



**United Republic of Tanzania**

**Report of the Annual Planners' Conference Held at the Blue  
Pearl Hotel, Dar es Salaam  
2<sup>nd</sup>–3<sup>rd</sup> October, 2014**



**President's Office  
Planning Commission**

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Dar es Salaam, October, 2014

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## List of Abbreviations

BRN	Big Results Now
CBA	Cost Benefit Analysis
EAC	East Africa Community
FDI	Foreign Direct Investment
FS	Feasibility Study
FYDP	Five Years Development Plan
LGA	Local Government Authority
LNG	Liquefied Natural Gas
MDA	Ministries, Departments and Agencies
MKUKUTA	<i>Mkakati wa Kukuza Uchumi na Kupunguza Umaskini Tanzania</i>
MPEE	Ministry of Planning, Economy and Empowerment
NKRA	National Key Results Areas
NSGRP	National Strategy for Growth and Reduction of Poverty
PI	Public Investment
PIM-OM	Public Investment Management – Operational Manual
POPC	President’s Office Planning Commission
PPP	Public-Private Partnership
RBM	Result Based Management
RS	Regional Secretariat
SADC	Southern Africa Development Cooperation
SME	Small and Medium Enterprises

## Executive Summary

The 2014 Planner's Conference under the theme of "Strengthening the Planning Cadre for Socio-Economic Transformation in Tanzania" was held at the Blue Pearl Hotel in Dar es Salaam from 2<sup>nd</sup> – 3<sup>rd</sup> October, 2014. The conference which was chaired by Dr Philip Mpango, the Executive Secretary of President's Office Planning Commission, was officiated by Ambassador Dr. Marterns Lumbanga, former Chief Secretary and facilitated by Mr. Joseph Isaka, retired member of Cabinet Secretariat – Economy and Finance. Invitees included the Directors of Policy and Planning from all Ministries, Government Departments and Agencies, Regional Secretariats, members of academic and research institutions and representatives of Local Government Authorities.

The main objective of the conference was to provide a forum for discussion and sharing of experiences, knowledge and best practices in matters relating to planning and development and career development for planners.

During the conference a total of four papers were presented and discussed namely: (i) the *draft Public Investment Management-Operational Manual* (ii) *Career Development for Planners and Economists* (iii) *Preparation of the Second Five Year Development Plan 2016/17–2020/21* and (iv) *Preparedness for Tanzania to Benefit from a Gas Economy*. The selection of the papers was in tandem with the felt-need to keep the planning career on the frontiers of professional development and ability to respond to Government efforts to address contemporary economic issues including an institutionalized framework for managing the gas economy, increasing the capacity to manage public investments to ensure value for money, employment creation, among others.

At the end of the conference, participants came up with a number of resolutions towards both long-term solutions and immediate actions towards nurturing the planning cadre and addressing the country's development agenda towards the Vision 2025 and beyond. The resolutions were:

- (i) A need to have a parent Ministry/ institution that will be responsible for career development of the planning cadre and coordinate all Planners in MDAs, RSs and LGAs;
- (ii) To ensure the cadre is well-informed on the emerging issues in economic development planning;
- (iii) A need to have a professional Board that will regulate the profession. Currently, planning professionals originate from different institutions offering different awards; but there is no professional board to check/certify on the quality and standards of the awards;
- (iv) To have systematic recruitment according to qualifications, training and replacements for planners for MDAs, LGAs and RSs;
- (v) To hold the Planners' Conference twice a year (semi-annual and annual gatherings) and establish a committee to collaborate with POPC to prepare and evaluate implementation of matters raised by the gatherings;

- (vi) The Planning Commission should look into the possibility of promoting planners who were elevated to other key positions in government so that they do not lose their professional status;
- (vii) The preparation of FYDPs and their implementations should involve broader consultations with various stakeholders especially grassroots level and the plan should focus on the ways of increasing Tanzania's market share in regional markets such as SADC and EAC; and
- (viii) To form a task force to make follow up on the conference resolutions.

The workshop was closed by the Deputy Secretary - Macro economy on behalf of the, Executive Secretary, President's Office Planning Commission who emphasized implementation of the conference resolutions.

## 1.0 INTRODUCTION

The Annual Planners' Conference is a professional gathering of practitioners in government, including Economists, Planners and Statisticians responsible for economic management and planning, who meet to discuss and share experience on policy, planning and professional development issues. The conference presents opportunities for high-level networking and consensus-building on government processes. Similarly, the conference provides opportunities for collective effort in dealing with potential challenges and achievements through sharing experiences and knowledge. Therefore strengthening the role and performance of the economists' cadre is a necessary ingredient in transforming the country's economic and social conditions.

The Economists, Planners and Statisticians who formally used to operate under the Ministry of Planning, Economy and Empowerment (MPEE) are no longer working under such an arrangement. Their training, recruitment, placement, appointments, confirmation and promotion are directly done by their respective ministries. As a result each level works as an independent entity. This causes inefficiency and ineffective performance of their duties in the MDAs, RSs and Local Government.

However, the government through a letter by POPSM dated 21<sup>st</sup> January 2013 directed that Economists, Planners and Statisticians in MDAs, RSs and Local Government are to be centrally coordinated under the President's Office, Planning Commission, as the parent organization.

The 2014 conference with the theme "*Strengthening the Planning Cadre for Socio-Economic Transformation in Tanzania*" was held on 2<sup>nd</sup> -3<sup>rd</sup> October, 2014 at Ubungo Plaza Conference Hall in Dares Salaam. The conference was chaired by Dr. Philip Mpango, Executive Secretary of the President's Office Planning Commission, officiated by the retired Chief Secretary, Ambassador Dr. Marterns Lumbanga and facilitated by Mr. Joseph Isaka, a retired member of the Cabinet Secretariat. Four papers were presented and discussions were led by six discussants from public institutions.

The conference drew 90 participants who are charged with duties of charting out the critical path to transform Tanzania to the next development stage, foreseeably a middle-income country by 2025. The participants included Directors of Policy and Planning from all Government Ministries, and government Departments and Agencies (MDAs), Planning Officers from all Regional Secretariats, planning officers from a sample of Local Government Authorities and members of academic and research institutions. (Annex 1.)



**Photo:** Guest of Honour at the Planners' Conference Retired Chief Secretary Ambassador Dr Martens Lumbanga delivering his speech at the conference.

## 2.0 INTRODUCTORY REMARKS

Before the official opening of the conference, the Executive Secretary (ES) of the POPC, Dr Philip Mpango welcomed all participants and provided welcoming remarks. In his statement Dr. Mpango stressed that the objective of the conference was to discuss and share experiences, knowledge and best practices in matters relating to planning and development. Furthermore, he emphasized that the conference was one of the first steps that the POPC has embarked upon in implementing the President's directive to re-invigorate planning and coordination of the Planners, Statisticians and Economists cadre for mainland Tanzania.

He pointed out that, the 2014 conference entitled "*Strengthening the Planning Cadre Towards Social-Economic Transformation in Tanzania*", featured four papers, namely, "*Draft – Public Investment Management-Operational Manual*"; "*Career Development for Planners and Economists*"; "*Preparation of the Second Five Year Development Plan 2016/17–2020/21*"; and "*Preparedness for Tanzania to Benefit from a Gas Economy*".

The Executive Secretary urged the participants to come up with innovative ideas that would help propel Tanzania to middle income status by 2025 and thereby deliver on the aspirations of our nation for a better life for all.





**Photo:** Dr. Philip Mpango, Executive Secretary, President's Office, Planning Commission delivering welcoming remarks at the Conference.

### 3.0 CONFERENCE PROCEEDINGS

#### 3.1 Presentations and Discussions

During the conference the following papers were presented: draft Public Investment Management Operational Manual (PIM-OM), Preparation of the Second FYDP, Career Development for Economists and Preparedness for Tanzania to Benefit from a Gas Economy.

##### 3.1.1 Draft Public Investment Management-Operational Manual (PIM-OM)

The paper was presented by Dr. Jehovaness Aikaeli from the Department of Economics, University of Dar es Salaam. He pointed out that the manual sought to provide guidance in terms of methods, procedures, processes and standards involved in programming and evaluating public investments in Tanzania. It presented a set of tools for economic, financial and social analyses of public investment projects, technical issues related to various stages of the project cycle, including assessment, monitoring and evaluation (M&E), and management of public investment project database. The manual would serve as a compendium of technical best practices and regarding public investments. Intended for use by planning officers who deal with preparation of public investment projects, the manual would act as an instrument for enhancing coordination of public investments and provide procedures for integration of projects in the national development budget. Not least the manual would also act as a capacity building tool for main users, that is, planning officials in MDAs, LGAs and RSs, and act as a link between Public Investment and Public-Private Partnership (PPP) arrangements.

The presentation covered the following major areas:

- (i) The context and focus of the PIM-OM in relation to national development plans, purpose, rationale and the targeted users;
- (ii) Key concepts and definitions of PI management in the context of Tanzania, processes and institutional arrangements;
- (iii) Guidelines on approaches and methods of preparing public investment project proposals and procedures for submitting PI documents for the budget request;
- (iv) Technical approaches to investment analysis such as ways of establishing strategic cases of the PI project, identifying market failure for public action, guidance on feasibility study or studies (FS), and steps involved in Cost-Benefit Analysis (CBA);
- (v) Implementation guidance on PI project financing and detailed cases of project financing and guidelines to be used;
- (vi) Guidelines on PI projects financial management with the view of ensuring appropriate financial resource allocation and optimal disbursement and utilization of resources;
- (vii) Project management and monitoring (M&M), including monitoring, results-based management (RBM), results chain and performance measurement;
- (viii) Principles of PI project evaluation and types of evaluation;
- (ix) Guidelines on PI programmes and projects information gathering and storing. Emphasis is put on consistency and coordination of PI information; and
- (x) PI project reporting frameworks and formats (feasibility studies, comparative assessment, assessment for on-going projects, approaches to completed or revived projects).



Photo: A cross-section of participants to the planners Conference

### 3.1.1.1 Observations from the Discussion

During the discussion, constructive comments to improve the manual and its process for implementation were given by participants as follows:

- (i) Agreeing with Ministry of Finance on responsibilities regarding planning, evaluation, and monitoring of public investment projects. The agreement should focus on how to structure the project cycle for public investment management. The manual should be backed up by *legal framework* for smooth implementation;
- (ii) A need to design a database that collects information throughout the project cycle on: inputs, outputs, and outcomes for analysis of efficiency and effectiveness of each project; and duration of each project to promote and analyse value for money;
- (iii) Capacity building programme for users of the manual in MDAs, LGAs and RSs is a crucial element for ownership and implementation of the development initiatives; the programme should be designed and implemented as an immediate follow-up to the strengthening of public investment management in the country.
- (iv) Need for clear institutional framework with regards to PIM responsibilities between MoF, POPC, PMO-RALG (especially with Public Private Partnership), other MDAs & LGAs;
- (v) Alignment of PIM-OM with the current investment selection criteria used by MDAs and LGAs.

### 3.1.2 Preparation of the Five Year Development Plan II

The paper was presented by Prof. L. Rutasitara, Deputy Executive Secretary POPC. The paper set out to seek initial inputs and views from key policy makers mainly from MDAs, LGAs, private sector and other non-state actors. It was also informing the citizenry of the impending preparation of the 2nd FYDP (2016/17-2020/21).

#### 3.1.2.1 Main Highlights of the Presentation

The context as continuation to

- The objectives and targets of FYDP II will be set taking into account achievements of the FYDP I and an assessment of the required additional efforts in light of *new information, new events, new risks, new discoveries* –
  - FYDP I targets revised to show ‘success factors’, failures, gaps/shortfalls
  - Assessment made whether FYDP I is a solid basis for a comfortable move on to the second plan (FYDP II) as presumed by the LTTP or may be is it in selected areas, sectors etc. basing on analyses?
  - Identify remaining growth constraints (unfinished issues) from FYDP I that are vital for FYDP II, then *agree actual priorities for FYDP II in light of all of the above*
- Key inputs to include:
  - The Mid-Term Review of FYDP I (mid-way or up to 3 years), further reviews
  - Key national frameworks, especially the second National Strategy for Growth and Reduction of Poverty (NSGRP II) or MKUKUTA II (2010/11-2014/15), ending one year ahead of FYDP I

- *Joint MKUKUTA II/FYDP I review towards FYDP II.* Currently in progress towards drawing a “common list” –on growth and poverty reduction initiatives, governance, resource mobilization etc. aiming for “joint product”, harmonized product or similar qualification.
  - UN-led MDGs, end point 2015, and unfinished business on these; prospective “Sustainable Development Goals”, for post-2015 development agenda
- Dedicated reviews (studies), policy notes commissioned, done. Collected and synthesised on, but not limited to, the following:
  - What is the current status/structure of (manufacturing) industry? Identify strengths and weaknesses of past/immediate industrialization strategies, lost opportunities and ways to redress them harnessing rapidly expanding technology, innovation etc.).
  - What of the Basic Industry Strategy (BIS), the long-term industrial development strategy, the Mini-Tiger project?
  - Analyses of capacity utilization (constraints, opportunities)
  - Analyses of tech-content of industrial/manufactured products, trade versus local market
  - Analyses of inter-sector linkages with manufacturing/industry
  - Business environment update
- A strategy to carry out consultations to be developed to enlarge the scope of participation

### 3.1.2.2 Observations by the Discussants

- (i) Emphasised as a good step how the Government, through POPC, prepares the country to embark on the second five year development plan (FYDP II) taking into account other major national development initiatives, particularly the second National Strategy for Growth and Reduction of Poverty (NSGRP II) or MKUKUTA II towards Vision 2025;
- (ii) The need to solicit comments regarding the process and action plans needed to accomplish major outputs; mainly (i) Comprehensive Review of the FYDP I and (ii) the draft FYDP II , (iii) intermediate outputs that will be key inputs to the final FYDP II draft;
- (iii) How to engage country’s citizens in the dialogue in the course of the review and preparation of FYDP II;
- (iv) Papers and studies needed to be identified earlier in order to identify gaps, opportunities and provoke discussion on the way forward for the FYDP II and sub-themes thereof.
- (v) Possible merger of FYDP and MKUKUTA and need to adjust the scope for FYDP: Thinking about merging MKUKUTA and FYDP as FYDP II preparation starts is a good idea. The parallel existence of the two is not efficient as the resources are so limited. Therefore, it is important to have a joint review of FYDP I and MKUKUTA II. If Government goes ahead with merging MKUKUTA and FYDP, it means that FYDP needs to take a bit broader approach to growth, in particular inclusive growth/shared prosperity and jobs;
- (vi) The merger of FYDP, MKUKUTA, and the BRN NKRAAs at some point will be essential in order to ensure top priorities of the country are aligned given the limited human and financial resources when it comes to implementation.

- (vii) FYDP II and FYDP III themes of the Long-Term Perspective Plan (LTPP) (2011/12-2025/25). Given that the implementation of FYDP I is still half way, it may be useful to revisit the theme of FYDP II; Tanzania should not wait until FYDP III (FY2021/22-2025/26) to realize competitiveness-led growth – competitiveness should be part of FYDP II. Conceptually, spending 5 years (under FYDP II) for nurturing industrial economy without competitiveness building is simply a wrong idea. The role of natural gas in Tanzania’s growth strategy should also be given more prominence in the preparation of FYDP II. More emphasis on natural gas especially during the development phase where some of the FDI inflows will accrue to the local economy is needed in the FYDP II. The local content study by Andrea (World Bank) and his team will be a useful input in this regards.
- (viii) The involvement of the sectors will also be critical in order to ensure that their strategic plans are also largely aligned to overall objectives as defined in the FYDP II.
- (ix) Involvement of consultants to prepare FYDP II. The preparation of FYDP II should be definitely led by POPC own staff. However, it may be useful if the mid-term review could have well-outsourced consultants. Having some independent views during the assessment of the successes/failures of FYDP I will provide critical inputs into the preparation of FYDP II.
- (x) Background studies and policy notes and macro-growth modelling: Natural Gas Local Content Study, and the PER studies, especially those on revenue mobilization including natural resources revenue can be used to provide useful inputs in the preparation of FYDP II. Similarly, macro-growth modelling work should serve also as a general basis for FYDP II preparation.
- (xi) Review of FYDP I should provide answers as to where we are with regard or relative to the goals envisaged in Vision 2025.

### **3.1.2.3 Observations from Plenary Discussion**

- (i) Involvement of consultants to prepare FYDP II: The preparation of FYDP II should be definitely led by POPC own staff and consultant;
- (ii) Since FYDP I is half-way in its implementation, there is a possibility of transferring the strategic priorities into FYDP II;
- (iii) In order to build ownership of FYDP II, sectors should play a key role in formulation of FYDP;
- (iv) There should be a linkage between FYDP and sector strategic plans as well as their priorities in the formulation of FYDP II;
- (v) Need to understand whether/if the theory of change of FYDP I still holds (need for clarification);
- (vi) Need to articulate the institutional arrangement of its implementation in order to enhance the accountability and efficient delivery of projects/programmes;
- (vii) FYDP II should be harmonized with MKUKUTA II and Party Manifestos;
- (viii) The preparation of FYDP II should involve consultations of various stakeholders to understand their interest, concerns and priorities (adherence to stakeholders participation from the grassroots level);
- (ix) In preparation of FYDP II lab approach may be used;

- (x) For FYDP II, POPC should select projects based on economic criteria and not political influence;
- (xi) As for the financing the projects, there is a need also to think about the capital market as source of financial resources;
- (xii) The FYDP II should focus on fewer priorities;
- (xiii) The government should take measures to protect strategic industries, but this does not mean that we need to revive import substitution strategy;
- (xiv) Need to undertake studies for identifying strategic industries to be established and promoted;
- (xv) The issue of M&E is key to the implementation of FYDP II;
- (xvi) There is a need to stimulate the initiatives of communities in the implementation of plan;
- (xvii) The choice of where to invest by investors should be aligned with the Government priorities;
- (xviii) FYDP II should take into consideration inclusive growth, earl child development, human resource development etc.;
- (xix) FYDP II should consider the ways of increasing the Tanzania market share in the regional integration (SADC and EAC); and
- (xx) Formulation of FYDP II should take into account lessons from the implementation of FYDP I.

### **3.1.3 Career Development for Economists and Planners in Tanzania**

The paper was presented by Mr E. L. Mpanda, Director of Policy and Planning, Ministry of Land and Human Settlement Development. The paper aimed at analysing and assessing the cadre of economists and planners at various levels in the country, particularly at MDAs, RSs and LGAs levels. The presentation pointed out the challenges that confront these professionals and suggested the remedies and the future of the cadre. The presentation covered the following major issues: the current situation, career development, opportunities and challenges, conclusion and recommendations.

#### **3.1.3.1 Key Issues from the Presentation**

- (i) The Economists, Statisticians and Planners are not coordinated or organized under one parent Ministry or Agencies resulting into inefficiency and ineffective performance in their duties;
- (ii) The POPC should take the lead in coordinating or organizing the Economists, Statisticians and Planners in the following areas:
  - Recruitment, promotions, and placement in areas where they are needed
  - Design appropriate training programme for the entire professionals
  - Establish a Data Bank for these professionals
  - Make a review of scheme of service for these professionals
- (iii) Strategic scholarships should be coordinated by POPC and distributed to respective institutions;
- (iv) The POPC should start taking stock of all Professionals, coordinate their activities and make follow-up of their development;
- (v) A professional body for planners should be established to oversee their career development and professional standards;



- (vi) POPC should set aside an annual budget for specialized capacity building for these professionals across institutions;
- (vii) A team with right expertise should be established to coordinate different issues of importance pertaining to these professionals, soon after the conference ends.

### 3.1.3.2 Discussants' Observations

- (i) The issue of institutional setting should be looked into: Can POPC be both a “Think Tank” and an “operational Ministry”? There is a need to have a clear demarcation between “Think Tank” and operational activities: it was viewed that there is a concern on how big the POPC should be. A “Think Tank” needs few thinkers who have long experience while a ministry needs to be large because of day-to-day activities.
- (ii) There is a need to re-evaluate global dynamics: Tanzania has tried different economic systems. In the early years after Independence Tanzania adopted a command economy. However, currently many countries including Tanzania are operating a free market economy and the role of central planning is gradually diminishing. Planning in this scenario is a challenge.
- (iii) There is no professional board that checks on the quality and standards of studies;
- (iv) There is no unified service that makes recruitment and placement of the professionals in question. It was suggested that a unified service is highly needed under POPC and an active Professional Board that will be responsible for recruitment and placement, checking quality and standards, training and career development scheme of service is necessary;
- (v) There is a mismatch in the promotions. For example, recent appointees in MDAs have higher or equal grades with long serving PCOs under RCs/LGAs; this entails negative incentives.
  - (i) With regard to the planners' cadre, it was observed that historically, after independence, development planning mainly undertaken by Community Development Cadre or Administrative Officers; there were few economists; and the country relied on external support
  - (ii) In the 1970s University of Dar es Salaam offered Economics as a field of study, while the Institute of Development Management (IDM) offered Diploma and latter on Advanced Diploma. There was distinction between Planning and Control Officers VS Economists. This was reflected in the Establishment Circulars of the 1970s and 1980s. Then came more specialized cadres of Economists – industrial economist, agricultural economists; statisticians remained separated from Economists. In 2003 these cadres were merged to form a unified cadre of economists as a result of Job Evaluation and Re-grading carried out between 1998-2000
- Given the global dynamics (emergence of positive economics (Milton Freedman and others) led by University of Chicago and New Public Sector Management school, emphasis on less Government intervention in the economy; sharpening distinction between ‘Free market’ vs ‘central planning’; and
- With long-term planning now given priority, this was an opportunity for re-evaluation of the planning as a key function, including the institutional set up for effective delivery, by asking questions like:
  - Distinction between the Planning Commission as ‘Think Tank’ vs ‘Operational Ministry’? How big should the Commission be? Is there an alternative Parent Ministry?

### 3.1.3.3 Plenary Discussion

- (i) Political influence is a challenge to the work of economists/planners;
- (ii) Planners' conferences should be used as forum where economists/planners would revisit issues related to professional/capacity development.
- (iii) Concurred with the main speaker's observations that a mechanism should be developed to coordinate, enhance and update the capacities of economists, planners and statisticians in view of new developments. This should be related to the way they are recruited, appointed, deployed, and promoted. The view was that planners do not have adequate incentives or motivation.
- (iv) It was observed in addition, that such a mechanism should be coordinated for sharing information about new career development issues (new courses, new analytical tools, new policies), new training opportunities.
- (v) If career development picked up good momentum at least at the district and regional level, it was then possible to address serious shortcomings at lower levels. However, even as of now such capacity is still inadequate at the District, and Regional levels. Planners do not always have the necessary incentives and motivation to carry out effectively their responsibilities.
- (vi) Noted that weak capacity in the development of projects for financing at local and central government level contributed to poor selection and implementation for the projects. Hence, the knowledge required as raised in the presentation of the PIM manual is essential for all planners especially at the level of district and regional planners.
- (vii) Lamented the weakening association of economists or the Economic Society of Tanzania (EST) which used to organize workshops and professional lectures of famous professionals and also annual Meetings of economists and planners.
- (viii) A view was expressed view that planners and economists who were not employed by government - some were employed by the private sector, others self-employed – and they would wish to participate in the Planners' Conference next time and were ready to sponsor themselves.

### 3.1.4 Preparedness for Tanzania to Benefit from Gas Economy.

The paper was presented by Mr. Ebahart Dilliwa – Principal Geologist from the Ministry of Energy and Minerals.

#### 3.1.4.1 Key issues

The paper gave an overview of Oil and Gas in Tanzania and focused on the following:

- (i) how the country is prepared in managing the gas economy;
- (ii) Institutional, Legal & Regulatory framework;
- (iii) Capacity Building;
- (iv) Infrastructure Development;
- (v) Managing Public Expectations.

As a way forward the paper highlighted the need for establishing the revenue fund at the Bank of Tanzania to manage revenue emanating from Oil and Gas in order to have lasting benefits as well as overcoming the Dutch disease and resource curse.



#### **3.1.4.2 Discussant's Remarks**

- (vi) The catch-word in the Title “Managing/Management” is very broad. The title could have been limited to “Preparedness for Tanzania to Benefit from the Gas Economy” within the broad aspect of “Management”;
- (vii) The author could have also started off by explaining what is meant by “preparedness” and why it is considered to be necessary before embarking on eliciting arrangements in place;
- (viii) The issues of capacity building have been covered well. However, the paper only focused on the primary value chain and dwelt very little on the secondary value chain and then, largely on engineering;
- (ix) Coordination of the supply as well as the demand sides of the secondary value chain need to be indicated with clear linkages. Apparently, emphasis has largely been on the supply and support sides of primary value chain. Issues of education /academic – research and consultancy and services have lagged behind; so also the financial institutions (banks), customs, markets etc. In addition, the primary value chain is linked and supported by technology, legal, policy, structural and related elements. There is a need to indicate parallel preparedness on the demand side – the market and consumers of the products and services from the gas sector - as to which areas and in which aspects customers and consumers need to be prepared based on the various developments which are on-going and those to come; as well as various new products, works and services expected;
- (x) There is need to constantly reflect on the gas value chain processes with a view to constantly educating Tanzanians on where opportunities lie or are likely to emerge for them to prepare themselves for response; and
- (xi) Capacity building is very essential in realizing tangible benefits i.e. the paper could go further to show the current status (how we are now) since as of now capacity building focuses on high calibre technical staff e.g. engineers and geologists, ignoring the supporting staff e.g. economists, lawyers, accountants etc.

#### **3.1.4.3 Key Observations from Plenary Discussion**

The importance of preparedness was emphasized as covering many areas as indicated by the presenter and the discussant. However, it was observed that:

- (i) Tanzania has no proven reserves of oil; however, proven gas discoveries are currently in excess of 50.5 tcf (trillion cubic feet);
- (ii) Utilization plans for Tanzania's natural gas include in power generation, industrial use (fertilizers, petrochemicals, furnace/heating, plastic etc.), residential use; commercial (LNG) etc.;
- (iii) The proposed legal and regulatory framework to govern the gas sub-sector must be accompanied with clear action plans for execution assigning responsibilities and milestones to all key players;
- (iv) Capacity building must be conducted in a holistic manner to take into account the supporting services;
- (v) Need to indicate preparedness and support of other sectors i.e. coordination of the supply as well as the demand side of the secondary value chain should be indicated with clear linkages and
- (vi) There is a need of linking the primary value chain with the secondary value chain.

#### **4.0 CONFERENCE RESOLUTIONS**

At the end of the Planners Conference, participants of the conference discussed the future prospects of the cadre and came up with the followings resolutions:

- (i) There is a need to have a parent ministry that will coordinate planners in all regions and LGAs and make sure they are abreast with contemporary issues and trends in the profession;
- (ii) There is a need to have a professional board that will regulate the profession, and the quality and standards of the training awards;
- (iii) There should be a systematic recruitment according to qualifications, trainings, and replacements for planners for MDAs, LGAs and RS;
- (iv) Planners' Conference should be held twice a year (semi-annual and annual) and there should a committee to collaborate with POPC to prepare and evaluate implementation of this resolution;
- (v) The preparation of FYDPs and their implementations should involve consultations with various stakeholders to understand their interest, concerns and priorities (adherence to stakeholders participation from the grassroots level) and consider ways of increasing Tanzania's market share in the regional (SADC and EAC); and
- (vi) A task force should be formed to make follow up on the conference resolutions.

#### **5.0 WAY FORWARD**

The following were agreed as way forward:

- (i) Need to reach all planners in all regions and LGAs to make sure they are fully apprised of the current trends in the planning field and career development opportunities – availed with such information;
- (ii) Comments emanating from the discussions were very vital for the improvement of the planning process in the country. These comments will be useful in the finalization of the Public Investment Management-Operational Manual; the participants were looking forward to taking part in the capacity building initiative around the manual;
- (iii) Inputs towards the preparation of the FYDP II should be taken to include ways of making for participation of more stakeholders in the process of planning.

#### **6.0 CLOSING REMARKS**

The workshop was closed by the Deputy Executive Secretary-Macroeconomy. The closing remarks reiterated the need for the planners to keep track of the resolutions of the conference.

## 7.0 ANNEXES

### ANNEX I: Conference Participants

S/N	NAME	DESIGNATION	INSTITUTION
1.	Rwezaula D.A	ADPL	MLDF
2.	Sungula E.M.	DPP	MIT
3.	Obadiah M. Nyangiro	ASSITANT DIRECTOR	MIT
4.	Musanyo Suleman	ECONOMIST	BOT
5.	John Mtui	ECONOMIST	UDSM(DOE)
6.	Hosanna P. Mpango	ECONOMIST	ESRF
7.	Salome Kingdom	ECONOMIST	POPC
8.	Nyangee Lugoe	ECONOMIST	POPC
9.	Abel Philip	ECONOMIST	POPC
10.	David Mwankenja	ECONOMIST	POPC
11.	Edwin Makamba	ECONOMIST	POPC
12.	Dr. Hilderbrand E. Shayo	ECONOMIST/PLAN	TIB
13.	Emmanuel Mungunasi	S.ECONOMIST	WORLD BANK
14.	Mary Faini	ADPB	MNRT
15.	Jacqueline Nyamugali	CSA	POPC
16.	Martin Masalu	RO	TIC
17.	AmonManyama	ECONOMIST	UNDP
18.	Joachim C. Otaru	ASST.DIRECTOR	MFAIC
19.	Emmanuel M. Achayo	DPP	MCDGC
20.	Mary Mwangisa	DAHRM	POPC
21.	Ezekeil L. Mpanda	DPP	MLHSD
22.	ApolinaryTamayamah	ECONOMIST (RC)	IKULU
23.	Ester Mutatembwa	STATISTICIAN	MAFC
24.	Jamal Brown	PEC	MOT
25.	Rutasitara Longinus	DES-MEC	POPC
26.	Paul T. Sangawe	DES-ITER	POPC
27.	Goodwill D. Mrema	PROFESSOR	CME
28.	Beatha O. Swai	RAS	TAMISEMI
29.	OmaryAbdallah	Ag. DPM	POPC
30.	Dr. Johannes Aikaeli	DOE(UDSM)	UDSM
31.	Wilhelm Ngasamiaku	DOE(UDSM)	UDSM
32.	Rogasian P. Seda	ECONOMIST ILALA MC	ILALA MC
33.	MargarethMinago	STATISTICIAN	MEAC
34.	Florence Mwanri	DES SSD	POPC
35.	Kenneth Mdadila	ECONOMIST	UDSM
37.	Joyce Milinga	PIO	POPC
38.	Adam Mwaigoga	ASST DIRECTOR	MCST
39.	Gabriel Saelie	DPP	MDLGO
40.	Vendelin W. Massawe	Ag. AD/PB	MOW
41.	George Robert Msonde	ECONOMIST	MIYCS
42.	Teddy J. Mwajumba	ECOMOMIST	MIN OF WATER
43.	Raphael N. Munohi	ECONOMIST	MOHSW

S/N	NAME	DESIGNATION	INSTITUTION
44.	Omary Juma	ECONOMIST	POPC
45.	Saidi A. Mkabakuli	IO	POPC
46.	Nsalu Nzowa	ECONOMIST	MEM
47.	Godwill G. Wanga	DIRECTOR OF PLANNING/ECONOMIST	NDC
48.	Dotto Nkonya	Ag.DES-PS	POPC
49.	Eng. Happiness N. Mgalula	DES-IS	POPC
50.	Adili Mhina	IO	POPC
51.	Emmanuel H. Mayeji	ADME	MOCLA
52.	Lwaga A. Kibona	ECONOMIST	TPDC
53.	Annabel Charnock	MANAGER	PDB
54.	Gerald Remmy	SENIOR ECONOMIST	MOHA
55.	Noel S. Mlindwa	Economist	POPC
56.	Mathias B. Kabunduguru	DPD	PO-PSM
57.	Angela Shayo	ECONOMIST	POPC
58.	PatrodaMafuru	PRINCIPLE ECONOMIST	POPC
59.	Jacob I. Focus	PRINCIPAL ECONOMIST	POPC
60.	Charles Lumaze	SENIOR ECONOMIST	POPC
61.	Rogasian E. Kimaryo	PRINCIPLE ECONOMIST	RS – DSM
62.	Richard J.L Moshi	AAS – Planning and Coordination	RS – NJOMBE
63.	Germana C.L Orota	AAS – Planning and Coordination	RS – DODOMA
64.	NyasiluNdulu	AAS – Statistician	RS – SIMIYU
65.	M. B. B. Tatala	Ag. Simiyu AAS P&C	RS – SIMIYU
66.	DeogratiusKapinga	For AAS(PC)	RS- GEITA
67.	Isabella J. Mariki	AAS – Planning and Coordination	RS – MWANZA
68.	Jordan S. Ojode	TPLO	KAHAMA TC
69.	Seleman M. Mwamba	DPLO	NYASA DC
70.	Benitho S. Kavenuke	Ag. DPLO	BABATI DC
71.	Stanley E. Msemu	ECONOMIST	MANYARA
72.	B.C Bigambo	AAS-LGAS MGT SERVICE	RAS MZA
73.	Bartholome Boniface	AAS – Planning and Coordination	RS – SINGIDA
74.	AnethSanga	ECONOMIST	KMC-DSM
75.	Constantine Lifuliro	IRD P RECTOR	IRD P
76.	GodrickNgoli	PRO	IRD P
77.	Syprian G. Muheranyi	MIPANGO	RS – KAGERA
78.	David E.P Kilonzo	ASS/PCS	RS – RUKWA
79.	Subilaga L.M	ECONOMIST	RS - KILIMANJARO
80.	Andrea G. Chezue	ECONOMIST	LINDI DC
81.	Rogasian E. Kimaryo	PRINCIPAL ECONOMIST	RS – DSM
82.	Shaban Millao	ECONOMIST	RS – MTR
83.	Wapa Mpwehwe	ECONOMIST	IRINGA DC
84.	Mtiti Costatine	ECONOMIST	IGUNGA DC
85.	Emmanuel Estomih	ECONOMIST	DSM

## ANNEX II: Conference Timetable

S/N	Time	Event	Responsible Person
		<b>DAY 1</b>	
1.	08.00 – 09.00	Registration	Secretariat
2.	09.00 – 09.10	Welcoming Remarks	ES-POPC
3.	09.10 – 09.30	Official Opening	Guest of Honour
4.	09.30 – 09.50	Group Photograph	Facilitator
<b>5.</b>	<b>09.50 – 10.20</b>	<b>Tea Break</b>	<b>All participants</b>
6.	10.20 – 10.40	Public Investment Management Operational Manual	DoE UDSM
7.	10.40 – 11.10	Discussion / comments	All participants
8.	11.10 – 11.30	Preparation of the Second Five Year Development Plan (2015/16 -2020/21)	Prof. L. Rutasitara
9.	11.30 – 11.40	Discussant: 1 <sup>st</sup>	Emmanuel Mungunasi
10.	11.40 – 11.50	Discussant: 2 <sup>nd</sup>	Joseph Isaka
11.	11.50 – 13.00	Discussion	All participants
12.	<b>13.00 – 14.00</b>	<b>Lunch Break</b>	<b>All participants</b>
13.	14.00– 14.20	Career Development for Economist and Planners	Mr. E.L. Mpanda ( DPP Ardhi)
14.	14.20 – 14.30	Discussant: 1 <sup>st</sup>	Mr. M. Kabunduguru (PO-PSM)
15.	14.30 – 14.40	Discussant: 2 <sup>nd</sup>	MsB. Swai (LGAs)
16.	14.40 – 15.40	Discussion	All participants
<b>17.</b>	<b>15.40 – 16.00</b>	<b>Tea break</b>	<b>All participants</b>
		<b>DAY 2</b>	
18.	08.00 – 09.00	Registration	Secretariat
19.	09.00 – 09.25	Preparation for Tanzania to benefit from Gas Economy	Eng. Hosea Mbise
20.	09.25 – 09.35	Discussant: 1 <sup>st</sup>	Eng. G.D. Mrema
21.	09.35 – 09.45	Discussant: 2 <sup>nd</sup>	Eng.
22.	09.45 – 10.45	Discussion	All participants
23.	<b>10.45 – 11.10</b>	<b>Tea break</b>	<b>All participants</b>
24.	11.00 – 12.30	Way Forward	All participants
25.	12.30 – 13.00	Closing	ES-POPC
26.	<b>13.00 - 14.00</b>	<b>Lunch Break</b>	<b>All participants</b>

### **ANNEX III: Welcoming Remarks by the Executive Secretary, POPC.**

Hon. Ambassador Dr. Marterns Lumbanga – Former Chief Secretary,  
Distinguished Presenters & Discussants of Conference Papers

*Dear Participants,  
Invited Guests,  
Mr. Moderator,  
Ladies and Gentlemen,  
All Protocols Observed.*

Today is a historic day for Planners, Economists, Statisticians and Demographers of Tanzania Mainland, as we meet here at the Ubungo Plaza Hotel since we last met, almost four and half years ago, in March 2010 in Morogoro. Some of you will recall that at that time, we discussed: “The Role of Planners in a Market-oriented Economy Setting”; “Economic Development”; “Plan Implementation and Reporting”; “The East African Common Market”; “Entrepreneurship and Business Management for SMEs”; and “Effectiveness of FDIs in the Tanzanian Economy”.

#### **Distinguished Guest of Honour,**

I am obliged at the outset to express our very sincere appreciation to you for kindly accepting our invitation to grace the official opening of this important conference in a one-day notice! This is testimony to your humility, selfless service to your country and unique sense of duty, characteristic of you from your time at the helm of public service, attributes that you have carried forward into your retirement. You have set an illustrious example to all of us, which is that: “dedicated public servants never retire”. *Ahsante sana Mhe. Balozi na Katibu Mkuu Kiongozi Mstaafu.*

Having said that, let me also take this opportunity to welcome all other participants and invited guests to this important conference. *Karibuni sana.*

#### **Guest of Honour,**

Before you, are approximately 100 men and women who are charged with the noble duty of charting out the critical path to transform and move our beautiful country Tanzania, to the next development frontier. The participants include Directors of Policy and Planning from all Government Ministries, Departments and Agencies (MDAs), Planning Officers from all Regional Secretariats, a sample of Local Government Authorities, Members of Academic and Research institutions, as well as some representatives of the private sector.

#### **Distinguished Guest of Honour,**

We are meeting here today at a critical juncture in the economic history of our country and the globe. In December this year we shall be celebrating 53 years of our independence from colonial rule. In spite of significant strides especially in the areas of macroeconomic stability, infrastructure development (transport & power), access to education, good governance and democracy, maintaining peace and stability etc, about 28% of our people still live below the basic needs poverty line, notwithstanding the abundant natural resource endowments! The quality of education remains low and so forth. We have also witnessed a youth bulge, with the youth group making up about 60% of the country’s population. Globally, we are approaching the end of the era of MDGs and expecting the birth of the Sustainable Development Goals (post – 2015 global development agenda). We are also witness too rapidly changing global economic terrain that is more interconnected than ever before, driven by unprecedented technological advances of the **dot.com** world and fierce competition.

#### **Ladies and Gentlemen,**

Alongside the developments that I have just sketched, great risks abound. Examples include, rising income and socio-disparities, socio-political instability and conflicts in Africa (e.g. Somalia, South Sudan, DRC, Nigeria, CAR, Libya,

etc.) and various parts of the world (Middle East, Ukraine etc.), which threaten world peace and security. Similarly, we all bear testimony to debilitating diseases like Ebola, HIV/AIDS, malaria, and TB. We are also seeing unprecedented climatic changes, manifested in severe droughts, dried-up rivers and wetlands, floods, volcanic eruptions, disappearance of some species of animals, plants and birds, and so on, with devastating consequences on the environment that threaten the survival of humanity itself. Fortunately, a number of opportunities have also emerged, particularly in terms of advancement of science, technology and innovation that can help build resilience to the challenges and break into new ground. We have also seen discovery of natural resources, as well as emergence of partnerships as a new 21<sup>st</sup> century way of doing things. It is in this context that I firmly believe it is the right time for us (Planners, Economists et.al.) to come together to reflect on our solemn duty and responsibility to stir the course of Tanzania's future, and do so in a SMART way.

#### **Dear Friends,**

As you are all aware, planners, economists and statisticians have found themselves without a parent ministry/institution to take care of their career development for quite some time now. Initially, the planning cadre was coordinated under the then President's Office, Planning and Privatization, which was responsible for overseeing staff employment and promotions. However, following periodic changes of the structure of government and implementation of public sector reforms, all issues regarding this cadre danced to the erratic waves, and was partly taken over by the respective ministries, albeit, with no central coordination. Since I am addressing the stakeholders most affected by this vacuum in coordination and unclear career path of the planning cadre, I will not belabour the point about the importance of discussing the way forward for this cadre.

#### **Dear Participants,**

In that context, I think you will join me in applauding H.E. Dr. Jakaya Mrisho Kikwete, President of the United Republic of Tanzania, for his conscious directive to re-invigorate planning and coordination of the cadre of Planners, Statisticians and Economists in Tanzania Mainland. The conference we are holding over the next two days is one of the first steps that we in POPC have embarked upon in implementing that directive. Aside from setting up a comprehensive database for this cadre of public servants, we envisage to make this conference an annual event for the purpose of deliberating upon and coming to a common understanding of current development issues (national, regional, global), as well as state of the art methods and best practices in economic analysis, planning and management of the regional and national economy. On this note, allow me also to sincerely thank POPC staff that have worked tirelessly to oversee the preparations for this conference to this day. I equally thank those who agreed to labour on the presentations or related commentaries, as well as our moderator. A big "THANK YOU" to you all.

#### **Dear Friends,**

I am well aware that there are many current issues that the brains in this room may have wanted to discuss, but we could not afford to prepare all menus of your taste. I therefore beg your indulgence that this time we focus only on the theme "Strengthening the Planning Cadre towards Social-Economic Transformation in Tanzania" and the three specific topics that the organizers have put on the table for us to digest. They include: "Career Development for Planners and Economists", "Preparation of the Second Five Year Development Plan 2016/17–2020/21", and "Preparedness for Tanzania to Benefit from a Gas Economy". In any case, we had to prioritize and choose – as we learned in the first Economics/Planning lecture!

#### **Distinguished Planning Practitioners,**

Let me nonetheless point out that in addition to POPC using this forum to reach out to this important group of stakeholders as we embark on preparation of the SFYDP, the choice of the remainder two topics was motivated first, by a Government policy decision made in October 2013, laying out the institutional framework for managing the gas economy whereby the Finance and Economic Committee of the Cabinet will play the role of the "National Authorising Environment", supported by a *Steering Committee*, part of the IMTC of PSs, to be chaired by the Chief Secretary, and a *Technical Secretariat* to be led by the Planning Commission that will include a *Government Negotiation Team* whose capacities are being developed under the oversight of Uongozi Institute. The second motivation relates to the omnipresent challenge of managing public investments to ensure value for money and avoid white elephants. Let

me promise you that POPC will work to solicit from you a sexier agenda for the 2015 annual planners' conference. All the same, it is our expectation that, as architects of socio-economic transformation in Tanzania, all conference participants will spend these two days productively, and come up with practical resolutions that will sharpen the way we organize ourselves in fostering the transformation that our people desire to see. I hasten to add that doing otherwise is to let down our people. It is my sincere hope that this conference will come up with innovative ideas to help propel Tanzania to middle income status by 2025 and thereby deliver on the aspirations of our people to have a better life. Indeed, Tanzania's future lies primarily in our hands, and "together, we can".

**Distinguished Guest of honour,**

It is now my singular honour and pleasure to invite you to address this august audience and subsequently officially open the Annual Planners' Conference 2014. *Karibu Mheshimiwa KMK (Mstaafu).*

**THANK YOU FOR YOUR KIND ATTENTION.**



## ANNEX IV: Statement by Guest of Honour

### STATEMENT BY AMBASSADOR DR MARTERNS LUBANGA, AT THE OPENING OF THE ANNUAL PLANNERS' CONFERENCE HELD AT UBUNGO-PLAZA, DAR ES SALAAM ON 2<sup>nd</sup> AND 3<sup>rd</sup> OCTOBER 2014.

**Chairperson,  
Resource Persons,  
Invited Guests,  
Distinguished Participants,  
Facilitator,  
Ladies and Gentlemen**

It gives me great pleasure indeed to address a very enlightened cadre of economists and planners in our country.

Let me start by thanking the organizers (President's Office, Planning Commission) for their hospitality and for hosting this important conference in our beautiful city of Dar es Salam. I am very pleased to see so many key people in planning, including Heads of Department of policy and planning directorates in Ministries, independent departments and Agencies (MDAs) and Local Government Authorities (LGAs) as well as professional economists from the private sector and from the research and academic institutions.

Personally, I am grateful for being given the opportunity to be Guest of Honour and to officiate this conference titled: *STRENGTHENING THE PLANNING CADRE FOR SOCIO-ECONOMIC TRANSFORMATION IN TANZANIA*.

I have been informed that the purpose of this conference is to discuss and share experiences, knowledge and best practices in matters relating to planning and development. Further to that, due to the economic dynamics around the globe and in view of the recent country developments, I have learnt also that, this conference's agenda will cover discussions on the following issues: (i) Career Development for Planners; (ii) Preparation of the Second Five Year Development Plan (FYDP II) (2016/17-2020/21); (iii) Draft Public Investment Management Operational Manual (PIM-OM); and finally (iv) Preparedness for Tanzania to Benefit from the "Gas Economy".

Reflecting on the topics you have selected for discussion, it is obvious there is a lot you could learn from one another. From the outset, we are interested in the current situation of the country's planners, that is, their career development, opportunities and challenges facing planners and sustainable ways to strengthen the planning cadre.

Second, as you discuss the preparation of the second Five Year Development, I urge you to take stock of the achievements and challenges faced during both the preparation and implementation of the first plan (FYDP I, 2011/12-2015/16). You should also take into account other prominent national development frameworks such as the National Strategy for Growth and Reduction of Poverty (NSGRP II) – also popularly known as MKUKUTA II. It would also be useful to recognize other international development initiatives which Tanzania has actively participated in, such as the Millennium Development Goals (MDGs) and the prospective Sustainable Development Goals (SDGs), possible successor to the MDGs initiative after 2015.

By doing so, you will enrich our knowledge and scope for preparing solid and implementable the second FYDP, the theme of which is "nurturing an industrial economy".

A discussion on how Tanzania prepares herself to harness the benefits from the natural gas is both timely and binding. In fact, the planners should discuss a whole range of issues – policies, actions and even timelines, where possible – that should already be taking place for the country to benefit from the natural gas reserves. Issues include, but are not limited to preparations in terms of human resources capacity, in such fields as science, engineering, modelling and

forecasting of revenues, accounting, negotiating (legal issues), and identification and promotion of local content. It is my sincere hope that, the paper on this area will kick start the discussion.

Regarding the Public Investment Manual - operational manual – the draft that prepared is intended to guide MDAs and LGAs on the process, economic and financial appraisals and selection of development projects. The conference is being asked to provide comments as I am informed the document has been made available on the Planning Commission's website.

If one would ask me to exemplify the experiences during my time when I was serving as Chief Secretary and in various other capacities in government, I would simply say the conference agenda has the right issues that are pertinent to the development and strengthening of the professionals and at the same time, it hammers on the right development issues that the country is facing.

Therefore, I urge and encourage every participant to be very attentive to the shared discussions in this conference so that at the end of it, you come – up with realistic and workable resolutions. As professional planners, this conference provides you with an opportunity to recommit toward upholding best professional standards in steering us toward good economic management and economic governance.

The recommendations from this conference should be both present and future oriented, should be directed towards issues that will influence changes in the way the institution you work for delivers services. There is need to question the appropriateness or otherwise of the existing systems in terms of how they support efforts that encourage economic growth and attainment of the 15 years Long-Term Perspective Plan and eventually Vision 2025.

On the new modalities and critical thinking you as planners in the Directorates of Policy and Planning have to coordinate the work of different departments, including monitoring and evaluation of the efficiency and effectiveness of plans. Therefore, you need to have a clear understanding of the objectives of our core tasks such as ensuring that, implementation strategies are effectively performed.

**Chairperson, participants, Ladies and gentlemen,** let me stress that the Government views your deliberations with great interest. Let everyone here give this event the seriousness it deserves. Make your contributions in an honest and constructive way so that you leave this conference well-informed individually and having benefited others. I trust this conference will enable you to develop a new network of like-minded professionals and committed to do things differently as opposed to business as usual. Looking at the caliber of the participants, I have every reason to expect the best outcome from this conference.

With these few remarks, I wish you a successful conference and it is now my pleasure to declare the Annual Planners Conference officially opened.

**Thank you for your kind attention.**

## ANNEX V: Closing Remarks

### CLOSING REMARKS BY THE DEPUTY EXECUTIVE SECRETARY (MACROECONOMY), ON BEHALF OF THE EXECUTIVE SECRETARY 03<sup>RD</sup> OCTOBER, 2014

#### Distinguished Guests, Ladies and Gentlemen,

It is a privilege and honour for me to be entrusted with such an undertaking of steering this gathering of eminent people from various Ministries, Departments and Government Agencies to the end of the last lap of the conference.

We have now come to the end of this year's Annual Planners' Conference. On behalf of the Executive Secretary, let me convey the Commission's note of thanks to the Guest of Honour, Ambassador Dr. Martens Lumbanga and the main facilitator, Mr Joseph Isaka for their time and guidance on many aspects of economic management and on the various issues discussed.

I would also like to thank the presenters and discussants for their good and quality presentations. Equally appreciated are the contributions from the floor, which were brilliant, thorough and, in many instances, educating. The POPC, and I am sure, many of us in other branches of government will find a place of the conference discussions in our day to day duties as we oversee the setting and implementation of policies.

#### Ladies and Gentlemen,

It is not possible, neither is it my task now to recapitulate all the good ideas that came through. We leave, however, with strong impressions on the four major topics that were presented.

The presentation of the draft *Public Investment Management Operational Manual (PIM-OM)* has generated useful questions, comments and recommendations that will improve the manual. The objective of guiding Ministries, Departments and Agencies (MDAs) and Local Government Authorities (LGAs) on how to prepare standard project proposals and monitoring and evaluation is appreciated, which is to serve as way of avoiding development projects that are based on 'influence', rather than on solid, professional economic and financial appraisals. It is appreciated that there cannot be compromise on ensuring value-for-money and development results and avoid waste of public funds. The Commission will next work on the capacity building strategy around the PIM-OM so as to deepen the planners' grip of the hands-on issues of technical analyses involved.

With regard to *the preparation of the second Five Year Development Plan*, the planners' views have been harvested. The POPC is happy to have had this opportunity to consult with professionals in the cadre from MDAs, regions and local government authorities. The Commission will be happy to maintain the contacts with you all on this matter every step of the way as much as possible.

The presentations on the *country's preparedness for the gas economy* were incisive, illuminating on many opportunities that the country needs to rise up to. Areas that need immediate human resources development were identified. The conference has been amply alerted on the need to manage public expectations from gas economy.

#### Ladies and Gentlemen

The hallmark of this meeting is actually the *development of planners' cadre*. The presentation on this subject matter was exhaustive and well-animated. Making reference to history, the presentation as well as the discussants' narratives very powerfully hinted on what ought to be done in order to revive the momentum for the coordination of the professional development of the economists/planners. This ties well with the on-going effort to centrally coordinate the data base of government economists/planners within the POPC. The career development issues, including standardized competencies and capacity building strategy were overwhelmingly recommended.

It is heart-warming that the conference in these two days showed that there is a need for:

- Ways of resolving the challenges facing the planning cadre in the country, including channels of communication amongst the professionals, with the centre (mainly POPC and sector ministries, that is, the MDAs) and with professionals from the private sector and other research/academic institutions, addressing capacity-building needs, devising packaged training programmes etc.
- Concerted effort to reach all planners in all regions and LGAs to make sure they are well informed on the trends preferably under coordination of POPC as well as sector ministries.

**Ladies and gentlemen,**

Since the Planners' Conference is an annual event, we look forward to seeing you again in 2015, when we will reconvene to discuss other topical themes regarding our country's economic development and progress made on the coordination and development of our profession.

**Ladies and Gentlemen,**

I would like to appreciate the able guidance of today's session facilitator, Mr Paul Sangawe, Deputy Executive Secretary, other Deputy Executives Secretaries and POPC secretariat in the background and front desk involved in the preparation of this conference.

Once again, thank you all for your active participation and for the bright new ideas that you have put across. On behalf of the Executive Secretary, Dr Philip I. Mpango and on behalf of the POPC, I wish you a safe return back to your respective stations of work.

I thank you for your kind attention.