

What's Next For Tanzania Economy?

Enhancing Strategic Project Implementation and Transparency

PUBLIC INVESTMENT AND BUDGET PERFORMANCE ANALYSIS

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EXECUTIVE SUMMARY

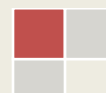
Enhancing Strategic Project Implementation and Transparency

This report delves into the evaluation of ongoing strategic initiatives in Tanzania, focusing on project performance, planning, financial aspects, and implementation. The study emphasizes the significance of each project, with a particular focus on the three most scrutinized initiatives: standard gauge railways (SGR), the Julius Nyerere hydropower project, and Tanzania Airlines (ATCL) enhancements. These projects were chosen due to their substantial societal and economic impact.

Key Findings and Disagreements:

The assessment of these projects revealed varying perspectives on crucial aspects:

1. **Project Funding and Planning:** While 47% agreed with a standardized methodology for estimating maintenance needs and allocating budget funds, only 6% disagreed. Similarly, 47% questioned the practice of Ministries/agencies committing expenditure on capital projects based on cash-flow forecasts, while only 6% agreed.
2. **Project Management and Oversight:** Opinions diverged on the effectiveness of procurement monitoring mechanisms, with only 6% agreeing with their adequacy and 47% opposing. Likewise, 47% endorsed the inclusion of expenditures in the budget for maintenance and improvements, while 6% disagreed.
3. **Government's Project Management Abilities:** Though 47% acknowledged effective project management, concerns about project delays and cost-quality disparities led 47% to disagree with this notion.
4. **Transparency and Procurement:** The transparency of the procurement process for major capital projects was questioned by 47%, contrasting with 6% who saw it as transparent.
5. **Project Appraisal and Review:** A sizable majority (47%) supported systematic ex-post reviews of completed projects for better adaptation, compared to 6% opposing this approach.



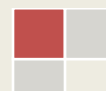
Proposed Solutions:

To address these disparities and enhance project implementation and transparency, several strategies are recommended:

1. **Resource and Cash-Flow Forecasting Enhancement:** Collaborate with financial experts to improve cash-flow forecasts, providing a solid basis for project planning and expenditure commitment.
2. **Strengthen Procurement Oversight:** Establish an independent oversight body to ensure adherence to transparent and fair procurement practices.
3. **Transparent Budgeting for Projects:** Develop a comprehensive framework for categorizing maintenance and improvement expenses, making them transparent in budgeting.
4. **Empower Effective Project Management:** Institute capacity-building programs for project managers, focusing on best practices and risk assessment for successful project execution.
5. **Streamline Procurement Transparency:** Implement an online platform for real-time updates on procurement processes to enhance transparency and reduce doubts.

Conclusion:

The Tanzanian government can bridge gaps, align perspectives, and foster a culture of transparency, accountability, and efficiency in strategic project implementation. These measures will enable smoother project execution, timely completion, and enhanced societal and economic impact.

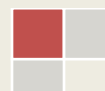
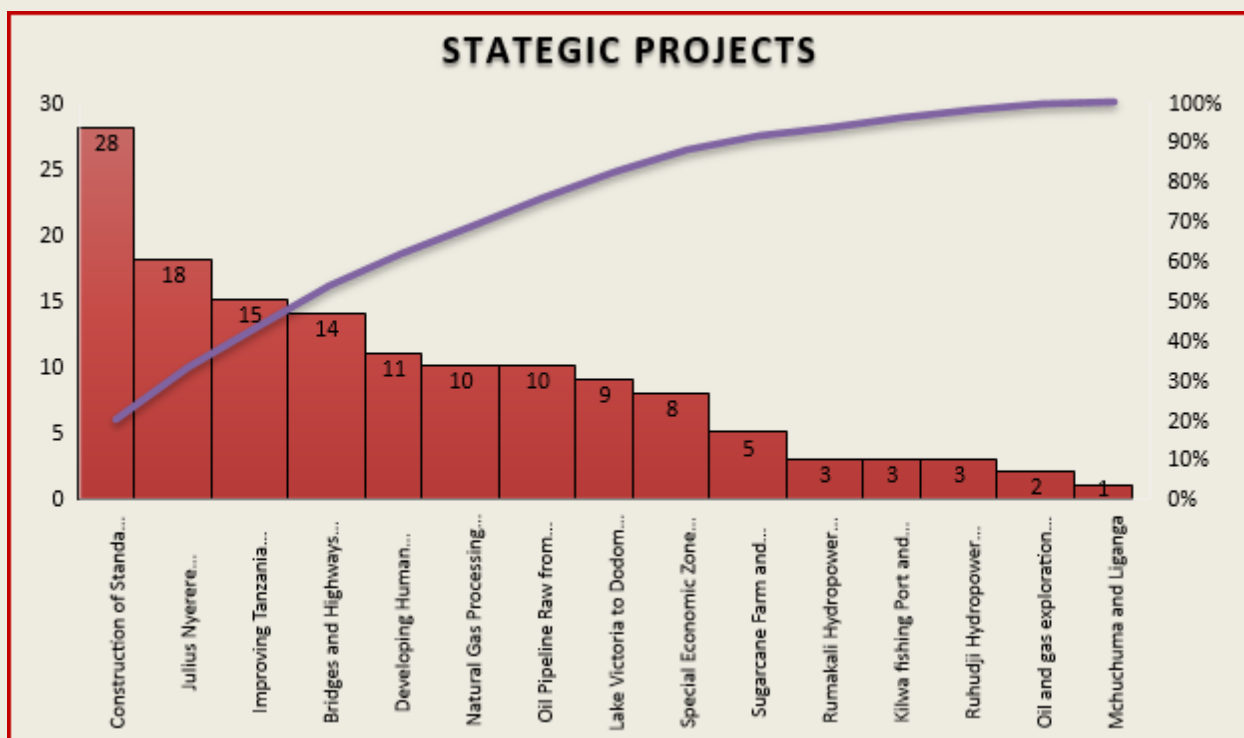


STRATEGIC PROJECT EVALUATION

This study centers on assessing the performance of 15 ongoing strategic initiatives in Tanzania. The metrics employed to gauge these projects encompass program evaluation, planning, financial aspects, and implementation.

The assessment primarily emphasizes the significance of each project, with a particular focus on the three projects that have garnered the highest scrutiny and evaluation. These projects include the construction of standard gauge railways (SGR), the Julius Nyerere hydropower project, and enhancements to Tanzania Airlines (ATCL). These projects have been chosen due to their pronounced societal and economic impact, making them crucial to the community.

The arrangement of project prioritization depends on the type of project that has received the most attention from stakeholders and undergone thorough evaluation.

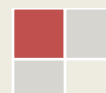


PROGRAM EVALUATION

The outcomes presented are primarily derived from the chosen projects and are also influenced by the perceived importance of each project. Across the 15 selected projects, 97 percent concurred that the overall objectives of the projects are aligned with national goals. In contrast, only 2 percent disagreed. Furthermore, 97 percent acknowledged the alignment of regional and sector plans with the projects, especially toward their culmination, with merely 2 percent dissenting. Similarly, 97 percent recognized the consideration of social and environmental ramifications during project operation, accompanied by avoidance/mitigation plans, while 2 percent contested this. Another 97 percent affirmed the execution of adequate social and environmental measures during project implementation, whereas 2 percent believed that resources were inadequate to achieve project outputs.

Likewise, 97 percent denied that the project schedule corresponded to the planned timeline, whereas 2 percent agreed. Moreover, 97 percent acknowledged the occurrence of unexpected social and/or environmental adverse effects during project implementation, with only 2 percent objecting. Over 97 percent refuted that project costs matched the plans, while 2 percent agreed with the alignment of costs. A similar pattern emerged for the completion of project outputs, with over 97 percent disapproving and 2 percent endorsing the notion that all project outputs were accomplished as scheduled. Regarding the achievement of project objectives, 98 percent rejected the

These challenges include inadequate resources (workforce, materials, equipment, and technology) to achieve project outputs, even when project schedules remain on track. This mismatch between resources and schedule can lead to project goals not being met or the desired community benefits not being realized.



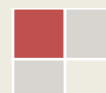
notion of meeting objectives as intended, while 2 percent concurred.

Additionally, 97 percent endorsed the appropriateness of project site selection from a strategic perspective, although 2 percent contested this, arguing that projects were situated in non-strategic zones. The alignment of project outputs with the project purpose was confirmed by 97 percent, but 2 percent contested the relevance of project outcomes to the intended goals. Lastly, 97 percent affirmed the continued relevance of the project purpose to beneficiary needs, while 2 percent believed that some projects did not match beneficiary requirements. Similarly, 97 percent saw the project purpose as consistently aligned with the overall goal, compared to 2 percent who disagreed.

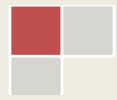
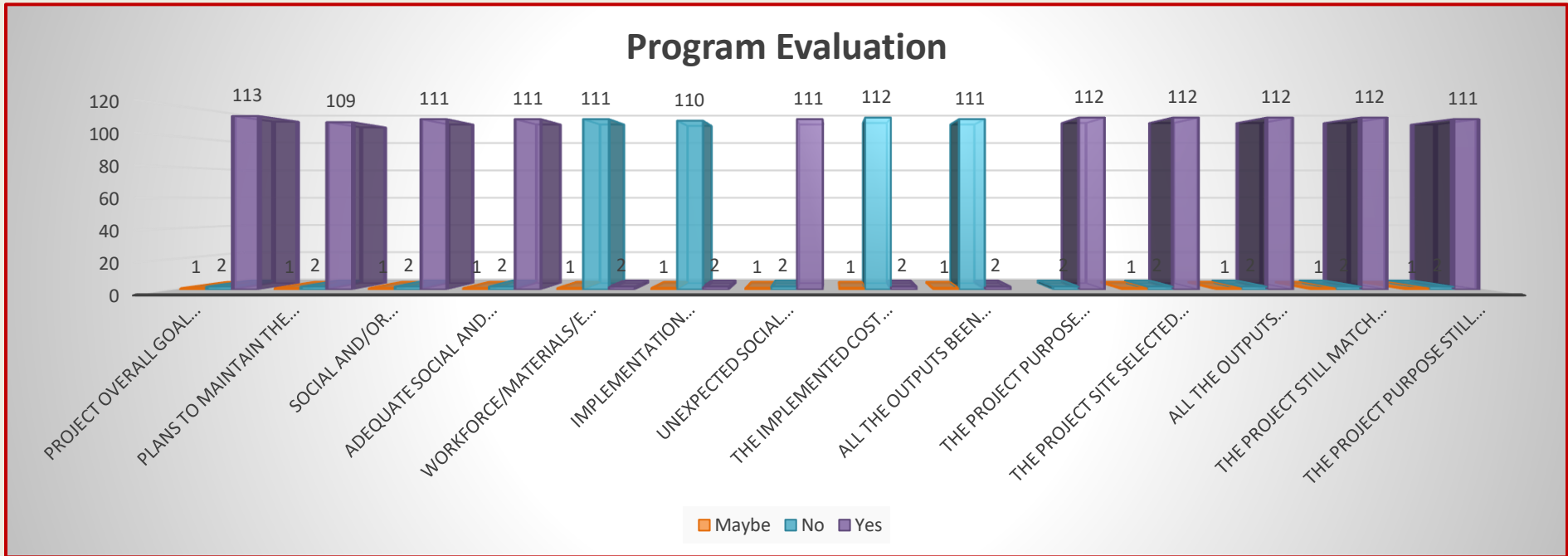
While the program evaluation of government strategic projects appears satisfactory, particularly concerning the alignment of project goals with national objectives, challenges persist.

These challenges include inadequate resources (workforce, materials, equipment, and technology) to achieve project outputs, even when project schedules remain on track. This mismatch between resources and schedule can lead to project goals not being met or the desired community benefits not being realized. Furthermore, discrepancies in adhering to planned implementation costs contribute to the delay and non-completion of several strategic projects, ultimately affecting their intended impact on the communities they serve.

Despite the substantial financial allocation by the government towards strategic development initiatives, what factors contribute to the persistent delays in the completion of these projects?



Program Evaluation	Project overall goal relevant with the national goals, regional, and sector plans	Plans to maintain the positive impact, especially toward the end of the project	Social and/or environmental negative impact during operation and avoidance/mitig	Adequate social and environmental actions taken during implementation of the project	Workforce/materials/equipment/technology enough to accomplish the project Outputs	Implementati on schedule the same as planned schedule	Unexpected social and/or environmental negative impact during implementation of the project occurred	The implement ed cost according to plans	All the outputs been completed as planned	The project purpose been achieved as planned	The project site selected appropriate y in strategic aspects to the project purpose	All the outputs contributed to the project purpose	The project still match with beneficiaries needs	The project purpose still consistent with the overall goal
	Column1	Column2	Column3	Column4	Column5	Column6	Column7	Column8	Column9	Column10	Column11	Column12	Column13	Column14
Maybe	1	1	1	1	1	1	1	1	1	1	1	1	1	1
No	2	2	2	2	111	110	2	112	111	2	2	2	2	2
Yes	113	109	111	111	111	2	2	111	2	2	112	112	112	111



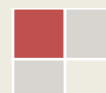
Considering the challenges highlighted in the provided information, particularly the issues related to inadequate resources for project implementation and discrepancies in adhering to planned costs, here is a comprehensive solution:

Comprehensive Resource and Cost Management Framework

To address the challenges of inadequate resources and cost overruns in strategic projects, it's crucial to implement a comprehensive resource and cost management framework. This framework should encompass the following strategies:

1. **Resource Assessment and Allocation:** Conduct a thorough assessment of the required workforce, materials, equipment, and technology for each project during the planning phase. Ensure that these resources are allocated appropriately and efficiently to prevent shortages during implementation.
2. **Capacity Building and Training:** Invest in training and capacity building programs to enhance the skills of the workforce involved in project implementation. Skilled and knowledgeable personnel can optimize resource utilization and improve project efficiency.
3. **Resource Forecasting:** Implement a system for forecasting resource needs based on project milestones and timelines. This proactive approach will help identify potential shortages in advance, allowing time for resource procurement or reallocation.
4. **Continuous Monitoring:** Regularly monitor resource utilization throughout the project lifecycle. This includes

By implementing this comprehensive resource and cost management framework, strategic projects can be better equipped to address resource shortages, adhere to budgets, and deliver the intended benefits to the community.



tracking the availability of materials, equipment, and technology, as well as assessing workforce productivity. Address any resource bottlenecks promptly.

5. **Cost Estimation and Monitoring:** Develop accurate cost estimates for all project components and continually monitor expenses against the planned budget. Implement checks and balances to ensure that spending remains aligned with the budget throughout the project duration.
6. **Vendor and Supplier Relations:** Establish strong relationships with vendors and suppliers to ensure timely delivery of materials and equipment. Negotiate favorable terms and maintain open communication to prevent delays caused by supply chain disruptions.
7. **Risk Management:** Identify potential risks that could impact resource availability or escalate costs. Develop contingency plans to mitigate these risks and maintain project progress.
8. **Project Governance:** Implement a robust project governance structure that includes oversight and accountability mechanisms. This will ensure that decisions related to resource allocation and cost management are made with transparency and accountability.
9. **Technology Integration:** Leverage technology solutions, such as project management software and resource planning tools, to streamline resource allocation and cost tracking. These tools can provide real-time insights into resource utilization and cost variances.
10. **Lessons Learned and Feedback Loop:** Regularly assess completed projects to gather insights on resource utilization and cost management. Implement a feedback loop that incorporates lessons learned into future project planning and execution.

The comprehensive resource and cost management framework, strategic projects can be better equipped to address resource shortages, adhere to budgets, and deliver the intended benefits to the community. Effective management of resources and costs will contribute to project success, timely completion, and improved societal and economic impact.



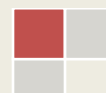
PLANNING

Approximately 50% of respondents concur with the notion of implementing a government-set target or boundary to ensure the sustainability of debt. In contrast, only 6% of participants contest this idea. Similarly, around 50% of individuals agree with the government's oversight of investment plans for public corporations (PCs) and the monitoring of their financial performance. Conversely, just 6% of those surveyed disagree with the concept of overseeing investment plans but not monitoring financial performance.

In terms of the government's involvement in public-private partnerships (PPPs), roughly half of the respondents (50%) support the idea that the government has published a strategy and regulatory framework for PPPs, guiding project preparation, selection, and management. Only 6% express disagreement with this stance. Likewise, 50% of respondents believe that the regulatory framework facilitates competition in contestable markets for economic infrastructure (e.g., power, water, telecoms, and transport), while another 6% hold an opposing view. Moreover, a similar proportion (50%) view a standardized methodology and central support for project appraisal favorably, with only 6% expressing disagreement.

In terms of project assessment, 49% of respondents agree that major capital projects undergo thorough technical, economic, and financial analyses, while 6% dissent. Furthermore, 50% of participants are in favor of the central government maintaining a transparent, rule-based system for capital transfers to

Despite the government's apparent commitment to strategic planning, especially for vital development projects aimed at maintaining manageable national debt and promoting national welfare through economic, social, environmental, and political benefits, the government is also diligent in reporting fund usage for relevant projects immediately upon allocation.



subnational governments (SNGs) and timely communication about such transfers. Conversely, 6% are skeptical about the government promptly sharing information upon fund allocation to strategic projects. Similarly, 50% agree that the government's national and sectoral investment strategies or plans have associated costs, while 6% hold a contrary viewpoint.

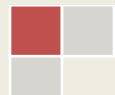
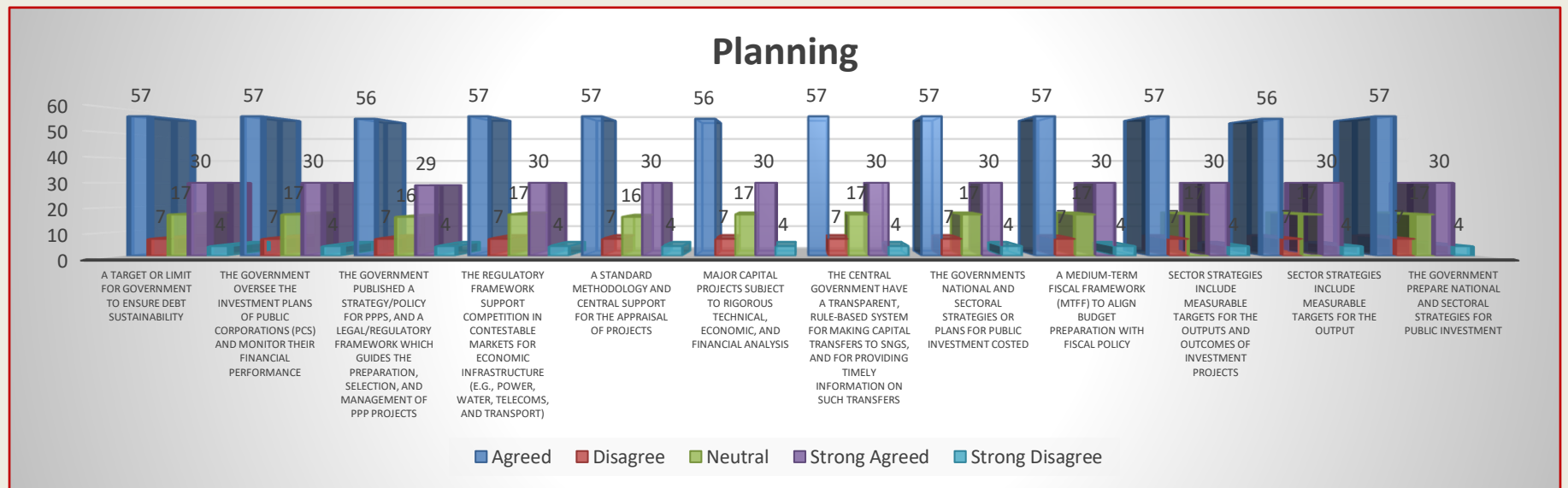
Respondents are divided on the necessity of a medium-term fiscal framework (MTFF) to align budget preparation with fiscal policy, with 50% supporting its implementation and 6% opposing it. Similarly, 50% of participants agree that sector strategies incorporate quantifiable targets for project outcomes, compared to 6% who disagree. When it comes to sector strategies featuring measurable output targets, 49% concur, and 6% differ.

Despite the government's apparent commitment to strategic planning, especially for vital development projects aimed at maintaining manageable national debt and promoting national welfare through economic, social, environmental, and political benefits, the government is also diligent in reporting fund usage for relevant projects immediately upon allocation.

In spite of the significant financial investment made by the government in strategic development projects, what are the reasons behind the recurrent delays in their timely completion?



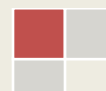
Planning	A target or limit for government to ensure debt sustainability	The government oversee the investment plans of public corporations (PCs) and monitor their financial performance	The government published a strategy/policy for PPPs, and a legal/regulatory framework which guides the preparation, selection, and management of PPP projects	The regulatory framework support competition in contestable markets for economic infrastructure (e.g., power, water, telecoms, and transport)	A standard methodology and central support for the appraisal of projects	Major capital projects subject to rigorous technical, economic, and financial analysis	The central government have a transparent, rule-based system for making capital transfers to SNGs, and for providing timely information on such transfers	The governments national and sectoral strategies or plans for public investment costed	A medium-term fiscal framework (MTFF) to align budget preparation with fiscal policy	Sector strategies include measurable targets for the outputs and outcomes of investment projects	Sector strategies include measurable targets for the output	The government prepare national and sectoral strategies for public investment
Agreed	57	57	56	57	57	56	57	57	57	57	56	57
Disagree	7	7	7	7	7	7	7	7	7	7	7	7
Neutral	17	17	16	17	16	17	17	17	17	17	17	17
Strong Agreed	30	30	29	30	30	30	30	30	30	30	30	30
Strong Disagree	4	4	4	4	4	4	4	4	4	4	4	4



Key strategies that can be implemented to enhance the likelihood of completing strategic projects on time:

1. **Robust Planning and Preparation:** Begin with comprehensive project planning and preparation. Clearly define project objectives, scope, deliverables, and milestones. Identify potential risks and challenges and develop contingency plans.
2. **Effective Oversight and Monitoring:** Implement a strong oversight mechanism that includes regular monitoring of project progress. This can help identify any deviations from the plan early on, allowing for timely corrective actions.
3. **Accountability and Responsibility:** Clearly assign roles and responsibilities to team members. Each member should have a well-defined role in the project and be held accountable for their tasks. This promotes ownership and commitment.
4. **Transparent Communication:** Maintain open and transparent communication among all stakeholders. Regularly share updates on project status, milestones achieved, and any issues encountered. This helps prevent misunderstandings and keeps everyone informed.
5. **Risk Management:** Proactively identify and assess potential risks that could impact the project timeline. Develop strategies to mitigate these risks and have contingency plans in place to address unforeseen challenges.

By implementing these strategies and tailoring them to the specific needs of each project, organizations can increase their chances of completing strategic projects on time and achieving their intended objectives.



6. **Resource Allocation and Management:** Ensure that the necessary resources—such as human resources, funds, equipment, and materials—are available as needed. Efficiently allocate resources and manage them throughout the project lifecycle.
7. **Adaptive Project Management:** Utilize agile or adaptive project management methodologies that allow for flexibility and adjustments based on changing circumstances. This approach can help address unforeseen issues promptly.
8. **Collaborative Approach:** Foster collaboration among project team members, stakeholders, and relevant departments. Cross-functional teamwork can enhance problem-solving and decision-making capabilities.
9. **Stakeholder Engagement:** Engage key stakeholders early and throughout the project. Their input and support can provide valuable insights, resources, and buy-in, contributing to successful project completion.
10. **Incentives and Recognition:** Implement incentive structures or recognition programs that reward and acknowledge individuals or teams who contribute significantly to project progress and timely completion.
11. **Regular Review and Evaluation:** Conduct periodic project reviews to assess progress and identify any deviations from the timeline. Use these reviews to make adjustments, if necessary, to stay on track.
12. **Learning from Past Projects:** Analyze past projects, including any delays or challenges, to identify recurring issues and implement measures to prevent them in future projects.
13. **Continuous Improvement:** Encourage a culture of continuous improvement. Regularly evaluate project management processes and outcomes to identify areas for enhancement.

These strategies and tailoring them to the specific needs of each project, organizations can increase their chances of completing strategic projects on time and achieving their intended objectives.



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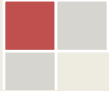
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FINANCIAL

40% of respondents are in agreement with the prediction of multi-year capital spending by the ministry or sector. However, 19% hold a differing opinion due to observed delays and inadequacies in the completion of projects despite allocated funds for development, initiation, and enhancement. These projects are also perceived to lack enduring benefits for beneficiaries.

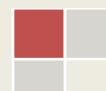
Likewise, 40% concur that the government effectively supervises investment plans of public corporations (PCs) and monitors their financial performance. In contrast, 19% assert that the government's insufficient financial oversight contributes to substandard project execution, unrealized objectives, and disparities between intended and actual project outcomes.

A similar 40% majority agrees that the government has issued a strategy or policy for Public-Private Partnerships (PPPs) alongside a legal framework guiding the preparation, selection, and management of PPP projects. Conversely, 19% express disagreement with this notion.

Regarding the regulatory landscape, 40% of respondents believe that the existing framework encourages competition in competitive economic infrastructure sectors such as power, water, telecommunications, and transport. Nonetheless, 19% oppose this viewpoint.

It is the perspective of 40% that risks are appropriately factored into project assessments, while 19% do not share this view. The concept of standardized methodology and centralized support for project appraisals is endorsed by 40%, although 19% contest its validity. Similarly, 40% believe in thorough technical, economic, and financial analysis for major capital projects, whereas 19% withhold agreement.

With respect to transparent and rule-based capital transfers towards Sustainable Development Goals, 40% believe that the central government adheres to such a system. Conversely, 19% dissent due to the perceived discrepancy between timely fund allocation and project completion and efficacy.



A consensus of 40% acknowledges that prioritizing the completion of ongoing projects over initiating new ones is a prudent approach. Nonetheless, 19% dissent on account of observed project delays and financial constraints inhibiting the commencement of new ventures.

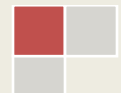
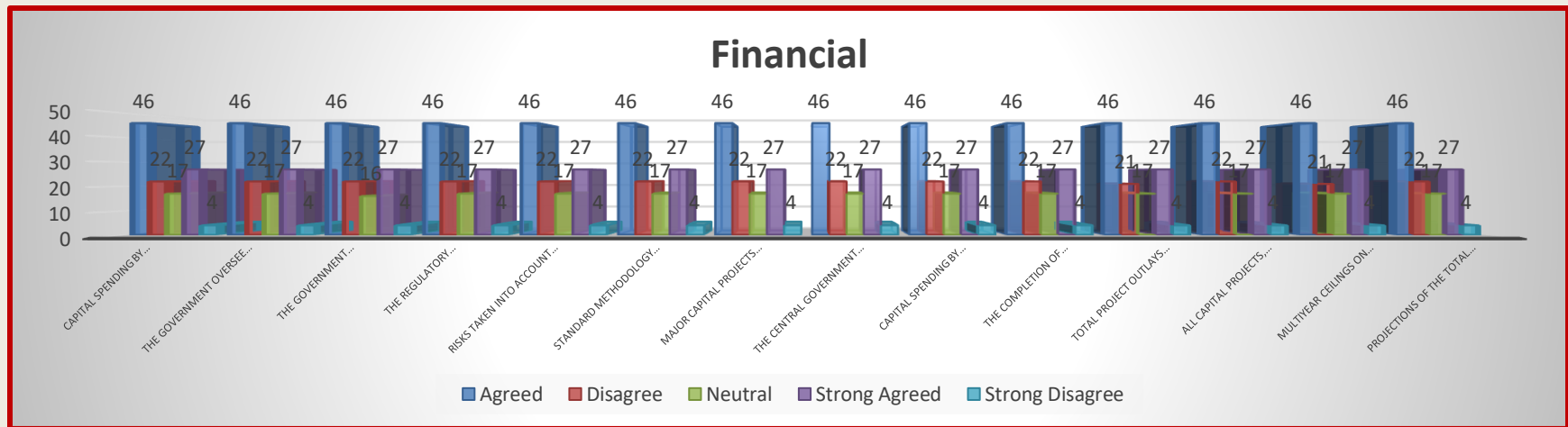
In terms of budgeting and disclosure, 40% believe that total project expenses are allocated by the legislature at project commencement, and all capital projects are transparently documented in budgetary records. This viewpoint is rejected by 18% and 19% respectively.

Similarly, 40% believe in the existence of multi-year limits on capital expenditure for ministries, sectors, or programs, whereas 18% disagree. As for the publication of total construction costs for major capital projects, 40% concur, though 19% are skeptical about the government's transparency on the actual costs of strategic projects.

While the government appears to allocate a substantial amount of funds towards strategic development projects, what are the underlying reasons for the consistent delays in successfully concluding these projects on schedule?



Financial	Capital spending by ministry or sector forecasted over a multiyear horizon	The government oversee the investment plans of public corporations (PCs) and monitor their financial performance	The government published a strategy/policy for PPPs, and a legal/regulatory framework which guides the preparation, selection, and management of PPP projects	The regulatory framework support competition in contestable markets for economic infrastructure (e.g., power, water, telecoms, and transport	Risks taken into account in conducting project appraisals	Standard methodology and central support for the appraisal of projects	Major capital projects subject to rigorous technical, economic, and financial analysis	The central government have a transparent, rule-based system for making capital transfers to Sustainable Development Goals, and for providing timely information on such transfers	Capital spending by Sustainable Development Goals, coordinated with the central government	The completion of ongoing projects given priority over starting new projects	Total project outlays appropriated by the legislature at the time of a projects commencement	All capital projects, regardless of financing source, shown in the budget documentation	Multiyear ceilings on capital expenditures by ministry, major program	Projections of the total construction cost of capital projects published
Agreed	46	46	46	46	46	46	46	46	46	46	46	46	46	
Disagree	22	22	22	22	22	22	22	22	22	22	22	21	22	
Neutral	17	17	17	16	17	17	17	17	17	17	17	17	17	
Strong Agreed	27	27	27	27	27	27	27	27	27	27	27	27	27	
Strong Disagree	4	4	4	4	4	4	4	4	4	4	4	4	4	



Potential solutions for addressing the concerns and improving the situation:

1. Project Completion and Effectiveness:

Establish a more robust project management and oversight framework to ensure that allocated funds are utilized effectively and projects are completed on time. Implement regular progress reviews and evaluations to identify bottlenecks and challenges early in the project lifecycle.

2. Financial Oversight and Accountability:

Strengthen the government's financial oversight mechanisms for public corporations by enhancing monitoring and reporting requirements. Enhance transparency in financial transactions and ensure that financial data is readily accessible to relevant stakeholders.

3. Public-Private Partnerships (PPPs) Policies:

Engage with stakeholders to address concerns and improve public awareness of the benefits and risks associated with PPPs. Conduct comprehensive reviews of existing PPP policies to identify areas for improvement and ensure alignment with development objectives.

4. Regulatory Framework and Competition:

Conduct an independent assessment of the regulatory framework to identify obstacles to healthy competition and consider necessary reforms. Promote transparency in regulatory decision-making to build trust among stakeholders.

5. Risk Assessment and Appraisal:

These solutions aim to address the concerns raised by the 19% of respondents who disagree with various aspects of the government's capital spending, oversight, and project management practices. Implementing a combination of these measures can help enhance transparency, efficiency, and accountability in the management of public projects and resources.



Enhance training for project appraisal teams to improve their ability to accurately assess and mitigate risks associated with major projects. Foster a culture of risk awareness and proactive risk management across government agencies.

6. Standard Methodology for Appraisal:

Develop and implement standardized methodologies for project appraisal to ensure consistent evaluation criteria and accurate comparisons across projects. Provide training and resources to ensure that project appraisers are well-versed in using the established methodology.

7. Transparency in Capital Transfers and Results:

Strengthen the communication between the government and beneficiaries to clarify the intended outcomes of capital transfers and manage expectations. Institute a reporting mechanism to track project outcomes and benefits, making this information publicly available.

8. Project Prioritization and Funding:

Develop a clear criteria-based approach for project prioritization, considering factors such as strategic alignment, feasibility, and potential impacts. Explore innovative financing mechanisms, such as public-private partnerships or impact investment, to address funding constraints.

9. Budgetary Transparency and Disclosure:

Enhance the transparency of budgetary processes by providing detailed breakdowns of capital projects and their associated costs in budget documents. Establish mechanisms for external audits and independent reviews of budgetary allocations and expenditures.

10. Multi-year Limits and Strategic Planning:

Engage relevant stakeholders to review and adjust multi-year expenditure limits based on changing development priorities and economic conditions. Develop a comprehensive long-term strategic plan that guides capital expenditures and aligns with national development goals.

11. Cost Estimation and Disclosure:



Institute a practice of regular cost estimation updates throughout the project lifecycle to ensure transparency and accuracy. Improve communication about project costs and provide explanations for any discrepancies between estimated and actual costs.

The solutions aim to address the concerns raised by the 19% of respondents who disagree with various aspects of the government's capital spending, oversight, and project management practices. Implementing a combination of these measures can help enhance transparency, efficiency, and accountability in the management of public projects and resources.



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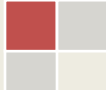
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IMPLEMENTATION

A survey was conducted to gauge the consensus among respondents on various aspects of project estimation, funding, and management. The results revealed that 47 percent of participants supported the standard methodology used for estimating routine maintenance needs and allocating budget funds, while only 6 percent expressed disagreement with this approach. Conversely, when it came to the rationale behind Ministries/agencies' ability to proactively plan and allocate resources for capital projects based on reliable cash-flow predictions, only 6 percent were in agreement, whereas a notable 47 percent held a contrary view.

Similarly, opinions were divided on the effectiveness of the existing system for monitoring procurement practices. A mere 6 percent concurred with its adequacy, while a significant 47 percent opposed this notion. A similar trend emerged regarding the inclusion of expenditures linked to routine maintenance and significant improvements in the budget. Merely 6 percent found merit in this idea, whereas 46 percent found it unfavorable.

The survey participants also raised concerns about the government's project management proficiency. Although 47 percent acknowledged effective project management arrangements within Ministries/agencies, a substantial number pointed out the delayed completion of strategic projects and the apparent disconnect between project costs and quality.

The government can actively work toward aligning perspectives, ensuring efficient utilization of resources, and fostering a culture of transparency and accountability in project-related matters. This approach can pave the way for more constructive dialogue and collaboration among stakeholders, reducing the discrepancies highlighted in the survey results.



Consequently, 47 percent advocated for external (donor) funding of capital projects to be seamlessly integrated into the primary government banking structure, while a minority of 6 percent contested this approach.

Regarding major improvement initiatives, such as renovations and reconstructions, the sentiment remained consistent. Nearly half of the respondents (47 percent) supported their inclusion in national and sectoral investment plans, whereas only 6 percent dissented.

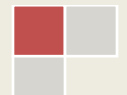
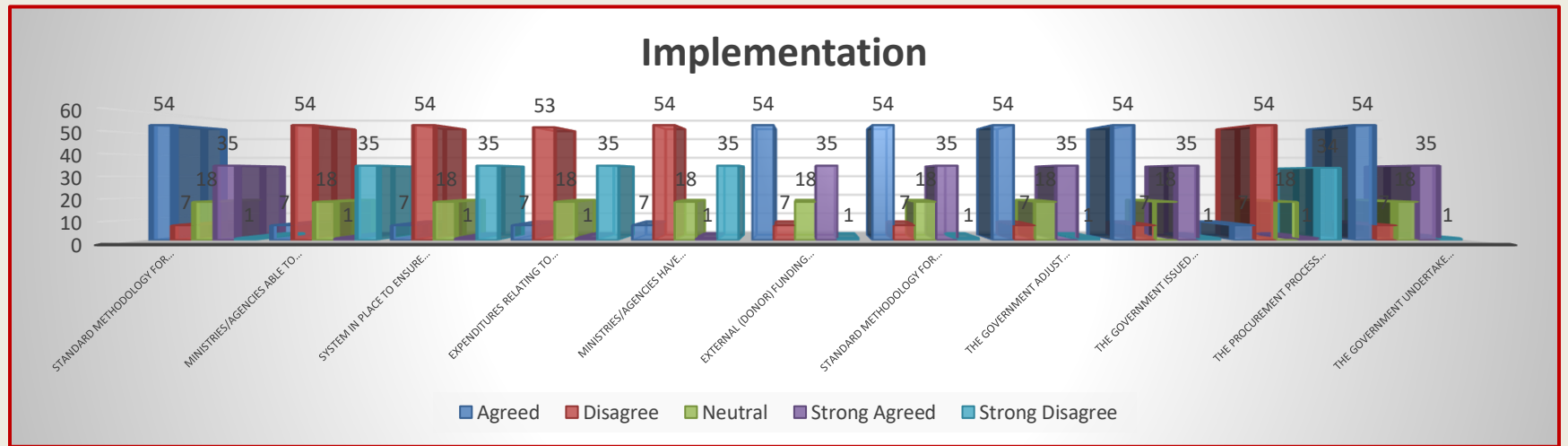
Another area of consensus was the need for the government to adapt project implementation policies through systematic ex-post reviews of completed projects. 47 percent endorsed this approach, while only 6 percent opposed it. This was further reinforced by the acknowledgment of systematically applied rules, procedures, and guidelines for project adjustments across major projects, with 47 percent in agreement and 6 percent in disagreement.

However, differing perspectives arose in relation to the transparency of the procurement process for significant capital projects. A majority of 47 percent expressed skepticism about its openness, whereas a smaller percentage of 6 percent saw it as transparent.

Lastly, the respondents demonstrated unity in their belief that a central review of major project appraisals by the government before budgetary inclusions was a prudent practice. 47 percent concurred with this notion, whereas just 6 percent had reservations about it.



Implementation	Standard methodology for estimating routine maintenance needs and budget funding	Ministries/agencies able to plan and commit expenditure on capital projects in advance of the basis of reliable cash-flow forecasts	System in place to ensure that procurement is monitored adequately	Expenditures relating to routine and major improvements to be identified in the budget	Ministries/agencies have effective project management arrangements in place	External (donor) funding of capital projects fully integrated into the main government bank account structure	Standard methodology for determining major improvements (e.g. renovations, reconstructions, enlargements) to existing assets and are they included in national and sectoral investment plans	The government adjust project implementation policies and procedures by systematically conducting ex- post reviews of projects that have completed their construction phase	The government issued rules, procedures and guidelines for project adjustments that are applied systematically across all major projects	The procurement process for major capital projects open and transparent	The government undertake a central review of major project appraisals before decisions are taken to include projects in the budget	
Agreed	↑ 54	↓ 7	↓ 7	↓ 7	↓ 7	↑ 7	↑ 54	↑ 54	↑ 54	↓ 54	↑ 7	54
Disagree	↓ 7	↑ 54	↑ 54	↑ 54	↑ 53	↓ 54	↓ 7	↓ 7	↓ 7	↑ 7	↓ 54	7
Neutral	↔ 18	↔ 18	↔ 18	↔ 18	↔ 18	↔ 18	↔ 18	↔ 18	↔ 18	↔ 18	↔ 18	18
Strong Agreed	↔ 35	↓ 1	↓ 1	↓ 1	↓ 1	↔ 1	↔ 35	↔ 35	↔ 35	↓ 35	↔ 1	35
Strong Disagree	↓ 1	↔ 35	↔ 35	↔ 35	↔ 35	↓ 35	↓ 1	↓ 1	↓ 1	↔ 1	↓ 34	1



In order to bridge the gaps highlighted by the disagreements, several strategic measures can be considered to enhance project planning, management, and transparency. The following solutions aim to promote consensus and foster efficient implementation:

1. **Enhancing Reliable Cash-Flow Forecasting for Capital Projects:** Encourage Ministries/agencies to collaborate with financial experts and utilize advanced financial modeling techniques to improve the accuracy of cash-flow forecasts. This will provide a solid foundation for planning and committing expenditure on capital projects in advance, ultimately reducing uncertainty and disagreement over funding.
2. **Strengthening Procurement Monitoring Mechanisms:** Establish an independent oversight body tasked with regularly reviewing procurement processes to ensure compliance with established standards. This would reassure stakeholders and reduce skepticism by demonstrating a commitment to transparency and fair practices.
3. **Transparent Budgeting for Routine Maintenance and Improvements:** Develop a comprehensive framework for identifying and categorizing expenditures related to routine maintenance and major improvements. This should be included in the budgeting process, making it easier for all parties to understand and track these expenses, thereby minimizing disagreements.
4. **Empowering Effective Project Management:** Institute a capacity-building program for project managers within Ministries/agencies, focusing on best practices, risk assessment, and timely execution. This would contribute to more successful project completion rates, aligning opinions on the effectiveness of project management arrangements.
5. **Streamlining Transparency in Capital Project Procurement:** Implement an online platform that provides real-time updates on the progress of major capital project procurement. This platform could include information on bidding processes, evaluation criteria, and awarded contracts, enhancing transparency and reducing doubt.

The government can actively work toward aligning perspectives, ensuring efficient utilization of resources, and fostering a culture of transparency and accountability in project-related matters. This approach can pave the way for more constructive dialogue and collaboration among stakeholders, reducing the discrepancies highlighted in the survey results.



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