



## Involving Local Authorities In the programming process of EU Cooperation in Tanzania

# LOCAL AUTHORITIES ROADMAP FOR THE 2021-2027 CYCLE OF EU COOPERATION



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## 5.0 ROADMAP

### 5.1 Course of collaboration between Tanzania and European Union in enhancing the local government system

The local government system in Tanzania stands pivotal in the roadmap of translating, coping with and embracing **global** policy and programme facets of SDGs. The latter encapsulate among many, multitudes of climate change, industrialisation and local economy, trade regimes, gender, decentralization and territorialisation and, *Rural - Urban* linkages. They also entice mobility and communication connectivity by territories of **regional** hubs, heritage conservation and many other inter - connected sector dimensions.

Imperatively, the system is conceived to profusely harness translating and putting into actions the Tanzania Development Vision 2025 and in trajectory the Vision 2050 currently on the drawing board. Also, underlying strategic plans and programmes at **national** level to transform a total of **185** LGAs so to have a better working and particularly empowered local government system while meeting the needs, aspirations and expectations of the rural and urban communities towards sustainable development. Such facets are tested and derived as intervention inputs for various sector solutions.

In the practical sense, all those global, regional and national instruments embody elements of decentralization with spatially distributed public services to furthest peripheries of administrative territories in both rural and urban LGAs.

- In feeding to this Roadmap, conclusions deduced from the **Compendium** provide an insight of what is all about global, regional and national discourses advocated alongside territorialisation of public services. The government has all the time put LGAs at the front in sourcing out primary objectives derived to crafting sector policies, legal frameworks and programmes on a territorial basis for wholesome national development. That is aimed at realising acceptability by the beneficiary populations, win their confidence and, meet their desires, wishes, aspirations and needs.

In a strategic manner, regional administrations will have to get deeply involved for immediate support and guidance to LGAs while gathering basic field information and data, designing and re - shaping and acknowledging proposed interventions. ALAT in that respect plays its part in collating LGAs to initiate and propel actions for inclusive implementation of the interventions.

- Similarly, the **Analytical Report** on conclusion points out that LGAs need adequate financing for effective and efficient service delivery. In collaboration with ALAT they can be assisted to draw up *LGA - Specific* fiscal instruments so

as to establish a strong base for own source revenue. Also, strengthen human capital of LGAs with engagement of sector Ministries, Independent Departments and Agencies and private sector in providing technical and skills support to LGAs.

Indulging ALAT, Regions and LGAs, the Central Government and Development Partners can enable securing technically and financially to help in deploying *Research, Development and Innovation* interventions in finding better ways of undertaking development programmes and projects. This will speed up building **industrial economy** while scaling - up and intensifying local economy, employment and employability in both rural and urban areas. It also calls for technical support to finalize formulation of the proposed Urban Development Policy.

- The EU – Programme on development is vital and if well embraced in this Roadmap, it will leverage two key pertinent issues of Climate Change calamities in LGAs. LGAs indeed need a strengthened capacity and financial support to mitigate, adapt and get resilient to such adversities. Apparently, it will be meaningful to re-shape and strengthen local economy structure to benefit the majority population in rural and urban. Observably, LGAs are trailing low in the capacity to address Climate Change issues badly impacting them. This will cover aspects of restoration of community forests, adopting alternative energy for domestic use, infrastructure improvement to access to potential economically productive areas, micro-productive projects for youths, girls and women.

## **5.2 Global Agenda and National Policy mainstreaming into Territorialisation**

Tanzania draws its policy instruments basing on prevalence of global and national sector substances needing to be resolved and unveil impending circumstances at that particular moments. Among apposite matters to address is **Climate Change** upshots due its pervasiveness across the SDGs in the negative sense in that it suffuses the well-being of the country and welfare of the people in all their walks of life.

The Vision 2025 emphasizes on the need to strengthen LED amidst ensuring that Climate issues are well addressed as far as deep in the *Vitongoji* and Villages as it is directly impacts individual and household livelihoods. Now that the country is in the Middle – Income status, it is of paramount importance to revisit policy, legal, institutional, administrative and political instruments with which it ca collaborate with other actors to work – out on the better way of hastening rural and urban development framed in the *Development Plan II 2016/17 – 2020/21* and the forthcoming *Development Plan III 2021/22 – 2025/26*.

### 5.2.1 Input of LGAs to counter - Climate Change

Tanzania experiences a profound **Political - Will** in decentralizing most of the public services to the regions and LGAs. LGAs being at the end stake as implementers and deliverers of services will have to be ensured of having in place adequate and qualified human resource.

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Same is for technical support for drawing climate adaptation plans, skills on how to access climate finance, means on how to engage communities in mitigation initiatives, access to tools and equipment, good working environment and well settled institutional base for **efficiency** and effectiveness at the grassroots level. That will be marked in both rural and urban spatial and non – spatial development interventions at sector level in resolving intractable **climate - inclined** situations.

LGAs closeness to the people offers immediate response to their needs and they, in – turn reciprocate their part in contribution to LED and societal well - being. Response to environmental issues particularly Climate Change glitches will add to mitigation, adaptation and **resilience** of the calamities often and as of these days and times occur and recur unprecedentedly. Specifically, it is ideal to address the following aspects:

- Enhance and expand knowledge - base of Geographical Information System (GIS) and ICT in the Regions and LGAs for efficiency and territorialisation in their areas of jurisdictional so as ensure fairness in service delivery;
- Invest in people to build a competent human capital of Regional Administrations and PO – RALG, and also procure appropriate working tools from national to grassroots level;
- Enacting By - Laws at local councils and national assembly which intend to prevent human activities which lead to climate change;
- Provide capacity enhancement and public awareness on Climate Change mitigation, adaptation and resilience activities and, on requirements of relevant legislations and strategies;
- Use decentralized and set well-structured/networked mechanism/institutions with necessary facilitation to inform the public on the milestones that have been achieved so far, to track progress and the gaps to be worked on;
- Ensure that all Local governments are informed of the territorialised Climate Agenda which is a replica of the Global Agenda and responds to geographical needs of every particular local government; and
- ALAT in cooperation with PO - RALG has to prepare briefs with a *Local Content* on the Climate Change experiences and forthwith actions.

### 5.2.2 National Policy Priority

In line with the core aspiration of the country of having a quality human resource alongside Vision 2025, since 2010 the Government has underpinned to prioritize besides road infrastructure development, the massive improvement of the education and health services closer to the people. That is in terms of improving existing infrastructure facilities and adding stock to education and health facilities in LGA constituencies where the deficit is critical.

- Between 2015 and 2020, **new 1,887** health facilities were built with 1,198 dispensaries, 487 health centres, 99 LGA hospitals, 10 referral hospitals and 3 zonal hospitals across the country. That curtailed annual maternal deaths from **11,000 to 3,000**. That further reduced referrals to foreign treatment by **90%** and increased availability of medicines from **30% to 92%** as a result of enhancing of medical services. However, with a population of about 60 million people, Tanzania still needs to invest more in the **production of health practitioners, health facilities and services** of all categories in order to have a healthy population.
- In addition to that, the Government tremendously injected funds and transformed the education sector by offering non - payment of fees for primary and secondary school goes up to level Four (Form IV) meaning to not leaving any child behind eligible for education. With expansion of classrooms, laboratories, toilets, houses for teachers, offices, dormitories and teaching materials, the facilities are not yet adequate. There is a dare demand for them in all the LGAs. That also reflects a growing pressure and demand for expansion of technical and vocational education facilities and as such, tertiary education facilities. Same as for adult education at *Mitaa* and *Vitongoji* level in all LGAs.

In so doing, it is geared to raise literacy level to over 80% and have a **non – sick** labour force and active enough in enduring productivity and prosperity of the country. Engagement of the Government, private sector and development partners is much needed at this point and time.

### 5.2.3 Input of LGAs to the economy

The Central Government has vested powers on the **President's Office (State), Prime Minister's Office** and **PO – RALG** to coordinate and oversee investment in totality and, job – creation especially to youths, women and people with disabilities. The mandate given to LGAs of setting aside **10%** of their own source revenue to support LED activities of the named social groups at households, small groups and community level in both rural and urban areas. The activities are geared to promote industrious productivity and profitability at the grassroots level. This is a clear exercising of the

national policy and strategy action in territorialisation of sector matters that entices mapping of population classes and their geographical localities.

- Nonetheless, the government is committed to promote investment and has among other things reduced a time - line for issuance of **Building Permits** by LGAs to committed investors not beyond **14** days upon first application. This is entailed to spearhead development of the industrial economy with a territorial approach to distribution of resources for capital investment.

This is well envisaged in sighting on - going huge capital investments in Sector Infrastructure as done by the Fifth – Phase Government with inner - most and wider constituency territorial coverage. For instance, country - wide and massive investment in the last 10 years in Sector infrastructure improvement in rural and urban LGAs such as electricity is eyed on to cover all **12,318** villages with **100%** accessibility across the country and, water supply to reach – out **85%** and **93%** of rural and urban areas respectively by 2025.

- Investment in good all - weather roads, GIS and ICT to maximize internal revenue is so huge and come 2025 the Government intends and opens up collaboration to transform service delivery in health, education, urban development control to correct informal development and guide growth as per approved Master Plans; access to land, investment ventures, climate change interventions, agriculture, mineral exploitation and many others to utmost digitalization particularly at LGA level.

That all is geared to improve well-fare of the people and essential human quality in terms of human productivity and unhook from poverty. The 2017/18 Household Budget Survey (HBS), for instance, showed that the proportion of Tanzanians living below the national basic needs poverty line, set at TZS 49,320 per adult per month declined from **33.6%** in 2007 to **26.4%** in 2018, a drop of **7.2%** during that period.

- As from July 2020, Tanzania entered the Middle – Income level, the Government has strategized and welcomes engagement of interested and committed stakeholders to implement its Development Vision 2025 and particularly the Investment **Blueprint** so as raise up economically and industrially to a higher level in this category.
- LGAs will have to be technically and financially assisted to contribute to the development parameters towards targeted industrial economy as documented in the Ruling Party – **Chama Cha Mapinduzi (CCM) Election Manifesto** of 2020, the Blueprint and National Development Plans, Programmes, Strategies and heeding to Regional and Global Protocols that the Government of Tanzania has committed to.

With the surfacing of *Covid – 19* pandemic, territorial services in Tanzania were not very much hampered though GDP dropped from **7%** to **5.4%** from Fiscal Year 2019/20 to 2020/2021 respectively and is projected to stand at **8 - 10%** annually creating **8**

**million** new jobs by 2025. Apparently, the drop in GDP did put Tanzania at an economically promising level of growth with inflation kept at **4.4%** as at July 2020 from **6.1%** in 2015 relative to other countries in East Africa and the SADC Region having a market potential of **500 million** people despite the havoc of the pandemic.

- Further stance is on huge **pro – poor** capital investments in the sectors of **agriculture education** from pre – school to tertiary level, **health services** from primary health to referral hospitals and **road infrastructure** and, ICT expansion to cover at least **80%** of the Mainland Tanzania. Specifically, agriculture is focused to address *water and land availability, profitability and productivity, value – addition and strengthening of institutions with R&D and, Innovation* closer to the people.

In order to harness meaningful local economic prosperity alongside decentralization on a territorial basis, the following areas of focus have to be considered across the government:

- Further harmonise frameworks on national policies, legal and institutional set – ups while capturing agreed protocols with UN, AU, SADC, ECOWAS, EAC, AfDB, JICA, EU and similar others in order to provide a room for Regions and LGAs to effectively and efficiently contribute to national and local development in the country;
- Open – Up in - country technical dialogues guided by Research, Development and **Innovative** Agendas so as to properly subsume decentralization while practicing territorialisation with science and technology adoptions in LGAs. In so doing, it involves linking with global and regional objectives and targets as Tanzania is not in isolation from the global community;
- Government to take a deliberate decision, commitment and action to synergize **Rural – Urban** Linkage and resolve detracting issues deterring wholesome development and entrenched divide between them. With it accomplish formulation of the Urban Development Policy and correlate it with the Rural Development Policy of 2003. That will endure smooth territorialisation in service delivery in LGAs. Sector investments should be ought to fall into these two globes for matters of bringing efficiency in territorial service delivery;
- Weak local productive linkages have stifled local competitiveness, product diversification and employment potentials. Moreover, rural - urban economic variations need to be considered in LED planning processes since opportunities available in urban setting are not necessarily similar to opportunities available in the rural environment.

In that case, LGAs guided by Regional Administrations, PO – RALG and the Prime Minister’s Office need enablement so as to mobilize resources so as to walk in the stream of the industrial economy at grassroots level by supporting youths, girls and women to get involved in **Emerging Industries** mostly of

micro and middle level, with finances and innovative inputs. Sensitization for these target groups to join – in in local economy and productive social networking is prime. Development Partners and the private sector input is mostly welcome at this juncture; and

- In hastening business and investment growth, deploy on the *Blueprint* for regulatory environment, investment promotion by the Tanzania Investment Centre (TIC), industrial parks development, promotion of local content and regional investment guides. Also, recognize private sector and development partners' initiatives on LED and application of local government **competitive index** with minimized business and investment **risks** at regional administration and LGA level, as an incentive for LGAs to compete for positive outcomes.

### 5.3 Strengthening of the local government system

**5.3.1 ALAT:** In respect of observing equity and equality upon decentralizing public services in LGAs and in regard of the SWOT analysis (**Refer to Table 1.0**), **ALAT** being their spoke – entity, is operating but with limited resources. It will be important to enhance its Secretariat to have a good quality staff capacity in terms of diverse skills and knowledge bank and equipment.

**Table 1.0: SWOT Analysis of ALAT**

<b>Strengths: Whether it is worthy to exist</b>	<b>Weaknesses: Cause of its failure</b>
<ul style="list-style-type: none"> <li><b>a)</b> Established to promote and sustain the goals and ideals of decentralization</li> <li><b>b)</b> It entices to foster and promote smooth Local Government development in Tanzania</li> <li><b>c)</b> Maintains and further the rights, interests and values of LGAs</li> <li><b>d)</b> It hosts a big number of law abiding population</li> <li><b>e)</b> Anchored on a firm legal framework on local issues</li> <li><b>f)</b> National Decentralization Policy of 2020 is at final stage of approval</li> </ul>	<ul style="list-style-type: none"> <li><b>a)</b> ALAT has no viable source of income for its operations thus, impairing its mandated territorial operations</li> <li><b>b)</b> Limited working facilities and broadly specialized manpower</li> <li><b>c)</b> Need to seek approval from the Centre for major issues of local authorities' interests</li> </ul>
<b>Opportunities: Is it able to market itself?</b>	<b>Threats: What is beyond it limits?</b>
<ul style="list-style-type: none"> <li><b>a)</b> It brings together all urban and district councils and, overall envisions to be a representative voice for all local governments in Tanzania</li> <li><b>b)</b> ALAT is committed to promoting sustainable and resilient urban development in cities in Tanzania</li> <li><b>c)</b> It brings LGAs closer to the people for them to provides services and trigger LED</li> </ul>	<ul style="list-style-type: none"> <li><b>a)</b> ALAT operates in an environment where no proper policy instruments are in place to address Rural - Urban Linkage expected to be observed through strengthened rural - urban correlation-ship amongst LGAs</li> <li><b>b)</b> Despite abundance of natural resources in local authorities, ALAT suffers by leading LGAs left with limited potential sources of own revenue</li> </ul>

<p>to reinforce a course to industrial economy in the country</p> <p><b>d)</b> It is a hub for establishing networking between LGAs and a wide range of stakeholders wanting to collaborate with LGAs</p> <p><b>e)</b> Abundant local human and natural resources in LGAs making ALAT lead potentially rich LGAs</p> <p><b>f)</b> Decentralized operations in key public service areas</p> <p><b>g)</b> Strong political will for local empowerment</p> <p><b>h)</b> Strong national unity, peace, political stability and patriotism</p>	<p><b>c)</b> Central – Local divide with some unwanted bureaucracy</p> <p><b>d)</b> High costs of accessing GIS and ICT services drawing a lag in their adoption and absorption in local authorities resulting into inefficiency and limiting territorialization in service delivery</p>
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The ALAT Secretariat is a flag bearer of the **LGA political - constituency** before the Government. It is nourisher of LGA and Government interests in harnessing local governance and in transcending global, regional and national interests down to grassroots level and vice versa. It strikes a balance through consensus - building in the local government system such that decentralization as it is emphasized in the country, gets a convenient place to thrive for better life of the people. In order to achieve reaching to that point, the following attributes are important to adhere to:

- ALAT has to be financially and technically supported to be innovative and practical in enabling LGAs to function responsibly according to the laws of the land;
- The capacity of ALAT to lob and advocate is needed and, also so is for PO – RALG for it with ALAT to collaborate in enabling delivery of public services to further remote grassroots levels of *Mitaa* and Vitongoji;
- Capacity Building to Elected Leaders and the Executives is essential in order to provide guidance and support needed by ALAT to carry out its mandate. That is in legislatures pertaining to reforms of national policies, laws and institutions to provide for enabling environment for LGAs to foster and speed up contributing to national development;
- Capitalize and enhance the working relationship between ALAT and PO – RALG and Regional Administrations and, establish a development - oriented *Lobbying Unit* at PO –RALG;
- Establishment of Donors Round Table and Basket Fund at ALAT. Currently ALAT accesses donor support mostly by a way of call for proposal. There is a need where ALAT can form a Co-Operation Framework with development partners such as and UN agencies, GIZ, SADC, AU, EU and others, where by ALAT can access support of any kind on agreed development ventures for LGAs;

- Currently ALAT suffers inadequate members contribution and, since the Government has made an appreciable milestone on Local Government Revenue Collection Information System (LGRSIS) for LGAs and digitized revenue collection for the Central Government, ALAT be also mainstreamed into the systems so that it can easily access to its members; and
- Establish a coordinated mechanism between ALAT and PO – RALG (and Regional Administrations) in the implementation of this Roadmap.

However, the **Executive Committee** (or the Board) of ALAT constituting of 20 members need **strengthening** its **skills capacity, lobbying** and **advocating** techniques and, availed with necessary **working tools** in order to perform efficiently. It is the apex of ALAT in decision making, envisioning and guiding LGAs on how they flourish in meeting aspirations and needs of the people especially the poor. It also informs the Government on how better to work with LGAs observing interests of the people.

**5.3.2 LGAs:** The report on **Decentralization by Devolution Assessment** has asserted that the government has made a significant progress in improving social service delivery alongside transferring *powers* to LGAs, amending laws, offering **tuition - free** primary and secondary education and, exempting the elders, expectant mothers and children from **health cost - sharing**. In that accord, enough experience and capacity has been gained by LGAs in offering such services while implementing Local Government Reform Programme **I** and **II**. However,

- LGAs have to be assisted to strengthen own revenue source base and collection, empower their communities and, given autonomy to collect such dues in order to meet and fulfil their immediate needs; and
- The Government will have to open up gates by reviewing fiscal instruments for LGAs to access potential sources of capital to cater for local services and investment needs.

**5.3.3 Regional Secretariats:** Regional Secretariats (RSs) act as a fulcrum between the Central Government and LGAs.

- Thus, RSs have to be capacitate LGAs in capturing global agenda of local economic development and Climate Change for instance with a territorialisation as per **Vision 2025** and the forthcoming **Vision 2050**. Both policy instruments appreciably anchor on urbanization, industrial economy, youth employment, ICT, infrastructure, internal revenue, conservation and tourism and awareness of the people on various global policy discourses.

The RSs also have to be enabled to properly mentor LGAs on sector issues and inform the Government on various service delivery matters of societal need. The focus will

be on conserving the present and future generational assets for their needs and prosperity.

**5.3.4 PO – RALG:** PO – RALG on behalf of the Government is ought to see to it that such beneficial global and Regional paradigms are **translated** into national policies, plans, programmes and strategies, **funded** and **implemented** accordingly by Regional Administrations and LGAs for the well – being of the country and the people.

- Ostensibly, PO – RALG has to be well technically and financially capacitated to exercise the oversight role over regional administrations and LGAs in pertinent issues pertaining to territorialisation and decentralization for improved service delivery, development undertakings and well linking the rural - urban divide.

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