



Sustainable Private Public Dialogues for Improving Local Economic Development in Tanzania: A Case of Kigoma Region

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Abstract: *This paper presents findings of the study to examine the current PPD practices in Kigoma region in order to identify main challenges and gaps in the current PPD model in order to provide appropriate recommendations for improvement of the current PPD practices. The researcher adopted a qualitative research approach in order to obtain in-depth information about PPDs practices from participants who share the same mandate; using the case study of Kasulu and Kibondo district councils. The targeted population included government officials, traders, farmers, Private Sector Organizations, financial institutions and influential people in the respective areas. These respondents were selected purposively because they were knowledgeable and informative about PPD practices taking place at Kasulu and Kibondo Districts. In total, 120 respondents were interviewed in both districts. The study found that Kigoma region has adopted “the hub” PPD model which involves a dedicated secretariat charged with mobilizing constructive dialogues. However, PPD practices are currently constrained with limited capacity in terms of finance, tools, technical know-how, influence, and convincing power to stretch across different government departments and agencies. In order to improve PPD forums, main recommendations include forming permanent working groups based on the important sectors in the local areas, appropriation of funds to the task forces/ working groups and that policy should be designed to ensure that members for the PPDs have specific tenure.*

Keywords: Public Private Dialogues (PPDs); Local Economic Development (LED); Local Government Authorities (LGAs).

Introduction

One of the key frontiers of Local Economic Development (LED) today is collaboration between the public and private sectors through Public Private Dialogues (PPDs) (Irwin, 2014). The overall objective of PPDs is to improve the business environment at the local level, hence PPDs are a platform for analyzing problems and opportunities to foster economic development in specific localities. Accordingly, the current government of Tanzania is seeking to diversify the economic base of the country by promoting the private sector. Private sector development is crucial in boosting Local Economic Development (LED) and achieving Tanzania's TDV 2025 to industrialize her economy. Indeed, Local Economic Development through sustainable Public Private Dialogues (PPDs) is the main theme of the private sector development through improvement of business environment (Bishagazi, 2021b).

Despite the existing efforts including the implementation of the Blueprint for Regulatory Reforms to Improve the Business Environment, the regulatory environment for doing business has not significantly improved and is still a major constraint to local economic growth (Andersen *et al.*, 2017). The World Bank's Ease of Doing Business index shows that regulatory factors inhibit new businesses and raise the cost of starting one. Tanzania ranks the lowest of four East African countries overall, and on half of the featured indicators. Although not the only condition for accelerating pro-poor growth, PPD can be the first, important step in an institutional reform process aimed at improving the business environment for all. A coherent formal policy making process is lacking in many countries, including Tanzania (Andersen *et al.*, 2017).

For these reasons, PPD can be effective where and when there is an explicit commitment and

willingness to act on its outcomes by both the public and private sector. Sustainable PPDs can deliver substantial improvements over “closed” or purely “technocratic” policy making processes (Mihaylova & Poff, 2014). Kassen (2019) argues that PPDs can generate policy-relevant insights, validate policy and regulatory proposals, build consensus and momentum for change and secure ownership and participation by stakeholders. In the past five years, the facilitation of Public Private Dialogues (PPDs) in Tanzania has centered upon Local Economic Development (LED) as a means of addressing socio-economic conditions and the improvement of people’s lives for sustainable economic growth.

The most determined efforts to establish PPD for LED involved establishment of district business councils by Local Government Authorities (LGAs) which were created/ designed to implement LED strategies at district/local level by key local stakeholders also known as Local Economic Development Agents (LEDAs). However, these district business councils have not been effective in developing the appropriate local institutional base for appropriate policy formulation and implementation (Tack, 2019). Effective private engagement with local governments is particularly important and most challenging in difficult operating environments (Kassen, 2019).

There is a need for sustainable and result-driven dialogues to improve the local economies in Tanzania. It is thus important time to examine the current PPD practices at local level in Tanzania as an essential initiative for LED taking into consideration the experience in other developing countries. To achieve this objective, this study was conducted in Kigoma Region particularly the districts of Kasulu and Kibondo to assess PPD practices and identify important areas for policy intervention in order to improve the Local Economic Development (LED). The study sought to answer the following research questions:

1. What are the current PPD practices at Kasulu and Kibondo District Councils?
2. What are the main gaps in the current PPD practices at Kasulu and Kibondo District Councils?

Kigoma region has been selected for this study for several reasons. First, the region is endowed with vast natural resources which makes it potential in achieving the Local Economic Development (LED). Second, although Kigoma is the first region to have formal PPDs at local level in the country, LED

success rate in the region is the lowest in the country (National Bureau of Statistics (NBS), 2018). Thus, challenges in implementation of PPDs for LED are more significant. This study will enable a documentation of practical lessons and critical factors for success of PPD practices in Tanzania. As a result, policy makers and other development partners will be able to identify policies and institutional reforms that will contribute to a more conducive environment for Local Economic Development (LED) in Tanzania.

Review of Literature

The literature review part discusses both the Theoretical Framework of PPDs as well as the empirical literature. This includes meaning and structure of PPDs; the relevance of PPDs in Local Economic Development (LED) as well as the discussion on sustainability of PPDs.

Public Private Dialogues: A Broad Meaning

Public Private Dialogues (PPDs) refer to the structured interaction between the public and the private sector in promoting the right conditions for private sector development, improvement to the business climate, and poverty reduction (Amonya, 2017). It is about stakeholders coming together to define and analyze problems, discuss and agree in specific reforms and then work to ensure that these ideas become a reality. The main objectives of PPDs are:

1. Building trust among key stakeholders for development
2. Bridging gaps and laying the foundation for joint problem analysis
3. Identifying policies and institutional reforms that contribute to a more conducive environment for private sector development (Gareth, 2011).

Governments that engage in PPD are more likely to promote sensible, workable reforms, and when the private sector fully participates in these PPD processes, it is more likely to support the reforms (Irwin, 2014). Moreover, PPDs are a mechanism to ensure that issues are taken up at the appropriate decision making levels in both private and public sector entities. The most important part of PPDs is to translate those issues into policies, strategies and plans to resolve them effectively (Almeida, Cassang, Lin, & Abe, 2020).

Interaction between government and the private sector was largely studied by economic and political

scientists in the 1970s and 1980s in terms of rent-seeking, collusion and corruption (Andersen *et al.*, 2017). However, analysis in the early 1990s of the conditions and factors in the success of some Southeast Asian economies challenged this vision by pointing to the role of the state in the economy and the scope for a fruitful interaction between political elites, bureaucracy and the private sector (Deep, Kim & Lee, 2019). The growing influence of civil society stakeholders (consumers, private entrepreneurs, employees, citizens and community groups, etc.) in industrialized as well as developing countries has supported this trend. In this context, calls for consultation in drafting government policies have become more prevalent. It is now generally accepted that the participation of civil society in designing public policy is critical if the governments want to improve the transparency, quality and effectiveness of their policies, thereby consolidating their legitimacy to the public (Mihaylova & Poff, 2014).

In this context, PPDs is increasingly advocated as a way of improving government policies in developing countries, hence creating a conducive business environment. By engaging in dialogues with the government, the private sector has an opportunity to become involved in the design and implementation of policies relating to economic strategy, thus fostering a good business climate to help their operations.

Structure of the Public Private Dialogues

Leaders from government and the private sector are the custodians of the PPD process. The public and private sectors are complementary not contradictory and both are needed to accelerate local economic development outcomes. Underpinning this are new complementary roles of the public and private sectors. Basically, a process of PPD typically takes an institutionalized form of interaction through business councils and other formal meetings and discussion forums.

According to Mihretu and Tolina (2014), the life span of Public Private Dialogues (PPDs) involves four stages which are birth/discovery, development /high impact phase, maturity/sustainability and phase/transformation/transfer). However, Herzberg (2011) provides that there is no strict formula for PPDs and that PPDs may vary in area of coverage, scope, leadership, focus, timeframe and participants. When it comes to public-private policy dialogue, no one size fits all. It can be structured or

ad hoc; focused on broad economy-wide issues, sector specific or topic specific; a permanent institution versus a temporary initiative; have multiple goals versus a specific goal and many actors versus a few actors. What they have in common is giving formal structure and expression to the common desire of business and governments to create conditions in which the private sector can flourish (Nkubito, 2012).

But regardless of its particular form or focus, a successful PPD must have the following two characteristics: (1) rely on common principles such as transparency, inclusiveness and evidence-based discussion; (2) rely on the commitment and capacity of the key stakeholders namely, government and the business community (Chokotho, Chavula & Mwimba, 2017).

Public Private Dialogues and Local Economic Development

Although the concept of LED has existed over four decades, the government of Tanzania now recognizes that effective LED is community driven as well as Local Government Authority (LGA) supported whereby it becomes a formal national agenda as incorporated in the second phase of the national Five-Year Development Plan 2016/2017-2020/2021.

Public Private Dialogue as an institutional approach has a long history in local economic development policy. PPD is desirable at all levels of decision-making, down to the most local possible level, especially as this is likely to be more practically capable of involving micro-entrepreneurs, SMEs and other local stakeholders (Mihretu & Tolina, 2014).

Local level PPD allows local issues and solutions to be identified and taken to decentralized decision makers or channeled upwards to the appropriate level of authority at which they can be solved (Nielsen, 2021). According to Nelson (2014), local dialogues can contribute to effective implementation of national policies whereby they are particularly effective when explicitly aligned with dialogues taking place at a national or regional level. Local level dialogues can especially benefit from the use of participatory tools, capacity building initiatives, and the use of local and neutral facilitators (Almeida *et al.*, 2020). The main priority of these initiatives focuses on the localities' sustainable economic development, since the existence of close co-operation between local public

authorities and local stakeholders comes forward as a major necessity to achieve sustainable LED.

Sustainable Public Private Dialogues

Sustainable Public Private Dialogues are needed to identify bottlenecks, opportunities and possible interventions for private sector development at local level (Bishagazi, 2021a). The way in which such dialogues are organized, facilitated and institutionalized and the quality of participation and commitment to the process largely determine the outcome and thus its potential contribution in guiding reforms (Herzberg, 2011).

As discussed by Jomo, Sharma and Platz (2016), the sustainability of a PPD is built upon three pillars: (1) operational sustainability; (2) financial sustainability and (3) sustained mandate and effectiveness in delivering this mandate. Operational sustainability involves a PPD secretariat unit relying on its internal capacities to manage the dialogue while financial sustainability involves a PPD generating sufficient financial resources from services it offers to cover its cost of operations. The third pillar of PPD sustainability happens when a PPD continues to provide a channel for meaningful dialogue between the private sector and the government and is an “engine” for reforms/ activities to solve the issues identified by the partnership.

In addition, Kassen (2019) emphasizes on the importance of ‘champions’ in sustainability of PPDs. He argues that it is difficult to sustain dialogue without champions from both the public and private sectors who invest in the process and drive it forward. Backing the right champions is the most important part of outside support to PPD. Moreover, the presence of well-organized, accountable and capable private sector entities organized at various levels makes PPDs more sustainable (Jomo, Sharma, & Platz, 2016).

Apart from that, to ensure sustainability, good planning is vital, such as the preparation of clear and concise agendas in advance; timeframes that show milestones for each specific outcome; good chairing of meetings; agreement on minutes and accountability of the secretariat to the PPD participants (Pinto, 2015). Moreover, monitoring and evaluation (M&E) is an effective tool to manage the PPD process and to demonstrate its purpose and performance, thus ensuring sustainability. While remaining flexible, user friendly and light, the monitoring and evaluation framework adopted by a

PPD should provide stakeholders with the ability to monitor internal processes and encourage transparency and accountability (Deep, Kim & Lee, 2019).

Research Methodology

This part highlights the research methodology used in the study. It gives an overview of research design, research approach, target population and sample size. It further describes the data collection instruments and data analysis that were used in the study. Moreover, the section explains how reliability, validity and ethical considerations were achieved.

Approach and Design

A research design involves a clear focus on the research questions and the purpose of the study. A case study design was selected for this study to strengthen and potentially expand the analytic generalizations of the study. Case studies keep up with the principles of phenomenology by focusing on real life phenomena and events to observe and understand the experience of research respondents (Saunders, Lewis, & Hill, 2015). The case study approach helped to limit the sampling to the most important actors in PPD practices. Apart from that, the researcher adopted a qualitative research approach in order to obtain in-depth information about PPDs practices from participants who share the same mandate using the case study of Kasulu and Kibondo District Councils in Kigoma, Tanzania. According to Mohajan (2018), a qualitative research design often contains rich descriptions, colorful details which give the reader a feel for social setting instead of formal neutral tone with statistics.

Setting

Kasulu District Council is one of the vibrant districts of Kigoma Region which was established in 1983 under the Local Government Authority act no 7 of 1982. It is found in the North – Western part of the region with the population of 425,794 out of which 218,373 (51.3%) are females and 208,244 (48.7%) are males (National Bureau of Statistics, 2012). The district is also a home to around 150,000 refugees, all accommodated in the Nyarugusu refugee camp. Eighty-seven (87) percent of local people in the district are involved in agriculture and the remaining percentage depends on other sectors such as beekeeping and trading. Despite that, Kasulu is the major food trading center in Kigoma.

On the other hand, Kibondo District is located in Northern part of Kigoma region between the

latitude 3.9⁰ – 5.0⁰ S, and longitude 30.2⁰ – 31.50⁰ E. The district's overall area is 8,364.84 km², of which two thirds are covered by forests and woodlands. According to 2012 National Population and Housing Census report, Kibondo District had the population of 261,331 of which 124,518 are males and 136,813 are females. Apart from that, Kibondo District has two refugee camps at Mtendeli and Nduta which are home to around 50,000 refugees. Agriculture is the main business activity that local people are mostly engaged in as the source of income and livelihood.

Population and Sampling

The targeted population in this study consisted of the following groups: (1) government officials and politicians; (2) business people; (3) farmers; (4) Private Sector Organizations (PSOs) and Non-Governmental Organizations (NGOs); (5) financial institutions; (6) public sector institutions; and (7)

influential people in the respective areas. Non-probability sampling procedure was used specifically purposive/judgmental. The researcher used purposive sampling because according to Mohajan (2018), in purposive sampling, a particular case is chosen because it illustrates some feature or process that is of interest for a particular study. It is further indicated that in purposive sampling, the researcher searches for information-rich key informants, groups, places or events to study (Creswell, 2014). Thus, the samples were chosen because they were knowledgeable and informative about PPD practices taking place at Kasulu and Kibondo Districts. In total, 120 respondents were interviewed in both districts. The summary of the targeted categories of respondents and samples for each district is presented in table 1:

Table 1: A summary of categories of respondents

S/N	Stakeholders/Respondents	Targeted Population	Number of respondents
1	Regional Administrative Secretary (RAS)	1	1
2	District Executive Directors, Heads of Departments in LGAs, District Treasurers, WEOs	8	6
3	LGA Officers(i.e. DAICOS, DTOs, DCOs, DPOs, DLOs)	35	20
4	Managers/owners of financial institutions	7	7
5	Managers in Government Institutions (e.g. TRA, TANESCO)	5	5
6	Officers of regional, district and subsector associations and networks (TCCIA)	6	6
7	Farmers, livestock keepers, including agri-business enterprises	107	55
8	PSOs, Business people and companies	12	5
9	Economic Development Partners and NGOs	9	5
10	Religious and other influential people	15	10
	TOTAL	205	120

Statistical Treatment of Data

Several data collection methods were used in this study. First, this study involved gathering of archived document evidence such as socio-economic profiles, financial and progress reports of the two LGAs, minutes of the district business councils' meetings, economic databases, publications and other reports. Review of existing documents helped the researcher to explore the existing information in order to obtain an independent assessment relating to PPD practices at Kasulu and Kibondo Districts.

Apart from that, this study involved observations of actual PPD forums, Focus Group Discussions (FGDs), key informants' interviews and consultative discussions with key Local Government Authorities staff and other key stakeholders including

beneficiaries. The Focus Group Discussions (FGDs) were conducted in seven groups for each district under the facilitation of the researcher in order to get more details as far as the study is concerned. The Focus Group guide was used to guide the FGDs whereby the researcher introduced the topic and allowed the group to discuss one theme after another. The discussions were held for about three hours in each session using Kiswahili language. Data analysis was mainly done through thematic analysis whereby the researcher mainstreamed all different themes and sub-themes that emerged and put the analysis in the chronological order. The themes represented the key findings that were similar or different across all participants.

Validity and Reliability

In order to enhance validity and reliability, triangulation was used to compare information gathered from different sources such as literature, interviews, Focus Group Discussions, documents and observations. Triangulation is effective in that it takes responses from different participants and seeks to unpack the accuracy of the data collected. Heale and Forbes (2013) argue that if themes are established based on converging several sources of data or perspectives from participants, then this process can be claimed as adding value to the reliability of the study.

Apart from that, the researcher made a presentation of the findings to the stakeholders of all two districts of Kasulu and Kibondo. This was done in a one day validation workshop. A validation workshop helped the researcher to share study findings for stakeholders' validation; to obtain additional inputs from stakeholders on areas of focus and advocacy; and to provide more information to the stakeholders of the three districts on the role played by PPDs in Local Economic Development (LED).

Respondents and other stakeholders validated all the information gathered to find out the accuracy of the data collected which helped the researcher to improve on the validity of the study. The validation workshop involved the Regional Administrative Secretary (RAS), Regional Trade Officer (RTO), District Commissioners (DCs), District Executive Directors (DEDs), LGA officers including Agricultural and Trade officers, farmers, traders, representatives of different AMCOS, and financial institutions, tax officers and so on.

Ethical Considerations

Ethical consideration is important for safeguarding the rights of the participants and it enhances trustworthiness of the findings (Mohajan, 2018). In this study, the researcher adhered to all ethical and professional codes of conduct including having a research permit from NBS, informing the participants the reason for conducting this study and having consent from respondents to participate in this study.

Results and Discussions

This part presents a discussion of study findings based on data that was collected and analyzed. The presentation and discussion of the findings is based on the two main research questions.

Research Question 1: What are the Current PPD Practices in Kasulu and Kibondo District Councils?

The existence of Public Private Dialogues (PPDs) is widely acknowledged to be of critical importance in effective economic policy making at the local level. Formal Public Private Dialogues (PPDs) in both Kasulu and Kibondo Districts are conducted through district business councils which were established by Local Government Authorities (LGAs) in 2014. Before 2014, there were no formal platforms which could allow the public and the private sectors to meet and address local economic challenges in these districts.

To resolve their economic challenges, local traders relied on informal meetings with the LGAs. However, these informal meetings were not effective in providing solutions to the issues addressed because they lacked a clear purpose, scope and objectives and therefore, right from the outset, they had failed to build confidence and commitment from both sides of the stakeholders in the process. According to Herzberg (2016), although informal dialogues may be effective in LED, their narrow mandate is a drawback, and this may lead to tunnel vision. Thus, well designed, structured PPDs at local level ensure greater participation of the private sector in policy making and implementation of local challenges (Nielsen, 2021).

The PPD forums at both Kasulu and Kibondo District Councils use "the hub" or "the engine PPD" model. According to Herzberg (2011), "the hub" or "the engine PPD" model involves a dedicated secretariat charged with mobilizing constructive dialogues. This is among the critical success factors for any PPD process.

Each district business council had 40 permanent members with equal representation from the public and the private sectors (i.e. 20 members from each side) chaired by the District Commissioner. Apart from that, each council had additional 10 members who are not permanent but had significant influence in the respective local economies such as representatives from financial institutions and tax revenue authority.

The number of participants in a PPD is limited in order to make dialogue possible and the issue of whom to invite and who decides is crucial, particularly when starting up the process. These business councils are required to meet four times a year (i.e. on quarterly basis). Figure 1 shows the

current model of the formal PPD practices in both Kasulu and Kibondo District Councils.

Each council had a steering committee consisting of 10 members (5 from LGAs and 5 from private sector) whose main function was to determine and prepare the agendas for the council meetings. Each steering committee had a secretariat with 2 members (i.e. 1 member from each sector). The

secretariat's main role was to gather opinion/information/data that would determine the agendas of the council meetings. Once the agendas are discussed, a task force is immediately formed. The task force is required to ensure that all the agreed matters arising during the meetings are implemented.

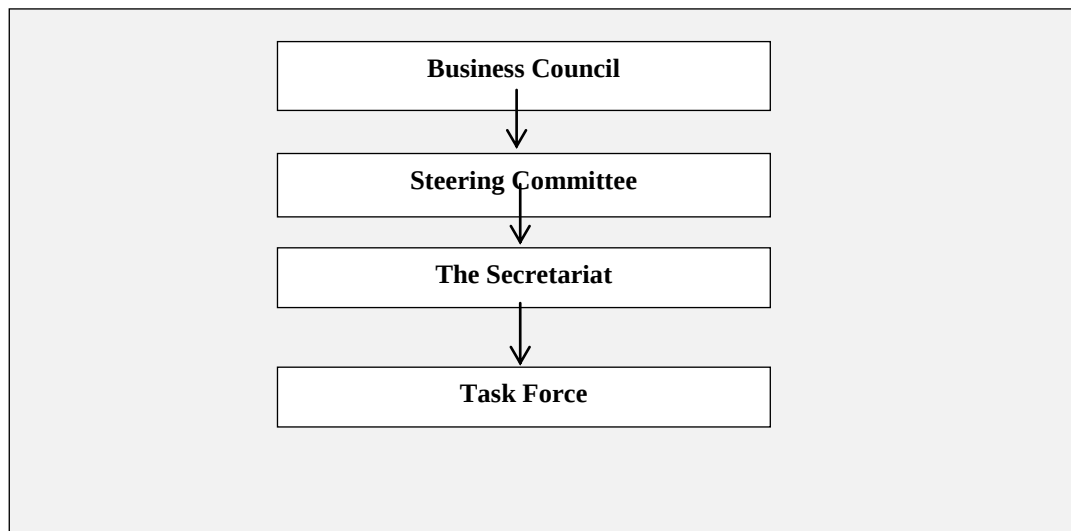


Figure 1: The Current PPD Model in Kasulu and Kibondo District Councils (Source: Field data)

Research Question 2: What are the Main Gaps in PPD Practices at Kasulu and Kibondo District Councils?

Several gaps were identified in the model of the business council at Kasulu and Kibondo. First, these PPD forums have not been able to generate policy and regulatory reforms that are needed to deliver the expected local economic growth. These councils have limited capacity in terms of finance, tools, technical know-how, influence, and convincing power to stretch across different government departments and agencies. Chokotho, Chavula and Mwimba (2017) argue that a public sector organization should become the convener, to ensure that the outcomes of PPDs will indeed influence public policy, planning and implementation. Thus, the quality of PPDs at Kibondo and Kasulu suffer from the inability of participants to contribute effectively to the analysis of root causes and to developing evidence to support requests for policy reforms.

Second, PPD forums at Kibondo and Kasulu lack sufficient authority to coordinate PPDs recommendations through government agencies/ministries and this is perceived as

negatively impacting the level of implementation of resolutions. High-quality PPDs need not require a formal mandate if the capacity and commitment to constructive and informed dialogue is in place (Pinto, 2015). That said, giving PPD a formal mandate can often make clear the purpose, scope and objectives from the outset, build confidence in the commitment of both sides to the process, increase the likelihood of continuity and better integrate PPD into prevailing institutional architecture in these LGAs. The PPD will have to demonstrate legitimacy in order to contribute effectively to reforms, and therefore it can be useful to arrange public awareness and education campaigns related to PPD activities.

Third, low political will is identified as among the biggest barrier to slow progress in the implementation of the resolutions of the PPDs. Andersen *et al.* (2017) conclude that, despite their crucial importance, local PPDs have not yet been accorded the necessary political emphasis to ensure that they are at the heart of policy making at the local level in Tanzania. Commitment to the process of respective Private Sector Organizations (PSOs) representatives with a broad support base as well as

influential representatives of the public sector are an important condition for arriving at a successful dialogue. Low political will in PPD forums was also reported by Hetherington (2016).

Another challenge in current PPD practices that was addressed by key stakeholders during data collection concerns transparency in the utilization of financial resources. PPD is a complex transaction that involves substantial transaction costs and asymmetries of information and if not handled well, it can end up benefiting a few in the government and/or private sector rather than yielding the expected fruit of a successful PPD, namely, the production of public goods such as economic policies that increase local and national wealth (Almeida *et al.*, 2020). The private sector which has equal representation in the PPD forums in Kasulu and Kibondo Districts wishes to know how the amount disbursed for the PPD process is accounted for. Pinto (2015) emphasizes that, PPDs are in the interest of citizens as well as the interest of traders and government leaders, thus there is a need for greater transparency and accountability.

On the side of the private sector, the PPD performance has not been satisfactory due to quality and appropriateness of the agendas tabled to the local governments. The agenda submitted for discussion by the private sector do not necessarily reflect the major constraints to business community on a wider perceptive. They are in many ways in small scale providing only for immediate wins/solutions. Nonetheless, many local traders complain that the council's secretariat does not have effective means of obtaining information/opinions from the local traders for preparation of the agendas. Without a more equitable dialogue, governments tend to follow the loudest, most powerful voices, which rarely speak in the best interest of broad-based private sector growth, let alone poverty reduction.

Moreover, a shortage of associations that represent the diverse issues of specific sub-sectors or product groups is apparent in both districts. When such organizations do exist, they often lack capacity and resources to effectively voice the opinions and concerns of their constituency and become a serious dialogue partner. Moreover, many grassroots-level private sector organizations are not linked to apex organizations such as chambers of commerce at the regional or central level, which potentially could have taken care of their interests in national-level

dialogue processes. This situation hampers dialogue vertically as well as horizontally.

In addition, PPD is useful if all four main stages of policy reforms i.e. (1) assessing and agreeing on problems; (2) designing and legislating solutions; (3) implementing reforms; and (4) monitoring/evaluating the impact of reforms. However, at Kasulu and Kibondo Districts, the private sector is never involved during the implementation phase of the agendas discussed in the business councils. According to Deep, Kim and Lee (2019), neglect of private participation during implementation of the agreed policies can derail promising initiatives.

PPD initiatives range in type and structure as well as in maturity. A good number of PPDs face sustainability issues when their sponsor support is expected to end in the near-term; and Kigoma is not an exception. Currently, there are several development partners such as Local Investment Climate (LIC) Project supporting the administration of the PPDs in both districts. Consequently, PPD stakeholders and the local communities perceive that these PPDs will not be sustained once the LIC project is phased out and therefore they do not take these forums seriously.

Apart from that, the PPD forums at Kasulu and Kibondo have a limited representation of the required key stakeholders. Based on the arguments of Herzberg (2011) and Herzberg (2016), the best model of PPD representation involves inclusion of the public sector (capacity, political will to engage, and leadership); the private sector (organization, leadership, motivation); champions (existence of credible and respected individuals with the motivation and ability to attract the attention of stakeholders) and instruments (quality of programs and mechanisms to help private sector development). However, the current PPD model of representation in both districts has representation from the public and private sectors only. According to Hetherington (2016), the nature of local stakeholders engagement is a crucial determinant of the development of the outcomes of the PPD forums. Third parties who are perceived as impartial and able to provide a neutral space and to facilitate processes play an important role in PPDs. Their contribution is particularly important where there is a history of lack of co-operation and distrust. They may also initially host PPDs by setting up independent secretariats. Some successful PPDs have been driven by handpicked individuals (the

“champions”) but who were not necessarily perceived as accountable to a constituency.

Lastly, other members complained that these meetings take a lot of time with little output because a lot of time is wasted in arguments. Similar challenges have been found by other researchers in developing countries (e.g. see: Chokotho, Chavula & Mwimba, 2017). Another gap in the current PPD practices involves the permanency of the members whereby the appointed members did not have a specific tenure. The political economy may change and therefore there is a need to continuously assess the changing landscape to keep the PPDs representation relevant.

Conclusions and Recommendations

This part gives the conclusions and then the recommendations of the study.

Conclusions

Kigoma region was among the first regions to establish formal PPDs to boost the local economy. The region adopted “the hub” PPD model which involves a dedicated secretariat charged with mobilizing constructive dialogues. Based on the study findings, this study concludes that the current PPD model is inadequate to address the PPD needs of Kasulu and Kibondo Districts. Moreover, despite a crucial importance of PPDs in Local Economic Development (LED) in Kigoma region, the current PPD practices are constrained by several challenges such as limited capacity in terms of finance, tools, technical know-how, influence, and convincing power to stretch across different government departments and agencies.

Thus, significant improvements in PPD practices in Kasulu and Kibondo districts are needed in order to create a more attractive climate for stimulating local economic development. Filling in the identified gaps is the only way to ensure sustainable PPDs which will lay the foundation for joint problem analysis and identification of policies and institutional reforms.

Recommendations

To achieve sustainable Public Private Dialogues (PPDs) in Kigoma region, the following recommendations are made:

1. “The hub” or “the engine PPD” model at both Kasulu and Kibondo Districts should be revised to include working groups. Figure 2 provides a recommended model for PPD practices that is deemed effective for sustainable forums between key economic stakeholders as proposed by Herzberg (2011). The composition of a PPD and the quality of the dialogue determines whether the process can make a meaningful contribution to private sector development. Obviously, the way a PPD is designed has to be context specific and adjusted to prevailing institutional arrangements.
2. Development partners/stakeholders should assist with the design of support mechanisms that ensure that PPD processes will be sustained over longer periods of time instead of depending on large one-off financial contributions.

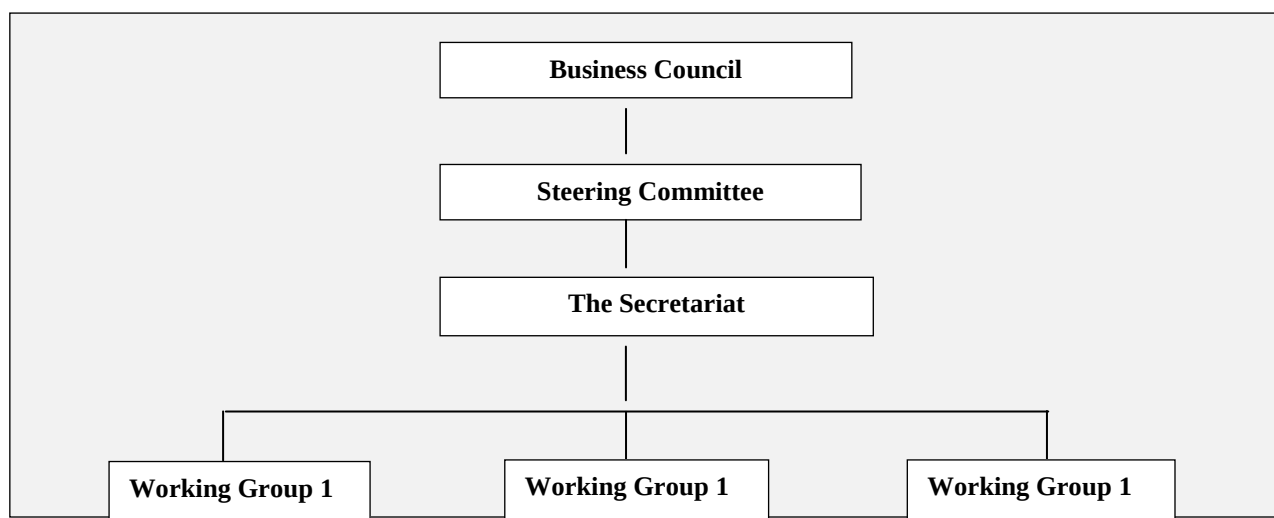


Figure 2: The Proposed PPD Model in Kasulu and Kibondo District Councils (Source: Herzberg, 2011:pg 30)

3. Stakeholders should concentrate on developing capacity while using their influence to ensure that PSOs are included in the policy dialogue, supported with capacity building, guidelines and tools for policy analysis, lobbying and advocacy.
4. Effective local policy making and implementation further requires that the strengthening of local government authority is accompanied by the allocation of sufficient resources by the central government so that these entities can adequately perform their role and take care of their responsibilities.
5. LGAs should develop a baseline assessment to measure the effectiveness of PPDs in order to determine how PPDs are achieving their goals over time and delivering on their envisaged benefits.

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