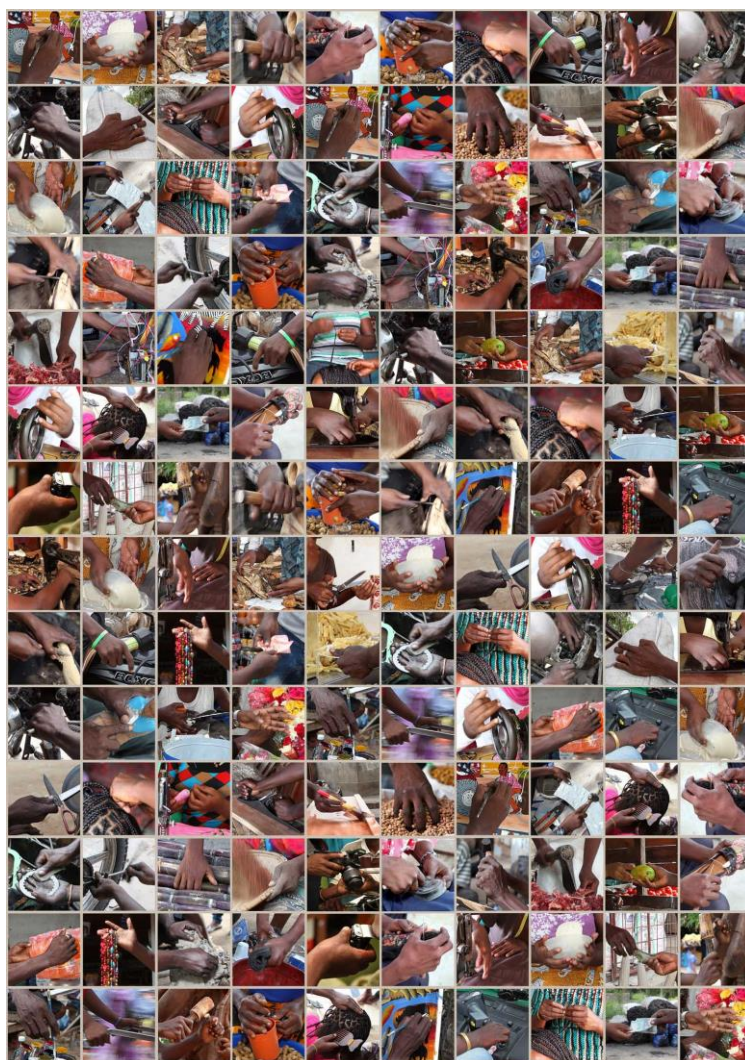




Results Framework
Development Engagement Partner
BEST-Dialogue 2014-2019



Dar es Salaam
26 September 2019

Results Framework (RFM) for Development Engagement Partner – BEST-Dialogue 2014-2019

The RFM facilitates a uniform presentation of the Development Engagement during its implementation.

Thematic Programme		Business Sector Programme Support, Phase IV	
Thematic Programme Objective		Improved employment and income opportunities for farmers and micro, small and medium enterprises (MSMEs) through green inclusive growth.	
Impact Indicator		Total Value of non-traditional export products traded into EAC markets increases to at least 20% above the current value of US\$ 512 million from 2017 by 2021 (Economic Survey)	
Baseline	Year	2016	US\$ 430.8 million (NBS source) BEST-Dialogue has opted to use <i>National Bureau of Statistics data</i> as a source for this impact indicator. There is no latest <i>Economic Survey report</i> .
Results	Year	2019	<p>* Non-traditional products: Gold, diamond, manufactured goods, manufactured coffee, manufactured tobacco, fish and fish products, and horticultural products.</p> <p>* Traditional products include: Coffee, cotton, sisal, tea, tobacco, cashew nuts and cloves.</p> <p>Kindly note: The latest available <i>Economic Survey</i> report is of 2017 and does not reflect the mentioned current value of US\$ 512 million, value of non-traditional export products into EAC.</p> <p>BEST-Dialogue has opted for National Bureau of Statistics (NBS) data to report on this impact indicator. In reality,</p> <p>For 2017: Total value of non-traditional export products (EAC) was US\$ 430.3 million</p> <p>For 2018: Total value of non-traditional export products (EAC) was US\$ 500.3 million</p> <p>No data available for January-June 2019 (Source: ITC calculation based on National Bureau of Statistics – NBS statistics, 2018)</p> <p>With the exception of gold and horticultural products, all other non-traditional exports declined between 2016 and 2017. Between 2017 and 2018, total value of non-traditional export value increased with all sub-categories recording growth with a significant performance registered in manufactured goods and gold exports. The good performance in gold exports was explained by an increase in volume and world market prices.</p>

Thematic Programme		Business Sector Programme Support, Phase IV	
Thematic Programme Objective		Improved employment and income opportunities for farmers and micro, small and medium enterprises (MSMEs) through green inclusive growth.	
Impact Indicator		The percentage of reforms on opening a business, trading across borders and protecting investors being implemented by Government of Tanzania increases from 10, 25 and 0% to 40, 50 and 20% respectively from 2016 (OECD Investment Policy Reviews, Tanzania 2021)	

Baseline	Year	2016	<p>78.93% opening a business, 20.21% trading across borders, 40.00% protecting investors.</p> <p>BEST-Dialogue has opted to use <i>Doing Business</i> reports as a source for this impact indicator. There is no latest <i>OECD Investment Policy Reviews for Tanzania</i>; the last report was of 2013.</p>
Results	Year	2019	<p>Opening a business scored 72.65 percent. Facilitating trade across borders scored 20.21 percent. Protecting investors scored 45.00 percent.</p> <p>*In opening a business, DB-2019 Tanzania is ranked at 163 with a score of 72.65 percent, a slight drop of 0.38 compared to a rank of 162 with a score of 73.03 percent in the DB-2018 report. In DB-2017, Tanzania is ranked at 135 with a score of 79.14 percent. In 2017/2018 Tanzania made starting a business easier by launching an online company registration system and eliminated the requirement for inspections by health, town and land officers as a prerequisite for a business license hence reducing time and costs for entrepreneurs.</p> <p>*Trading across borders, protecting investors, and resolving insolvency has been named among the challenging issues in DB-2019 for Tanzania. Despite Tanzania reducing the time for both exporting and importing goods and services by implementing the Tanzania Customs Integrated System (TANCIS) - an online system for downloading and processing customs documents, and upgrading the infrastructure at the port in 2015, facilitating trade across border the score has still remained the same at 20.21 percent since 2016. In DB-2019 Tanzania is ranked at 183 with a score of 20.21 percent, compared to a rank of 182 with the same score of 20.21 percent in DB-2018. In DB-2017 Tanzania was ranked at 180 with the same score again of 20.21 percent. On the other hand, Tanzania made importing more difficult by introducing a requirement to obtain a certificate of conformity before the imported goods are shipped.</p> <p>*In protecting investors Tanzania is ranked at 131 with a score of 45 percent, which is the same score as in the DB-2018 report with a rank of 129. In DB-2017, protecting investors was ranked at 145 with a score of 40.00 percent.</p> <p>Overall, Tanzania is ranked at 144th position in the <i>World Doing Business report, 2019</i> with a score of 53.63 percent compared to a score of 54.04 percent at a rank of 137th in the DB-2018 report.</p> <p>(Source: 2017DB, 2018DB and 2019DB reports; no recent OECD data available)</p>

Engagement Title	Business Environment Strengthening in Tanzania - Dialogue
Outcome	Private Sector influences the public sector to improve the business environment in a well-informed, sustained dialogue in an open and transparent space.
Outcome indicator 1	PSO proposals for reforms relating to business environment issues <u>accepted and</u>

		followed through by government	
Baseline	Year	2014	17
Target	Year	2019	30 policy reforms accepted (5 years)
Cumulative Results	Year	2019	<p>Total of 55 policy reform proposals accepted by government.¹</p> <p>Note: The Budget Speech for FY 2019/20 and Finance Bill 2019 marks a great start towards the implementation of the Blueprint for Regulatory Reforms. Fifty four (54) fees and levies charged by TBS, TFDA, GCLA and some ministries are abolished.²</p>

¹ **The reforms included:** Private Sector Development Policy (PSDP 2015); Public Private Partnership Regulations (PPP 2015) by TPSF | National Strategy for Engagement of Youth in Agriculture by SUGECO | Cultural Tourism Regulations 2015 incorporated in the revised National Tourism Policy (NTP) by TACTO/TCT | Review of Weights and Measures Act of 1982 by TCCIA Iringa | Accurate Measurements for Selling Timber By-laws by TCCIA-Mufindi | Amendments for Business Activities Registration Act 2007 (BARA) by VIBINDO | Agricultural Sector Review (VAT Bill 2014) by TPSF/ACT/TAHA | Construction Industry Policy 2003 (Amendments) by TACECA | and MicroFinance Institutions Policy (MFI's) 2015 by TAMFI | Amendment of the Fertilizer Act 2009 and its regulations of 2010; and Amendment of the registration processes on the Biological Control Agents (BCA) in Tanzania by TAHA | Enforcement of Weight & Measures Act of 1982 by TCCIA Iringa | Review of the Fire and Rescue Force Act No. 14 of 2007 and its 2012 amendments by TCCIA Kilimanjaro | Proposal to deposit 100% of the amount in dispute after tax assessment was dropped and remained with payment of 1/3 as it was normally done; and Proposal to pay Capital Gains tax by shareholders owning shares below 25% was dropped during the National Budget review 2016/2017 by TPSF | Government adopted the Blueprint-1 for Business Environment Regulatory Licensing Reform led by CTI/TCT/TPSF | Removal of crop cess charges, fees and levies in the Agricultural sector by ACT/TCCIA Njombe | Operational modalities of warehouse at village level by RUDI | VAT on ancillary services to transit cargo by TPSF/TAFFA/CTI | Amendment of the Forest Act 2002 produced new guidelines for Commercial timber harvesting permits by TCCIA Mufindi | Tourism tax regime by ZATI | Review of horticultural standards, and additional amendment on the Fertilizer Act 2009 by TAHA | National Intellectual Property Policy by TAFF | Removal of VAT on consumptive tourism by TCT | Smallholder market participation of tea growers study recommendations by STDF | and Remission of duty on imported sugar by TPSF | Import duty exemption on importation of tour cars; Withdrawal of the Bill to amend Wildlife Conservation Act, No 5 of 2009 by TCT | Removal of VAT on solar water pumps and solar fishing lanterns; Waiver of process of environmental impact assessment for solar projects below or equal to 1MW by TAREA | VAT exemption for importation of packaging materials for domestically produced pharmaceutical products; Reduction of corporate income tax rate from 30% to 20% for new investors in the pharmaceutical and leather; VAT exemption on packaging materials produced for local manufacturers on pharmaceutical products; VAT exemption on imported animal and poultry additives; Duty remission to various raw materials (paper, pesticides etc); Stay of application of Common External Tariff (CET) for crude palm oil, crude edible oils and semi refined edible oils; No changes in excise duty for locally produced non petroleum products; Removal of various fees and levies charged by OSHA; Removal of fees and levies in the salt subsector; Removed charges paid for research development; Elimination of export levy for wet blue leather by TPSF | Government imposed 25% import tariff on imported crude palm oil; Contribution to Coffee Development Trust Fund and Coffee export fee; Increased import duty of edible oil to protect and encourage local production and processing ; and removed VAT on seedcake to encourage local production and processing removed or reduced some tax and charges in cotton, coffee, tobacco, operation of cooperative societies, tea, seed, sugar, crop cess, seedcake, new leather industries, etc by ACT (Finance Bill 2018/19) | Elimination of restriction on input tax credit in respect of exportation of raw agricultural products; VAT exemption on refrigerated boxes (cold rooms) used in horticultural farming (VAT Act 2014); Granting Custom Duty remission and apply a duty rate of 0% instead of 10% for one year on paper used for packaging materials for export of horticultural products; Granting Duty remission on agricultural seeds packaging materials and apply a duty rate of 0% instead of 25% for local producers of agricultural seeds for one year; Stay of application of the East Africa Community-Common External Tariff (EAC-CET) rate and apply a duty of 35% instead of 25% on importation of horticultural products for one year by ACT/TAHA | Local Content Guidelines, 2019; Companies Act Cap (212) by TPSF | The Written Laws (Miscellaneous Amendments) (No.2 & No.3) Bill of 2019 by TAWOMA and TASHITA | Implementation of Commercial Court Act No. 9 of 2013 by ZLS | Review of Zanzibar Industrial Policy by ZNCCIA | and the Finance Bill 2019¹ by apex PSOs.

² **Finance Bill 2019** abolished 54 fees and levies charged by TBS, TFDA and GCLA and some charged by 4 Ministries. These include: 6 fees from TBS: application fees for TBS mark 50,000; mark guarantee fees 15% of overhead and transport fees; TBS mark license fee of 50% of cost of transport and testing of sample from the markets; and application fees on imported cosmetic fees 50,000; and calibration of equipment based on industrial metrology| 7 fees from TFDA: retention fees for domestic products on registration of vaccine, biological \$150; herbals medicines \$150; medical devices \$100; diagnostics \$250; food \$10; antiseptics and diagnostics 100,000; abolish fees for duplicate certificate on diagnostics \$100; inspection fees for new food selling outlets 50,000; registration fees for retails veterinary pharmacies 50,000-100,000; inspection fees for fish industries outlets 200,000-250,000; inspection fees for new outlets 50,000; and annual business license fees 50,000-300,000| 14 fees and 10 levies from GCLA| Ministry of Livestock, Fisheries Development scrapped 15 fees associated with meat, milk, fish| MNRT-removed trophy handling fees| Ministry of Water scrapped the fees on bore horse| and Ministry of Works, Transport and Communication scrapped delivery fees, stripping fees, export fees and container cleaning charges as port charges.

Engagement Title			
Business Environment Strengthening in Tanzania - Dialogue			
Outcome		Private Sector influences the public sector to improve the business environment in a well-informed, sustained dialogue in an open and transparent space.	
Outcome indicator 2		PSOs (pro) actively engaged in dialogue around national and local budget cycles	
Baseline	Year	2014	5 national PSOs engaged in national budget cycle
Target	Year	2019	6 PSOs engage in annual national cycle and 10 PSOs in local cycles / DADPs (5 years)
Cumulative Results	Year	2019	9 PSOs (mainland) and 2 PSOs (Zanzibar) engaged in the dialogue platforms around Annual National Budget cycle³ and 13 PSOs (mostly TCCIA districts) participated in local budget cycles/DADPs.
Engagement Title			
Business Environment Strengthening in Tanzania – Dialogue			
Outcome		Private Sector influences the public sector to improve the business environment in a well-informed, sustained dialogue in an open and transparent space.	
Outcome indicator 3		Government and PSO apexes entertain sustained and effective business environment dialogue platforms.	
Baseline	Year	2014	2 platforms (BRN, Roadmap and TNBC)
Target	Year	2019	3 PPD platforms sustained (5 years)

³ **Results:** Removal of all taxes for unprocessed horticulture produce in the Finance Act 2016/2017 | Reduction of skills development levy from 5% to 4.5% | A proposal to pay Capital Gains Tax by shareholders owning shares below 25% dropped | A proposal to deposit 100% of the amount in dispute after a tax assessment was dropped and remained with the existing arrangement of a 1/3 deposit | Reduction of crop cess from 5% to 2% for food, and from 5% to 3% for cash crops | VAT exemption on capital goods to reduce importation costs on machines and plants used in strategic industries e.g. edible oil, leather, textiles and pharmaceuticals | Abolishment of various fees and levies related to agriculture, e.g. inspection fees charged by TBS on fertilizer and cash crops | collection of street sign levy from local government authorities to central government's by TRA | Abolition of VAT on government fees and charges in the tourism sector in the 2017/18 fiscal budget which was a double taxation. e.g. Hunting blocks, professional hunting fees, hunting permits, trophy handling fees | VAT exemption for importation of packaging materials for domestically produced pharmaceutical products | Reduction of corporate income tax rate from 30% to 20% for new investors in the pharmaceutical and leather | VAT exemption on packaging materials produced for local manufacturers on pharmaceutical products | VAT exemption on imported animal and poultry additives | Duty remission to various raw materials (paper, pesticides etc | Stay of application of Common External Tariff for crude palm oil, crude edible oils and semi refined edible oils | No changes in excise duty for locally produced non petroleum products | Removal of various fees and levies charged by OSHA | Removal of fees and levies in the salt subsector | Elimination of export levy for wet blue leather | Elimination of restriction on input tax credit in respect of exportation of raw agricultural products (VAT Act 2014) | VAT exemption on refrigeration boxes (cold rooms) used in horticultural farming (VAT Act 2014) | Granting Custom Duty remission and apply a duty rate of 0% instead of 10% for one year on paper used as raw materials for manufacturing of packaging materials for export of horticultural products | Granting Duty remission on agricultural seeds packaging materials and apply a duty rate of 0% instead of 25% for local producers of agricultural seeds for one year | Stay of application of the East Africa Community- Common External Tariff rate and apply a duty of 35% instead of 25% on importation of horticultural products for one year | Agriculture plastic packaging materials exempted from the prohibition of plastic bags in Tanzania.

Cumulative Results	Year	2019	Total of 4 -7 PPD platforms sustained at national level: * The Agricultural sector platform ⁴ * The Tourism sector platform ⁵ * The 4 TNBC working groups: Agriculture Business environment Industrialization Forestry * The Timber sub-sector under the Department of Forestry has established a platform at the May 2019 timber stakeholders meeting in Iringa, which was one of BEST-Dialogue exit events At local government level: * A growing number of RBCs and DBCs have been revived. Platform reporting is now monitored by PO-RALG instead of MIT.
Engagement Title		Business Environment Strengthening in Tanzania - Dialogue	
Outcome		Private Sector influences the public sector to improve the business environment in a well-informed, sustained dialogue in an open and transparent space.	
Outcome indicator 4		Supported PSOs feature with their business environment issues in the media	
Baseline	Year	2014	90 print articles, 71 features on 2 radio stations and 15 TV features
Target	Year	2019	400 print articles, 50 features on 45 radio stations (national and community), 50 TV features (5 years)
Cumulative Results	Year	2019	Total of 625 print articles 472 radio features 4 national radios (TBC, Radio One, Radio Free Africa, and Clouds FM) 53 community radio stations under the TADIO network of community radio stations 160 TV features (as reported by PSOs)

Output 1		PSOs with improved skills and competence to engage and participate in a sustained institutionalized consultation and evidence based dialogues	
Output indicator 1.1		Number of dialogues in which PSOs and government actively engaged (number of PSOs, dialogues, and MDAs)	
Baseline	Year	2014	12 dialogues at national level, 7 at LGA level; 16 PSOs
Target	Year	2019	Total 60 dialogues at national level, 40 at LGA level (5 years); 35 PSOs
Results	Year 1	2015	14 dialogues (9 national, 5 local) 11 PSOs directly linked with BEST-Dialogue fund Dialogues issues included: enhancing cashew value chain enhancing smallholder tea growers market impediments enhancing sugar cane subsector LGA tourism levies review of cultural tourism regulations review of the pesticides and fertilizer registrations enforcement of weight and measure Act review of Fire and Rescue Force Act multiple taxes in tourism incentives scheme for agri-start ups amendments of Business Activities Registration Act seaweed sector

⁴ Memorandum of Understanding (MoU) between MoA and ACT to establish a sector specific dialogue platform was signed in 2018. MoA and ACT agreed to work on the Budgetary Process; Digital Farmer Aggregation Platform; collaborative effort in establishment of Law for Agricultural Land; Agricultural Shows (Nane Nane); International Livestock Show; Data and Information Sharing; Evaluation and implementation of MoU (2017-2020).

MoU between ACT and PO-RALG approved and signed in July 2019.

⁵ TCT and MNRT agreed that business environment issues emanating from the Blueprint should be addressed through PPD platforms for sector specific issues while cross cutting issues should be channelled through the multi-sectoral platforms at national level.

			regulations legislatives on micro finance institutions, etc.
Results	Year 2	2016	<p>45 dialogues (31 national, 14 local); 21PSOs, only 33 dialogues funded by BEST-Dialogue</p> <p>Dialogues issues included: agricultural counterfeits inputs land conflicts operational modalities of warehouses at village level enhancing small holder tea growers impediments handcraft marketing challenges review of pesticides and fertilizer registrations regulating water use horticultural standards review of Fire and Rescue Force Act commercial timber harvesting permits rationalization and coordination of crop cess multiple taxation in tourism sector tourism sector skills gap review of Zanzibar industrial policy harmonization of withholding tax for splitting contracts in construction sector cross border trade challenges multiple regulations in the fisheries subsector review of port charging fees effects of counterfeits 1 Regional PPD workshop, etc.</p>
Results	Year 3	2017	<p>42 dialogues (25 national, 17 local); 19 PSOs, only 34 dialogues funded by BEST-Dialogue</p> <p>Dialogues issues included: tourism taxation tourism policy challenges in the cotton subsector multiple regulations in the fisheries subsector review of port charging fees effects of counterfeits operational modalities of warehouses at village level enhancing small holder tea growers impediments handcraft marketing challenges review of pesticides and fertilizer registrations regulating water use horticultural standards review of Fire and Rescue Force Act 3 Regional PPD workshops commercial timber harvesting permits review of national intellectual property policy effects of environmental impact assessment audit to small power producers formalization of artisanal small-scale mining multiple taxation in tourism cross border trade challenges, etc.</p>
Results	Year 4	2018	<p>63 dialogues (34 national, 29 local); 42 PSOs.</p> <p>Dialogues issues included: effective regulations in the cotton subsector port wharfage charges multiple regulations in fisheries forest land rent creative industry challenges enhancing smallholder tea growers contractors delayed payments withholding tax and VAT in the construction sector national tourism policy credit only micro finance institutions horticulture and DADPs Artisanal small miners formalization challenges market crisis in Kigoma e-registration challenges effects of environmental impact assessment audit to small power producers cross border trade challenges 15 Regional PPD workshops multiple regulations in the tourism sector skills gap in tourism participatory formalization revival of cooperative societies, etc.</p>
Results	Year 5	2019	<p>53 dialogues (40 national, 13 local level); 25 PSOs</p> <p>Dialogues issues included: aquaculture industry challenges forestland rent minimum wages warehouse modalities at village level delayed payments in the construction industry Tourists' safety and security tourism tax point assessment multiple regulations in the construction sector review of Plant Protection Act</p>

			1997 Tourism Skills Gap horticulture VAT issues Withholding tax and VAT in the construction sector Cross Border Trade challenges Multiplicity of taxes in the salt subsector 5 Regional PPD workshops Seaweed Value Chain PPD Skills Development Levy administration in the tourism sector tax reforms, etc.
Target	Year	2019	Total 60 dialogues at national level, 40 at LGA level (5 years); 35 PSOs
Cumulative Results	Year	2019	* Total of 161 dialogues engaged between government and private sectors (107 at national level and 54 at local level) * Total of 62 PSOs were engaged
Output 1		PSOs with improved skills and competence to engage and participate in a sustained institutionalized consultation and evidence based dialogues	
Output indicator 1.2		Number of dialogues engaging coalitions of PSOs, local media and LGAs i.e. Multi Actor Initiatives (MAI)	
Baseline	Year	2014	0
Target	Year	2019	Total 20 dialogues at local level, 25 local radios, 15 LGAs (5 years)
Results	Year 1	2015	1 PPD on how best to use existing dialogue platforms and collaboration among the MAI partners. Six Southern Highland Chambers, Non-State Actors, and 2 Regional Administration Secretary (RAS) from Iringa and Njombe participated.
Results	Year 2	2016	5 dialogues on issues of crop cess, and tomato value chain (Njombe) counterfeit agricultural inputs and land conflicts (Morogoro) and implementation of weight and measure Act (Iringa). *Local community radios participated in disseminating dialogue information.
Results	Year 3	2017	9 dialogues on issues of crop cess (Njombe) Cross Border Trade challenges, and LGA by-laws formulation process; service levies (Mbeya) signboard charges and service levy (Morogoro) land conflict, and counterfeit agricultural inputs (ACT) timber permits issuance (Mufindi) accessibility of village warehouse (RUDI). *Supported by Chambers, local community radios participated to disseminate dialogue information and results. The network for community radio is facing challenges with their system hence, has not been able to disseminate dialogue information to their members. * Results: Reduction of cess from 5% to 2% for food, and from 5% to 3% for cash crops signboard charges and service levy removed new guidelines in issuances of timber harvesting permits introduced by the Government and waived application fees for permit applicants.
Results	Year 4	2018	8 dialogues reported from MAI-Southern Highland Chambers and MAI- Southern Zone. Launched MAI-Southern Zone which covers 3 regions of Lindi, Ruvuma and Mtwara. * Results: Government issued simplified trade regime directives to stop charging cargo with a value of less than US\$ 2,000 which go to SADC countries secured market in Democratic Republic of Congo with zero tariffs for maize and conducted first Regional Business Council in Njombe.
Results	Year 5	2019	1 dialogue to advocate for reduction of service levy from 0.3% to 0.1%

Target	Year	2019	Total 20 dialogues at local level, 25 local radios, 15 LGAs (5 years)
Cumulative Results	Year	2019	<p>* Total of 10 dialogues engaging coalitions of PSOs, local media and LGAs 7 LGAs 9 local radio</p> <p>*The twenty four (24) regional PPD workshops were actually Multi-Actor events.</p>
Output 1		PSOs with improved skills and competence to engage and participate in a sustained institutionalized consultation and evidence based dialogues	
Output indicator 1.3		PSOs proposals for business environment reforms <u>submitted</u> to government (number of PSOs and proposals)	
Baseline	Year	2014	10 at national level, 7 at LGA level
Target	Year	2019	35 proposals at national level, 15 proposals at LGA level (5 years)
Results	Year 1	2015	<p>10 policy reform proposals submitted to government (8 national, 2 local level)</p> <p>These included: enhancing tomato value chain Withholding Tax formulae for splitting contracts LGA tourism levies review of pesticides and fertilizer registration private sector development policy review of weights and measure public private partnership agricultural sector review (VAT bill 2014) review of charges in the cashew value chain legal and conducive environment for microfinance institutions</p>
Results	Year 2	2016	<p>12 policy proposals all for amendments submitted to government from 9 PSOs (all funded by BEST-Dialogue advocacy projects)</p> <p>These included: effects of counterfeits crops cess rapid industrialization development multiple taxation in tourism impediments to smallholder tea growers operational modalities of warehouses at village level uplifting of values on imported goods horticultural standards compliance effective enforcement of fire and rescue force commercial timber harvesting permits port wharfage charges review of Finance Bill 2015</p>
Results	Year 3	2017	<p>30 policy proposals submitted to government from 12 PSOs (only 19 proposals funded directly from BEST-Dialogue advocacy projects)</p> <p>These included: port wharfage charges review of taxes and levies in the tourism sector review of Finance Bill 2016 national tourism policy SME formalization delayed payments to contractors handicrafts marketing challenges regulations in the cotton industries multiple regulations in the fisheries subsector, etc.</p>
Results	Year 4	2018	<p>33 policy proposals submitted to government from 12 PSOs (17 proposals funded directly from BEST-Dialogue advocacy projects)</p> <p>These included: assessing creative industries horticulture and DADPs credit only microfinance institutions artisanal small miners formalization challenges challenges of e-registration cross border trade revival of Cooperative societies pharmaceutical subsector recommendations Fiscal incentives for leather subsector Tourism sector Skills Gap Soft drinks excise tax delayed payments to contractors, etc</p>
Results	Year 5	2019	32 policy proposals submitted to government from 11 PSOs (9

			proposals funded directly from BEST-Dialogue advocacy projects) These included: aquaculture industry challenges forest land rent amendments for Plant Protection Act 1997 service levy Skills Development Levy administration seaweed challenges Zanzibar industrial policy pesticides registration revised Withholding tax and VAT issues in the construction sector use of electronic single window system to improve import and export of goods Tax incentives to increase investments and growth of businesses review of fees and regulations from various regulatory bodies, etc.
Target	Year	2019	35 proposals at national level, 15 proposals at LGA level (5 years)
Cumulative Results	Year	2019	Total of 117 policy proposals submitted to government for reforms
Output 1		PSOs with improved skills and competence to engage and participate in a sustained institutionalized consultation and evidence based dialogues	
Output indicator 1.4		PSOs proposals for business environment reforms <u>discussed</u> with members of Parliamentary Committees	
Baseline	Year	2014	5 proposals
Target	Year	2019	Total 25 (5 per year)
Results	Year 1	2015	2 proposals presented and discussed with Parliamentary Committees These included: Review of Agricultural Sector VAT Bill 2014 (by ACT) Harmonization of VAT on public works procedures (by TACECA)
Results	Year 2	2016	5 proposals presented and discussed with Parliamentary Committees These included: issues of levies and taxes in the agricultural sector single custom territory between Tanzania and Democratic Republic of Congo increased fees of transit cargo transportation license port congestion land conflicts between pastoralists and farmers
Results	Year 3	2017	6 policy proposals from 4 PSOs (ACT, TACECA, TAHA, and TPSF) were presented and discussed with various members of Parliamentary Committees. These included: Review of the Finance Act 2016 to zero rate or exempt 8 items in the agriculture sector removal of nuisance taxes, levies and fees in the agriculture sector business environment issues, budgetary and taxation in agriculture harmonization of VAT payment by construction industry service providers to the government review of pesticides registration procedures The Finance Act 2017 and the Miscellaneous amendment Act 2017. Outcome: 117 different charges, fees and levies were removed by the Ministry of Agriculture in area of crop production, cooperatives, livestock production and fisheries.
Results	Year 4	2018	9 policy proposals from ACT, ANSAF, CTI, TAHA, TAMFI, TCT, TATO, TPSF, and ZNCCIA were presented and discussed with various members of Parliamentary Committees. These include issues of: port wharfage charges tax challenges affecting industries VAT imposed on post-harvest management

			technologies VAT imposed on crop insurance and effects of the late maize export ban reform proposals in the Finance Act 2018-2019 unfriendly investment climate in tourism sector multiplicity of taxes in tourism sector impact of excise duty on non-alcoholic drinks amendment of wildlife conservation Act No 5 of 2009. Outcome: Government agreed to withdrawal the bill to amend Wildlife Conservation Act, No 5 of 2009 and Parliament passed the National Microfinance Institutions Bill 2018.
Results	Year 5	2019	5 policy proposals from ACT, TACECA, TAHA, TPSF, and ZNCCIA presented and discussed with members of Parliamentary Committees. These include issues of: tax reform proposals impact of delayed payments in the construction sector issues of withholding tax and VAT in the construction sector excise duty charged on soft drinks in Zanzibar issues for development of agriculture in Tanzania.
Target	Year	2019	Total 25 (5 per year)
Cumulative Results	Year	2019	Total of 27 policy proposals from 14 PSOs presented and discussed with members of Parliamentary Committees.

Output 2		Higher education institutions competence and proficiency strengthened to sustainably and dedicatedly provide training, mentoring and research capacity to support dialogues.	
Output indicator 2.1		Trainings provided to PSOs (number of courses, topics, participants and PSOs)	
Baseline	Year	2014	21 PSOs; (96 participants/people)
Target	Year	2019	30 PSOs/CSOs ; 160 participants (5 years)
Results	Year 1	2015	14 PSOs 46 participants 3 training topics (Basic advocacy and dialogue; Advanced advocacy and dialogue; Basic membership recruitment and retention) 3 courses offered 94%-96% participants felt that learning objectives met their needs
Results	Year 2	2016	19 PSOs 33 participants 4 training topics in two groups (Basic advocacy and dialogue; Advanced advocacy and dialogue; Basic membership recruitment and retention; and Use of media and communication) Total 8 courses offered. 90% of participants were satisfied the course met learning objectives and their experience *1 Regional PPD workshop conducted in Iringa Region for public (government) and private sectors Total 30 participants. Participants had a very positive evaluation of the training and indicated that the training was timely as its content was highly needed by them.
Results	Year 3	2017	12 PSOs 27 participants 4 training topics (Basic advocacy and dialogue skills course to PSOs; Advanced advocacy and dialogue Skills course to PSOs; Use of media and communication skills course to PSOs; and Basic membership course to PSOs) Total 7 courses offered.

			95% of participants were satisfied with the courses *3 Regional PPD workshops conducted in Mwanza, Kigoma and Mbeya Regions for public (government) and private sectors Total 181 participants
Results	Year 4	2018	37 PSOs 56 participants 4 training topics (Basic advocacy and dialogue skills, Advanced advocacy and dialogue Skills, Use of media and communication skills, and Basic membership courses) Total 12 courses offered. 95% of participants were satisfied with the courses *15 Regional PPD workshops for local government officials and private sectors conducted in Mara, Songwe, Morogoro, Lindi, Shinyanga, Karagwe, Njombe, Ruvuma, Kilimanjaro, Tabora, Singida, Manyara, Mtwara, Rukwa and Katavi and private sectors Total of 818 participants.
Results	Year 5	2019	17 PSOs 24 participants 2 trainings topics (Use of media and communication skills, and Membership strategy courses) Total 3 courses offered. *5 Regional PPD workshops for local government official and private sectors conducted in Tanga, Arusha, Simiyu, Geita and Pwani Total of 366 participants.
Target	Year	2019	30 PSOs/CSOs ; 160 participants (5 years)
Cumulative Results	Year	2019	* Total of 63 PSOs/CSOs 160 participants 4 training topics (Basic advocacy and dialogue Skills; Advanced advocacy and dialogue Skills; Use of media and communication skills; and Basic membership strategy courses) Total of 33 courses offered. * In addition to the above, a total of 24 Regional PPD workshops were held for local government officials, private sector representatives and other non-state actors, and in most cases media from the districts in those regions Total of 1,395 participants
Output 2		Higher education institutions competence and proficiency strengthened to sustainably and dedicatedly provide training, mentoring and research capacity to support dialogues.	
Output indicator 2.2		Number of informed dialogues at LGA level on specific business environment issues facilitated and moderated by young researchers ⁶ (number of SIPS ⁷ and dialogues)	
Baseline	Year	2014	0
Target	Year	2019	Total of 20 dialogues at LGA (4 per year)
Results	Year 1	2015	4 local level dialogues organized by TCT (1) and TCCIA's (3) on issues researched and facilitated by young researchers. Dialogue issues included crop cess, tourism, and dialogue capacity of private sectors. *8 research studies completed by young researchers:
Results	Year 2	2016	4 local level dialogues organized by TCT (1) and ACT (3) on issues researched and facilitated by young researchers. Dialogues included

⁶Young researchers are identified recruits within the Hi-LINE

⁷ SIPS - Stakeholder Issue Potential Scoping

			issues on land conflicts, counterfeits agricultural inputs, and tourism *12 research studies completed by young researchers.
Results	Year 3	2017	7 local level dialogues organized by ACT (6) and TCT (1) on issues researched and facilitated by young researchers. *15 research studies completed by young researchers
Results	Year 4	2018	17 local level dialogues organized by ACT (6), RUDI (1), TCT (1), and (9) Regional Chambers on issues researched and facilitated by young researchers. *19 research and SIPS studies by young researchers covering 27 districts presented and discussed between public and private sector actors.
Results	Year 5	2019	7 local level dialogues organized by ACT (2), Regional Chambers (5) on issues researched and facilitated by young researchers. *5 SIPS studies finalized by young researchers covering 5 districts, presented and discussed between public and private sector sectors
Target	Year	2019	Total of 20 dialogues at LGA (4 per year)
Cumulative Results	Year	2019	Total of 59 research and SIPS studies⁸ completed by young researchers

⁸ Improving farmers' and Local Governments' Income through Rationalization and Coordination of Crop Cess in Njombe (by UoI) | Dialogue capacity needs of the private sector and LGAs in Dodoma and Kigoma regions (by Mzumbe University (MU) | Assessment Of Advocacy Capacity Of AMCOs In Misungwi, Busega And Meru Districts (by MoCU) | Agricultural Policy issues in Tanzania and the need for PSO institutional framework for policy advocacy (by SUA) | Agribusiness PSOs Advocacy Training Work Plan based on five zone (SUA & UDBS) | Enhancing Private Sector Engagements in Policy and Regulatory Environment to Improve Businesses Environment (MuCO) | Capacity Needs Assessment Of Cooperative Unions: A Tool For Cooperative Revival And Sustainability (MuCO) | The Dialogue and Advocacy Initiatives for Reforming the Business Environment of the Tourism and Hospitality Sector in Tanzania (UDBS/CPRA) | Introduction and adoption of Electronic Fiscal Devices (EFDs) by Business Community in Tanzania: Lessons learned, opportunities and challenges for dialogue process (by UDBS/CPRA) | Stocktaking of Dialogue and advocacy Initiatives for Business Environment Reforms in Tourism Sector in Tanzania (by UDBS/CPRA) | Effectiveness of State-Business Relations in the Food-Processing Sub-Sector in Tanzania Dialogue with Central Government: Private Sector Perspective (by Dr. Goodluck Urassa) | Challenges of Coffee Price Fluctuations and Sustainability of Agriculture Marketing Cooperatives in Tz: Experience from Mbozi and Rombo Districts (by MoCU) | The State of Business Relationships at Local Level in Tz: Opportunities for Enhancing Local Economic Development through Dialogue (by Mzumbe University) | Challenges of Land Use Conflicts in Kilombero, Kilosa and Mvomero Districts in Morogoro Region (by SUA) | Effects of counterfeited agricultural inputs – Mbozi (by UDBS/CPRA) | Effects of counterfeited agricultural inputs – Njombe (by UDBS/CPRA) | Assessment of Advocacy Capacity of Agricultural Marketing Cooperatives in Rombo and Meru (by MuCO) | and The Dialogue and Advocacy Initiatives for Business Environment Reforms- Tourism and Hospitality Sector in Tanzania (by UDBS/CPRA) | Improving the Compliance with Standard Weight and Measures by Cotton Buyers in Magu District (by UDBS/CPRA) | Counterfeit agricultural inputs in Bunda (by UDBS/CPRA) | PPD for combating scourge in coffee smuggling in Bukoba – Kagera (by UDBS/CPRA) | Addressing Challenges of VAT Imposed on Sisal Products in Muheza District (by UDBS/CPRA) | Improving Revenue Retention for Agriculture and Pastoralism Support Services in Arumeru District (by UDBS/CPRA) | Improving Cashew nuts Inputs Supply System in Tandahimba (by UDBS/CPRA) | Coordinating regulatory agencies for improved tourism policy in Tanzania in Manyara district (by UDBS/CPRA) | Addressing Challenges of loading and offloading fees in Mwanza (by SAUT) | Application and implication of the national land policy on sunflower oil processors in Dodoma (by Mzumbe University) | Understanding land conflicts in Njombe (by UoI) | Addressing challenges facing smallholder sunflower farmers in Singida (by UDBS/CPRA) | Addressing inadequate extension services & adoption of best agronomic practices to enhance agricultural productivity | Analysis of the Contract Farming system intended to improve cotton production and productivity | Containing obstacles that are retarding vanilla production and jeopardizing official marketing system | Addressing challenges in marketing farmers' produce (especially maize and pulse | The impact of vegetable contract farming to farmers' income and their livelihood | and Examining the factors that are hindering the improvement and expansion of palm oil production (by UDBS/CPRA) | Sustainable Private Public Dialogue at Local Government Authorities (LGAs) for improving Local Economic Development in Songea Rural, Namtumbo and Madaba districts | Sustainable Private Public Dialogue at Local Government Authorities (LGAs) for improving Local Economic Development in Kibondo, Uvinza, Kasulu districts | Sustainable Private Public Dialogue at Local Government Authorities (LGAs) for improving Local Economic Development in Rungwe and Kyela districts | Sustainable Private Public Dialogue at Local Government Authorities (LGAs) for improving Local Economic Development in Kilombero districts | Sustainable Private Public

			* Total of 27 local dialogues organized by ACT, RUDI, TCT and Regional TCCIA's, all facilitated and moderated by young researchers.
Output 2		Higher education institutions competence and proficiency strengthened to sustainably and dedicatedly provide training, mentoring and research capacity to support dialogues.	
Output indicator 2.3		Coaching sessions delivered at PSOs apex level for improving dialogue performance (number of workshops and participants)	
Baseline	Year	2014	Zero
Target	Year	2019	Total 5 coaching sessions (1 per year for each Apex receiving a Block Grant)
Results	Year 1	2015	4 trainings (2 ACT, 2 TCT) provided to Board Executives and members together with Government officials on PPD and improving performance and sustainability. Total included 75 participants.
Results	Year 2	2016	5 workshops (2 ACT, 1 TPSF, 1 TCCIA, and 1 ZNCCIA) on Advocacy and Dialogue; and PSO Management and Governance provided to Executive members, Board members and District representatives for improving performance Total participants 87.
Results	Year 3	2017	No coaching sessions delivered to Executives of PSOs Apexes.
Results	Year 4	2018	9 workshops (5 ACT, 2 TCT and 2 ZNCCIA) on Basic Advocacy and Dialogue, Advanced Advocacy and Dialogue to Board members and Districts representatives Total participants 200.
Results	Year 5	2019	2 workshops on Basic Advocacy and Dialogue, and Advanced Advocacy and Dialogue all for ZNCCIA members Total participants 58.
Target	Year	2019	Total 5 coaching sessions (1 per year for each Apex receiving a Block Grant)
Cumulative Results	Year	2019	Total of 20 coaching sessions delivered to 420 participants at PSOs Apex level for improving dialogue performance.
Output 2		Higher education institutions competence and proficiency strengthened to sustainably and dedicatedly provide training, mentoring and research capacity to support dialogues.	
Output indicator 2.4		Coaching sessions on dialogue facilitation provided to young researchers and business dialogue service providers (number of workshops and participants)	
Baseline	Year	2014	Zero
Target	Year	2019	Total of 15 coaching sessions (1 cycle of 3 workshop components per year)
Results	Year 1	2015	3 coaching sessions on Basic Advocacy and Dialogue; Policy Research Methodology; and Process Consultancy provided to a total of 54 young researchers.
Results	Year 2	2016	4 coaching sessions on Research Methods for Advocacy; Advanced

Dialogue at Local Government Authorities (LGAs) for improving Local Economic Development in Mbozi and Momba districts and Tunduma town | Sustainable Private Public Dialogue at Local Government Authorities (LGAs) for improving Local Economic Development in Bahi and Camwino districts in Dodoma Region| Sustainable Private Public Dialogue at Local Government Authorities (LGAs) for improving Local Economic Development in Babati and Hanang District | Sustainable Private Public Dialogue at Local Government Authorities (LGAs) for improving Local Economic Development in Ludewa and Makete Districts in Njombe Region | Sustainable Private Public Dialogue at Local Government Authorities (LGAs) for improving Local Economic Development in Kahama and Ushetu districts| Sustainable Private Public Dialogue at Local Government Authorities (LGAs) for improving Local Economic Development in Singida and Mkalama districts | Sustainable Private Public Dialogue at Local Government Authorities in Kilolo district| Sustainable Private Public Dialogue at Local Government Authorities in Gairo| Sustainable Private Public Dialogue at Local Government Authorities in Same district| Sustainable Private Public Dialogue at Local Government Authorities in Ruangwa district | Sustainable Private Public Dialogue at Local Government Authorities in Masasi district.

			Advocacy and Dialogue Process; Policy Research Methodology and Consultancy Skills provided to 67 young researchers participated.
Results	Year 3	2017	2 coaching sessions on Research Methodology and Policy Advocacy Processes; and a Special Course on Applied Research and Advocacy provided to 33 young researchers.
Results	Year 4	2018	2 coaching sessions on Basic Advocacy and Dialogue; and Policy Research for doing SIPS provided to 25 young researchers.
Results	Year 5	2019	3 coaching sessions on Research for Social Impact for young researchers; Applied Research for Advocacy for Social Impact; Advocacy and Dialogue Skills training to Hombolo Local Government Institute Total of 66 young researchers.
Target	Year	2019	Total of 15 coaching sessions (1 cycle of 3 workshop components per year)
Cumulative Results	Year	2019	Total of 14 coaching sessions provided to 90 young researchers trained in Basic and Advance Advocacy Dialogue Policy Research for doing SIPS Research for Advocacy for Social Impact Research Methodology and Policy Advocacy Processes and Applied Research and Advocacy.

Output 3		Media have competence and provide space for quality coverage of business environment issues, making use of authentic data from appropriate sources	
Output indicator 3.1		Number of radio practitioners trained and mentored in reporting on business environment issues and dialogue events	
Baseline	Year	2014	65 reporters
Target	Year	2019	Total 50 additional reporters (10 reporters per year of which 3 per year get fellowship business enabling environment investigative level)
Results	Year 1	2015	16 reporters from 9 Community radio stations completed and graduated in IBER-1 Basic and Advanced courses in reporting business environment issues. *One IBER course alumni made to top three in CNN Africa Journalist of the year award. Other 3 IBER alumni won EJAT awards in business categories and one IBER trainee has started her own NGO which deals with promotion of Agribusiness
Results	Year 2	2016	14 out of 20 enrolled reporters from 11 Community radios completed and graduated in the IBER-2 Basic and Advanced courses in reporting business environment issues. Each reporter produced at least 2 radio features. *Tanzania Commission for University (TCU) approved the IBER course at SAUT as an academic program mainstreamed in the Mass Communication degree.
Results	Year 3	2017	18 out of 25 enrolled reporters from 17 Community radios completed the IBER-3 Basic course in reporting business environment issues.
Results	Year 4	2018	Advance IBER-3 course resumed with 18 reporters; of which 17 reporters successfully completed and graduated. *2 days refresher course conducted to 24 participants (current IBER students 17 and 7 IBER Alumni) with the purpose to share success stories and field challenges posed by nature of business environment

			<p>*2-days workshop held for owners and managers of community radio in the Southern Zone Total participants 9</p> <p>*2 days Business model workshop conducted to 14 participants by SAUT for MAI Lake Zone.</p> <p>*A crash program on Advocacy and Dialogue conducted to 21 journalists from Southern Highland zone</p> <p>*Basic IBER-4 commenced with 25 reporters from 18 community radio stations</p>
Results	Year 5	2019	Out of the 25 enrolled reporters in Basic IBER-4, 17 were selected and mentored for field work and Advanced IBER-4 of which 16 successful graduated.
Target	Year	2019	Total 50 additional reporters (10 reporters per year of which 3 per year get fellowship business environment investigative level)
Cumulative Results	Year	2019	<p>Total 81 local radio reporters benefited 23 local radio managers </p> <p>* IBER course at St. Augustine University of Tanzania approved by Tanzania Commission for University (TCU) as an academic program mainstreamed in the Mass Communication degree.</p>
Output 3		Media have competence and provide space for quality coverage of business environment issues, making use of authentic data from appropriate sources	
Output indicator 3.2		National and community radio stations inform on business environment issues (number of radio stations, PSOs and SMS)	
Baseline	Year	2014	2 national broadcasters; 0 community (local) radio stations
Target	Year	2019	3 national and 45 local radios (Community Radio Network)
Results	Year 1	2015	<p>*1 national radio (TBC) and 9 community radios disseminated total of 39 radio programmes from Boresha Biashara team of Ruka Company (13 features) and Ruka Juu team of Femina-Hip (26 features) 9 PSOs participated </p> <p>*IBER reporters also produced radio programmes on BE issues which were disseminated at their local community radios </p> <p>* Total SMS recorded 997 from radio programmes; 252 SMS relevant from Boresha Biashara (out of 600 incoming SMS); 745 SMS from Ruka Juu all radio programmes.</p>
Results	Year 2	2016	<p>*1 national radio (Radio Free Africa) and 21 community radio stations (12 new) disseminated 39 programmes from Boresha Biashara and Ruka Juu programmes focusing issues affecting the ease of doing business, and challenges of women in horticulture farming </p> <p>*Total of 87 radio features produced by: IBER reporters produced 48 radio programmes on business environment issues which were disseminated at their local community radios 26 features from Boresha Biashara team of Ruka Company 13 features from Ruka Juu team of Femina-Hip </p> <p>* Total SMS recorded 882 from radio programmes; 202 relevant SMS received from Boresha Biashara and the Ease of Doing Business; 680 SMS from Ruka Juu 9 PSOs participated.</p>

Results	Year 3	2017	<p>*1 national radio (TBC) and 23 local radios (2 new SZ) </p> <p>*Total of 50 radio features produced by: IBER reporters 38 radio features 12 features from Ruka Juu team of Femina-Hip </p> <p>*650 SMS were collected from IBER features </p> <p>*Boresha Biashara and Ruka Juu signed new contracts to air radio programmes late 2017 5 PSOs participated.</p>
Results	Year 4	2018	<p>*2 national radio (TBC and Clouds FM) and 42 community radio stations </p> <p>*Total of 88 radio features produced by: Boresha Biashara team of Ruka Company (26 features) Ruka Juu team of Femina-Hip (12 features) IBER reporters (50 features) aired on 29 community radio stations and 2 national radios across the country </p> <p>*Ruka Company and Femina-Hip signed a MoU with TADIO </p> <p>*Total of 1,487 SMS collected from Boresha Biashara, Ruka Juu, IBER radio features 8 PSOs participated.</p>
Results	Year 5	2019	<p>*Local radio network expanded to 53 community radio stations under the TADIO network of community radio stations </p> <p>*Total of 30 radio features produced by: Boresha Biashara team of Ruka Company (17 features) and Ruka Juu team of Femina-Hip (13 features) aired on 23 community radio stations and 3 national radios across the country </p> <p>*About 5,200 SMS collected from Boresha Biashara and Ruka Juu radio features 6 PSOs participated.</p>
Target	Year	2019	3 national and 45 local radios (Community Radio Network)
Cumulative Results	Year	2019	<p>* Total of 4 national radios (TBC, Radio One, Radio Free Africa, and Clouds FM) and 53 community (local) radio stations under the TADIO network of community radio stations </p> <p>* Total of 294 radio features produced by: Boresha Biashara team of Ruka Company (82 features) Ruka Juu team of Femina-Hip (76 features) and IBER reporters (136 features) </p> <p>* Total of 9,200 SMS (filtered on relevant content) collected as audience response through messaging platforms </p> <p>* Total of 17 PSOs participated.</p>

Output 4		Knowledge sharing and learning environment supported with research, events, and online Info-Base for business environment stakeholders	
Output indicator 4.1		Overarching research relating to specific cross-cutting business environment topics in Tanzania	
Baseline	Year	2014	Zero
Target	Year	2019	Total 8 studies (over 5 yrs)
Results	Year 1	2015	First study on the Transformation of Informal Sector commissioned
Results	Year 2	2016	2 studies completed.
			*A study on Informal sector with the view of Formalisation (Final

			<p>report July 2016 by IMED) </p> <p>*The Political Economy Analysis 2015 (PEA) (TPSF 2016) </p> <p>2 studies are in the process of commissioning:</p> <p>*Local Content in the Oil and Gas sector </p> <p>*Formal and Informal Economy in Horticulture.</p>
Results	Year 3	2017	<p>2 studies completed.</p> <p>*Formal and Informal economy in Horticulture (Final report November 2017, lead PSO-TAHA) </p> <p>*T(E)GR 2015-2016 co-financed with Policy Forum⁹</p> <p>2 studies on-going:</p> <p>*Local Content in the Oil and Gas Sector – scoping study completed. Draft report shared for review. </p> <p>*Tanzania Economic Regulation Monitor (TERM) – Terms of Reference finalized, waiting for proposals.</p>
Results	Year 4	2018	<p>1 study finalized, 1 draft submitted, 1 commissioned.</p> <p>*Formal and Informal economy in Horticulture – Technical Committee has been proposed for implementation of study report recommendations as next steps. </p> <p>*A study on Informal sector with the view of Formalisation – Report has been published. </p> <p>*Oil and Gas sector – Local Content – Scoping study recommendations to be summarized and shared with key stakeholders. </p> <p>*Tanzania Economic Regulation Monitor (TERM) – draft report issued, under review for improvement. Expected to be ready before end of June 2019. </p> <p>*Agricultural Transformation in Tanzania: Understanding the role of Commercialization – study research commissioned. Scheduled to be completed in April 2019</p>
Results	Year 5	2019	<p>1 study finalized, 2 drafts submitted.</p> <p>*Historical Development of Business Membership Organisation in Tanzania – final report launched under the ownership of TPSF </p> <p>*Tanzania Economic Regulation Monitor (TERM) – improved draft received, presented at the Steering Committee (SC) mtg. The SC and GAC members gave opinion – report contents are suitable for academic work, but not (yet) for the public domain. Report (as-it-is) will be accessible on request e.g. for academia.</p> <p>Concept of proposed framework for economic and regulatory monitoring can be shared with PSOs for possible implementation for interested PSO. The Technical Concept has been developed in abbreviated form and is shared to PSO apexes.</p>

⁹ TEGR proceeded conceptualization of TERM in collaboration and co-financing arrangements with Policy Forum.

			*Agricultural Transformation in Tanzania: Understanding the role of Commercialization – Draft report submitted will require too many amendments to bring the study up to the required level. Therefore, it was resolved appropriate to terminate the contract because there is not enough time for improvement given the closure of BEST-Dialogue.
Target	Year	2019	Total 8 studies (over 5 years)
Cumulative Results	Year	2019	Total of 8 overarching research studies produced (6 finalized, 1 final draft, 1 not completed): <ul style="list-style-type: none"> * Formal and Informal economy in horticulture 2017 * Transformation of the Informal Sector 2016 * Tanzania (Economic) Government Review (TEGR) 2015-2016 * Local Content in the Oil and Gas Sector (scoping study) 2018 * The Political Economy Analysis (PEA) 2016 * Historical Development of Business Membership Organisation in Tanzania 2019 * Tanzania Economic Regulation Monitor (TERM) 2019 (final draft) * Agricultural Transformation in Tanzania: Understanding the role of Commercialization (not completed)
Output 4		Knowledge sharing and learning environment supported with research, events, and online Info-Base for business environment stakeholders	
Output indicator 4.2		Documentation relating to business environment available via web accessible Info-Base and (number of users)	
Baseline	Year	2014	25 reports in 2014 (via BEST-AC website)
Target	Year	2019	Total 3,000 documents
Results	Year 1	2015	Design of info-hub outsourced
Results	Year 2	2016	Total of 1,400 documents processed *Total of 1,134 reports, Government documents, publications and newspaper clippings uploaded.
Results	Year 3	2017	About 4,200 documents processed and uploaded which included reports, Government documents, publications and newspaper clippings.
Results	Year 4	2018	Digital Info Base (DIB) rebranded as “ Business insight Tanzania” (<i>Bitz</i>) Total of 3,800 documents were re-labelled and the abstracts rewritten
Results	Year 5	2019	The 3,800 documents currently in the collection résumés have been edited and approved by the moderator. Documents have been assigned the appropriate search key words and labels as per the adopted United Nations model. Total of 400 documents pending for

			approval. *The digital repository for business environment information (<i>Bitz</i>) launched ¹⁰ *Hand-over plan produced for AMDT for the transition of the Knowledge Management legacy as BEST-Dialogue phases out.
Target	Year	2019	Total 3,000 documents
Cumulative Results	Year	2019	Total of 3,800 documents approved and uploaded
Output 4		Knowledge sharing and learning environment supported with research, events, and online Info-Base for business environment stakeholders	
Output indicator 4.3		Annual business issues reports launched	
Baseline	Year	2014	1 every 2 years (Business Leaders Perception report launch)
Target	Year	2019	Total 5 reports launched (1 every year (alternating between BLP and Tz. (Economic) Government Review)
Results	Year 1	2015	Business Leadership Perception (BLP) survey commissioned
Results	Year 2	2016	2 business issue reports completed and printed. One report launched. *The Business Leaders' Perception (BLP) 2015 has been launched under the ownership of TPSF *The Political Economy Analysis (PEA) 2016 also under the ownership of TPSF is pending
Results	Year 3	2017	2 business issue report launched *The Political Economy Analysis (PEA) 2016 under the ownership of TPSF launched during TPSF Annual General Meeting 2017 *The T(E)GR 2015-2016 was launched (a collaboration with Policy Forum).
Results	Year 4	2018	One business issue report completed, waiting to be launched. *The Business Leaders' Perception (BLP) 2018
Results	Year 5	2019	2 business issue reports launched. *The Business Leaders' Perception (BLP) 2018 *The Historical Development of Business Membership Organisation in Tanzania under the ownership of TPSF launched in one of BEST-Dialogue pre-closure event.
Target	Year	2019	Total 5 reports launched (1 every year (alternating between BLP and Tz. (Econ) Gov. Review)
Cumulative Results	Year	2019	Total of 5 business issue reports launched

¹⁰ CPRA in collaboration with TPSF and BEST-Dialogue had an opportunity to pre-launch the "Business Insight Tanzania" *Bitz* during the International Waste Management conference and also at the 20th International Academy of African Business and Development conference, attended by more than 200 researchers, academicians and programmers from a range of universities and countries, both hosted by UDBS.

The digital repository for business environment information (*Bitz*) was officially launched at Ramada Hotel Resort in Dar es Salaam on 10th May 2019 in an event attended by about 100 participants including private sector representatives, development partners, government officials, policy makers and academicians.

			<ul style="list-style-type: none"> * The Business Leaders' Perception (BLP) 2015 * The Political Economy Analysis (PEA) 2016 * The T(E)GR 2015-2016 * The Business Leaders' Perception (BLP) 2018 * The Historical Development of Business Membership Organisations in Tanzania
Output 4		Knowledge sharing and learning environment supported with research, events, and online Info-Base for business environment stakeholders	
Output indicator 4.4		Research papers on Tanzania business environment published in international journals	
Baseline	Year	2014	1
Target	Year	2019	10 research papers published (2 per year)
Results	Year 1	2015	<p>1 research paper and 1 technical study on measuring influencing capacity of BEST-AC supported PSOs was published (LIA)</p> <p>*Irwin, D. (2015). <i>"Building the capacity of business associations in developing countries to influence public policy"</i>. Interest Groups & Advocacy. 4 (2). 185-204.</p>
Results	Year 2	2016	<p>3 research papers published :</p> <p>*Urassa, G., Jeppesen, S., Kamau, P., and Kragelund, P. (2017). <i>"Firm-level Perspectives on State–Business Relations in Africa: The Food-processing Sector in Kenya, Tanzania and Zambia"</i>. Forum for Development Studies. 44 (1). 109-131.</p> <p>* Mzenzi, S., Nchimbi, M., Mahangila, D., Suluo, S., and Edward, S. (2016). <i>"Introduction and Adoption of Electronic Fiscal Devices (EFDs) by the Business Community in Tanzania: Lessons Learned, Opportunities and Challenges for Dialogue Process"</i>. Business Management Review.</p> <p>* Urassa, G. (2016) <i>"Public-Private Dialogue And Policy Reforms: Lessons from Tanzania"</i>. The SAGE Handbook of International Corporate and Public Affairs. 650-668.</p>
Results	Year 3	2017	<p>2 research papers published:</p> <p>* Anderson, W., Busagara, T., Mahangila, D., Minde, M., Olomi, D., Bahati, V. (2017). <i>"The dialogue and advocacy initiatives for reforming the business environment of the tourism and hospitality sector in Tanzania"</i>. Tourism Review: Emerald Publisher Limited. 72(1). 45-67.</p> <p>* Mahangila, D., and Anderson, W. (2017). <i>"Tax Administrative Burdens in the Tourism Sector in Zanzibar: Stakeholders' Perspectives"</i>. SAGE Open: 1-17.</p> <p>2 published papers (in review process):</p> <p>* <i>Coordinating Regulatory Agencies for Improved Tourism Policy in Tanzania</i> by Goodluck Urassa</p> <p>* <i>Integrating research into policy sphere: Evidence from Tanzania</i> by Goodluck Urassa</p>
Results	Year 4	2018	2 research paper published:

			<p>*Olomi, D., Charles, G., and Juma, N. (2018). <i>"An inclusive approach to regulating the second economy: A tale of four Sub-Saharan African economies"</i>, Journal of Entrepreneurship in Emerging Economies, 10(3), 447-471. </p> <p>*Hansen, M. W., Langevang, T., Rutashobya, L., and Urassa, G. (2018). <i>"Coping with the African Business Environment: Enterprise Strategy in Response to Institutional Uncertainty in Tanzania"</i>. Journal of African Business, 19(1), 1-26.</p>
Results	Year 5	2019	<p>2 research papers published:</p> <p>*Urassa, G. (2019). <i>"Coordinating Regulatory agencies for improved tourism policy in Tanzania"</i>, Journal of Hospitality and Tourism Insights: Emerald Publishing Limited. 2(1), 1-17. </p> <p>*Irwin, D. (2018). <i>"Influencing public policy in Tanzania: Trials and tribulations of the Tanzania Horticultural Association"</i>. The Pan-African Journal of Business Management. 2(1).</p>
Target	Year	2019	10 research papers published (2 per year)
Cumulative Results	Year	2019	Total of 10 research papers on business environment Tanzania published in international journals, 1 still under review.
Output 4		Knowledge sharing and learning environment supported with research, events, and online Info-Base for business environment stakeholders	
Output indicator 4.5		Knowledge sharing events driven by champions ¹¹ from public and private sectors	
Baseline	Year	2014	0
Target	Year	2019	Total of 7 knowledge exchange events / meetings (over the 5 years) (with 1 event in 2019)
Results	Year 1	2015	<p>1 event meeting conducted</p> <p>A brainstorm meeting involving public and private sector organized by TPSF with aim to discuss modalities for a high-level Change Agents platform for driving the systematic change process</p>
Results	Year 2	2016	<p>No knowledge sharing event conducted</p> <p>Activities for the Change Agents events on-hold, due to the elections. All are waiting for the new administrations to open up for its regular consultations with the private sector and in the structural frameworks</p>
Results	Year 3	2017	1 event meeting held with a purpose to promote better coordination for the effectiveness of dialogue mechanisms/platforms (PPDs). The TNBC, Roadmap, BRN, Blueprint 1 and the regional and district National Business Councils are examples of dialogue mechanisms that require coordination.
Results	Year 4	2018	<p>2 knowledge sharing events conducted.</p> <p>*TASUPA in collaboration with TPSF launched a <i>sunflower fact finding study report</i> in Dodoma. Aim was to establish evidence based information on the practicability of 10% Import Duty increase to importers of crude palm oil, and demonstrates how it benefits and improves local edible oil industry </p>

¹¹ Champions – selected group of trend-setting personalities from the public and private sectors

			*Two days knowledge sharing event organized in Dodoma in collaboration with TPSF. Private sectors and government officials invited to share successful advocacy best practices and lessons learnt.
Results	Year 5	2019	<p>12 knowledge sharing events conducted:</p> <ul style="list-style-type: none"> *2 breakfast meetings at British Council in Dar es Salaam organized by Policy Forum in collaboration with CPRA-IMED and TPSF. The discussions were based on reports funded by BEST-Dialogue, the “Participatory formalization study” “Assessing creative industries”. *1-day timber sub-sector forum held in Iringa to discuss the status of implementation of the timber measurement and timber permits study recommendations by government.¹² *2-days learning event on advocacy and dialogue conducted in Morogoro for senior government officials whereby representatives of the private sector shared case studies of advocacy and dialogue initiatives, including their impacts. The National Economic Empowerment Council (NEEC) requested BEST-Dialogue to support a workshop to train senior government on the use of PPD to speed up economic empowerment of Tanzanians. *2-days knowledge sharing event with all regional TCCIA’s and some LGA’s held in Dar es Salaam during a pre-closure event of BEST-Dialogue to share advocacy experiences and success stories. *3 Private-Private Dialogue stakeholder meetings organized by ACT and TAHA to discuss the role of private sector in the implementation of the Agricultural Sector Development Program (ASDP) II. *Hi-LINE strategic learning event in Morogoro to share experience and learning from their interactions as a network over the past 5 years. *Apex PSOs had a meeting with DPG-PSD to present to the donors their respective sustainability plans. The PSO value proposition was to try to generate collective donor interest for a continued funding of PPD frameworks in Tanzania. *2-days media conference and learning event organized by SAUT – CIBERD with a theme “The role of media in promoting innovative agriculture development” was held in Morogoro. *2 days learning event organized by TADIO held in Dodoma to empower radio programme managers in areas of media management, program and audience evaluation, content for local radio, and how to assess audience feedback.
Target	Year	2019	Total of 7 knowledge exchange events / meetings (over the 5 years) (with 1 event in 2019)
Cumulative Results	Year	2019	Total 16 knowledge sharing events conducted supported by BEST-D.

¹² The Director responsible for land and forest from the Ministry of Tourism and Natural Resources updated participants on government’s progress with implementing the measurement recommendations and the improved permit issuing processes. This was also confirmed by the timber stakeholders where they testified that out of 100 timber harvest permits issued by the government each year more than 90% now goes to the relevant stakeholders and with less bureaucracy as compared to the previous experience where the permits were controlled by middle-men. The good outcome of the meeting held was a formation of timber stakeholder’s platform that will continue to function even after BEST-D has phased out.

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