whatever. Then also support policy reform processes throughout until the reforms are completed. But also going beyond that point into monitoring and evaluation so that it can show the results and impacts of the reforms that have been implemented.

He also talked about the close linkage between leadership and policies (governance and policies). Their Motto (PAG) has been that “good governance can bring better policies but also better policies can make governance more effective.”

He ended by thanking the government for prioritising the “*Uongozi Institute*” which helps strengthen the leadership which is also good for supporting policies.

3. The third panellist was [Judith Valerian](#) (Agriculture Specialist, SUA). She talked about PPD on academic angle mainly on Research. She also suggested the looking of PPD on the sub-national level for example starting from the villages and go down further to “*Nyumba Kumi*”.

She talked on how do we capture all these issues to the national level. She thinks that we have to coordinate well between the subnational and national levels. She thinks we can achieve this through good communications between these levels.

4. The fourth one was [Revocatus Kimario](#), the Executive Director at Sokoine University Graduates Entrepreneurs Cooperative (SUGECO) talked about the inclusive engagement of youth as well as documentation.

He thinks there is a need of reporting system from village, district, region to national level.

He also addressed the issue of technology and innovation and how can we accommodate ICT in policy dialogue?

He suggested about M&E and wants us to develop a proper curriculum to train experts so that they can showcase the impact of PPD to the public.

5. The fifth speaker was [Junior Ndesanjo](#) , who is the Programme Officer at Eastern African Grain Council. He discussed a little bit about the impact of government's decision on common people through effective monitoring and evaluation

He also talked on how do we showcase success stories of reforms through PPD.

6. The sixth speaker was [G. Kirenga](#) (CEO of SAGGOT). He shared his views and emphasized that, serious work needs to be done to implement policies through PPD.

He also suggested that the information that are relevant needed to be put at the table for deliberation. Also, not giving up in pushing for reforms.

7. The last speaker is [Gilead Teri](#) (Researcher, World Bank Group) addressed three issues:
 - The need to for restructuring the PPDs platforms and the need to look them at their own structure and redesigning them.
 - The need to strengthen the quality of input that comes from the private sector.
 - Lastly, the role of the government on the issues concerning PPDs because all the PPD platforms are not backed up by the law.

5. Challenges

Just as there are abundant benefits and opportunities around Public-Private Dialogue, there are also some challenges facing the institutionalization of Public-Private Dialogue. Some notable challenges include:

1. **Lack of clarity on priorities:** Tanzania devises pro-investment policies such as business climate blueprint, five-year development plan as well as National Development Vision 2025. However, these well-thought development plans are not clear among the citizenry who should have positioned well to grab opportunities and play their roles effectively in attaining our development plans at a speed through Public-Private Dialogue.
2. **Absence of institutionalized PPDs:** Lack of institutionalizing policy dialogue, Public-Private Dialogue becomes a daunting challenge because we keep pushing for dialogue singlehandedly without focusing on a holistic approach of inclusive engagement of leadership as a whole.
3. **Inadequate engagement and participation:** Public-Private Dialogue still locks out of the majority of people who are part and parcel of the process to shape public-private dialogues at their grassroots levels. Instead, Tanzania is not coordinated well to grapple with the marginalization of key stakeholders at the bottom level but rather we focus on the national level.
4. **Monitoring and evaluation:** Tanzania is not doing well on championing Public-Private Dialogue because of a shortage of skilled monitoring and evaluation experts concerning proper packaging of information, documentation and reporting systems from the grassroots level to the national level.
5. **Mistrust:** Public-Private Dialogue is not growing at a moving pace because of entrenched distrust between the public and private sector where government's policies and laws concerning business climate are not consistent and predictable all over the years, thus negatively affecting ease of doing business ranking in the world.
6. **PPDs platforms are not legally based:** Public-Private Dialogue Platforms are not legally backed up but rather they are mere presidential decrees,

therefore concreteness and effectiveness of PPDs hang in the balance towards smooth execution.

6. Way Forward

While acknowledging and commending all that has already been done to facilitate Public-Private Dialogue in Tanzania, Gilead Teri pointed out that a lot more still needs to be done to attract, nurture and sustain Public-Private Dialogue in Tanzania. Out of curiosity, he mentioned three as top priorities that need to be addressed to allow for flourishing Public-Private Dialogue in Tanzania:

1. **Restructuring Public-Private Dialogue Reforms:** Tanzania should redefine its Public-Private Dialogue Reforms that are pro-engagement and participation of stakeholders from all walks of life.
2. **Strengthening the quality inputs from Private Sector:** The Government of Tanzania should moderate most quality inputs from the private sector that aim at fostering mutual cooperation and understanding on priority areas that Public-Private Dialogue would be a catalyst to spearhead those agendas to full realization.
3. **The role of the government be clear:** The government should play its pivotal role in championing its agenda by solidifying Public-Private Dialogue as a gateway for improving Monitoring, Coordination and Communication alike. To put it clearly, the government should bring key stakeholders to the drawing board for consultation.
4. **Consistency:** Need for cultivating and maintaining consistency for mutual understanding between the public and private sectors for enhancing institutionalization, restructuring as well as engagement.

7. Conclusion

Prof. Nyange concluded the keynote address by emphasizing mutual trust as an important ingredient in policy dialogue. However, he sounds warning to stakeholders not to use Public-Private Dialogue as a platform to further their political aspirations.

8. Plenary Discussion

8.1 Q & A Session

Participants were encouraged to post questions through the chat room, which were then passed on to the moderator. The chat room was very busy with a lot of discussion among participants, including questions and answers, comments, advice, ideas and opinions about youths and opportunities for youth. Participation was high, mostly by women and young people from agriculture sector; there was also a good coverage on education and employment sectors. Due to the large amount of content in the chat room and to time constraint, only a few questions were taken for response during the dialogue. The moderator, Namwaka Omari, accorded time for Dr Donath Olomi and Prof. Andrew Temu to share their insights with regards to Public-Private Dialogue and, in so doing, respond to some burning issues raised by participants.

Namwaka also urged the keynote speaker and panellists to get onto the chat room to respond to participants questions, issues, concerns, comments, ideas etc. Participants were as well encouraged to respond to each other.

Due to a huge volume of chat room discussion and limited time, the moderator allowed Dr Donath Olomi to respond to Dr Blandina Kilama's question on the needful inputs to revamp the Tanzania National Business Council (TNBC). In his quick rejoinder, Dr Donath Olomi challenged the government to establish legally- build in the laws its functions, structure, mechanism for information and its flows.

9. Wrap Up and Closing

Namwaka Omari requested Dr Barney Laseko, to wrap up the discussion before closing the online event.

9.1 Closing

Namwaka Omari, the moderator of the online dialogue, requested Dr Barney Laseko from Pilot4Dev to say some closing words.

Dr Laseko said the online dialogue had been educative, informative and very interesting exchange, with excellent presentations, lots of splendid ideas that are also food for thought, and a large number of comments in the chat box. She thanked Namwaka for doing an amazing job in moderating the dialogue session.

Finally, Ms Namwaka Omari concluded the dialogue by thanking all participants for joining the online discussion and all who had been working behind the scenes. She advised participants to be on the lookout for similar future online events organised by the Pilot 4: Research and Dialogue project.

Appendix 1: List of Participants