



PPIAF
Enabling Infrastructure Investment

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THE CITY CREDITWORTHINESS INITIATIVE TANZANIA

Strengthening Financial Management of 34 Tanzanian
Urban Local Governments



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EXECUTIVE SUMMARY

"We have seen great climate leadership from countries and companies, but emissions are still rising, the poor are suffering." "Cities offer a unique opportunity to tackle climate change. [...] There are many cities in the developing world that want to take a climate-smart development path, and that is where our new initiative comes in."

- Jim Young Kim, President, World Bank Group.

Climate change confronts people living in cities around the world. Committed central governments, cities and other sub-national entities responsible for delivering essential public services know that they must gain the capacity to plan, finance, operate and maintain the climate smart projects. Climate adaptation and mitigation projects are needed to reduce carbon footprints and protect citizens, businesses, and institutional assets. The City Creditworthiness Initiative (the 'Initiative') is bringing together cities¹ located in many developing countries to identify specific creditworthiness gaps and develop concrete action plans that they can implement to more effectively control their own destinies in the face of climate change. The overall objective of the Initiative is to help 300 cities strengthen their creditworthiness and, wherever possible, successfully finance climate change mitigation and/or adaptation projects within 5 years from engagement.

According to the World Economic Forum, for climate-smart urban development to become a reality, cities require access to more than US\$ one trillion per year in financing through the year 2020.² Supporting cities on the path to creditworthiness is the only way to unlock their potential for originating larger and longer-term infrastructure investments. This path unites the needs of cities for climate smart capital investment with investors such as indigenous banks, pension fund managers, insurance companies and wealthy individuals. There is a growing demand for local currency denominated fixed income instruments of good quality from institutional investors in both international and local fixed-income markets.

African cities are growing in population at a rapid pace,³ making this a crucial time for climate-smart and creditworthy planning and investment. This report is the first chapter in the story of 34 Tanzanian local governments that have now begun this challenging journey.

The process of identifying the cities and other sub-national entities that are best-positioned to benefit from the Initiative starts with intensive, week-long 'City Creditworthiness Academies' during which participants learn more about how creditworthiness is developed, analyze their own entities' current level of creditworthiness using the MS Excel-based 'Sub-National Creditworthiness Self-Assessment' tool, and develop action plans which specify the kinds of technical assistance and training they believe they need to close the specific creditworthiness gaps identified through the Self-Assessment process.

The City Creditworthiness Academy for Tanzania (the 'Academy') was held in Arusha, on August 4-8 2014

¹ The City Creditworthiness Initiative as a whole typically uses the terms 'city' simply as convenient short-hand to mean any general or special purpose sub-national entity responsible for delivering essential public services, including *inter alia* actual cities, towns, metropolitan governments, and sub-national governmentally-owned utility agencies. When referring only to Tanzania in this report, we use the generic term 'local government' due to the fact that both 'city', 'municipal', 'town' all have distinct legal meanings in Tanzania and both City, Municipal and Town Councils participated in the Tanzania Creditworthiness Academy.

² World Economic Forum. *Global Agenda Council on Infrastructure, 2012-2014*. Accessed June 20, 2014, page 40.
http://www3.weforum.org/docs/GAC/2013/WEF_GAC_Infrastructure_MidtermReport.pdf

³ United Nations, Department of Economic and Social Affairs, Population Division (2014). *World Urbanization Prospects: The 2014 Revision, Highlights (ST/ESA/SER.A/352)*. Page 8.

with more than 100 participants – including both planning and finance executives from the 34 participating local governments – who identified actions they believe their local governments need to undertake to improve each of their jurisdiction's creditworthiness. They also identified actions at both national and local level that would better enable them to plan, finance and build low-carbon and disaster resilient infrastructures.

The Prime Minister's Office for Regional Administration and Local Government (PMO-RALG) took the lead in organizing the Academy, demonstrating the essential importance of strong central government collaboration in designing and executing long-term technical assistance and training to improve sub-national creditworthiness in any country. PMO-RALG representatives attending the Academy helped facilitate the dialogue among each local government's representative that resulted in the completion of each of their Self- Assessments, as did the representatives from UN Habitat and the World Bank Group.

The World Bank Group representatives participating in the Academy are already implementing major projects directly supporting sub-national creditworthiness in Tanzania, through the Urban Local Government Strengthening Program (ULGSP), the Tanzania Strategic Cities Project (TSCP), and Zanzibar Urban Services Project (ZUSP) and support to Public-Private Partnerships (PPP)⁴. The fact that these task team leaders had previously established technical assistance relationships with many of the participating local governments contributed substantially to this Academy's success.

The participating local governments ranged widely in size from over 4 million (the Dar es Salaam City Council, including its three constituent Municipal Councils) to 31,100 (Singida Municipal Council). These jurisdictions currently hold a combined population of approximately 9.7 million people. As in virtually all sub-Saharan African nations,⁵ Tanzanian local governments are currently experiencing and will very likely continue to encounter rapid population growth over the remainder of the century.

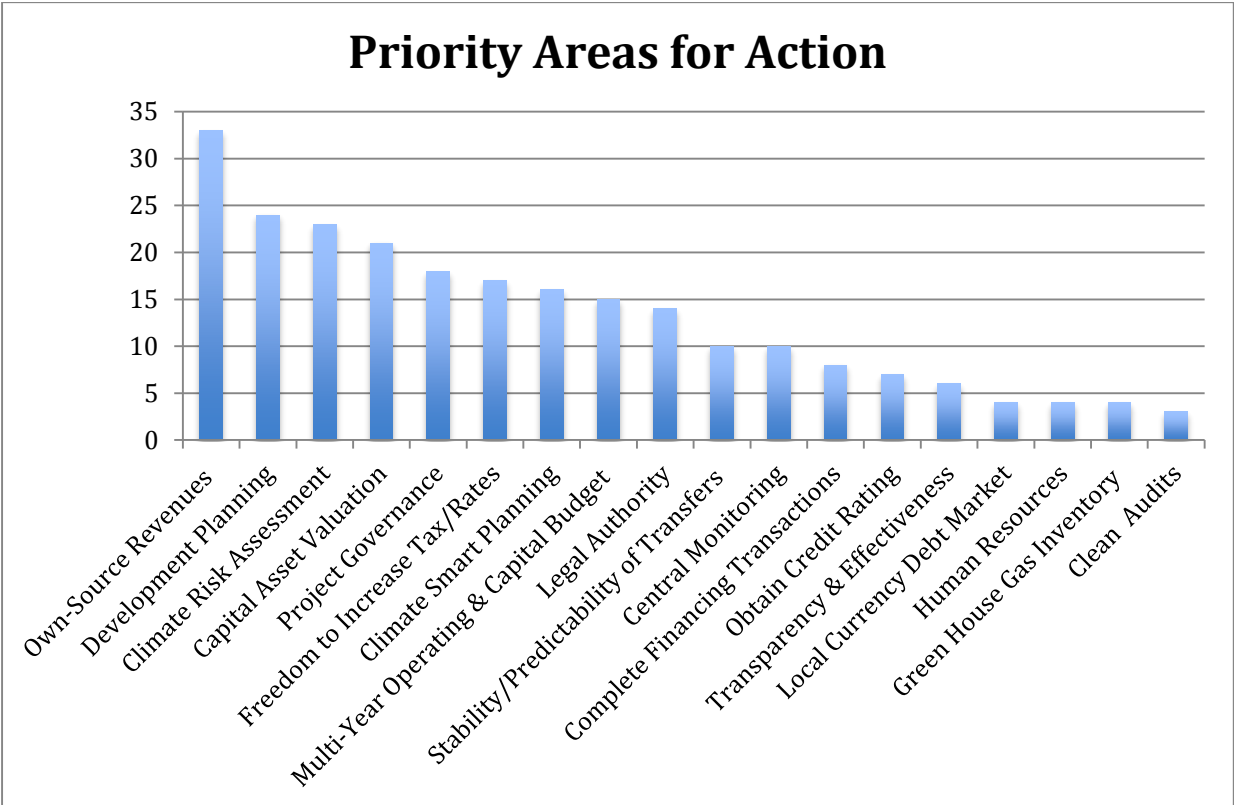
Population Range	Urban Local Government Authority	Population	Population Range	Urban Local Government Authority	Population
>1 MM	Dar es Salaam City Council:		249,000 to 100,000 (cont'd)	Shinyanga Municipal Council	168,582
	- Kinondoni Municipal Council	1,775,049		Bariadi Town Council	155,620
	- Temeke Municipal Council	1,368,881		Iringa Municipal Council	151,074
	- Ilala Municipal Council	1,200,000		Musoma Municipal Council	134,327
500,000 to 250,000	Arusha City Council	426,442		Njombe Town Council	130,223
	Dodoma Municipal Council	410,956		Bukoba Municipal Council	128,796
	Mwanza City Council	363,452		Kibaha Town Council	128,488
	Ilemela Municipal Council	343,001		Mtwara Municipal Council	108,299
	Morogoro Municipal Council	315,866		Mpanda Town Council	102,900
	Tanga City Council	273,332		Mbeya City Council	100,000
249,000 to 100,000	Tabora Municipal Council	226,999	< 99,000	Mkoani Town Council	97,000
	Zanzibar Municipal Council	223,031	Babati Town Council	93,108	
	Kigoma/Ujiji Municipal Council	215,458	Lindi Municipal Council	78,841	
	Sumbawanga Municipal Council	209,793	Korogwe Town Council	68,303	
	Songea Municipal Council	203,309	Wete Town Council	60,000	
	Geita Town Council	191,767	Chake Chake Town Council	50,000	
	Moshi Municipal Council	184,229	Singida Municipal Council	31,192	

Over the five-day period of intensive Academy work - in both formal and informal dialogue - participants exchanged important observations and ideas concerning development planning and infrastructure finance issues faced by their local governments. This 'peer-to-peer' engagement was as important a contributor to the Academy's success as were the prepared sessions delivered by the Academy team.

⁴ See: <http://www.worldbank.org/en/results/2013/02/13/Tanzania-Sustaining-and-Sharing-Economic-Growth>

⁵ The UNICEF Report on African Population indicated that by the end of the 21st century forty percent of the global population would reside in Africa.

There was a high degree of agreement among the 34 local governments concerning their highest priority needs for creditworthiness-improving actions. The chart below shows the number of local governments that prioritized a particular area for action within the top seven on their lists. All but one of the 34 local governments determined that improving own source revenue collection and management was on their list of seven highest priority areas requiring urgent corrective action. The overwhelming majority of local governments (28) ranked this priority area as their top-most priority, with two municipalities ranking it second, two ranking it third, and one ranking it fifth.



In the following table, these areas for creditworthiness-improving actions are spelled out in more detail, organized into three broad categories, and listed according to the frequency with which they were selected by Tanzanian local governments.

Priority Areas for Action	Rank by Frequency of Response
A. Improve Financial Management Practices	
✓ Improve own source revenue collection and management	1
✓ Create or improve the existing system for capital asset valuation, management and accounting	4
✓ Improve infrastructure project governance - project preparation, development, operations and management processes	5
✓ Create or improve multi-year operating and capital budget development and approval processes	8
✓ Complete one or more public infrastructure financing transactions	12
✓ Obtain a general obligation credit rating from an independent credit rating agency	13
✓ Build a 3+ Year record of 'clean' independent audits accompanied by management 'reports'	18
B. Improve Development and Capital Investment Planning Processes	
✓ Improve local development planning	2
✓ Create and incorporate climate risk assessment and action planning in capital investment and development planning	3
✓ Create or Improve Comprehensive, Climate Smart Capital Investment Planning	7
✓ Create or improve existing Green House Gas inventory systems and use them in capital investment and development planning	17
C. Improve the Enabling Environment for Sub-national Infrastructure Finance	
✓ Increase sub-sovereigns' freedom to increase tax and or fee rates	6
✓ Clarify legal authority of local governments to incur multi-year liabilities	9
✓ Improve the stability/predictability of intergovernmental transfer flows, shared taxes and fee revenue sharing	10
✓ Improve central monitoring and oversight of sub-sovereign operating and capital management	11
✓ Improve transparency and effectiveness of local governing bodies and executive leadership	14
✓ Further development of local currency sub national debt market	15
✓ Improve Local Government Human Resource Management	16

This pattern of response strongly suggests that, at the Tanzanian local government level, improvements in both finance and planning are now viewed as being of virtually equal importance in the process of improving local government creditworthiness. It also suggests that there is a reasonably widespread fundamental consensus that local government planning processes must address issues of climate change. In addition, this pattern of response also suggests that, while local government representatives were concerned about problems in the enabling environment for sub-national infrastructure finance, their more urgent concerns are focused on internal issues of finance and planning.

When the Academy team compiled the local governments' answers to questions posed in the Self-Assessment process, one of their most significant findings was that not even one of the local government representatives believed that they were recovering the full costs of providing any basic municipal services (primary education, local health services, water supply, local roads and drainage, and livestock/agricultural extension), either as the sole provider or as a shared provider. This helps explain the near-unanimity of opinion that a top priority for corrective action must be improving own source revenue collection and management.

The Tanzania Creditworthiness Academy was the first to be focused on local government entities in only one country.⁶ It is important to note that in a number of respects, Zanzibar differed in its creditworthiness self-analysis and its action planning from mainland local governments. These differences need further exploration, but it seems likely that they are attributable to the fact that

⁶ The previous City Creditworthiness Academy, held in Seoul, Korea during the week of April 21, 2014, was attended by fourteen cities from eleven Asian Countries.

Zanzibar works within a somewhat different inter-governmental legal and financial structure. This different enabling environment is the historic legacy of the negotiations which ultimately led to Zanzibar's joining with Tanganyika to create a unified Tanzanian nation.

Other important findings compiled from responses in various parts of the Self-Assessment include:

- Tanzanian local governments need technical assistance regarding the policy, legal and regulatory environment, as many believe that they do not fully understand their jurisdictions' legal authority to borrow funds.
- Adding and training additional local government staff to meet the service needs of a rapidly growing population will be a considerable challenge.
- The inability of the local governments to recover the cost of public services from the users results in diminished levels of service and the need to use other revenues (own source, transfers or reserves) that have proved insufficient to maintain good levels of service.
- The percentage of shared revenues such as land lease fees remitted from the central government should be adjusted to reflect the actual cost of providing mandated public services.
- Unless upward operating expenditure trends are reversed – a virtual impossibility, given rapid population growth in most local governments – or government transfers and/or own source revenues increase, the growth in operating and total costs combined with the need for additional borrowing capacity will ultimately lead to insolvency.
- The inability to access debt sources creates cash flow shortfalls when monthly revenue flows are lumpy.
- Hard currency loan repayment is likely to result in rising debt service payments due to foreign exchange inflation against the TZ Shilling, unless the revenue servicing the debt is denominated in the same hard currency (i.e. as typically seen with international airports and seaports).
- Improved financial management including cash and debt management will diminish or end delays and/or defaults on debt payments. This is a condition precedent for obtaining a formal or shadow credit rating.
- Regularizing the enabling environment is the point of departure for planning, financing, developing, operating and maintaining climate change projects.

As a result of the analysis summarized above and documented in this report, the World Bank Group, in collaboration with the Public-Private Infrastructure Advisory Facility (PPIAF) and potentially other donors committing to assisting Tanzania in strengthening the sub-national sector, intends to provide multi-year support to Tanzanian local governments through a set of technical assistance and training activities.

The scope of work to be covered by the City Creditworthiness Initiative in Tanzania is presented on page 10, "Post-Academy Technical Assistance Program for Tanzania", and reflects the credit-worthiness challenges identified during the Academy's self-assessment process. The detailed analysis of findings from the Academy, which underpins the finalization of this scope of work, is documented in this report.

INTRODUCTION: THE CITY CREDITWORTHINESS INITIATIVE - TANZANIA

For climate smart development to become a reality, cities require access to more than one trillion US\$ per year in financing.⁷ Supporting cities on the path to creditworthiness is the only way to unlock the potential for originating large and longer-term investments.

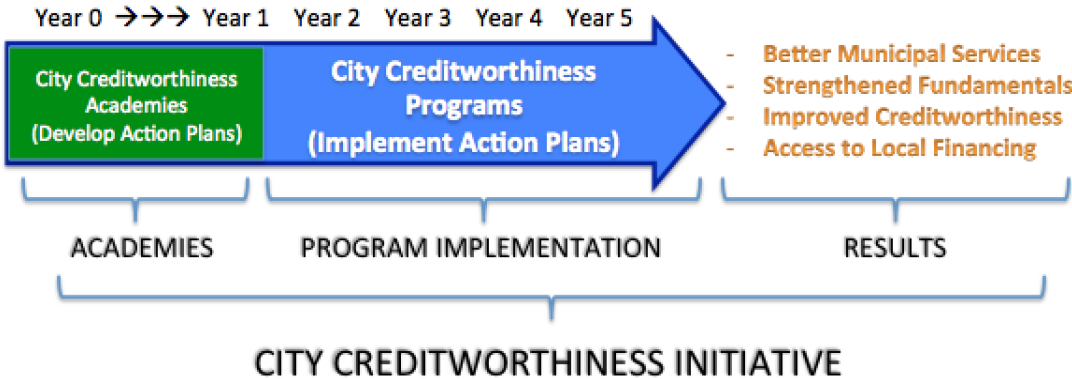
The City Creditworthiness Initiative is designed to provide comprehensive, hands-on, and long-term support to help 300 cities world-wide a) strengthen their financial performance; b) develop an enabling framework for responsible sub-sovereign borrowing through reforms at the national level; c) improve the “demand” side of financing by planning/developing sound projects; and d) improve the “supply” side of financing by engaging with the private sector investors.

The City Creditworthiness Academies are the point-of-entry into the Initiative. Through an intensive one-week capacity building workshop and the use of a self-assessment tool, participants develop a customized draft action plan of specific institutional reforms, capacity building, and other actions that will improve their creditworthiness and facilitate their ability to plan, finance and deliver infrastructure services.

The third City Creditworthiness Academy was held in Arusha, Tanzania during the week of August 4, 2014. Thirty-four local governments attended the training and self-assessment process designed to help financial officials:

- Master the full spectrum of elements that lead to creditworthy municipal management. This covers an array of key focus areas that include (but are not limited to):
 - Optimal debt management practices;
 - Other financial management best practices, such as own source revenue collection and management, acquiring long-term financing solutions for infrastructure needs, managing unpredictable intergovernmental transfer flows;
 - Capital investment planning and asset management;
 - Climate smart strategic project planning;
 - Transparency of public accounts, and establishing an effective dialogue with citizens.
- Use the Sub-National Creditworthiness Self-Assessment instrument to identify gaps in their local government’s creditworthiness;
- Begin developing an action plan to improve their local government’s creditworthiness and access local currency finance for climate related infrastructure projects.

At least seven more Academies world-wide are planned to take place during calendar year 2015.



The Initiative six-step process includes:

⁷ World Economic Forum. Global Agenda Council on Infrastructure, 2012-2014. Accessed June 20, 2014, page 40. http://www3.weforum.org/docs/GAC/2013/WEF_GAC_Infrastructure_MidtermReport.pdf

1. *Identify Cities to Participate.* The identification of cities that attend the City Creditworthiness Academies is both demand-driven and criteria-based. On the demand side cities are expected to demonstrate a commitment to achieving the objectives of the Creditworthiness Engagement Process. Countries are expected to show a commitment to support a limited number of transactions that help identify needed policy, legal and/or regulatory changes. Identification criteria are based on:
 - The potential for climate change impact as a result of the city’s participation in the engagement process;
 - The thoroughness of the data included in the Self-Assessment; and
 - The commitment to following through with the city creditworthiness engagement process.
2. *City Creditworthiness Academies.* The Creditworthiness Academy is an intensive one-week capacity building workshop presented from a practitioners’ perspective. Prior to attending the Academy, the representatives from each local government entity are provided with the Sub-National Creditworthiness Self-Assessment tool and a guide to using it with the expectation that each entity will make a good-faith effort to answer the data queries and make the calculations requested prior to attending the Academy itself. Local government financial officials attend the Academy to master the underlying principles of creditworthiness. The material presented at the workshop includes a wide range of subject matters reflecting each section of the Creditworthiness Self-Assessment tool, with topics ranging from revenue management to climate smart investment planning, and from debt financing options to the enabling environment for local currency sub-national finance. Using the Sub-National Self-assessment tool, participants develop a customized action plan on specific institutional reforms, capacity building, and other actions that will improve their creditworthiness and facilitate their ability to plan, finance and build low-carbon and disaster resilient infrastructures.
3. *Construct Action Plans.* Based on the Self-Assessment tool’s results and the resulting customized action plan developed at the Academy, selected cities will receive follow-on technical assistance and training assistance designed to help the selected cities successfully implement their action plans. A team of experts will develop a carefully crafted work plan. The work plan will define short-, medium-, and long-term technical assistance and training designed to help narrow or mitigate the specific creditworthiness gaps identified in the self-assessment plus additional diagnostic work undertaken during this phase.
4. *Creditworthiness Improvement Assistance.* As identified by the work plan prepared in phase 3, a wide range of short-, medium-, and long-term technical assistance and training activities will be delivered to the cities. Delivery modes may include seminars, courses, short-term and mid-term expert advisory services and long-term embedded advisors. Depending on needs, assistance objectives may include improving national legal and regulatory frameworks, increasing data literacy, improving revenue collection and management, transparent budgeting, implementing climate smart capital investment planning and budgeting.
5. *Support for Creditworthy Transactions.* Cities will develop and execute creditworthy transactions at the same time that technical assistance and training support is provided. While creditworthiness improvements identified in the action plans are being implemented, a small number of low-carbon and/or natural disaster resilient infrastructure projects will be identified, planned, financed and built. This learning-by-doing method ensures that urgent climate change infrastructure project development moves forward while at the same time participants learn by making needed mid-course corrections.
6. *Dissemination of Knowledge and Skills.* A substantial body of knowledge will be created as a result of the efforts by 300 cities to improve their creditworthiness and develop climate change projects. The City Creditworthiness Engagement process will disseminate this knowledge so that others can learn and benefit from this effort. The effort is underpinned by a community of practice web-based platform

(Collaboration for Development - <https://collaboration.worldbank.org/groups/city-credit-worthiness>) where users have access to all the materials developed for the Academies plus user contributions such as success stories. Moreover a systematic dissemination process will be targeted at in-country, regional and global seminars and websites sponsored by central and local governments, associations, non-profit and media organizations.

Post-Academy Technical Assistance Program for Tanzania

As a result of the Academy held in Arusha and the self-assessments produced by all 34 participating local governments, a detailed scope of work has been derived to help address the country's credit-worthiness challenges at the sub-national level. The detailed analysis of findings from the Academy, which underpins the finalization of this scope of work, is documented in this report.

The World Bank Group, in collaboration with the Public-Private Infrastructure Advisory Facility (PPIAF) and potentially other donors committing to assisting Tanzania in strengthening the sub-national sector intends to provide multi-year support to Tanzanian local governments through a set of technical assistance and training activities.

The technical assistance Program is designed to fully integrate with and support the ongoing World Bank Group urban portfolio in the Country, which comprises: (1) The Tanzania Strategic Cities Project (TSCP); (2) the Urban Local Government Strengthening Program (ULGSP); (3) the Zanzibar Urban Services Project (ZUSP); and (4) the proposed Dar es Salaam Metropolitan Development Project (DMDP).

The Program will serve as many as possible of the 34 local governments which attended the Academy, particularly by designing activities so that they can be delivered at scale (e.g. basic assessments of PPP pipeline projects), or so that the results of one activity will also benefit, directly or indirectly, all of the other local governments (e.g. the demonstration-effect of one successful PPP or local government-funded civil works project at the local government level). Given the limited resources available, it's impossible for the Program to offer the same level of assistance to all local governments. The selection of target cities for activities that cannot be delivered to all local governments under this Program will be determined by the analysis of the assessments produced during the Academy in Arusha, the coordination with central Government agencies including MOF, PMORLG, etc. the demand from general purpose local governments and sub-national public service entities such as water and sanitation authorities, port authorities, etc., and the potential for development impact.

The Program is designed to complete its activities over the course of a 2-year period, with additional activities to be identified for potential phase-2 support thereafter. The total budget for the first two years is \$750,000 (this amount includes the expenses for the Academy, as well as for the Program's supervision costs), and is provided on a non-reimbursable basis. In addition, during the course of implementation, the Program will seek to raise additional funding from other development partners.

Based on the analysis of the self-assessments produced at the Arusha Academy, the areas of focus of the proposed technical assistance Program are the following:

- (1) Project Financing Support: Public-Private Partnerships at the Local Government Level;
- (2) Support to Enhance Local Government Own-Source Revenue Collection and Management;
- (3) Demonstrating Opportunities for Private Investments in Local Government Projects;
- (4) Support for Capital Investment Plans at the Local Government Level; and
- (5) Support for Sub-national Debt Market Development Activities.

Specific activities under each component are described below. Activities have been designed to maximize the capacity building impact, particularly through on-the-job training. Terms of reference for the main consultancies can be accessed at the following link - <https://app.box.com/s/zigi573glejiquowocp>.

1. Project Financing Support: Public-Private Partnerships at the Local Government Level

- Approximately 34 local government pipeline assessments for potential PPP projects;
- On-the-job capacity building to help approx. 34 local government develop/apply a methodology to prioritize projects, assess suitability under different financing schemes, determine their status of advancement, identify bottlenecks, and aspects requiring further analysis/studies;
- On the basis of the full set of pipeline assessments described above, approximately 10 - 15 concept notes will be developed for local government projects to be financed potentially through a PPP scheme. The notes will sharpen the understanding of the potential/preparedness of a smaller number of projects to demonstrate/unlock PPP financing potential. They will also serve to seek additional funding from donors that can support more advanced project development studies;
- Support for up to 3 pre-feasibility studies for the top projects identified under the pipeline assessment/development activities (this component assumes that additional funding will be secured from other sources).
- Strategic, legal, technical, and financial advisory services to PMO-RALG.

2. Support to Enhance Local Government Own-Source Revenue Collection and Management

- Support the Own Source Revenue (OSR) generation and enhancement across all of Tanzania's Local Governments, with a specific focus on the revenue which is expected to be generated from the Tanzania's Government's Local Government Revenue and Information System (LGRCIS);
- Providing high quality technical input and advise on appropriate ways to enhance local government revenue, drawing upon international best practices, in a way that is tailored for each local government;
- Facilitating additional Tanzanian peer-to-peer dialogue and assistance to accelerate the diffusion of effective technology and practices pioneered and proven by one or a small group of local governments to throughout the country;
- Quality assurance by drawing on international best practice, ensuring that the system and technical infrastructure built through Bank financing is ensuring that the goals of OSR are being achieved;
- Assessment of software design (quality of original design and assessment of capacity as originally designed);
- Sustainability Risk Assessment: Assess current LGRCIS operations to date, and assess any risk for operations and sustainability of the systems;
- Potential, Scalability, and Appropriate Designs: Based on current progress of LGRCIS – prepare analysis on the revenue potential and benefits of current system versus past systems. Provide feedback on the government's plans to scale up LGRCIS to larger local governments in Dar, and also smaller local governments in the ULGSP cities.

3. Demonstrating Opportunities for Private Investments in Local Government Projects

- Development of online map/database where Local governments can opt to showcase their progress as they strengthen their financial performance and practices. Similar dissemination will also be facilitated through the online community of practice on Local government Finance (led by the City Creditworthiness Initiative);
- With the objective of strengthening the Local governments' financial performance and the corresponding perception among private investors, the Program will produce approximately 5 financial management assessments or similar diagnostic (debt management performance assessment, public expenditure financial accountability);
- Approximately 2-5 shadow credit ratings will be produced to set the baseline for Local government and for the Private sector to measure improvements as a result of the technical assistance program;
- On the basis of the shadow credit ratings, approximately 5 public credit ratings on a national-scale to document Tanzanian local governments' sound (or improving) fundamentals.

4. Support for Capital Investment Plans at the Local Government Level

Objective of this component will be to enhance the capacity of 3-5 general and/or sub-national governmental utility entities in Tanzania to conduct capital investment planning with creditworthiness and climate-smart considerations.

- Introductory workshops and site reconnaissance – organize key local officials in offices critical to the success of capital investment planning, and collect site-specific documentation unique to the capital planning needs of the local governments;
- Analysis and model preparation – an intervening period to review and analyze the datasets, conditions, and policies, collected in reconnaissance, to adapt the climate smart capital investment planning excel model to local circumstances, to develop an addendum to the climate smart capital investment planning handout that outlines procedures for local use;
- Concluding workshops and support for site-specific implementation – assessing progress in implementation, presenting and refining the adapted model and procedures, and supporting the Local Governments in carrying out one or more steps in the procedure toward climate smart capital investment planning;
- Report preparation – the development of a policy brief and final report on progress encapsulating the events and outcomes of local implementation and their potential for generality across Local Governments.

5. Support for Sub-national Debt Market Development Activities

Objective of this component will be to improve the capacity of the Tanzanian local debt market to provide Tanzanian Shilling-denominated market rate debt in the form of loans, lease agreements, bonds, etc. in the short-, medium-, and long-maturities and in the volumes likely to be required by sub-national borrowers and/or their private sector PPP counterparts.

- Support for a diagnostic that updates the prior World Bank Group-supported work done for the Bank of Tanzania by Cambridge Economic Policy Associates and the DeS-based law firm IMMMA Advocates but identifies the current gaps in policy, legal, regulatory and institutional frameworks as well as identifying the volumes/sources/types of financing currently available to Tanzanian local governments;
- Support to central government capital market regulators (e.g. BOT, CMSA, SSRA, TIRA, etc.), bank and non-bank financial institutions lender groups and capital market intermediary trade associations, as they seek to align legal and regulatory frameworks with the objective of encouraging fixed income investment in sub-national infrastructure;
- Survey research, including in-depth interviews with Tanzanian lenders from various parts of the institutional fixed income investor community, to gauge their current and projected future appetite for sub-national infrastructure finance transactions not benefiting from a sovereign guarantee;
- Support for development of rating agencies operating in Tanzania and delivering sub-sovereign public finance ratings on a Tanzanian national scale;
- Training in sub-national credit risk evaluation and transaction credit monitoring for local institutional investors.

Specific Technical Assistance Support to Zanzibar

The potential for PPP project financing for Zanzibar was highlighted during the City Creditworthiness Academy held in Arusha, Tanzania, in August 2014. Additional evaluation and screening prior to tendering the project under a PPP procurement approach is needed. Several projects identified as potential PPPs need further screening and pre-feasibility analysis due to the lack of information and ambiguity about the projects.

The principal objective of this technical assistance is to develop an action plan for implementation of top priority PPP projects. This objective is to be pursued in a manner that develops the capacity of Local Government staff to assess and prioritize PPP opportunities in the future.

- Review and Prioritization of the Project Pipeline. Working with Zanzibar officials, develop criteria and methodology for determining the degree of priority to be assigned to infrastructure projects that are currently being considered for implementation.
- Identify Project Risks and Degree of Preparation. Review all top priority projects to identify bottlenecks or issues that have the potential to prevent successful project implementation.
- PPP Action Plan. Prepare a step-by-step road map for PPP implementation for each qualifying project. The road map for each project should include steps to be taken that could increase PPP potential, and steps to be taken to further prepare the project for implementation.
- Design of PPP support program, including organizational arrangements, staffing and resources, guidelines for operations, capacity building program and funding proposal for access to expert consultants and advice.

BRIEF ANALYSIS OF RESULTS

The following is a summary of the results of the creditworthiness self-assessment process undertaken by the participating local governments.⁸ It provides an overview of the most common encouraging and challenging general indicators, as well as specific financial strengths and weaknesses as identified by the group of 34 local governments that participated in the City Creditworthiness Academy in Arusha, Tanzania. The local government officials that participated in the Academy represented a total population of approximately 9.7 million people. There were three local governments with over 1 million inhabitants, 6 local governments with a population between 500,000 and 250,000, 17 local governments with a population between 249,000 and 100,000 and 7 local governments with a population under 99,000.

Data Analysis and Chart Summaries

Key positive trends shared by most or all participants

As summarized in the box at the right, several positive trends in fundamental creditworthiness and preparedness to invest in climate smart infrastructures were perceived by the participants in their course of self-assessments. Based upon a 70 percent or greater positive response these included:

- The local governments do, as a rule, prepare capital investment plans that look forward between 3 to 5 years. The plans are coordinated with the preparation of other plans such as the local government development plan and the capital budget plan, and annual capital investment amounts are trending upwards.
- The local governments, by and large, prepare one set of consolidated financial statements for their operations. The municipal financial statements are audited by the central government. The financial information is made available to the public at large, and the key financial managers are well qualified.
- The local government enabling environment is improved through effective monitoring of financial statements by the central government. Local government staff has access to local professional support for local development planning, accounting and financial management.

Financial Performance

- Existence of a capital investment process
- Capital investment process covers 3 to 5 years
- Capital investment plan is coordinated with other plans
- Annual capital investment trend is up

Financial Management

- Accounts are consolidated into one set
- Financial statements are audited annually
- Budgets and finances are made public
- Key managers are well qualified

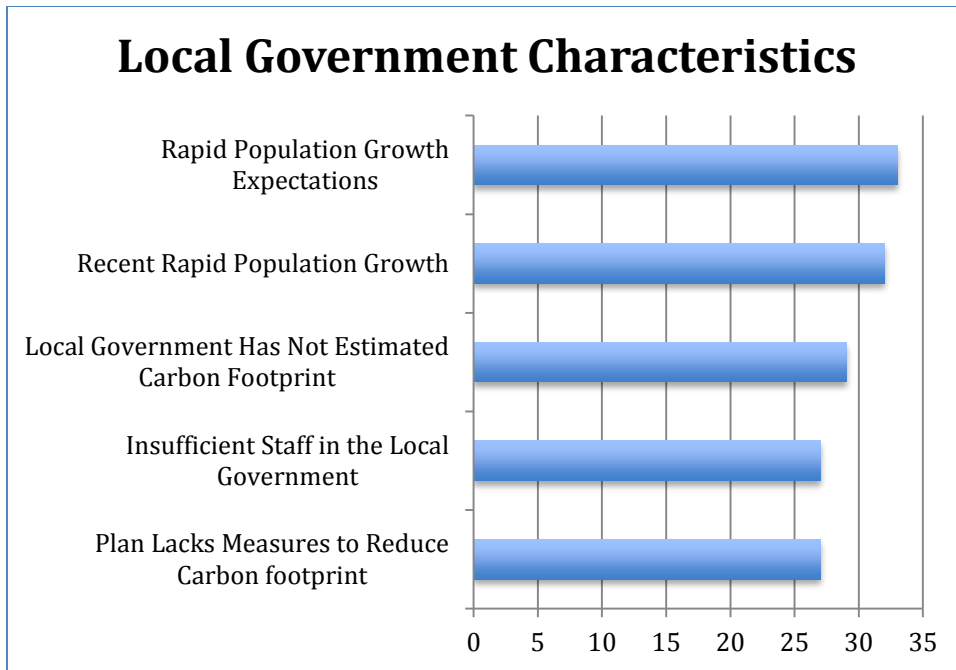
Enabling Environment

- Effective central monitoring of municipal finances
- Local expertise is available for accounting, financial management and local development planning

As the following sections summarize, there were also significant degrees of commonality in the creditworthiness gaps identified by the participants. As each of these gaps represents both a challenge to current creditworthiness and, if overcome, an opportunity to improve creditworthiness, we have characterized these as 'challenges/opportunities.' Based upon a 30 percent or less positive response to the self-assessment questions, the following are a list of the most common challenges and opportunities as perceived by the participants. These are divided into five topic areas: local government characteristics, service mandates, financial performance, financial management and enabling environment.

⁸ Note that the information provided by the participants in the Self-Assessment represents their own perception and understanding of the questions (e.g. questions on hard currency debt and credit ratings).

Common characteristic challenges and opportunities that were shared by most of the local governments



27 of 34 local governments indicated that they do not have sufficient staff levels. There are 32 municipalities that are experiencing recent population growth and 33 have expectations of increased future population growth. The recent UNICEF Report on African Population predicts that 40 percent of the global population will reside in Africa by 2100. Academy participants reported that 29 of 34 local governments do not currently estimate their carbon footprint and 27 of 34 do not have measures to implement a reduce carbon footprint.

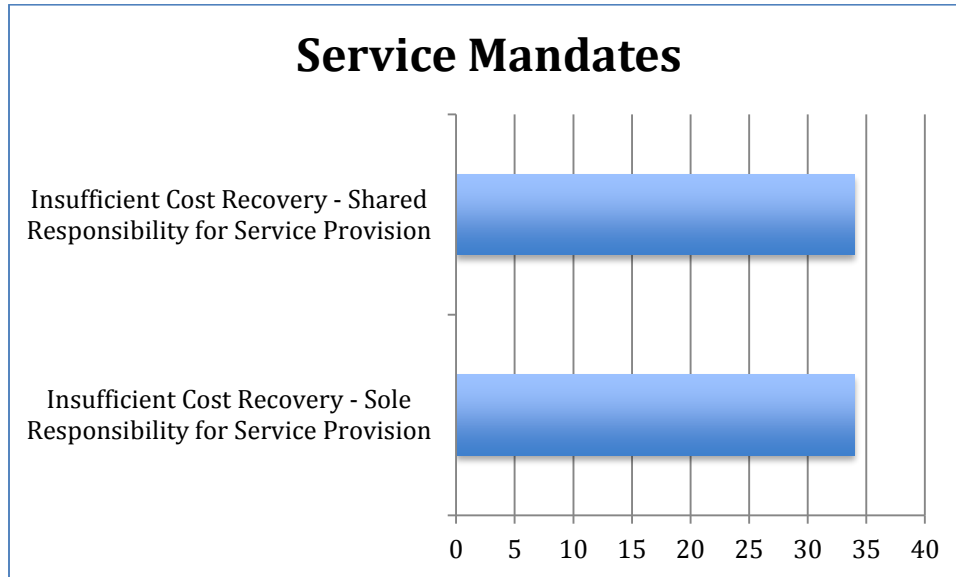
Adding and training staff to meet the service needs of a growing population, as well as preparing for the increased risks of local climate change will be considerable challenges.



Source: National Science Foundation's Earth System History Program

Common service mandates challenges and opportunities that were shared by most of the local governments

Service mandates define the public services that central government requires local governments to provide to the people at the local level. Examples include primary education, local health services, water supply, local roads and drainage, and livestock/agricultural extension.

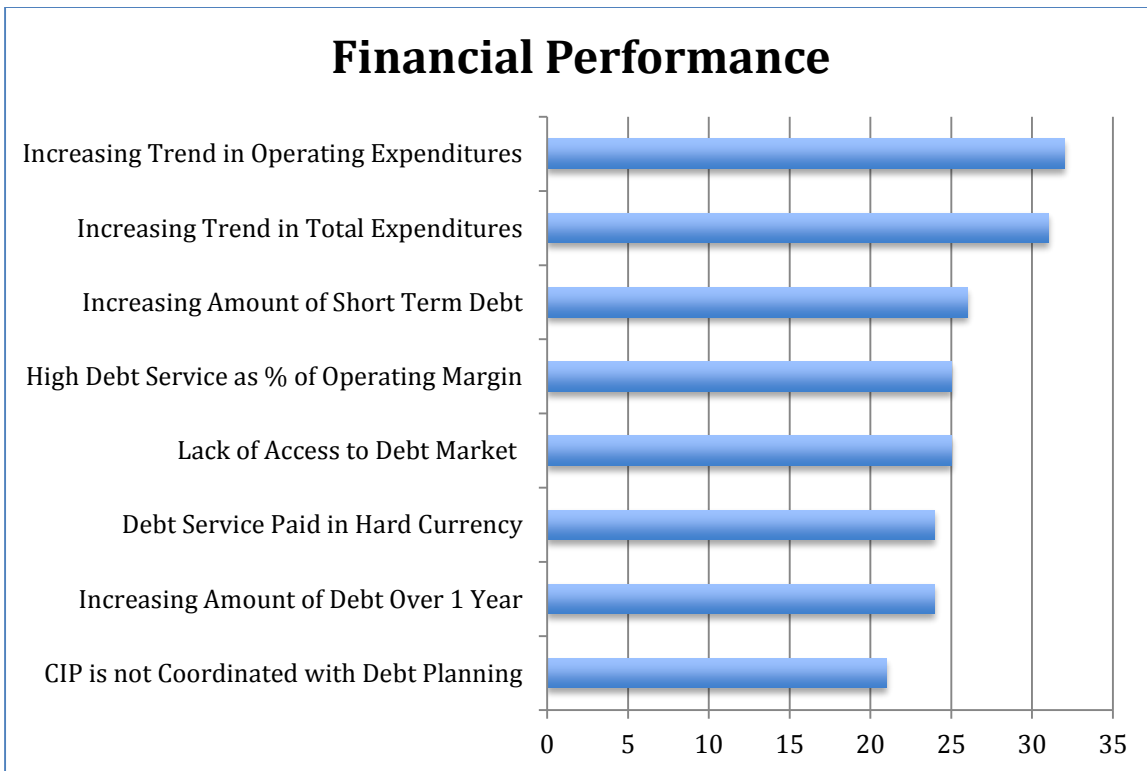


Source: www.samsamwater.com

The inability to recover these costs reduces the local government's ability to provide quality services. And the shortfall in cost recovery must be paid from own source revenues and/or reserves.

The challenge that is faced by all Tanzanian local governments is that they are not recovering the costs required to provide public services. This is the case for 34 out of 34 local governments. Central government transfers to local governments are not sufficient to pay for the costs of providing these services.

Common financial performance challenges and opportunities that were shared by most of the local governments



There are several upward financial performance trends where reversing the trend will improve the overall finance picture. The trend for total expenditures is growing in 31 out of 34 local governments. The trend for operating costs is increasing in 32 of 34. The trend for short maturity debt amount is rising in 26 of 34. And the trend for debt maturity over one year is mounting in 24 of 34. Debt service as a percent of operating margin is escalating in 25 of 34.

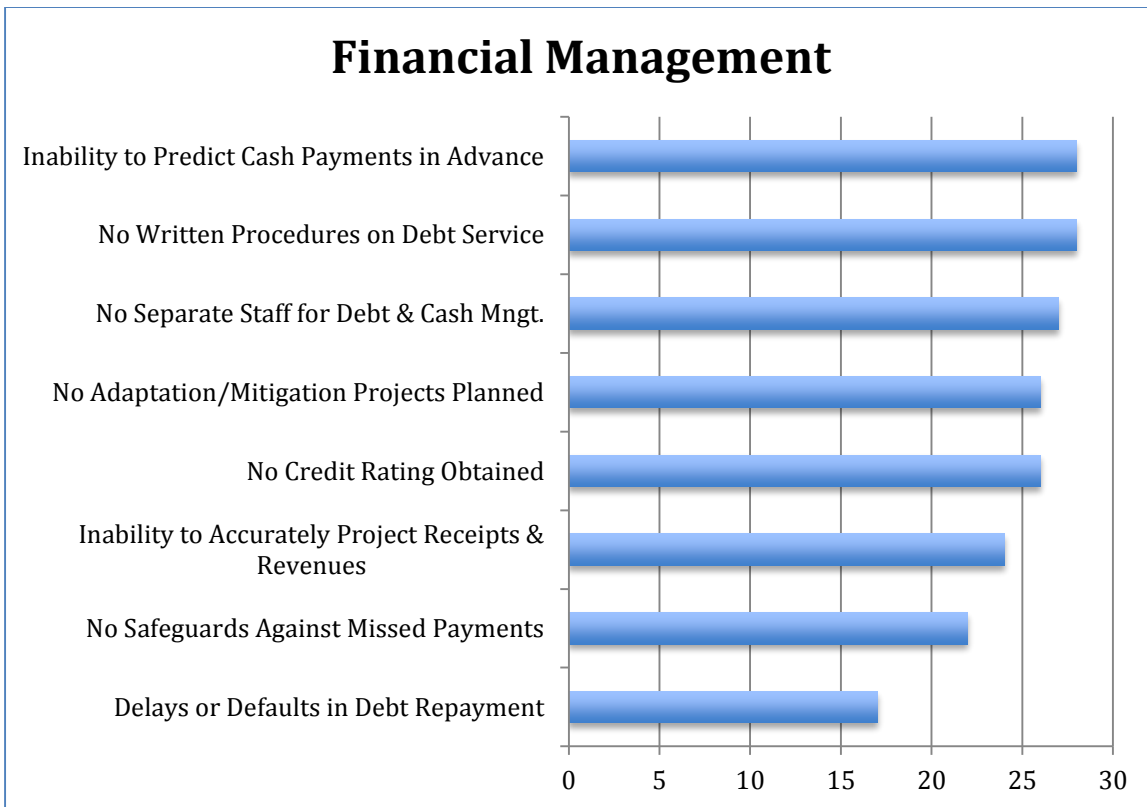
The inability to access debt sources creates cash flow shortfalls when revenues are lumpy.

Unless upward trends are reversed or government transfers and/or own-source revenues increase the growth in operating and total costs and the need for additional borrowing capacity will ultimately lead to insolvency.

Improvements will result in finance augmentation in one area and risk reduction in another. Access to debt sources is not available for 25 of 34 local governments. Yet another is that 24 of 34 local governments report carrying hard currency debt.

Hard currency loan repayment is likely to result in rising debt service payments due to the appreciation of foreign currency against the TZ Shilling.

Common financial management challenges and opportunities that were shared by most of the local governments



Resolving the following challenges will improve local government financial management. Improved cash management is an important challenge with 24 of 34 not accurately projecting receipts and revenues; 28 of 34 are not able to predict cash payments in advance; and 22 of 34 have no safeguards against missed payments.

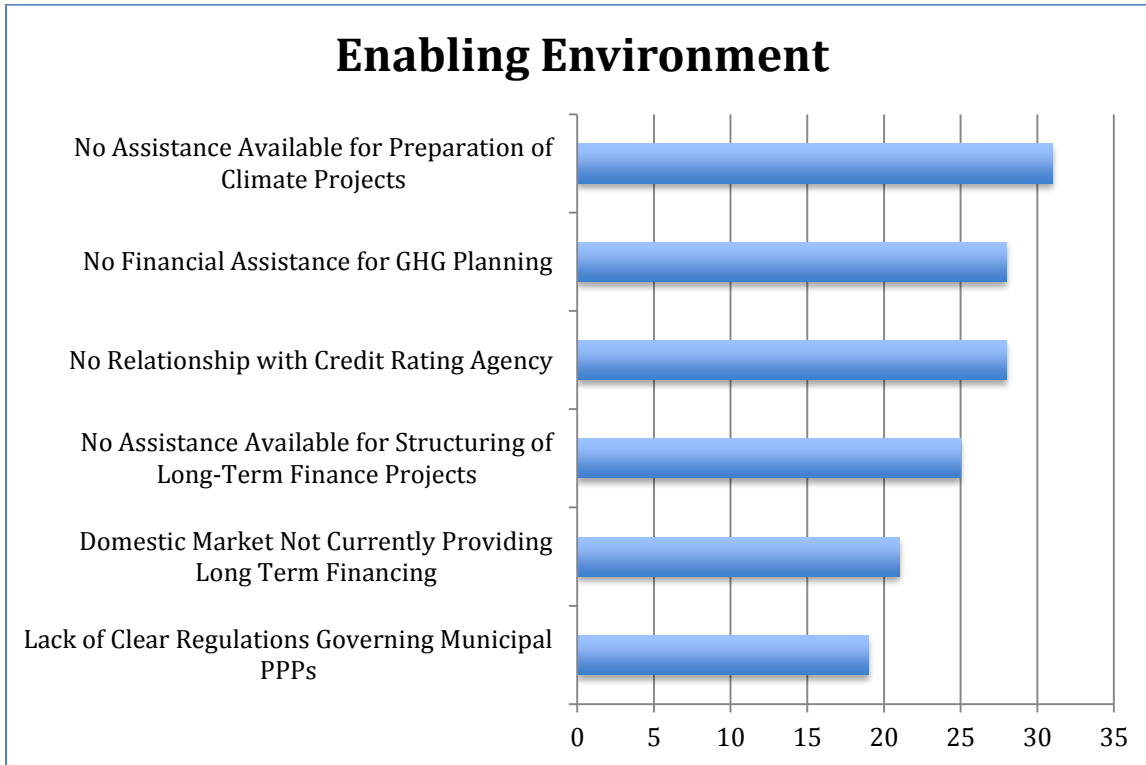
Local governments have opportunities to improve their debt management: 17 of 34 experience delays or defaults in debt repayment including short- and long-term lenders, vendors, etc.; and 28 of 34 do not have written procedures on debt service management.

Other evidence of areas for financial management improvement include: 27 of 34 do not have separate staff responsible for debt and cash management; 26 of 34 have not obtained a formal or shadow credit rating; and 26 of 34 do not include climate change projects in their capital improvement budgets.

Improved financial management, including cash and debt management, will diminish or end delays or defaults on debt payments. Ending delays or defaults on debt payments is a condition precedent for obtaining a formal or shadow credit rating.

Common enabling environment challenges and opportunities that were shared by most of the local governments

The *enabling environment* is a framework of policies, laws and regulations that circumscribe the responsibility and authority of local governments to manage revenues, control expenditures and borrow funds.



While all of the 34 local governments operate under the same enabling environment there are some differences in perception. For Public Private Partnerships 19 of 34 do not believe the regulations are clear; 21 of 34 think that some policies, laws and regulations hamper their access to long term financing; and 28 of 34 believe that the enabling environment holds back their ability to form a relationship with a credit rating agency.

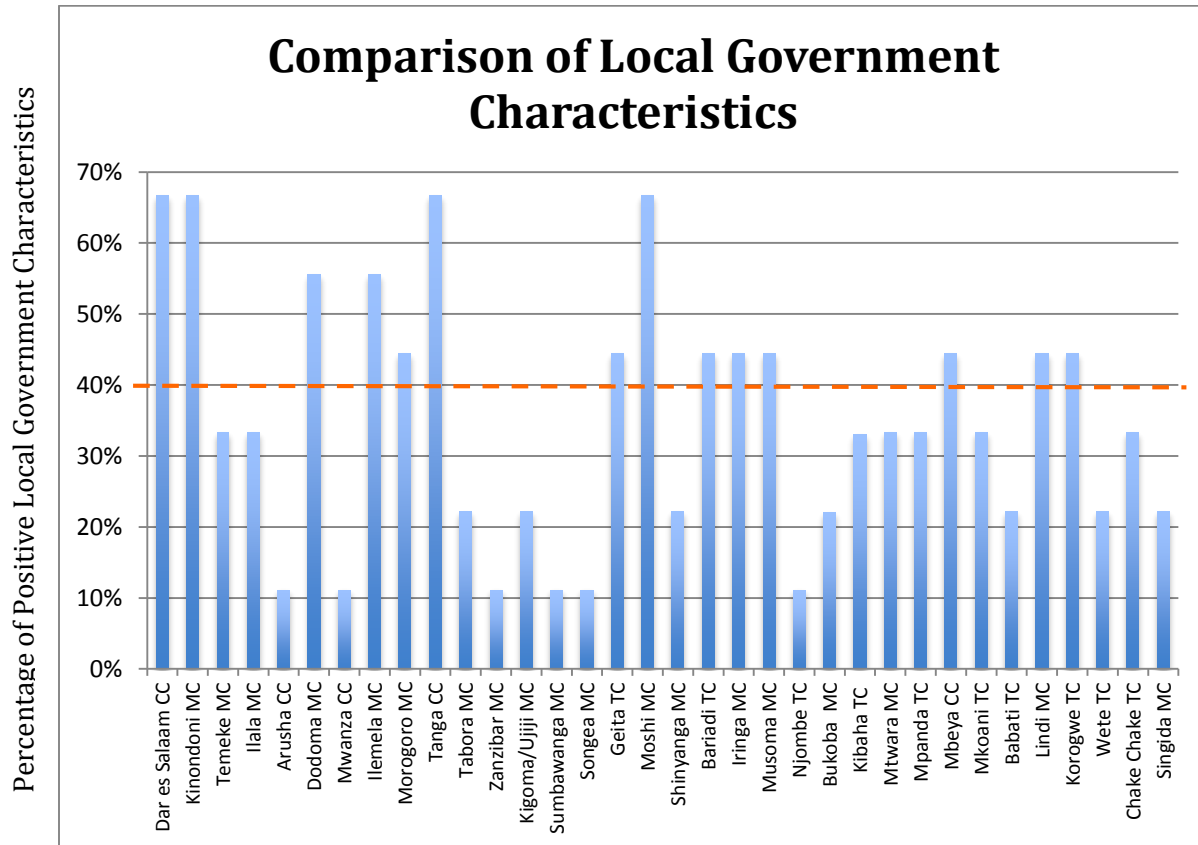
Regularizing the enabling environment is the point of departure for planning, financing, developing and operating climate change projects.

Among the local governments there was an understandable call for access to technical assistance and training: 31 of 34 wanted assistance for preparing climate change projects; 28 of 34 expressed a need for help with climate change adaptation and/or Green House Gas mitigation planning; and 25 of 34 conveyed a desire for assistance with structuring long-term financing for projects.

The demand by local governments for targeted technical assistance and training is the prerequisite for continued support by the City Creditworthiness Initiative.

Comparison of local government characteristics self-assessment findings

Local government characteristics include the availability of regional development plans with stakeholders input, an estimated carbon footprint, a plan for measuring reduced carbon footprint, measures to increase climate change resilience, and the availability of adequate levels of staff to carry out local government responsibilities.



20 of 34 fall at or below 40 percent. These include: Temeke MC, Ilala MC, Arusha CC, Mwanza CC, Tabora MC, Zanzibar MC, Kigoma/Ujiji MC, Sumbawanga MC, Songea MC, Shinyanga MC, Njombe TC, Bukoba MC, Kibaha TC, Mtwara MC, Mpanda TC, Mkoani TC, Babati TC, Wete TC, Chake Chake TC and Singida MC.

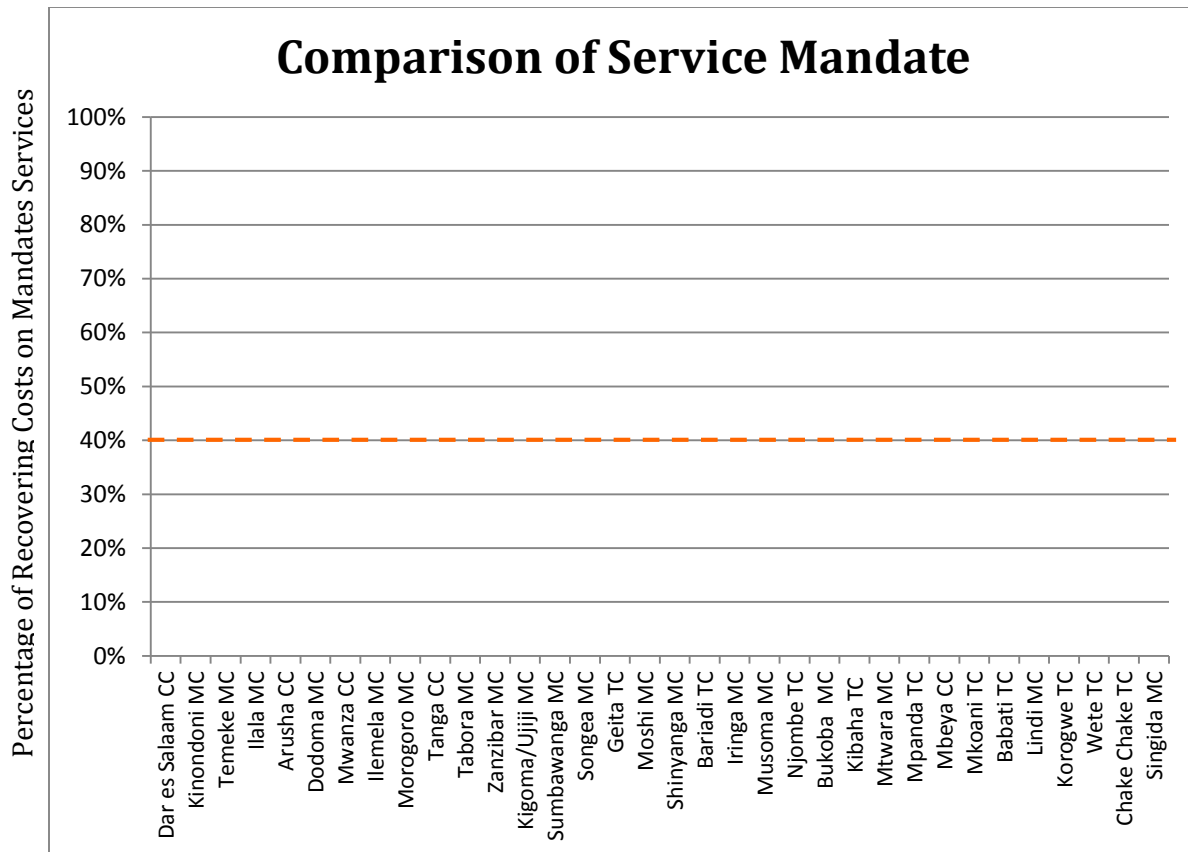
All 34 will face increased population growth but only 7 perceive that they have sufficient staffing levels. The impacts of climate change are rapidly growing, however only 5 are prepared to estimate and reduce carbon footprint.

The standard used for comparing answers in this analysis is 40 percent. Those 41 percent and above are considered to be achieving an acceptable performance level. Those with positive responses for 40 percent or less are expected to face challenges.

Increased population growth combined with insufficient staff levels will add to the growth of slums. Unless capacity to address climate change is improved the entire population, especially the poor, will suffer.

Comparison of local government service mandates self-assessment findings

The *local government mandate* explores cost recovery for the provision of municipal services as a sole provider or in partnership with another governmental entity. *Service mandates* define the public services that central government requires local governments to provide to the people at the local level. Examples include primary education, local health services, water supply, local roads and drainage, and livestock/agricultural extension.

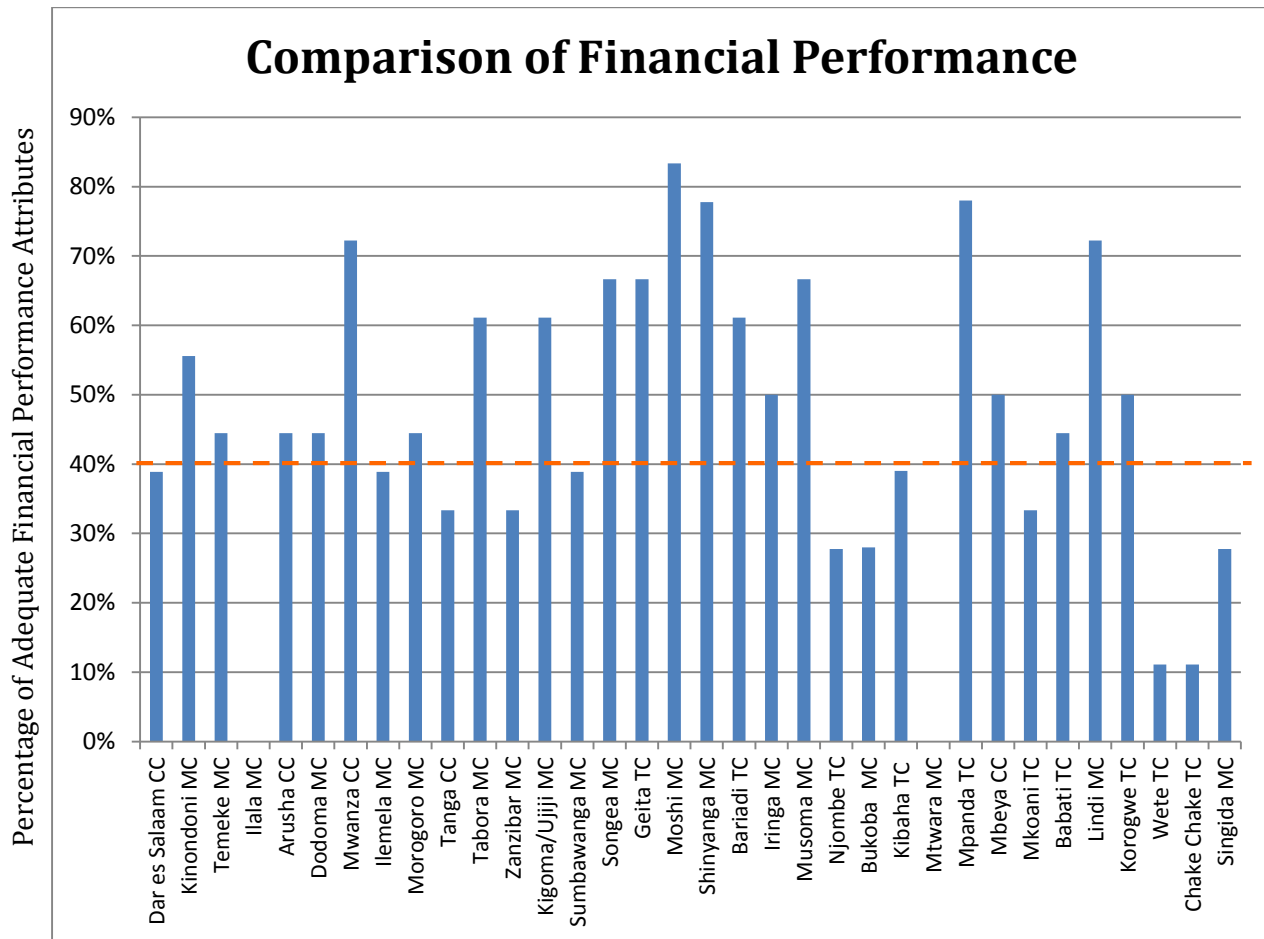


None of the 34 local governments fully recovers the costs for the provision of sole and shared municipal services.

The shortfall in cost recovery is paid for from own source revenues and/or transfers from central government. The formula for sharing transfers from the central government should be adjusted to reflect the actual cost of providing the mandated services.

Comparison of local government financial performance self-assessment findings

The *financial performance* attributes show that most local governments believe they are performing well or adequately. These include adequate total operating revenues, operating expenditures and margin trends, the existence of a capital investment process and the ability to project capital investment needs over three to five years.



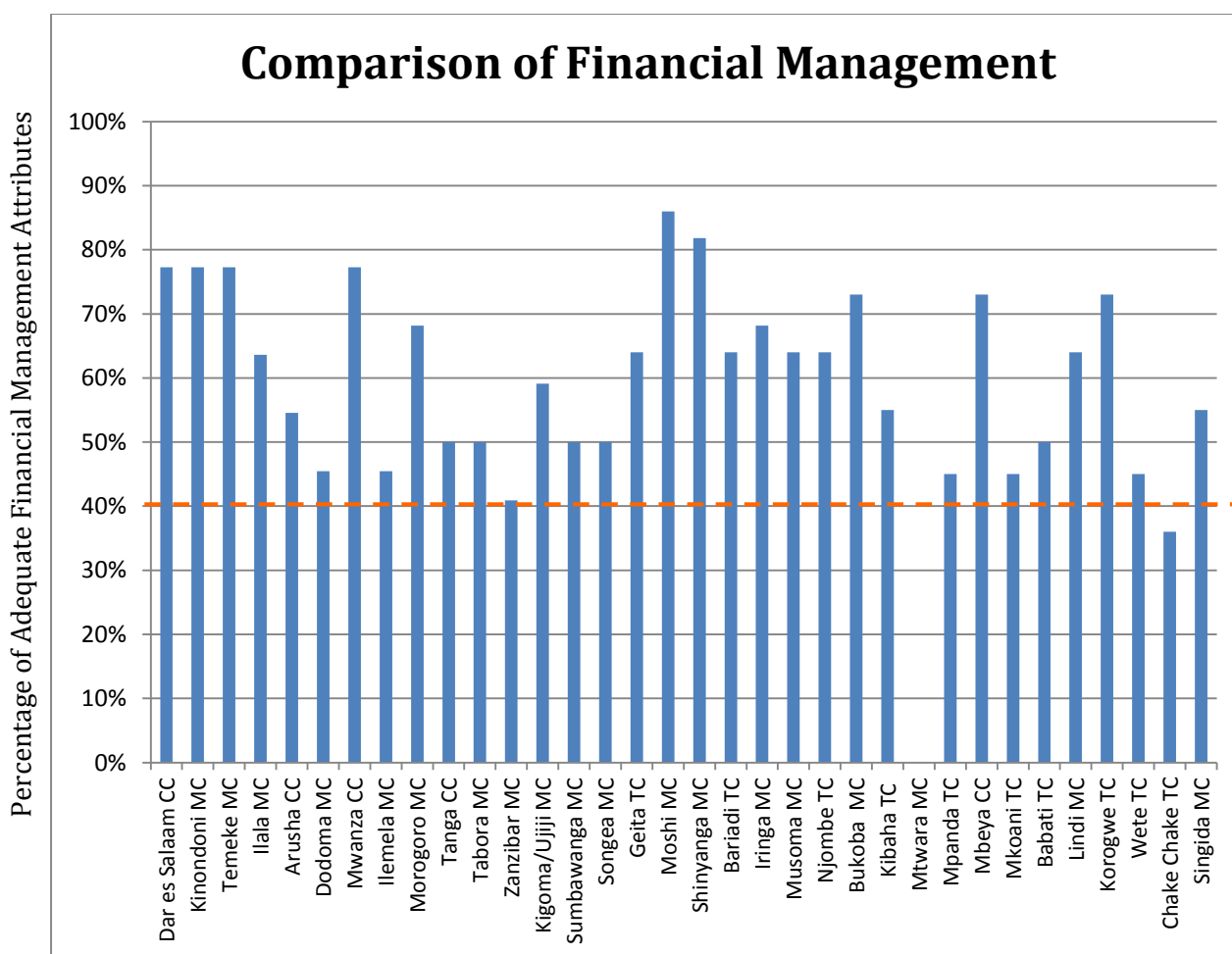
Note that the comparison of attributes for Ilala MC and Mtwara MC in this chart does not represent a 0% score. Instead the appropriate questions were not answered in the self-assessment.

Twelve of the 34 local governments fall below 40 percent. These include: Dar es Salaam CC, Ilemela MC, Tanga CC, Zanzibar MC, Sumbawanga MC, Njombe TC, Bukoba MC, Kibaha TC, Mkoani TC, Wete TC, Chake Chake TC and Singida MC.

Trends for expenditures, operating costs and borrowing are increasing, which contribute to cash flow shortages. Hard currency loan repayment is a concern if Tanzania is faced with currency devaluation against hard currencies.

Comparison of local government financial management self-assessment findings

Financial management is for the most part perceived by local governments to be in good condition. These include: 1) positive experience with debt repayment; 2) no delays and/or defaults in debt service repayment; 3) written policies and procedures for debt service management exist; 4) sufficient sources of liquidity to cover operating expenses; 5) access to short-term credit; 6) sufficient liquidity or access to short-term credit to make timely payments to contractors and suppliers; 7) accounting systems are accurate and provide timely information for financial management and take into consideration fixed and movable assets; 8) ability to accurately predict cash requirements in advance; 9) ability to make accurate projections of the receipt of revenues; 10) financial statements are audited annually; 11) budgets and financial statements are available to the public; 12) approved local development and a capital expenditure plans; 13) in the process of planning for climate change adaption and mitigation projects; 14) key managers are well trained and have worked under multiple administrations.



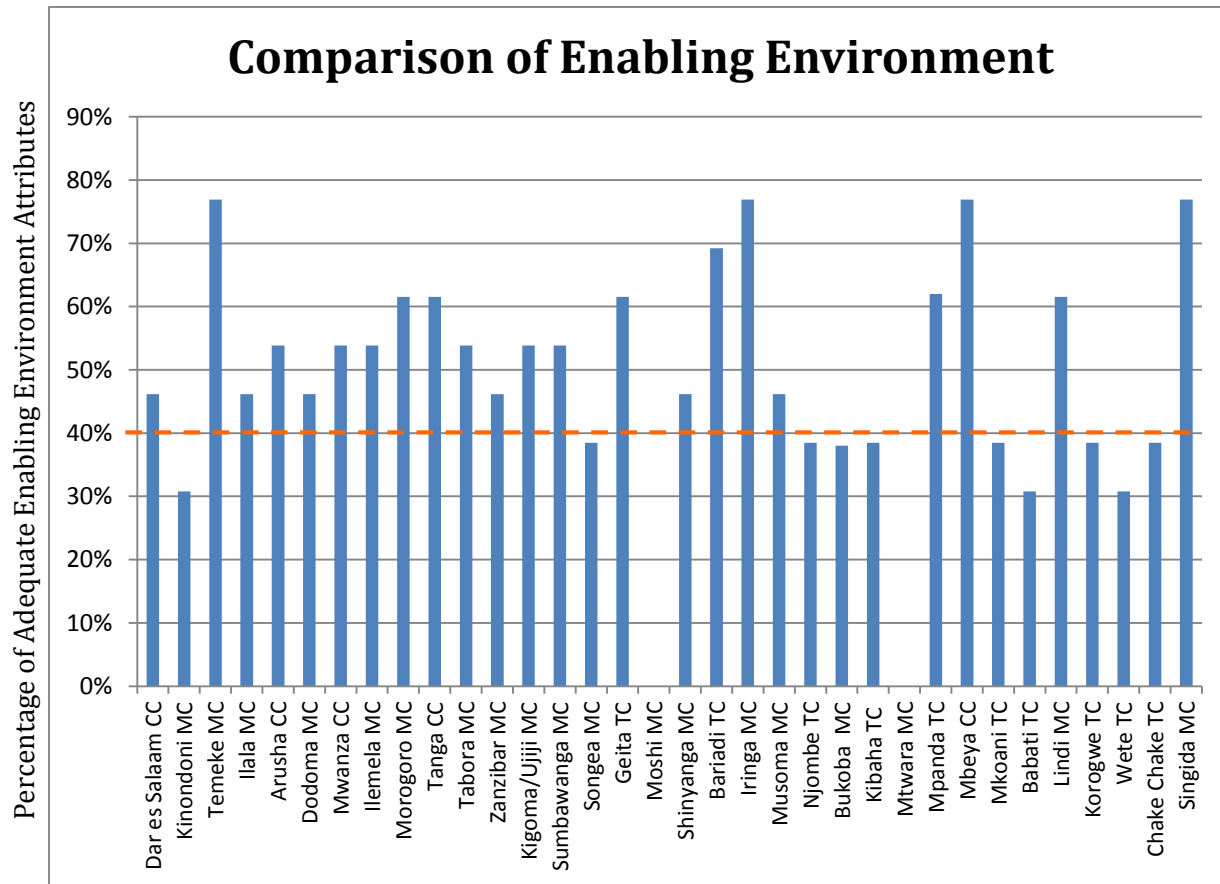
Note that the comparison of attributes for Mtwara MC in this chart does not represent a 0% score. Instead the appropriate questions were not answered in the self-assessment.

Only one local government, Chake Chake TC, falls below 40 percent. Zanzibar MC is at 41 percent.

Targeted technical assistance and training will help the two that have the greatest challenges.

Comparison of local government enabling environment self-assessment findings

Enabling environment includes 1) domestic markets currently provide long-term financing; 2) local governments have clear-cut legal authority to borrow and specific regulations governing local government borrowing; 3) central government monitoring of local government finance is effective; 4) assistance is available for preparation of climate change adaptation and Green House Gas mitigation projects; 5) local governments have access to experts for preparing long-term financing; 6) local experts are available for accounting, financial management, local development planning and issuing sub-national debt; 7) local governments have a relationship with a credit rating agency.

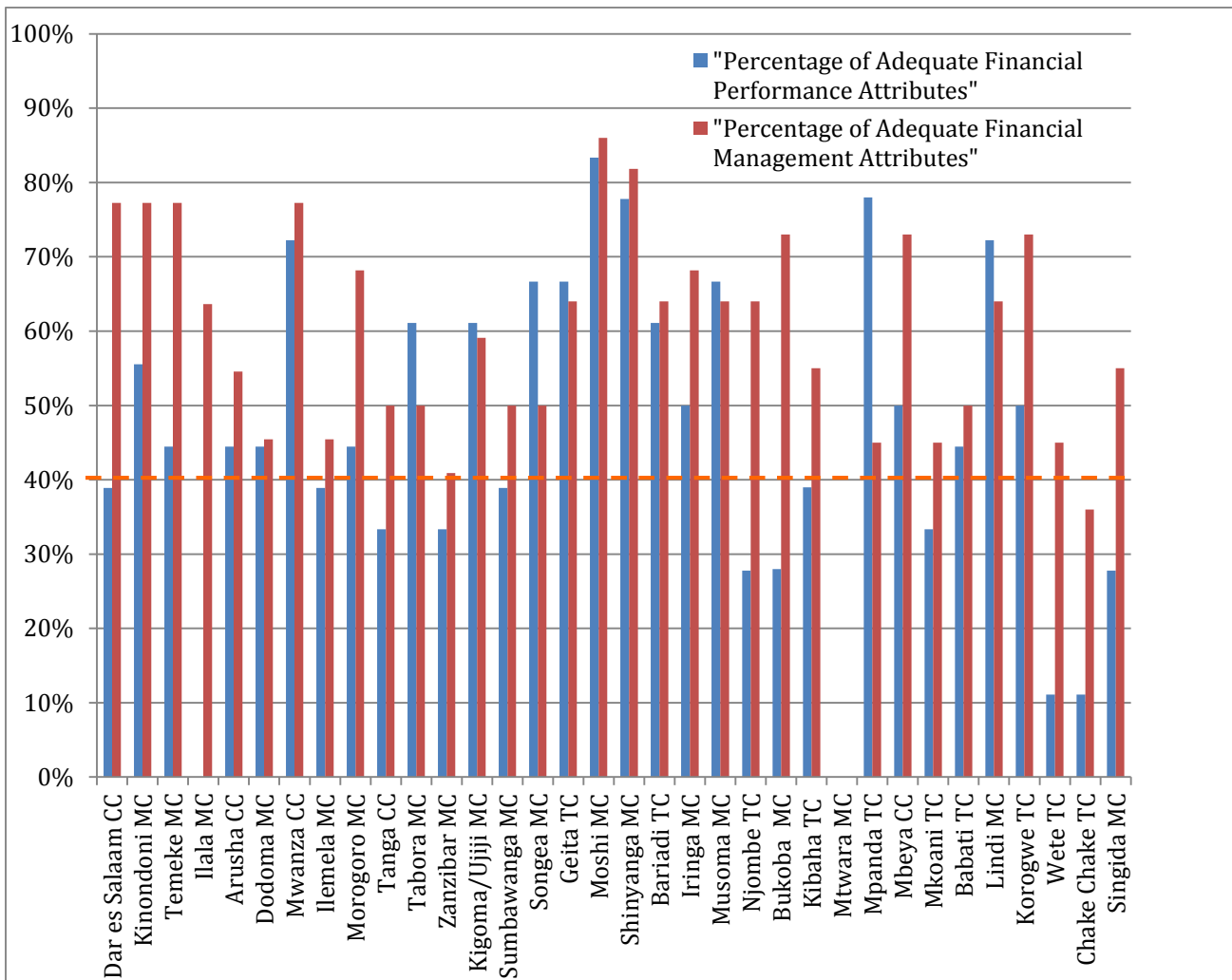


Note that the comparison of attributes for Moshi MC and Mtwara MC in this chart does not represent a 0% score. Instead the appropriate questions were not answered in the self-assessment.

Ten of local governments fall at or below 40 percent. These include: Kinondoni MC, Songea MC, Njombe TC, Bukoba MC, Kibaha TC, Mkoani TC, Babati TC, Korogwe TC, Wete TC and Chake Chake TC.

Focused training on the implications of operating under the enabling environment will improve performance for all of the local governments.

Comparison of financial performance against financial management self-assessment findings



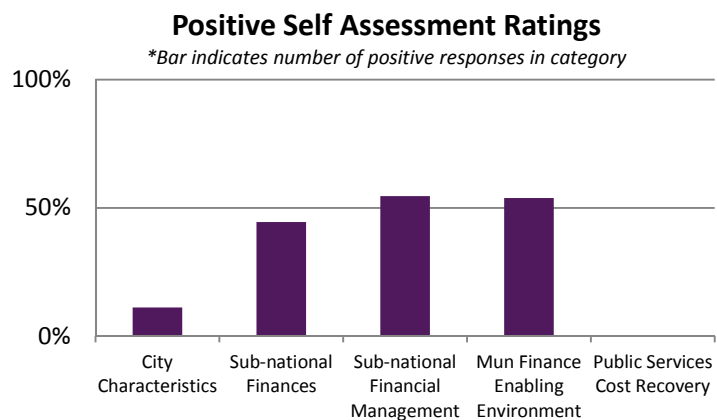
One might expect that improved financial management would result in better financial performance, unless there are external factors over which the local governments have no control. To examine this more closely we look at two examples with mid-size populations: Mwanza CC and Songea MC.

Mwanza CC and Songea MC had similar scores for financial performance and financial management. Mwanza's score is 72% for financial performance and 77% for financial management. Songea's score is 67% for financial performance score and 50% for financial management. The primary differences under Mwanza's control are experience with debt service payments and sufficient liquidity to cover

The external factor was Songea's lack of understanding of the enabling environment. It didn't recognize that there is a domestic market for long-term financing and clear legal authority to borrow. It also lacked local expertise for accounting and financial management, local development planning and issuing sub-national debt.

Tanzania Academy Self Assessment Highlights

Arusha City Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Classrooms, admin offices, roads, markets, drainage, land fill, dispensaries, health centers

Self Assessment Details:

- **Strong development planning environment (6 out of 8 questions reporting positive trends)**
- **Low level of engagement with climate issues (0 out of 5 questions reporting positive trends)**
- **Regulations of municipal borrowing and PPP need clarification**

Action Planning Highlights:

1. Improve own source revenue collection and management

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve local development planning

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs acquire the capacity to carry out plans through the use of GIS and GPS; providing an operating manual and training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster.

3. Improve infrastructure project governance (project prep, development, O&M)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

Action 3: Build a private sector consulting roster.

4. Create/improve existing system for capital asset valuation, management and accounting

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

5. Unstable/unpredictable intergovernmental transfer flows, shared taxes and fee revenue sharing

Action 1: LGAs work through national association to identify shortfalls in transfers by drafting legal and regulatory solutions, developing operating solutions and training at both the central and LGA levels.

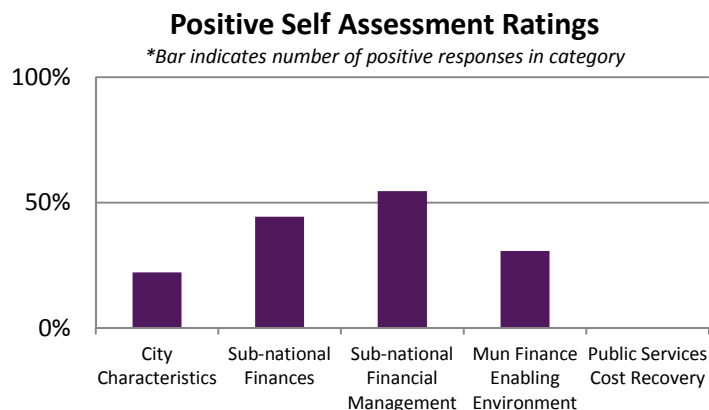
Action 2: If the shortfall is seasonal determine if short-term borrowing can be used.

Action 3: Revise LGA application of transfer revenues to use unpredictable revenues to pay non-recurrent expenses, and establish cash flow reserves.

Action 4: Central government and LGA association build roster of international and local consultants.

Tanzania Academy Self Assessment Highlights

Babati Town Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Bus stands, roads, market, potable water, schools

Self Assessment Details:

- **Strong development planning environment (5 out of 8 questions reporting positive trends)**
- **Low level of engagement with climate issues (0 out of 5 questions reporting positive trends)**
- **Regulations of municipal borrowing and PPP need clarification**

Action Planning Highlights:

1. Improve own source revenue collection and management

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve infrastructure project governance (project prep, development, O&M)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

3. Improve central monitoring& oversight of LGA operating and capital management

Action 1: Draft national policy framework for LGAs to improve local government transparency, increase civil society participation in the budgeting process, develop a national benchmarking system, provide a national accounting/reporting model, and create a national training academy.

4. Improve local development planning

Action 3: LGAs acquire the capacity to carry out plans through the use of GIS and GPS; providing an operating manual and training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster.

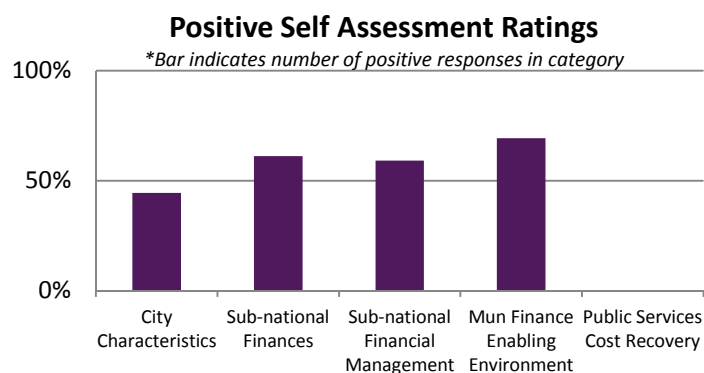
5. Create and incorporate climate risk assessment & action planning in capital improvement & development planning

Action 1: Assess adaption & mitigation risks to public and private physical assets by increasing knowledge of asset vulnerability, expanding use of GIS and AMS to include vulnerable asset values and replacement costs, and developing climate change actions plans for use in development and capital improvement planning.

Action 2: Acquire capacity and authority to govern infrastructure assets and account for climate risks in development and capital improvement planning by clarifying laws and regulations, encouraging change, coordinating and locating climate risk experts. In an appropriate Ministry recruit, train and launch a climate change unit to approve and monitor plans and investments.

Tanzania Academy Self Assessment Highlights

Bariadi Town Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	LCDG, offices and housing, roads, schools

Self Assessment Details:

- **Strong development planning environment (5 out of 8 questions reporting positive trends)**
- **Low level of engagement with climate issues (0 out of 5 questions reporting positive trends)**
- **Regulations of municipal borrowing and PPP need clarification**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

Action 4: Build a roster of local & international consultants/advisors.

2. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs acquire the capacity to carry out plans through the use of GIS and GPS; providing an operating manual and training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster.

3. Increase sub-sovereigns' freedom to increase tax &/or fee (10)

Action 1: LGA & central gov't develop plan to increase LGA discretion on increasing rates within appropriate limits by assembling supporting data, and changing legal & regulations, and justifying increases to the public.

Action 2: LGAs work through national association to engage central gov't to review/reform frameworks addressing insolvency, default and bankruptcy by engaging decision makers with the help of local/international experts to adopt legal/regulatory changes.

Action 3: Improve operating margins through improved cash flow management techniques such as competitively procured banking services, faster collection of intergovernmental reimbursements, improving AR/AP systems including MIS and staff training.

Action 4: Build a roster of local & international consultants/advisors.

4. Create/improve multi-year operating & capital budget development & approval process (4)

Action 1: Develop and install multi-year, rolling operating and capital budgeting systems including budgeted versus actual, transparent procedures, and dynamic modification and approval processes.

Action 2: Replace MIS as needed to support best multi-year capital and operating budget processes including design, procurement, testing and training.

Action 3: Fully implement multi-year capital and operating budget systems.

Action 4: Build a roster of local consulting advisory experts.

5. Improve central monitoring & oversight of LGA operating and capital management (3)

Action 1: Draft national policy framework for LGAs to improve local government transparency, increase civil society participation in the budgeting process, develop a national benchmarking system, provide a national accounting/reporting model, and create a national training academy.

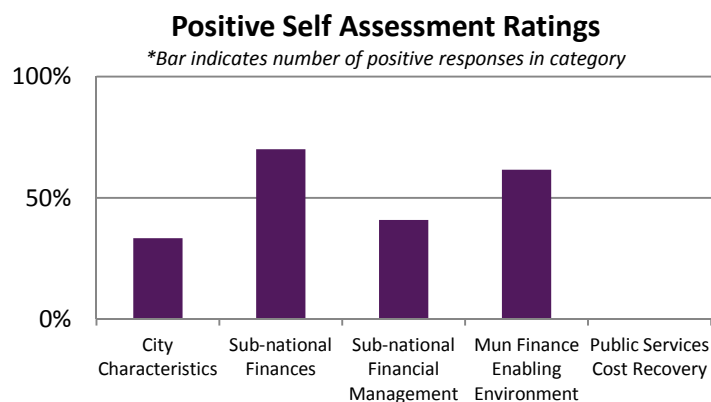
Action 2: Design and install more effective municipal finance, accounting and reporting systems, including operating manuals and training.

Action 3: Implement effective early warning intervention system with strategies to detect potential financial problems based on a national benchmarking system with manuals and training.

Action 4: Build a private sector consulting roster.

Tanzania Academy Self Assessment Highlights

Bukoba Municipal Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Land development, market, bus stands, investment centre, housing, roads, hospital

Self Assessment Details:

- **Strong development planning environment (8 out of 8 questions reporting positive trends)**
- **Low level of engagement with climate issues (2 out of 5 questions reporting positive trends)**
- **Regulations of municipal borrowing and PPP need clarification**

Action Planning Highlights:

1. Improve own source revenue collection and management

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

Action 4: Build a roster of local/international consultants.

2. Create/improve existing system for capital asset valuation, management and accounting

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

Action 4: Build a roster of local consulting/advisor experts.

3. Improve local development planning

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 3: LGAs acquire the capacity to carry out plans through the use of GIS and GPS; providing an operating manual and training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster.

4. Improve infrastructure project governance (project prep, development, O&M)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

Action 3: Build a private sector consulting roster.

5. Increase sub-sovereigns' freedom to increase tax &/or fee

Action 1: LGA & central gov't develop plan to increase LGA discretion on increasing rates within appropriate limits by assembling supporting data, and changing legal & regulations, and justifying increases to the public.

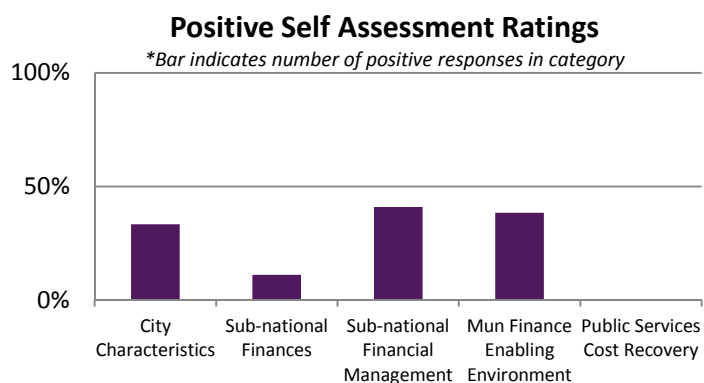
Action 2: LGAs work through national association to engage central gov't to review/reform frameworks addressing insolvency, default and bankruptcy by engaging decision makers with the help of local/international experts to adopt legal/regulatory changes.

Action 3: Improve operating margins through improved cash flow management techniques such as competitively procured banking services, faster collection of intergovernmental reimbursements, improving AR/AP systems including MIS and staff training.

Action 4: Build a roster of local consulting/advisor experts.

Tanzania Academy Self Assessment Highlights

Chake Chake Town Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Foot steps, offices, slaughter house

Self Assessment Details:

- **Strong development planning environment (3 out of 8 questions reporting positive trends)**
- **Low level of engagement with climate issues (0 out of 5 questions reporting positive trends)**
- **Regulations of municipal borrowing and PPP need clarification**

Action Planning Highlights:

1. Improve own source revenue collection and management

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve infrastructure project governance (project prep, development, O&M)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

3. Improve central monitoring & oversight of LGA operating and capital management

Action 1: Draft national policy framework for LGAs to improve local government transparency, increase civil society participation in the budgeting process, develop a national benchmarking system, provide a national accounting/reporting model, and create a national training academy.

4. Improve local development planning

Action 3: LGAs acquire the capacity to carry out plans through the use of GIS and GPS; providing an operating manual and training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster.

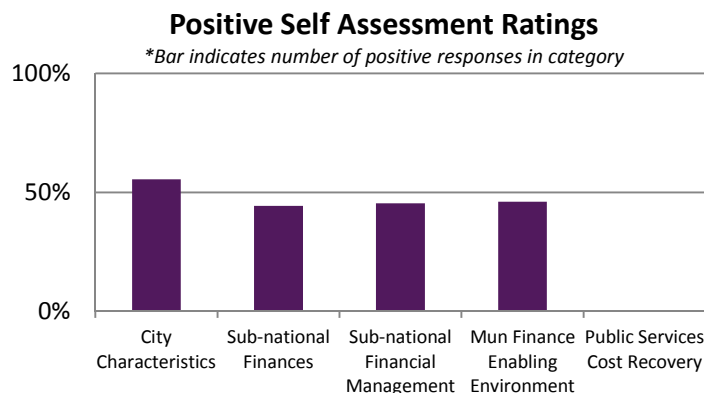
5. Create and incorporate climate risk assessment & action planning in capital improvement & development planning

Action 1: Assess adaption & mitigation risks to public and private physical assets by increasing knowledge of asset vulnerability, expanding use of GIS and AMS to include vulnerable asset values and replacement costs, and developing climate change actions plans for use in development and capital improvement planning.

Action 2: Acquire capacity and authority to govern infrastructure assets and account for climate risks in development and capital improvement planning by clarifying laws and regulations, encouraging change, coordinating and locating climate risk experts. In an appropriate Ministry recruit, train and launch a climate change unit to approve and monitor plans and investments.

Tanzania Academy Self Assessment Highlights

Dodoma Municipal Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Conference hall, land development, shopping center, markets

Self Assessment Details:

- Strong development planning environment (7 out of 8 questions reporting positive trends)
- Low level of engagement with climate issues (2 out of 5 questions reporting positive trends)
- Regulations of municipal borrowing and PPP need clarification

Action Planning Highlights:

1. Improve own source revenue collection and management

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

Action 4: Build a roster of local & international consultants/advisors.

2. Increase sub-sovereign freedom to increase taxes &/or rates

Action 1: LGA & central gov't develop plan to increase LGA discretion on increasing rates within appropriate limits by assembling supporting data, and changing legal & regulations, and justifying increases to the public.

Action 2: LGAs work through national association to engage central gov't to review/reform frameworks addressing insolvency, default and bankruptcy by engaging decision makers with the help of local/international experts to adopt legal/regulatory changes.

Action 3: Improve operating margins through improved cash flow management techniques such as competitively procured banking services, faster collection of intergovernmental reimbursements, improving AR/AP systems including MIS and staff training.

Action 4: Build a roster of local & international consultants/advisors.

3. Improve local development planning

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs acquire the capacity to carry out plans through the use of GIS and GPS; providing an operating manual and training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster.

4. Create/improve existing system for capital asset valuation, management and accounting

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

Action 4: Build a roster of local consulting advisory experts.

5. Clarification of legal authority to incur multi-year liabilities

Action 1: Draft national framework for LGs to incur debt and bonds including issues tax-free, LG responsibility to generate and budget OSR, develop a national benchmarking system and training academy, develop debt management performance system

Action 2: Draft reforms at the regional and LG level including authority to incur debt and issues bonds including tax-free, and LG responsibility to generate and budget OSR.

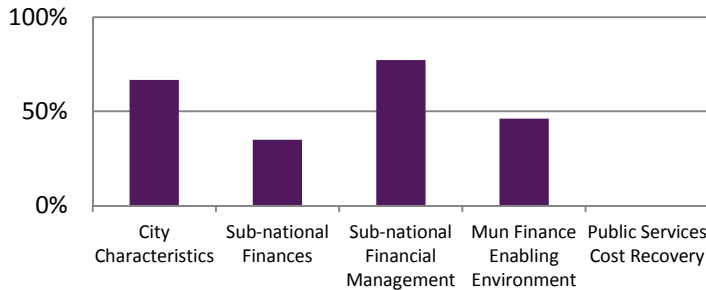
Action 3: Review structure and operations of LG & authorities to coordinate delivery of services, ensure the right and create capacity to generate/budget OSR, increase and coordinate accounting capacity, install double entry accounting and MIS, develop manuals and provide training.

Tanzania Academy Self Assessment Highlights

Dar es Salaam City Council

Positive Self Assessment Ratings

*Bar indicates number of positive responses in category



Capacity to Enter Debt Market to Finance Projects

Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Parking block, pond, bus terminal

Self Assessment Details:

- Strong development planning environment (7 out of 8 questions reporting positive trends)
- Low level of engagement with climate issues (4 out of 5 questions reporting positive trends)
- Regulations of municipal borrowing and PPP need clarification

Action Planning Highlights:

1. Improve own source revenue collection and management

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 4: Build a roster of local & international consultants/advisors.

2. Create/improve existing system for capital asset valuation, management and accounting

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

3. Improve local development planning

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs acquire the capacity to carry out plans through the use of GIS and GPS; providing an operating manual and training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

4. Increase sub-sovereigns' freedom to increase tax &/or fee

No actions identified.

5. Clarification of legal authority to incur multi-year liabilities

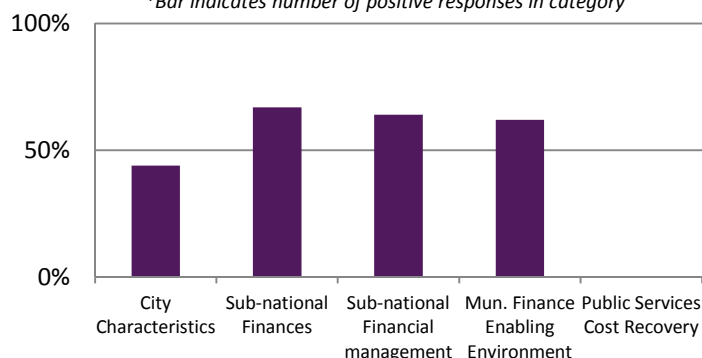
No actions identified.

Tanzania Academy Self Assessment Highlights

Geita Town Council

Positive Self Assessment Ratings

*Bar indicates number of positive responses in category



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Roads, markets, abattoir, administration offices

Self Assessment Details:

- **Strong development planning environment (6 out of 8 questions reporting positive trends)**
- **Should improve engagement with climate issues (1 out of 5 questions reporting positive trends)**
- **Regulations of municipal borrowing and PPP need clarification**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Increase Sub-Sovereigns' freedom to Increase Tax &/or Fee Rates (10)

Action 1: LG entity engages with central government to develop and implement a plan for increasing the LG entity discretion to increase rates: Identify the key decision-makers; Assemble information supporting case for increased discretion to increase rates; Drafting, negotiation, and adoption of necessary legal/regulatory provisions

Action 2: LG entities work through national association of LG entities to engage with central government agencies to review and reform legal/regulatory frameworks addressing LG insolvency, default/bankruptcy: Identify and engage with local and international legal experts in LG insolvency, default and bankruptcy law, procedure

Action 3: Improve operating margins with use of improved cash flow management techniques: Competitively procure banking services to improve rates of return on invested cash, reserves, unspent debt proceeds, etc; Work with central government agencies to speed collection of reimbursable expenses; Train/re-train staff as necessary

3. Further development of local currency debt market (1)

Action 1: Local Government (LG) entities engage through representative associations with central government and interested commercial financial institutions (e.g., banks, pension funds, insurance companies) on need for a locally denominated municipal debt market.

Action 2: Commission a comprehensive municipal debt market study and development

Action 3: CG Executes legal/regulatory framework agreements of municipal debt market development plan.

4. Create & Incorporate Climate Risk Assessment & Action Planning in Capital Improvement & Development Planning (18)

Action 1: Commission assessment of the risks to public and private infrastructure, economic, and social assets, including poor or disadvantaged communities, from climate change, and the development of a climate action plan for the local government. Competitively select experienced international and/or local climate and infrastructure economic expert

Action 2: Acquire the local capacity and legal/regulatory authority to govern local infrastructure assets, and plan for development and capital improvements, to account for risks to assets from climate change

5. Create/Improve Comprehensive, Climate Smart Capital Improvement Planning (6)

Action 1: Local Government (LG) entities prepare climate friendly land use plans and capital improvement projects: Identify key urban development and financial decision-makers within relevant LG entities; Develop a critical mass of expertise within LG entity

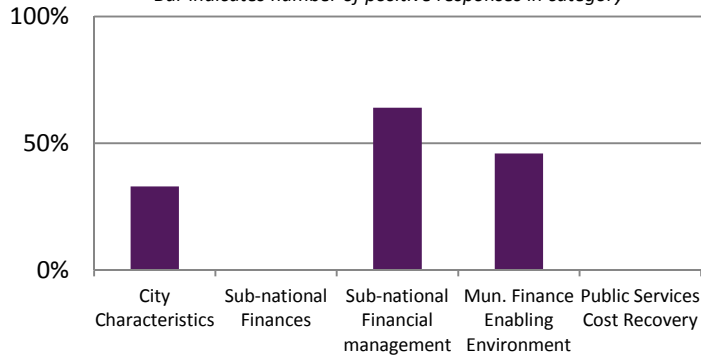
Action 2: Local Government (LG) entities adopt and implement best practices and systems for procurement, operation, repair and replacement of low carbon, climate resilient capital assets

Tanzania Academy Self Assessment Highlights

Ilala Municipal Council

Positive Self Assessment Ratings

*Bar indicates number of positive responses in category



Capacity to Enter Debt Market to Finance Projects

Is the LGA currently paying debt service?

Yes

Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?

Yes

Is the LGA planning climate-change (adaptation &/or mitigation) projects?

None

Self Assessment Details:

- **Medium development planning environment (5 out of 8 questions reporting positive trends)**
- **Low engagement with climate issues (0 out of 5 questions reporting positive trends)**
- **Sub national finance questions not answered on self assessment**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Obtain a General Obligation Credit Rating from an Independent Credit Rating Agency (14)

Action 1: decide on pursuing 1) a public rating, 2) a "shadow" rating; Develop and implement an action plan to achieve a public rating, shadow rating or financial management assessment; Obtain a financial management assessment (FMA) from a reputable consultant to prepare for a credit rating; this will be used as a guide to improve creditworthiness

Action 2: Build a roster of private sector financial management consultants and credit rating agencies; Develop ToRs for advisory services required; Advertise for expressions of interest from consultants qualified to deliver any or all of the required services; screen a "long list" of qualified candidates; notify this list when relevant RFPs are made

3. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs gain capacity to carry out plans through the use of GIS and GPS; providing operating manual/ training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster

4. Create/Improve Multi-Year Operating & Capital Budget Development & Approval Processes (4)

Action 1: Design standard monthly 'budgeted vs. actual' calculation and reporting formats meeting the needs of appointed and elected decision-makers; Develop publicly transparent procedures for proposing, reviewing and adopting entity budgets; Design budget modification review and approval procedures

Action 2: Local Government (LG) updates or replaces less effective/reliable LG financial management information systems (MIS) with systems that will support best multi-year capital and operating budget development, adoption and management practices; develop TOR for systems design services; competitively procure and test new hardware/software

5. Unstable/unpredictable intergovernmental transfer flows, shared taxes and fee revenue sharing (8)

Action 1: LGAs work through national association to identify shortfalls in transfers by drafting legal and regulatory solutions, developing operating solutions and training at both the central and LGA levels.

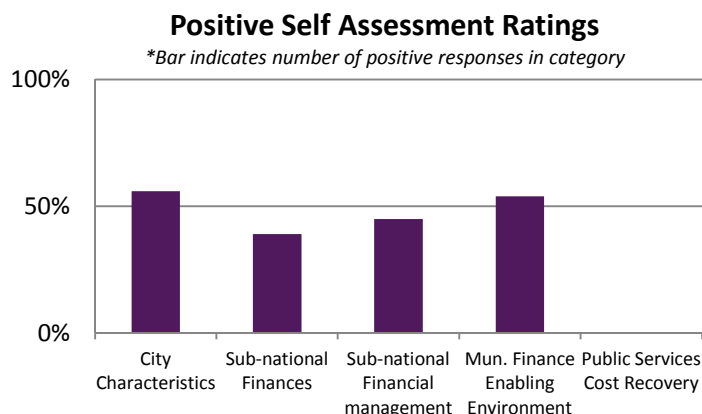
Action 2: If the shortfall is seasonal determine if short-term borrowing can be used.

Action 3: Revise LGA application of transfer revenues to use unpredictable revenues to pay non-recurrent expenses, and establish cash flow reserves.

Action 4: Central government and LGA association build roster of international and local consultants.

Tanzania Academy Self Assessment Highlights

Ilemela Municipal Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Municipal offices, water supply an sanitation, hospital, solid waste collection, health facilities, roads, schools

Self Assessment Details:

- **Strong development planning environment (7 out of 8 questions reporting positive trends)**
- **Low engagement with climate issues (1 out of 5 questions reporting positive trends)**
- **Negative trends reported in debt management/repayment & cash management**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs gain capacity to carry out plans through the use of GIS and GPS; providing operating manual/ training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster

3. Create/improve existing system for capital asset valuation, management and accounting (16)

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

4. Increase Sub-Sovereigns' freedom to Increase Tax &/or Fee Rates (10)

Action 1: LG entity engages with central government to develop and implement a plan for increasing the LG entity discretion to increase rates: Identify the key decision-makers; Assemble information supporting case for increased discretion to increase rates; Drafting, negotiation, and adoption of necessary legal/regulatory provisions

Action 2: LG entities work through national association of LG entities to engage with central government agencies to review and reform legal/regulatory frameworks addressing LG insolvency, default/bankruptcy: Identify and engage with local and international legal experts in LG insolvency, default and bankruptcy law, procedure

Action 3: Improve operating margins with use of improved cash flow management techniques: Competitively procure banking services to improve rates of return on invested cash, reserves, unspent debt proceeds, etc; Work with central government agencies to speed collection of reimbursable expenses; Train/re-train staff as necessary

5. Create/Improve Comprehensive, Climate Smart Capital Improvement Planning (6)

Action 1: Local Government (LG) entities prepare climate friendly land use plans and capital improvement projects: Identify key urban development and financial decision-makers within relevant LG entities; Develop a critical mass of expertise within LG entity

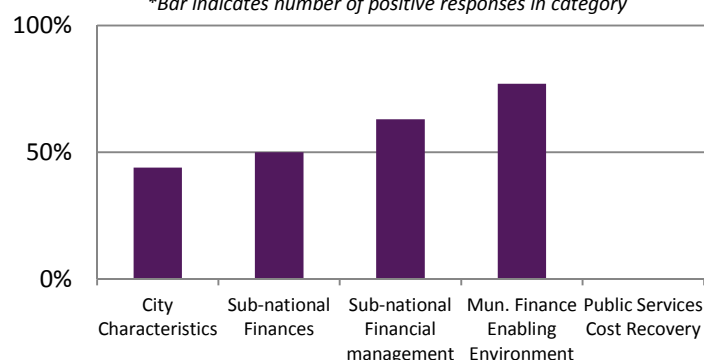
Action 2: Local Government (LG) entities adopt and implement best practices and systems for procurement, operation, repair and replacement of low carbon, climate resilient capital assets

Tanzania Academy Self Assessment Highlights

Iringa Municipal Council

Positive Self Assessment Ratings

*Bar indicates number of positive responses in category



Capacity to Enter Debt Market to Finance Projects

Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	None

Self Assessment Details:

- **Strong development planning environment (6 out of 8 questions reporting positive trends)**
- **Should improve engagement with climate issues (1 out of 5 questions reporting positive trends)**
- **Regulations of municipal borrowing and PPP need clarification**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs acquire the capacity to carry out plans through the use of GIS and GPS; providing an operating manual and training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster.

3. Create/improve existing system for capital asset valuation, management and accounting (16)

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

4. Increase Sub-Sovereigns' freedom to Increase Tax &/or Fee Rates (10)

Action 1: LG entity engages with central government to develop and implement a plan for increasing the LG entity discretion to increase rates: Identify the key decision-makers; Assemble information supporting case for increased discretion to increase rates; Drafting, negotiation, and adoption of necessary legal/regulatory provisions

Action 2: LG entities work through national association of LG entities to engage with central government agencies to review and reform legal/regulatory frameworks addressing LG insolvency, default/bankruptcy: Identify and engage with local and international legal experts in LG insolvency, default and bankruptcy law, procedure

Action 3: Improve operating margins with use of improved cash flow management techniques: Competitively procure banking services to improve rates of return on invested cash, reserves, unspent debt proceeds, etc; Work with central government agencies to speed collection of reimbursable expenses; Train/re-train staff as necessary

5. Create & Incorporate Climate Risk Assessment & Action Planning in Capital Improvement & Development Planning (18)

Action 1: Commission assessment of the risks to public and private infrastructure, economic, and social assets, including poor or disadvantaged communities, from climate change, and the development of a climate action plan for the local government. Competitively select experienced international and/or local climate and infrastructure economic expert

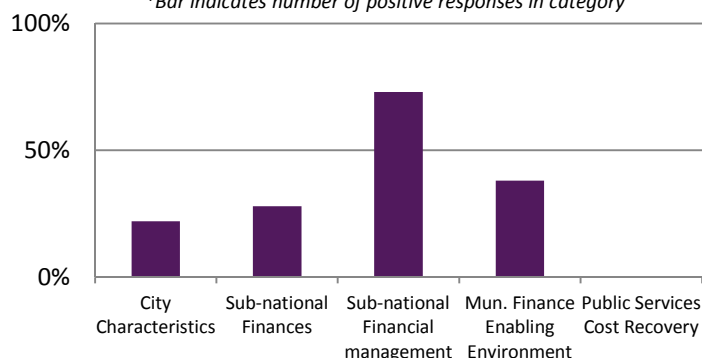
Action 2: Acquire the local capacity and legal/regulatory authority to govern local infrastructure assets, and plan for development and capital improvements, to account for risks to assets from climate change

Tanzania Academy Self Assessment Highlights

Kibaha Town Council

Positive Self Assessment Ratings

*Bar indicates number of positive responses in category



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Schools, council offices, bridges, laboratories, water supply and sewerage system, roads

Self Assessment Details:

- **Medium development planning environment (5 out of 8 questions reporting positive trends)**
- **Should improve engagement with climate issues (1 out of 5 questions reporting positive trends)**
- **Limited assistance reported for climate change and GHG accounting projects**

Action Planning Highlights:

1. Clarification of Legal Authority to Incur Multi Year Liabilities (2)

Action 1: Build a roster of international and local consulting/advisory experts in local debt market development, governmental law, finance and possibly other professions.

Action 2: Review and draft the national policy framework: Enhance local government authority to incur debt and issue bonds; Increase local government responsibility and authority to generate and budget own-source revenues; Create or improve a national municipal training academy

Action 3: review the organization structure and operations of the city and other local government bodies such as water authorities, airport authorities, slum improvement authorities, and electric distribution authorities.

2. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs acquire the capacity to carry out plans through the use of GIS and GPS; providing an operating manual and training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster.

3. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

4. Improve infrastructure project governance (project prep, development, O&M) (7)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

Action 3: Build a private sector consulting roster.

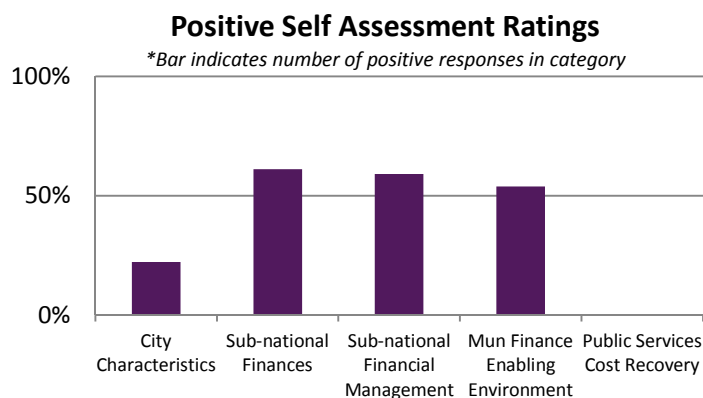
5. Improve Transparency & Effectiveness of Local Governing Bodies & Executive Leadership (11)

Action 1: Review and enhance the national policy framework for local governments: enhance the capacity of the central government to hold local governments accountable for increased transparency & reduced corruption; Improve local governance transparency through citizen education and awareness; mandatory credit ratings for public authorities

Action 2: Prepare/review a manual with standard operating procedures on how to increase transparency and reduce accounting; Report on local government progress towards reaching the national benchmarking system.

Tanzania Academy Self Assessment Highlights

Kigoma/Ujiji Municipal Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Roads, potable water supply, offices, schools, market, health, abattoir

Self Assessment Details:

- **Medium development planning environment (5 out of 8 questions reporting positive trends)**
- **Should improve engagement with climate issues (0 out of 5 questions reporting positive trends)**
- **Improvements to key personnel capacity identified as a strong priority**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Create/improve existing system for capital asset valuation, management and accounting (16)

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

3. Improve infrastructure project governance (project prep, development, O&M) (7)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

Action 3: Build a private sector consulting roster.

4. Create/Improve Comprehensive, Climate Smart Capital Improvement Planning (6)

Action 1: Local Government (LG) entities prepare climate friendly land use plans and capital improvement projects: Identify key urban development and financial decision-makers within relevant LG entities; Develop a critical mass of expertise within LG entity

Action 2: Local Government (LG) entities adopt and implement best practices and systems for procurement, operation, repair and replacement of low carbon, climate resilient capital assets

5. Create & Incorporate Climate Risk Assessment & Action Planning in Capital Improvement & Development Planning (18)

Action 1: Commission assessment of the risks to public and private infrastructure, economic, and social assets, including poor or disadvantaged communities, from climate change, and the development of a climate action plan for the local government. Competitively select experienced international and/or local climate and infrastructure economic expert

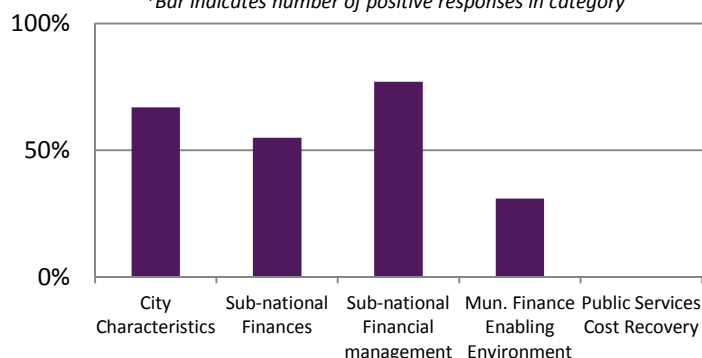
Action 2: Acquire the local capacity and legal/regulatory authority to govern local infrastructure assets, and plan for development and capital improvements, to account for risks to assets from climate change

Tanzania Academy Self Assessment Highlights

Kinondoni Municipal Council

Positive Self Assessment Ratings

*Bar indicates number of positive responses in category



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Hospitals, bus stands, shopping malls

Self Assessment Details:

- **Strong development planning environment (7 out of 8 questions reporting positive trends)**
- **Strong engagement with climate issues (4 out of 5 questions reporting positive trends)**
- **Population growth has been very high in the past and is expected to continue**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Clarification of Legal Authority to Incur Multi Year Liabilities (2)

Action 1: Build a roster of international and local consulting/advisory experts in local debt market development, governmental law, finance and possibly other professions.

Action 2: Review and draft the national policy framework: Enhance local government authority to incur debt and issue bonds; Increase local government responsibility and authority to generate and budget own-source revenues; Create or improve a national municipal training academy

Action 3: review the organization structure and operations of the city and other local government bodies such as water authorities, airport authorities, slum improvement authorities, and electric distribution authorities.

3. Unstable/unpredictable intergovernmental transfer flows, shared taxes and fee revenue sharing (8)

Action 1: LGAs work through national association to identify shortfalls in transfers by drafting legal and regulatory solutions, developing operating solutions and training at both the central and LGA levels.

Action 2: If the shortfall is seasonal determine if short-term borrowing can be used.

Action 3: Revise LGA application of transfer revenues to use unpredictable revenues to pay non-recurrent expenses, and establish cash flow reserves.

Action 4: Central government and LGA association build roster of international and local consultants.

4. Increase Sub-Sovereigns' freedom to Increase Tax &/or Fee Rates (10)

Action 1: LG entity engages with central government to develop and implement a plan for increasing the LG entity discretion to increase rates: Identify the key decision-makers; Assemble information supporting case for increased discretion to increase rates; Drafting, negotiation, and adoption of necessary legal/regulatory provisions

Action 2: LG entities work through national association of LG entities to engage with central government agencies to review and reform legal/regulatory frameworks addressing LG insolvency, default/bankruptcy: Identify and engage with local and international legal experts in LG insolvency, default and bankruptcy law, procedure

Action 3: Improve operating margins with use of improved cash flow management techniques: Competitively procure banking services to improve rates of return on invested cash, reserves, unspent debt proceeds, etc; Work with central government agencies to speed collection of reimbursable expenses; Train/re-train staff as necessary

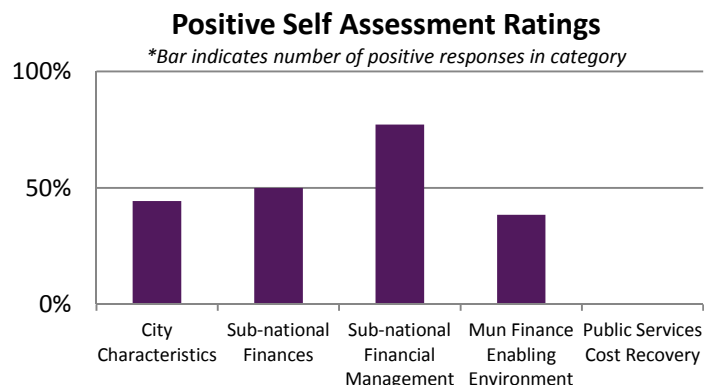
5. Create/Improve Multi-Year Operating & Capital Budget Development & Approval Processes (4)

Action 1: Design standard monthly 'budgeted vs. actual' calculation and reporting formats meeting the needs of appointed and elected decision-makers; Develop publicly transparent procedures for proposing, reviewing and adopting entity budgets; Design budget modification review and approval procedures

Action 2: Local Government (LG) updates or replaces less effective/reliable LG financial management information systems (MIS) with systems that will support best multi-year capital and operating budget development, adoption and management practices; develop TOR for systems design services; competitively procure and test new hardware/software

Tanzania Academy Self Assessment Highlights

Korogwe Town Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Water and sanitation, roads. Irrigation,

Self Assessment Details:

- **Strong development planning environment (6 out of 8 questions reporting positive trends)**
- **Medium engagement with climate issues (3 out of 5 questions reporting positive trends)**
- **Enabling environment questions not answered on self assessment**

Action Planning Highlights:

1. Unstable/unpredictable intergovernmental transfer flows, shared taxes and fee revenue sharing (8)

Action 1: LGAs work through national association to identify shortfalls in transfers by drafting legal and regulatory solutions, developing operating solutions and training at both the central and LGA levels.

Action 2: If the shortfall is seasonal determine if short-term borrowing can be used.

Action 3: Revise LGA application of transfer revenues to use unpredictable revenues to pay non-recurrent expenses, and establish cash flow reserves.

Action 4: Central government and LGA association build roster of international and local consultants.

2. Increase Sub-Sovereigns' freedom to Increase Tax &/or Fee Rates (10)

Action 1: LG entity engages with central government to develop and implement a plan for increasing the LG entity discretion to increase rates: Identify the key decision-makers; Assemble information supporting case for increased discretion to increase rates; Drafting, negotiation, and adoption of necessary legal/regulatory provisions

Action 2: LG entities work through national association of LG entities to engage with central government agencies to review and reform legal/regulatory frameworks addressing LG insolvency, default/bankruptcy: Identify and engage with local and international legal experts in LG insolvency, default and bankruptcy law, procedure

Action 3: Improve operating margins with use of improved cash flow management techniques: Competitively procure banking services to improve rates of return on invested cash, reserves, unspent debt proceeds, etc; Work with central government agencies to speed collection of reimbursable expenses; Train/re-train staff as necessary

3. Create/Improve Comprehensive, Climate Smart Capital Improvement Planning (6)

Action 1: Local Government (LG) entities prepare climate friendly land use plans and capital improvement projects: Identify key urban development and financial decision-makers within relevant LG entities; Develop a critical mass of expertise within LG entity

Action 2: Local Government (LG) entities adopt and implement best practices and systems for procurement, operation, repair and replacement of low carbon, climate resilient capital assets

4. Complete One or More Public Infrastructure Financing Transactions (15)

Action 1: LG entity conceptualizes/designs several 'bankable' pilot projects in essential public infrastructure sectors for financing in local debt markets

Action 2: Working with experienced international and/or local public finance advisors and attorneys, LG entity develops detailed financing plans for each project.

Action 3: If projects are to be financed in the local bond market, competitively procure one more securities firm serve as 'underwriter' or 'placement agent' of the securities in the capital market.

Action 4: Recruit and support a debt management unit dedicated full time to performing the LG entity's debt management responsibilities

4. Create/Improve Multi-Year Operating & Capital Budget Development & Approval Processes (4)

Action 1: Design standard monthly 'budgeted vs. actual' calculation and reporting formats meeting the needs of appointed and elected decision-makers; Develop publicly transparent procedures for proposing, reviewing and adopting entity budgets; Design budget modification review and approval procedures

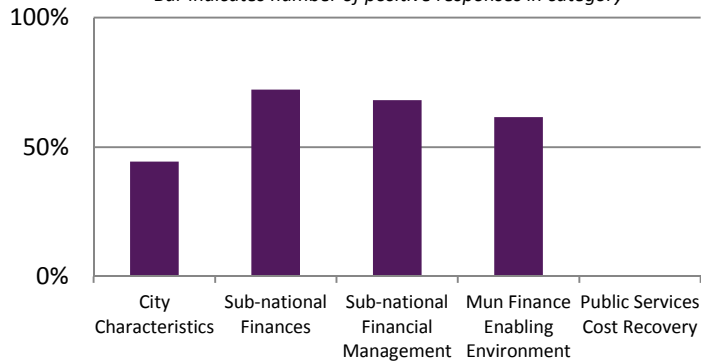
Action 2: Local Government (LG) updates or replaces less effective/reliable LG financial management information systems (MIS) with systems that will support best multi-year capital and operating budget development, adoption and management practices; develop TOR for systems design services; competitively procure and test new hardware/software

Tanzania Academy Self Assessment Highlights

Lindi Municipal Council

Positive Self Assessment Ratings

*Bar indicates number of positive responses in category



Capacity to Enter Debt Market to Finance Projects

Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Street lights, abattoir, bus terminal, solid waste and sewerage, roads, market

Self Assessment Details:

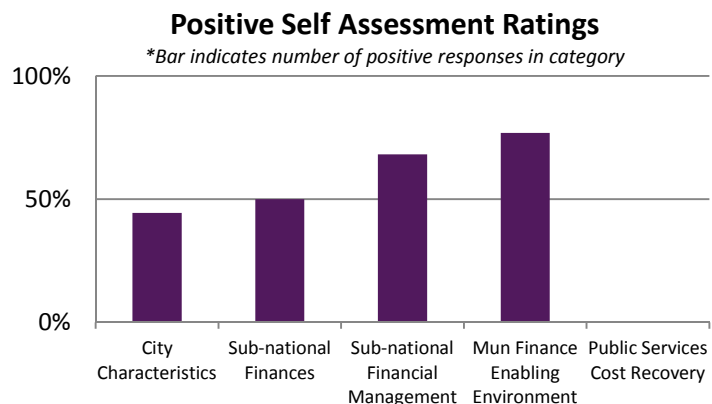
- Strong development planning environment (7 out of 8 questions reporting positive trends)
- Low level of engagement with climate issues (2 out of 5 questions reporting positive trends)
- Regulations of municipal borrowing and PPP need clarification

Action Planning Highlights:

- 1. Unstable/unpredictable intergovernmental transfer flows, shared taxes and fee revenue sharing**
No actions selected.
- 2. Improve infrastructure governance (project preparation, development O&M)**
No actions selected.
- 3. Further development of local currency market**
No actions selected.
- 4. Build 3+ year record of 'clean' independent audits accompanied by management 'reports' or 'letters'**
No actions identified.
- 5. Improve own-source revenue collection and management**
No actions identified.

Tanzania Academy Self Assessment Highlights

Mbeya City Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Market, conference hostel, football club, schools, dispensaries

Self Assessment Details:

- **Strong development planning environment (8 out of 8 questions reporting positive trends)**
- **Medium engagement with climate issues (3 out of 5 questions reporting positive trends)**
- **Some short term liquidity issues and delayed payments to vendors reported**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve Central Monitoring & Oversight of Sub-sovereign Operating & Capital Management (3)

Action 1: Review and draft the national policy framework for local governments; Improve local governance transparency through citizen education and awareness; require public access to budget information; develop national benchmarking system for financial management and reporting; create national municipal training academy

Action 2: Design and install a more effective municipal finance, budgeting, accounting and reporting systems including: double entry accounting systems; review/enhancement of standard operating procedures manual; regular financial reporting training

Activity 3: Implement an effective early warning intervention system with strategies to detect potential financial problems

3. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs gain capacity to carry out plans through the use of GIS and GPS; providing operating manual/ training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster

4. Improve Existing Green House Gas Inventory Systems & Use Them in Capital Improvement & Development Planning (17)

Action 1: Local government should engage representative associations, central government, financial institutions, to initiate a GHG inventory at the city or subnational scale

Action 2: Local government should take steps to inventory GHG emissions with data based on local and selected regional activities

Action 3: Obtain GHG inventory data of a high quality by collecting emissions and energy consumption data at the level of the locally-utilized infrastructure system or project

Action 4: Integrate GHG inventory with capital improvement and development planning.

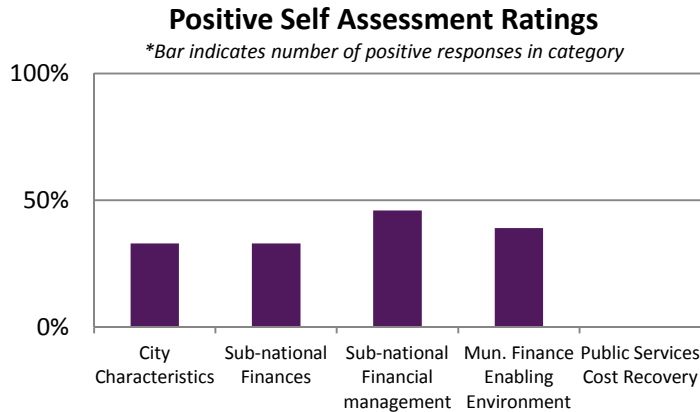
5. Create & Incorporate Climate Risk Assessment & Action Planning in Capital Improvement & Development Planning (18)

Action 1: Commission assessment of the risks to public and private infrastructure, economic, and social assets, including poor or disadvantaged communities, from climate change, and the development of a climate action plan for the local government. Competitively select experienced international and/or local climate and infrastructure economic expert

Action 2: Acquire the local capacity and legal/regulatory authority to govern local infrastructure assets, and plan for development and capital improvements, to account for risks to assets from climate change

Tanzania Academy Self Assessment Highlights

Mkoani Town Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Market, industrial building, guest house, steps, road

Self Assessment Details:

- **Medium development planning environment (3 out of 8 questions reporting positive trends)**
- **Low engagement with climate issues (0 out of 5 questions reporting positive trends)**
- **Negative trends reported on the development of a capital planning and investment process**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve infrastructure project governance (project prep, development, O&M) (7)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

Action 3: Build a private sector consulting roster.

3. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs gain capacity to carry out plans through the use of GIS and GPS; providing operating manual/ training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster

4. Create/Improve Comprehensive, Climate Smart Capital Improvement Planning (6)

Action 1: Local Government (LG) entities prepare climate friendly land use plans and capital improvement projects: Identify key urban development and financial decision-makers within relevant LG entities; Develop a critical mass of expertise within LG entity

Action 2: Local Government (LG) entities adopt and implement best practices and systems for procurement, operation, repair and replacement of low carbon, climate resilient capital assets

5. Clarification of Legal Authority to Incur Multi Year Liabilities (2)

Action 1: Build a roster of international and local consulting/advisory experts in local debt market development, governmental law, finance and possibly other professions.

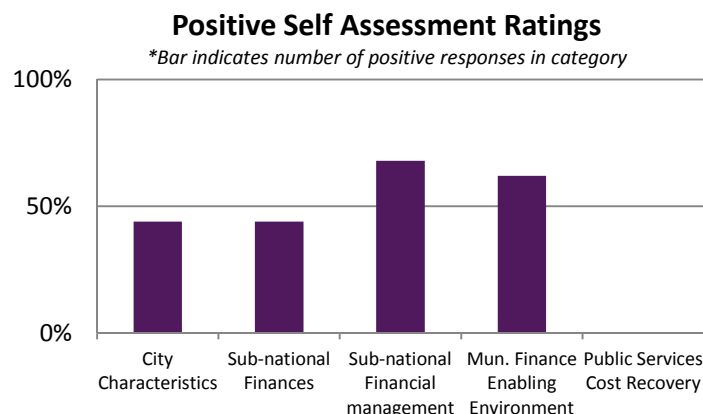
Action 2: Review and draft the national policy framework: Enhance local government authority to incur debt and issue bonds; Increase local government responsibility and authority to generate and budget own-source revenues; Create or improve a national municipal training academy

Action 3: review the organization structure and operations of the city and other local government bodies such as water authorities, airport authorities, slum improvement authorities, and electric distribution authorities.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

Tanzania Academy Self Assessment Highlights

Morogoro Municipal Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	None

Self Assessment Details:

- **Strong development planning environment (8 out of 8 questions reporting positive trends)**
- **Low engagement with climate issues (1 out of 5 questions reporting positive trends)**
- **Lack of clarity reported on regulations governing municipal borrowing**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve Local Government Human Resource Management (13)

Action 1: Create a national policy framework that addresses: Equitable local government salary and benefit plans to attract and keep well-qualified employees; Establishing a national municipal academy that trains local government staff on human resource management and acts as a clearinghouse on relevant urban information.

Action 2: Provide incentives such as performance based contracts; Prepare a human resource manual that builds on the national policy and addresses, among other things, salary schedules and benefits; build roster of relevant consultants

3. Create & Incorporate Climate Risk Assessment & Action Planning in Capital Improvement & Development Planning (18)

Action 1: Commission assessment of the risks to public and private infrastructure, economic, and social assets, including poor or disadvantaged communities, from climate change, and the development of a climate action plan for the local government. Competitively select experienced international and/or local climate and infrastructure economic expert

Action 2: Acquire the local capacity and legal/regulatory authority to govern local infrastructure assets, and plan for development and capital improvements, to account for risks to assets from climate change

4. Improve Transparency & Effectiveness of Local Governing Bodies & Executive Leadership (11)

Action 1: Review and enhance the national policy framework for local governments: enhance the capacity of the central government to hold local governments accountable for increased transparency & reduced corruption; Improve local governance transparency through citizen education and awareness; mandatory credit ratings for public authorities

Action 2: Prepare/review a manual with standard operating procedures on how to increase transparency and reduce accounting; Report on local government progress towards reaching the national benchmarking system.

5. Create/improve existing system for capital asset valuation, management and accounting (16)

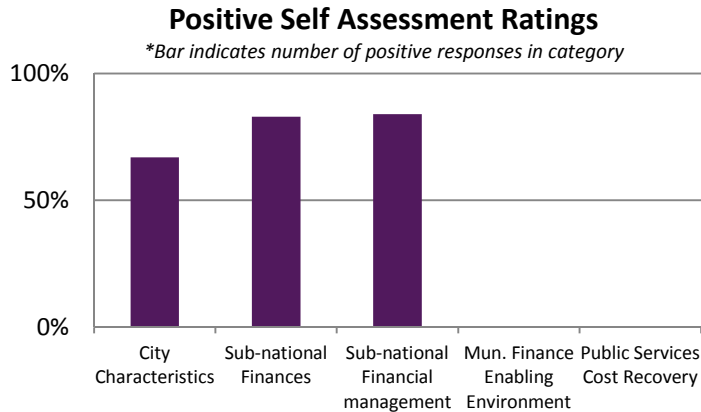
Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

Tanzania Academy Self Assessment Highlights

Moshi Municipal Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	None

Self Assessment Details:

- **Strong development planning environment (7 out of 8 questions reporting positive trends)**
- **Medium engagement with climate issues (3 out of 5 questions reporting positive trends)**
- **No answers reported for enabling environment section**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Create/improve existing system for capital asset valuation, management and accounting (16)

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

3. Improve Central Monitoring & Oversight of Sub-sovereign Operating & Capital Management (3)

Action 1: Review and draft the national policy framework for local governments; Improve local governance transparency through citizen education and awareness; require public access to budget information; develop national benchmarking system for financial management and reporting; create national municipal training academy

Action 2: Design and install a more effective municipal finance, budgeting, accounting and reporting systems including: double entry accounting systems; review/enhancement of standard operating procedures manual; regular financial reporting training

Activity 3: Implement an effective early warning intervention system with strategies to detect potential financial problems

4. Create & Incorporate Climate Risk Assessment & Action Planning in Capital Improvement & Development Planning (18)

Action 1: Commission assessment of the risks to public and private infrastructure, economic, and social assets, including poor or disadvantaged communities, from climate change, and the development of a climate action plan for the local government. Competitively select experienced international and/or local climate and infrastructure economic expert

Action 2: Acquire the local capacity and legal/regulatory authority to govern local infrastructure assets, and plan for development and capital improvements, to account for risks to assets from climate change

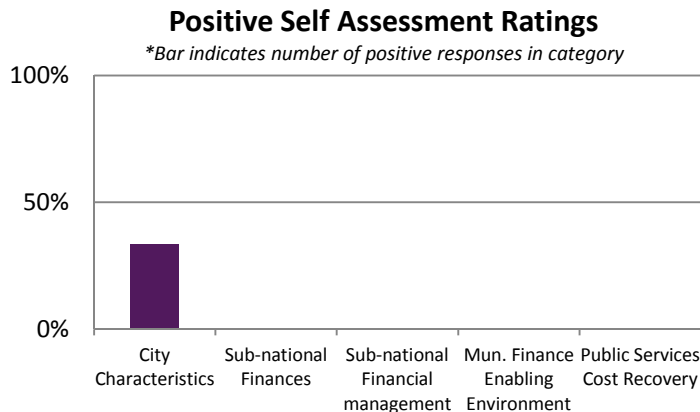
5. Create/Improve Multi-Year Operating & Capital Budget Development & Approval Processes (4)

Action 1: Design standard monthly 'budgeted vs. actual' calculation and reporting formats meeting the needs of appointed and elected decision-makers; Develop publicly transparent procedures for proposing, reviewing and adopting entity budgets; Design budget modification review and approval procedures

Action 2: Local Government (LG) updates or replaces less effective/reliable LG financial management information systems (MIS) with systems that will support best multi-year capital and operating budget development, adoption and management practices; develop TOR for systems design services; competitively procure and test new hardware/software

Tanzania Academy Self Assessment Highlights

Mpanda Town Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No answer
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No answer
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	None

Self Assessment Details:

- **Strong development planning environment (8 out of 8 questions reporting positive trends)**
- **Low engagement with climate issues (1 out of 5 questions reporting positive trends)**
- **Lack of clarity reported on regulations governing municipal borrowing**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs acquire the capacity to carry out plans through the use of GIS and GPS; providing an operating manual and training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster.

3. Create/Improve Comprehensive, Climate Smart Capital Improvement Planning (6)

Action 1: Local Government (LG) entities prepare climate friendly land use plans and capital improvement projects: Identify key urban development and financial decision-makers within relevant LG entities; Develop a critical mass of expertise within LG entity

Action 2: Local Government (LG) entities adopt and implement best practices and systems for procurement, operation, repair and replacement of low carbon, climate resilient capital assets

4. Increase Sub-Sovereigns' freedom to Increase Tax &/or Fee Rates (10)

Action 1: LG entity engages with central government to develop and implement a plan for increasing the LG entity discretion to increase rates: Identify the key decision-makers; Assemble information supporting case for increased discretion to increase rates; Drafting, negotiation, and adoption of necessary legal/regulatory provisions

Action 2: LG entities work through national association of LG entities to engage with central government agencies to review and reform legal/regulatory frameworks addressing LG insolvency, default/bankruptcy: Identify and engage with local and international legal experts in LG insolvency, default and bankruptcy law, procedure

Action 3: Improve operating margins with use of improved cash flow management techniques: Competitively procure banking services to improve rates of return on invested cash, reserves, unspent debt proceeds, etc; Work with central government agencies to speed collection of reimbursable expenses; Train/re-train staff as necessary

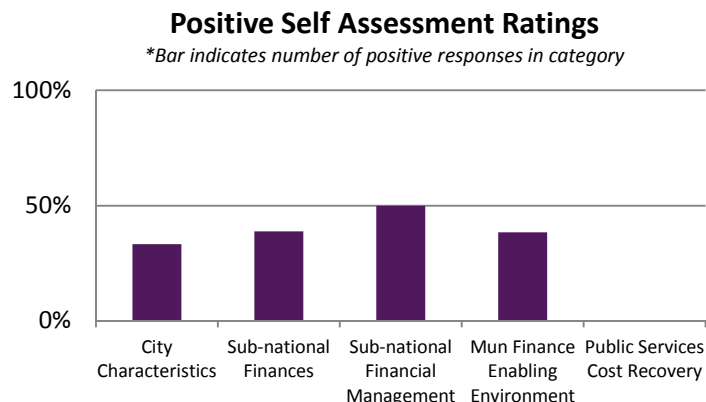
5. Improve Transparency & Effectiveness of Local Governing Bodies & Executive Leadership (11)

Action 1: Review and enhance the national policy framework for local governments: enhance the capacity of the central government to hold local governments accountable for increased transparency & reduced corruption; Improve local governance transparency through citizen education and awareness; mandatory credit ratings for public authorities

Action 2: Prepare/review a manual with standard operating procedures on how to increase transparency and reduce accounting; Report on local government progress towards reaching the national benchmarking system.

Tanzania Academy Self Assessment Highlights

Mtwara Municipal Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Bus stands, municipal conference hall, markets

Self Assessment Details:

- **Strong development planning environment (5 out of 8 questions reporting positive trends)**
- **Low level of engagement with climate issues (1 out of 5 questions reporting positive trends)**
- **Regulations of municipal borrowing and PPP need clarification**

Action Planning Highlights:

1. Unstable / Unpredictable Intergovernmental Transfer Flows

Action 1: LGAs work through national association to identify shortfalls in transfers by drafting legal and regulatory solutions, developing operating solutions and training at both the central and LGA levels.

Action 2: If the shortfall is seasonal determine if short-term borrowing can be used.

Action 3: Revise LGA application of transfer revenues to use unpredictable revenues to pay non-recurrent expenses, and establish cash flow reserves.

Action 4: Central government and LGA association build roster of international and local consultants.

2. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

3. Improve Transparency & Effectiveness of Local Governing Bodies & Executive Leadership (11)

Action 1: Review and enhance the national policy framework for local governments: enhance the capacity of the central government to hold local governments accountable for increased transparency & reduced corruption; Improve local governance transparency through citizen education and awareness; mandatory credit ratings for public authorities

Action 2: Prepare/review a manual with standard operating procedures on how to increase transparency and reduce accounting; Report on local government progress towards reaching the national benchmarking system.

4. Further development of local currency debt market (1)

Action 1: Local Government (LG) entities engage through representative associations with central government and interested commercial financial institutions (e.g., banks, pension funds, insurance companies) on need for a locally denominated municipal debt market.

Action 2: Commission a comprehensive municipal debt market study and development

Action 3: CG Executes legal/regulatory framework agreements of municipal debt market development plan.

5. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

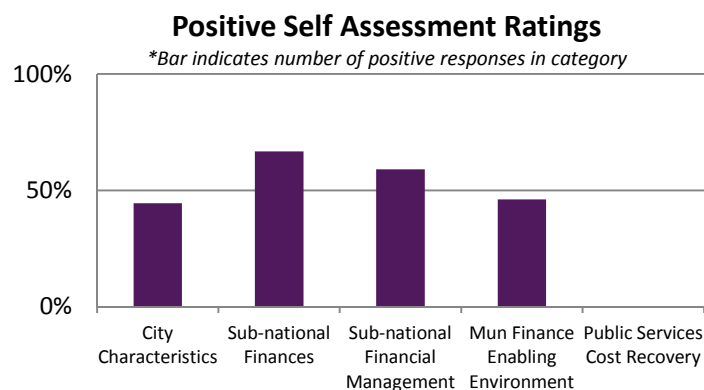
Action 3: LGAs acquire the capacity to carry out plans through the use of GIS and GPS; providing an operating manual and training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster.

Tanzania Academy Self Assessment Highlights

Musoma Municipal Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	None

Self Assessment Details:

- Moderate development planning environment (4 out of 8 questions reporting positive trends)
- Should improve engagement with climate issues (0 out of 5 questions reporting positive trends)
- Severity of public services cost recovery shortfall needs clarification

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve infrastructure project governance (project prep, development, O&M) (7)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

Action 3: Build a private sector consulting roster.

3. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs acquire the capacity to carry out plans through the use of GIS and GPS; providing an operating manual and training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster.

4. Improve Central Monitoring & Oversight of Sub-sovereign Operating & Capital Management (3)

Action 1: Review and draft the national policy framework for local governments; Improve local governance transparency through citizen education and awareness; require public access to budget information; develop national benchmarking system for financial management and reporting; create national municipal training academy

Action 2: Design and install a more effective municipal finance, budgeting, accounting and reporting systems including: double entry accounting systems; review/enhancement of standard operating procedures manual; regular financial reporting training

Activity 3: Implement an effective early warning intervention system with strategies to detect potential financial problems

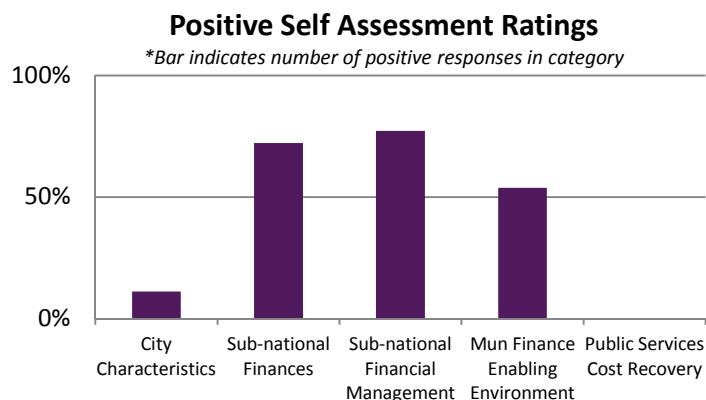
5. Create/Improve Multi-Year Operating & Capital Budget Development & Approval Processes (4)

Action 1: Design standard monthly 'budgeted vs. actual' calculation and reporting formats meeting the needs of appointed and elected decision-makers; Develop publicly transparent procedures for proposing, reviewing and adopting entity budgets; Design budget modification review and approval procedures

Action 2: Local Government (LG) updates or replaces less effective/reliable LG financial management information systems (MIS) with systems that will support best multi-year capital and operating budget development, adoption and management practices; develop TOR for systems design services; competitively procure and test new hardware/software

Tanzania Academy Self Assessment Highlights

Mwanza City Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Commercial complex, sports ground, land development, abattoirs, city hall and offices

Self Assessment Details:

- **Strong development planning environment (5 out of 8 questions reporting positive trends)**
- **Low level of engagement with climate issues (1 out of 5 questions reporting positive trends)**
- **Regulations of municipal borrowing and PPP need clarification**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve infrastructure project governance (project prep, development, O&M)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

3. Improve local government human resource management (13)

Action 1:

Action 2:

4. Create/improve multi-year operating & capital budget development & approval process (4)

Action 1: Develop and install multi-year, rolling operating and capital budgeting systems including budgeted versus actual, transparent procedures, and dynamic modification and approval processes.

Action 2: Replace MIS as needed to support best multi-year capital and operating budget processes including design, procurement, testing and training.

Action 3: Fully implement multi-year capital and operating budget systems.

Action 4: Build a roster of local consulting advisory experts.

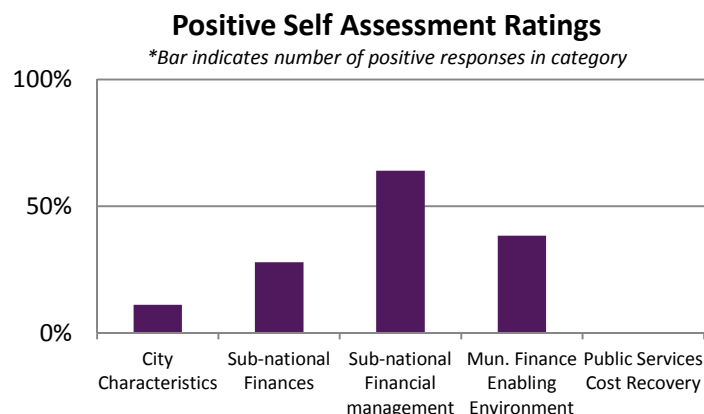
5. Create and incorporate climate risk assessment & action planning in capital improvement & development planning

Action 1: Assess adaption & mitigation risks to public and private physical assets by increasing knowledge of asset vulnerability, expanding use of GIS and AMS to include vulnerable asset values and replacement costs, and developing climate change actions plans for use in development and capital improvement planning.

Action 2: Acquire capacity and authority to govern infrastructure assets and account for climate risks in development and capital improvement planning by clarifying laws and regulations, encouraging change, coordinating and locating climate risk experts. In an appropriate Ministry recruit, train and launch a climate change unit to approve and monitor plans and investments.

Tanzania Academy Self Assessment Highlights

Njombe Town Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Bus stand, council offices

Self Assessment Details:

- Moderate development planning environment (5 out of 8 questions reporting positive trends)
- Should improve engagement with climate issues (0 out of 5 questions reporting positive trends)
- Severity of public services cost recovery shortfall needs clarification

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Increase Sub-Sovereigns' freedom to Increase Tax &/or Fee Rates (10)

Action 1: LG entity engages with central government to develop and implement a plan for increasing the LG entity discretion to increase rates: Identify the key decision-makers; Assemble information supporting case for increased discretion to increase rates; Drafting, negotiation, and adoption of necessary legal/regulatory provisions

Action 2: LG entities work through national association of LG entities to engage with central government agencies to review and reform legal/regulatory frameworks addressing LG insolvency, default/bankruptcy: Identify and engage with local and international legal experts in LG insolvency, default and bankruptcy law, procedure

Action 3: Improve operating margins with use of improved cash flow management techniques: Competitively procure banking services to improve rates of return on invested cash, reserves, unspent debt proceeds, etc; Work with central government agencies to speed collection of reimbursable expenses; Train/re-train staff as necessary

3. Improve Infrastructure Project Governance (E.G. Project Preparation, Development, Operations and Management Processes)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

Action 3: Build a private sector consulting roster.

4. Create & Incorporate Climate Risk Assessment & Action Planning in Capital Improvement & Development Planning (18)

Action 1: Commission assessment of the risks to public and private infrastructure, economic, and social assets, including poor or disadvantaged communities, from climate change, and the development of a climate action plan for the local government. Competitively select experienced international and/or local climate and infrastructure economic expert

Action 2: Acquire the local capacity and legal/regulatory authority to govern local infrastructure assets, and plan for development and capital improvements, to account for risks to assets from climate change

5. Create/Improve Comprehensive, Climate Smart Capital Improvement Planning

Action 1: Local Government (LG) entities prepare climate friendly land use plans and capital improvement projects: Identify key urban development and financial decision-makers within relevant LG entities; Develop a critical mass of expertise within LG entity

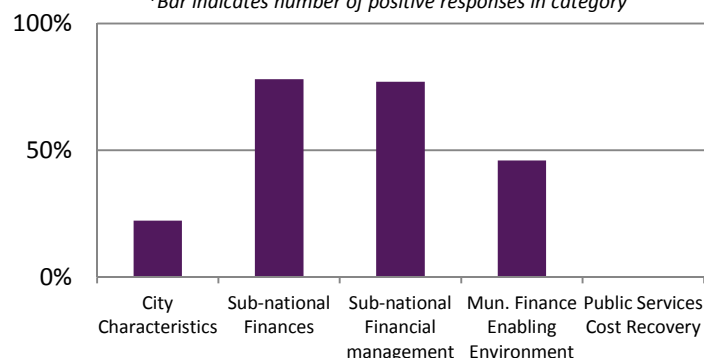
Action 2: Local Government (LG) entities adopt and implement best practices and systems for procurement, operation, repair and replacement of low carbon, climate resilient capital assets

Tanzania Academy Self Assessment Highlights

Shinyanga Municipal Council

Positive Self Assessment Ratings

*Bar indicates number of positive responses in category



Capacity to Enter Debt Market to Finance Projects

Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Water wells, Infrastructure

Self Assessment Details:

- Strong development planning environment (6 out of 8 questions reporting positive trends)
- Should improve engagement with climate issues (1 out of 5 questions reporting positive trends)
- Severity of public services cost recovery shortfall needs clarification

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve infrastructure project governance (project prep, development, O&M) (7)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

Action 3: Build a private sector consulting roster.

3. Create & Incorporate Climate Risk Assessment & Action Planning in Capital Improvement & Development Planning (18)

Action 1: Commission assessment of the risks to public and private infrastructure, economic, and social assets, including poor or disadvantaged communities, from climate change, and the development of a climate action plan for the local government. Competitively select experienced international and/or local climate and infrastructure economic expert

Action 2: Acquire the local capacity and legal/regulatory authority to govern local infrastructure assets, and plan for development and capital improvements, to account for risks to assets from climate change

4. Create/improve existing system for capital asset valuation, management and accounting (16)

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware

5. Improve Central Monitoring & Oversight of Sub-sovereign Operating & Capital Management (3)

Action 1: Review and draft the national policy framework for local governments; Improve local governance transparency through citizen education and awareness; require public access to budget information; develop national benchmarking system for financial management and reporting; create national municipal training academy

Action 2: Design and install a more effective municipal finance, budgeting, accounting and reporting systems including: double entry accounting systems; review/enhancement of standard operating procedures manual; regular financial reporting training

Activity 3: Implement an effective early warning intervention system with strategies to detect potential financial problems

6. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs gain capacity to carry out plans through the use of GIS and GPS; providing operating manual/ training.

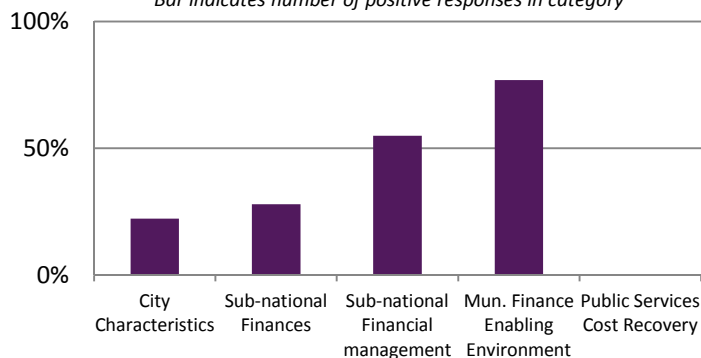
Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Tanzania Academy Self Assessment Highlights

Singida Municipal Council

Positive Self Assessment Ratings

*Bar indicates number of positive responses in category



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	None

Self Assessment Details:

- Strong development planning environment (5 out of 8 questions reporting positive trends)
- Should improve engagement with climate issues (0 out of 5 questions reporting positive trends)
- Severity of public services cost recovery shortfall needs clarification

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Clarification of Legal Authority to Incur Multi Year Liabilities (2)

Action 1: Build a roster of international and local consulting/advisory experts in local debt market development, governmental law, finance and possibly other professions.

Action 2: Review and draft the national policy framework: Enhance local government authority to incur debt and issue bonds; Increase local government responsibility and authority to generate and budget own-source revenues; Create or improve a national municipal training academy

Action 3: review the organization structure and operations of the city and other local government bodies such as water authorities, airport authorities, slum improvement authorities, and electric distribution authorities.

3. Create/improve existing system for capital asset valuation, management and accounting (16)

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

4. Create/Improve Comprehensive, Climate Smart Capital Improvement Planning (6)

Action 1: Local Government (LG) entities prepare climate friendly land use plans and capital improvement projects: Identify key urban development and financial decision-makers within relevant LG entities; Develop a critical mass of expertise within LG entity

Action 2: Local Government (LG) entities adopt and implement best practices and systems for procurement, operation, repair and replacement of low carbon, climate resilient capital assets

5. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs gain capacity to carry out plans through the use of GIS and GPS; providing operating manual/ training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

6. Create & Incorporate Climate Risk Assessment & Action Planning in Capital Improvement & Development Planning (18)

Action 1: Commission assessment of the risks to public and private infrastructure, economic, and social assets, including poor or disadvantaged communities, from climate change, and the development of a climate action plan for the local government. Competitively select experienced international and/or local climate and infrastructure economic expert

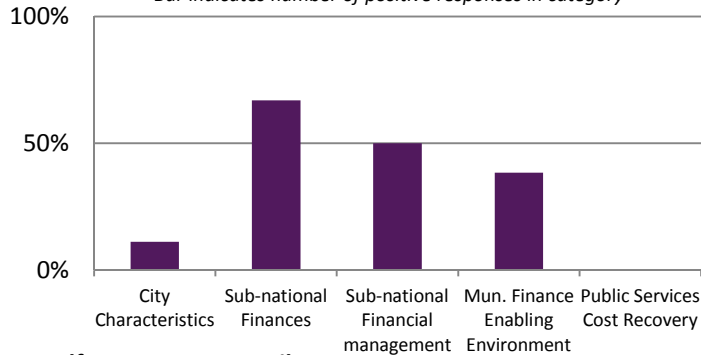
Action 2: Acquire the local capacity and legal/regulatory authority to govern local infrastructure assets, and plan for development and capital improvements, to account for risks to assets from climate change

Tanzania Academy Self Assessment Highlights

Songea Municipal Council

Positive Self Assessment Ratings

*Bar indicates number of positive responses in category



Capacity to Enter Debt Market to Finance Projects

Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Bus stands, abattoir, shopping mall, irrigation, roads

Self Assessment Details:

- **Strong development planning environment (6 out of 8 questions reporting positive trends)**
- **Needs improved engagement with climate issues (0 out of 5 questions reporting positive trends)**
- **Severity of public services cost recovery shortfall needs clarification**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Create/improve existing system for capital asset valuation, management and accounting (16)

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

3. Create/Improve Comprehensive, Climate Smart Capital Improvement Planning (6)

Action 1: Local Government (LG) entities prepare climate friendly land use plans and capital improvement projects: Identify key urban development and financial decision-makers within relevant LG entities; Develop a critical mass of expertise within LG entity

Action 2: Local Government (LG) entities adopt and implement best practices and systems for procurement, operation, repair and replacement of low carbon, climate resilient capital assets

4. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs gain capacity to carry out plans through the use of GIS and GPS; providing operating manual/ training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

5. Create & Incorporate Climate Risk Assessment & Action Planning in Capital Improvement & Development Planning (18)

Action 1: Commission assessment of the risks to public and private infrastructure, economic, and social assets, including poor or disadvantaged communities, from climate change, and the development of a climate action plan for the local government. Competitively select experienced international and/or local climate and infrastructure economic expert

Action 2: Acquire the local capacity and legal/regulatory authority to govern local infrastructure assets, and plan for development and capital improvements, to account for risks to assets from climate change.

6. Improve infrastructure project governance (project prep, development, O&M) (7)

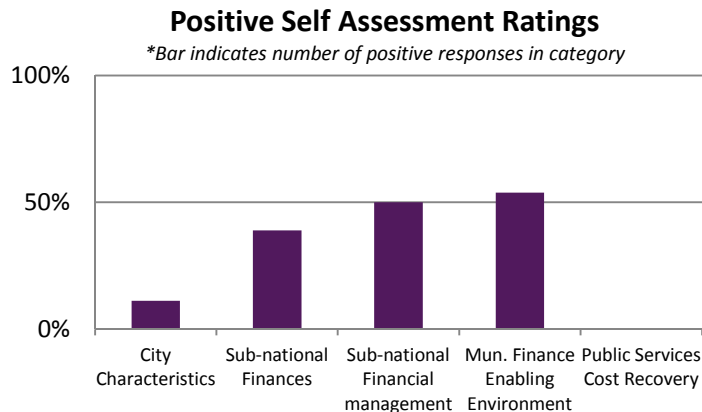
Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

Action 3: Build a private sector consulting roster.

Tanzania Academy Self Assessment Highlights

Sumbawanga Municipal Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Roads, drainage, bridge, ag infrastructure, market, rural water supply, schools, dispensaries, deep wells

Self Assessment Details:

- **Strong development planning environment (6 out of 8 questions reporting positive trends)**
- **Medium engagement with climate issues (3 out of 5 questions reporting positive trends)**
- **Enabling environment questions not answered on self assessment**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Improve infrastructure project governance (project prep, development, O&M) (7)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

Action 3: Build a private sector consulting roster.

3. Complete One or More Public Infrastructure Financing Transactions (15)

Action 1: LG entity conceptualizes/designs several 'bankable' pilot projects in essential public infrastructure sectors for financing in local debt markets

Action 2: Working with experienced international and/or local public finance advisors and attorneys, LG entity develops detailed financing plans for each project.

Action 3: If projects are to be financed in the local bond market, competitively procure one more securities firm serve as 'underwriter' or 'placement agent' of the securities in the capital market.

4. Improve Existing Green House Gas Inventory Systems & Use Them in Capital Improvement & Development Planning (17)

Action 1: Local government should engage representative associations, central government, financial institutions, to initiate a GHG inventory at the city or subnational scale

Action 2: Local government should take steps to inventory GHG emissions with data based on local and selected regional activities

Action 3: Obtain GHG inventory data of a high quality by collecting emissions and energy consumption data at the level of the locally-utilized infrastructure system or project

Action 4: Integrate GHG inventory with capital improvement and development planning

5. Create/improve existing system for capital asset valuation, management and accounting Systems (16)

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

6. Create/Improve Comprehensive, Climate Smart Capital Improvement Planning (6)

Action 1: Local Government (LG) entities prepare climate friendly land use plans and capital improvement projects: Identify key urban development and financial decision-makers within relevant LG entities; Develop a critical mass of expertise within LG entity

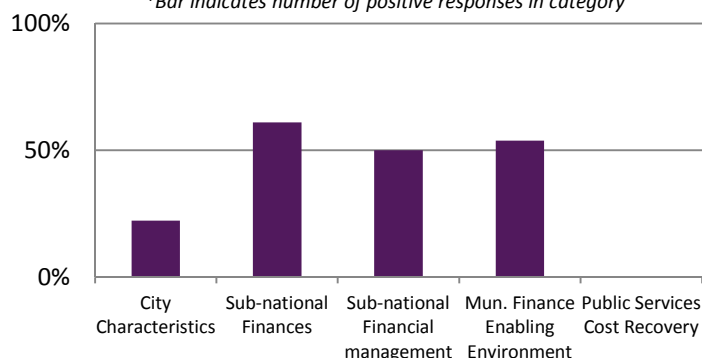
Action 2: Local Government (LG) entities adopt and implement best practices and systems for procurement, operation, repair and replacement of low carbon, climate resilient capital assets

Tanzania Academy Self Assessment Highlights

Tabora Municipal Council

Positive Self Assessment Ratings

*Bar indicates number of positive responses in category



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Municipal office, hospital, schools, roads, irrigation, shops, truck parking, solid waste trucks

Self Assessment Details:

- **Medium development planning environment (5 out of 8 questions reporting positive trends)**
- **Low engagement with climate issues (0 out of 5 questions reporting positive trends)**
- **Sub national finance questions not answered on self assessment**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Create/improve existing system for capital asset valuation, management and accounting (16)

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

3. Improve local development planning (5)

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

Action 3: LGAs gain capacity to carry out plans through the use of GIS and GPS; providing operating manual/ training.

Action 4: LGAs prepare thematic sector plans including economic development, climate change adaption and mitigation, slum upgrading, citywide infrastructure, and regional issues.

Action 5: Build a private sector consulting roster

4. Create & Incorporate Climate Risk Assessment & Action Planning in Capital Improvement & Development Planning (18)

Action 1: Commission assessment of the risks to public and private infrastructure, economic, and social assets, including poor or disadvantaged communities, from climate change, and the development of a climate action plan for the local government. Competitively select experienced international and/or local climate and infrastructure economic expert

Action 2: Acquire the local capacity and legal/regulatory authority to govern local infrastructure assets, and plan for development and capital improvements, to account for risks to assets from climate change.

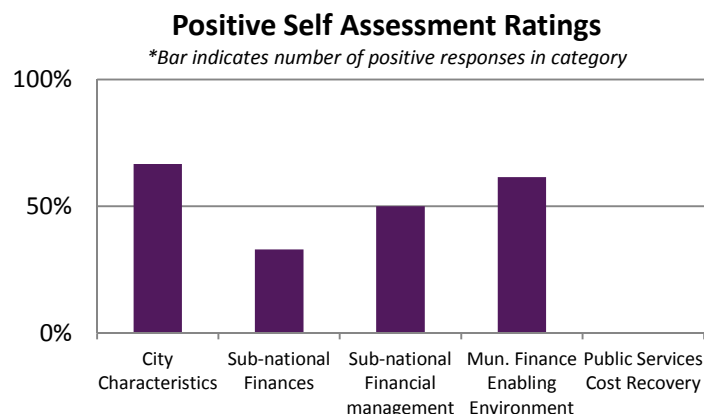
5. Create/Improve Multi-Year Operating & Capital Budget Development & Approval Processes (4)

Action 1: Design standard monthly 'budgeted vs. actual' calculation and reporting formats meeting the needs of appointed and elected decision-makers; Develop publicly transparent procedures for proposing, reviewing and adopting entity budgets; Design budget modification review and approval procedures

Action 2: Local Government (LG) updates or replaces less effective/reliable LG financial management information systems (MIS) with systems that will support best multi-year capital and operating budget development, adoption and management practices; develop TOR for systems design services; competitively procure and test new hardware/software

Tanzania Academy Self Assessment Highlights

Tanga City Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Municipal office, hospital, schools, roads, irrigation, shops, truck parking, solid waste trucks

Self Assessment Details:

- **Strong development planning environment (7 out of 8 questions reporting positive trends)**
- **Low engagement with climate issues (1 out of 5 questions reporting positive trends)**
- **Negative trends reported in debt management/repayment & cash management**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Create/Improve Multi-Year Operating & Capital Budget Development & Approval Processes (4)

Action 1: Design standard monthly 'budgeted vs. actual' calculation and reporting formats meeting the needs of appointed and elected decision-makers; Develop publicly transparent procedures for proposing, reviewing and adopting entity budgets; Design budget modification review and approval procedures

Action 2: Local Government (LG) updates or replaces less effective/reliable LG financial management information systems (MIS) with systems that will support best multi-year capital and operating budget development, adoption and management practices; develop TOR for systems design services; competitively procure and test new hardware/software

3. Improve infrastructure project governance (project prep, development, O&M) (7)

Action 1: Establish a national and local project preparation and management units that will promote the need to address climate change issues and provide technical assistance and training.

Action 2: Assist LGAs with project preparation, provide manuals and training and identify projects

Action 3: Build a private sector consulting roster.

4. Improve Existing Green House Gas Inventory Systems & Use Them in Capital Improvement & Development Planning (17)

Action 1: Local government should engage representative associations, central government, financial institutions, to initiate a GHG inventory at the city or subnational scale

Action 2: Local government should take steps to inventory GHG emissions with data based on local and selected regional activities

Action 3: Obtain GHG inventory data of a high quality by collecting emissions and energy consumption data at the level of the locally-utilized infrastructure system or project

Action 4: Integrate GHG inventory with capital improvement and development planning.

5. Clarification of Legal Authority to Incur Multi Year Liabilities (2)

Action 1: Build a roster of international and local consulting/advisory experts in local debt market development, governmental law, finance and possibly other professions.

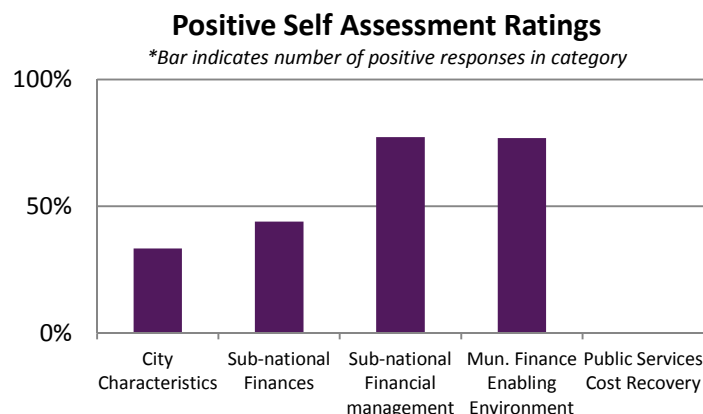
Action 2: Review and draft the national policy framework: Enhance local government authority to incur debt and issue bonds; Increase local government responsibility and authority to generate and budget own-source revenues; Create or improve a national municipal training academy

Action 3: review the organization structure and operations of the city and other local government bodies such as water authorities, airport authorities, slum improvement authorities, and electric distribution authorities.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

Tanzania Academy Self Assessment Highlights

Temeke Municipal Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Schools, roads, drainage, water supply, ward offices, markets

Self Assessment Details:

- **Strong development planning environment (8 out of 8 questions reporting positive trends)**
- **Medium engagement with climate issues (3 out of 5 questions reporting positive trends)**
- **Some short term liquidity issues and delayed payments to vendors reported**

Action Planning Highlights:

1. Complete One or More Public Infrastructure Financing Transactions (15)

Action 1: LG entity conceptualizes/designs several 'bankable' pilot projects in essential public infrastructure sectors for financing in local debt markets

Action 2: Working with experienced international and/or local public finance advisors and attorneys, LG entity develops detailed financing plans for each project.

Action 3: If projects are to be financed in the local bond market, competitively procure one more securities firm serve as 'underwriter' or 'placement agent' of the securities in the capital market.

2. Create/Improve Comprehensive, Climate Smart Capital Improvement Planning (6)

Action 1: Local Government (LG) entities prepare climate friendly land use plans and capital improvement projects: Identify key urban development and financial decision-makers within relevant LG entities; Develop a critical mass of expertise within LG entity

Action 2: Local Government (LG) entities adopt and implement best practices and systems for procurement, operation, repair and replacement of low carbon, climate resilient capital assets

3. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

4. Create/improve existing system for capital asset valuation, management and accounting (16)

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

5. Obtain a General Obligation Credit Rating from an Independent Credit Rating Agency (14)

Action 1: decide on pursuing 1) a public rating, 2) a "shadow" rating; Develop and implement an action plan to achieve a public rating, shadow rating or financial management assessment; Obtain a financial management assessment (FMA) from a reputable consultant to prepare for a credit rating; this will be used as a guide to improve creditworthiness

Action 2: Build a roster of private sector financial management consultants and credit rating agencies; Develop ToRs for advisory services required; Advertise for expressions of interest from consultants qualified to deliver any or all of the required services; screen a "long list" of qualified candidates; notify this list when relevant RFPs are made

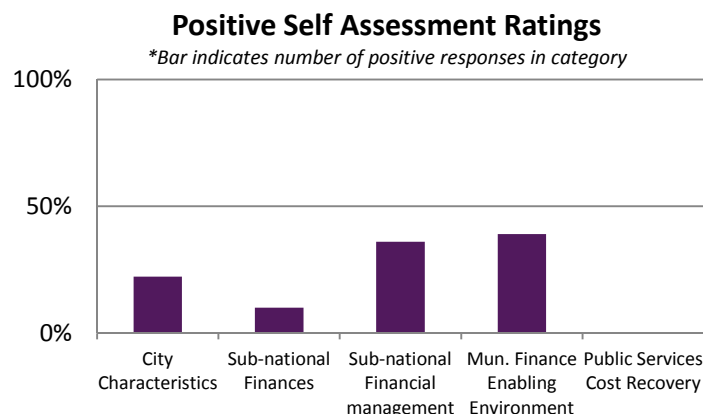
6. Create & Incorporate Climate Risk Assessment & Action Planning in Capital Improvement & Development Planning (18)

Action 1: Commission assessment of the risks to public and private infrastructure, economic, and social assets, including poor or disadvantaged communities, from climate change, and the development of a climate action plan for the local government. Competitively select experienced international and/or local climate and infrastructure economic expert

Action 2: Acquire the local capacity and legal/regulatory authority to govern local infrastructure assets, and plan for development and capital improvements, to account for risks to assets from climate change

Tanzania Academy Self Assessment Highlights

Wete Town Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	No
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	Yes
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Market, industrial building, guest house, steps, road

Self Assessment Details:

- **Medium development planning environment (3 out of 8 questions reporting positive trends)**
- **Low engagement with climate issues (0 out of 5 questions reporting positive trends)**
- **Negative trends reported on the development of a capital planning and investment process**

Action Planning Highlights:

1. Improve own source revenue collection and management (9)

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 2: Develop and implement a plan to achieve energy efficiency, water conservation, and other improvements including energy audits at LG-owned properties; explore the use of Energy Services Companies; develop water conservation plans for LG-owned water utilities.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

2. Create/improve existing system for capital asset valuation, management and accounting (16)

Action 1: Research all existing national legal & regulatory frameworks for valuing, managing and accounting for all major categories of sub-national entity's fixed and moveable capital assets, including land, structures, fixed and moveable machinery and equipment.

Action 2: Estimate personnel time and other resources to bring current system into minimum conformity with national standards and compare with international best practices.

Action 3: Execute multi-year plan using highest quality human, software and hardware.

3. Improve Transparency & Effectiveness of Local Governing Bodies & Executive Leadership (11)

Action 1: Review and enhance the national policy framework for local governments: enhance the capacity of the central government to hold local governments accountable for increased transparency & reduced corruption; Improve local governance transparency through citizen education and awareness; mandatory credit ratings for public authorities

Action 2: Prepare/review a manual with standard operating procedures on how to increase transparency and reduce accounting; Report on local government progress towards reaching the national benchmarking system.

4. Improve Local Government Human Resource Management (13)

Action 1: Create a national policy framework that addresses: Equitable local government salary and benefit plans to attract and keep well-qualified employees; Establishing a national municipal academy that trains local government staff on human resource management and acts as a clearinghouse on relevant urban information.

Action 2: Provide incentives such as performance based contracts; Prepare a human resource manual that builds on the national policy and addresses, among other things, salary schedules and benefits; build roster of relevant consultants

5. Increase Sub-Sovereigns' freedom to Increase Tax &/or Fee Rates (10)

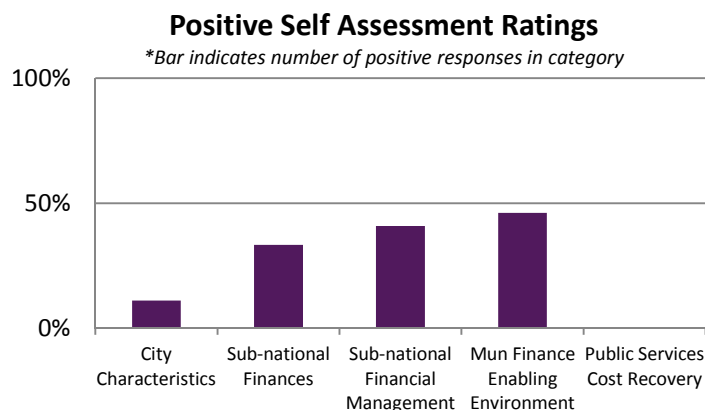
Action 1: LG entity engages with central government to develop and implement a plan for increasing the LG entity discretion to increase rates: Identify the key decision-makers; Assemble information supporting case for increased discretion to increase rates; Drafting, negotiation, and adoption of necessary legal/regulatory provisions

Action 2: LG entities work through national association of LG entities to engage with central government agencies to review and reform legal/regulatory frameworks addressing LG insolvency, default/bankruptcy: Identify and engage with local and international legal experts in LG insolvency, default and bankruptcy law, procedure

Action 3: Improve operating margins with use of improved cash flow management techniques: Competitively procure banking services to improve rates of return on invested cash, reserves, unspent debt proceeds, etc; Work with central government agencies to speed collection of reimbursable expenses; Train/re-train staff as necessary

Tanzania Academy Self Assessment Highlights

Zanzibar Municipal Council



Capacity to Enter Debt Market to Finance Projects	
Is the LGA currently paying debt service?	Yes
Does the LGA have a good payment history (including short & long lenders, vendors, etc.)?	No
Is the LGA planning climate-change (adaptation &/or mitigation) projects?	Solid waste, urban services, land fill, markets

Self Assessment Details:

- **Strong development planning environment (4 out of 8 questions reporting positive trends)**
- **Low level of engagement with climate issues (0 out of 5 questions reporting positive trends)**
- **Regulations of municipal borrowing and PPP need clarification**

Action Planning Highlights:

1. Improve own source revenue collection and management

Action 1: Create a national policy framework that supports spatial planning by reviewing frameworks; allocating responsibility and authority; increasing civil society participation; developing benchmarking; providing a national model and training.

Action 2: Regional and local authorities focus on investment that drive growth; identifies trends to prepare sector studies; provides a realistic schedule; allocates institutional roles for regional spatial issues.

2. Improve own source revenue collection and management

Action 1: Develop and implement a plan to improve OSR collections including analysis of compliance rates; timeliness of payment; upgrade for MIS equipment & and provide software training; if land is taxed locally, improve registration, assessment & collection systems; ensure adequate levels and expertise of staffing.

Action 3: Develop and implement a plan with central government to adopt revised/new revenue sources including the potential sources for increased OSR; legal and regulatory issues; negotiations with central government and approval by LGA; educate public and train staff.

3. Increase sub-sovereigns' freedom to increase tax &/or fee (10)

Action 1: LGA & central gov't develop plan to increase LGA discretion on increasing rates within appropriate limits by assembling supporting data, and changing legal & regulations, and justifying increases to the public.

4. Improve local government human resource management (13)

Action 2: LG creates efficient & effective human resources providing performance base incentives, a national HR manual that addresses salaries and benefits with training, implement on a pilot basis and make changes before final rollout.

5. Create/improve multi-year operating & capital budget development & approval process (4)

Action 4: Build a roster of local consulting/advisory experts in government accounting and finance law .

ANNEX 2 – SUB-NATIONAL CREDITWORTHINESS SELF-ASSESSMENT TOOL

The Academy Team developed the self-assessment tool for use by participants during the City Creditworthiness Academies. The self-assessment is divided into five sections listed on the first column from the left of the tables below: Common Local Government Characteristics, Recovering Public Service Costs, Financial Performance, Financial Management and Enabling Environment.

Participants received guidance and background information for each section through presentations, examples and case studies, question and answers and peer-to-peer engagement.

At the end of the first four days the 34 local governments were asked to answer a series of questions pertaining to each section. These are listed on the second column from the left in the tables which follow. The number of questions ranged from 2 for Recovering Public Service Costs to 22 for Financial Management. The questions were designed to identify challenges (flagged in red), strengths (flagged in green), or neutral/incomplete entries (flagged in yellow/grey).

The 34 self-assessments were aggregated into a summary and used to analyze the outcome of the findings and conclusions of participant responses to the questions. Strengths (green) answers were counted by frequency of response and compared to each local government as follows:

- Priority Actions.
- Key positive trends.
- The number of common challenges findings and conclusions.
- A comparison of local government findings and conclusions.

Common Local Government Characteristics		Dar es Salam CC	Kinondoni MC	Temeke MC	Ilala MC	Arusha CC	Dodoma MC
1.2	Local Government Name						
1.3	Population	4,000,000	1,775,049	1,368,881	1,200,000	426,442	410,956
1.4	Recent Population Growth						
1.5	Pop. Growth Expectations						
1.6	City Has Regional Development Plan						
1.7	Regional Development Plan Requires Stakeholder Input						
1.8	City Has Estimated Carbon Footprint						
1.9	Plan has Measures to Reduce Carbon footprint						
1.10	City has Measures to Increase Resilience						
1.11	Development Plan is Available for Inspection						
1.12	Number of Staff in the Municipality						
Recovering Public Service Costs	2.1	Cost Recovery - Sole Responsibility for Service Provision					
	2.2	Cost Recovery - Shared Responsibility for Service Provision					
Financial Performance	3.1	Total Operating Revenue (amount all sources)					
	3.1.4	Operating Exp. Trend					
	3.1.5	Operating Margin Trend					
	3.1.6	Existence of Capital Investment Process					
	3.1.7	Capital Investment Process covers 3-5 Years					
	3.1.8	Synchronized Capital Investment Plan w/ Other Plans					
	3.1.9	Synchronized Capital Investment Plan w/ Debt Planning					
	3.1.10	Annual Capital Investment Trend					
	3.1.11	Short Maturity Debt amount Trend					
	3.1.12	Debt Maturity Over 1 Year Amount Trend					
	3.3.1	Own source Revenues Trend					
	3.3.2	Authority to Adjust Rates/Fees					
	3.4.1	Transfer Revenues Trend					
	3.4.2	Formula Based Transfers					
	3.5.1	Source Market for Debt					
	3.6.5	Total Expenditures Trend					
	3.7.1	Debt Service in Hard Currency					
	3.7.2	Debt Service % of Operating Margin					
Financial Management	4.1	Experience with Debt Repayment					
	4.1.2	Delays or Defaults in Debt Repayment					
	4.1.3	Written Policies & Procedures on Debt Service					
	4.1.4	Safeguards Against Missed Payments					
	4.1.5	Separate Staff for Debt and Cash Management					
	4.2.1	Sufficient Liquidity to Cover Expenses					
	4.2.2	Short Term Borrowing to Maintain Liquidity					
	4.2.3	Delays in Payments to Contractors and Suppliers					
	4.3.1	Accurate & Timely Budgeting & Accounting Systems					
	4.3.2	System for Fixed and Moveable Asset Management & Accounting					
	4.3.3	Accounting Basis: Cash or Accrual					
	4.3.4	Accounts Consolidated into One Information Set					
	4.3.5	Months in Advance Able to Predict Cash Payments					
	4.3.6	Accurate Projection of Receipt of Revenues					
	4.3.7	Financial statements Audited Annually					
	4.3.8	Budgets and Financial Statements Made Public					
	4.3.9	Credit Rating Obtained					
	4.4.1	Formal approved Local Development Plan					
	4.4.2	Formal Approved Multi-Year Capital Expenditure Plan					
	4.4.3	Climate Change Adaptation/Mitigation Projects Planned					
	4.5.1	Key Managers Well Qualified					
	4.5.2	Key Managers worked Under Multiple Administrations					
Enabling Environment	5.1	Domestic Market Currently Provides Long Term Financing					
	5.2	Unambiguous Legal Authority to Borrow					
	5.3	Clear Regulations Governing Municipal Borrowing					
	5.4	Unambiguous Legal Authority to enter into PPPs					
	5.5	Clear Regulations Governing Municipal PPPs					
	5.6	Effectiveness of Central State Monitoring of Municipal Finances					
	5.7	Assistance Available for Preparation of Climate Projects					
	5.8	Financial Assistance for GHG Planning					
	5.9	Assistance Available for Structuring of Long-Term Finance Projects					
	5.10	Local Expertise for Accounting and Financial Management					
	5.11	Local Expertise for City Development Planning					
	5.12	Local Legal Expertise Available for Sub-National Debt Issuances					
	5.13	Relationship with Credit Rating Agency					

Common Local Government Characteristics		Mwanza CC	Ilemela MC	Morogoro MC	Tanga CC	Tabora MC	Zanzibar MC
1.2	Local Government Name						
1.3	Population	363,452	343,001	315,866	273,332	226,999	223,031
1.4	Recent Population Growth						
1.5	Pop. Growth Expectations						
1.6	City Has Regional Development Plan						
1.7	Regional Development Plan Requires Stakeholder Input						
1.8	City Has Estimated Carbon Footprint						
1.9	Plan has Measures to Reduce Carbon footprint						
1.10	City has Measures to Increase Resilience						
1.11	Development Plan is Available for Inspection						
1.12	Number of Staff in the Municipality						
Recovering Public Service Costs							
2.1	Cost Recovery - Sole Responsibility for Service Provision						
2.2	Cost Recovery - Shared Responsibility for Service Provision						
Financial Performance							
3.1	Total Operating Revenue (amount all sources)						
3.1.4	Operating Exp. Trend						
3.1.5	Operating Margin Trend						
3.1.6	Existence of Capital Investment Process						
3.1.7	Capital Investment Process covers 3-5 Years						
3.1.8	Synchronized Capital Investment Plan w/ Other Plans						
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3.6.5	Total Expenditures Trend						
3.7.1	Debt Service in Hard Currency						
3.7.2	Debt Service % of Operating Margin						
Financial Management							
4.1	Experience with Debt Repayment						
4.1.2	Delays or Defaults in Debt Repayment						
4.1.3	Written Policies & Procedures on Debt Service						
4.1.4	Safeguards Against Missed Payments						
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Enabling Environment							
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5.8	Financial Assistance for GHG Planning						
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5.10	Local Expertise for Accounting and Financial Management						
5.11	Local Expertise for City Development Planning						
5.12	Local Legal Expertise Available for Sub-National Debt Issuances						
5.13	Relationship with Credit Rating Agency						

			Kigoma/Ujiji MC	Sumbawanga M	Songea MC	Geita TC	Moshi MC	Shinyanga MC
Common Local Government Characteristics	1.2	Local Government Name						
	1.3	Population	215,458	209,793	203,309	191,767	184,229	168,582
	1.4	Recent Population Growth						
	1.5	Pop. Growth Expectations						
	1.6	City Has Regional Development Plan						
	1.7	Regional Development Plan Requires Stakeholder Input						
	1.8	City Has Estimated Carbon Footprint						
	1.9	Plan has Measures to Reduce Carbon footprint						
	1.10	City has Measures to Increase Resilience						
	1.11	Development Plan is Available for Inspection						
	1.12	Number of Staff in the Municipality						
	Recovering Public Service Costs	2.1	Cost Recovery - Sole Responsibility for Service Provision					
2.2		Cost Recovery - Shared Responsibility for Service Provision						
Financial Performance	3.1	Total Operating Revenue (amount all sources)						
	3.1.4	Operating Exp. Trend						
	3.1.5	Operating Margin Trend						
	3.1.6	Existence of Capital Investment Process						
	3.1.7	Capital Investment Process covers 3-5 Years						
	3.1.8	Synchronized Capital Investment Plan w/ Other Plans						
	3.1.9	Synchronized Capital Investment Plan w/ Debt Planning						
	3.1.10	Annual Capital Investment Trend						
	3.1.11	Short Maturity Debt amount Trend						
	3.1.12	Debt Maturity Over 1 Year Amount Trend						
	3.3.1	Own source Revenues Trend						
	3.3.2	Authority to Adjust Rates/Fees						
	3.4.1	Transfer Revenues Trend						
	3.4.2	Formula Based Transfers						
	3.5.1	Source Market for Debt						
3.6.5	Total Expenditures Trend							
3.7.1	Debt Service in Hard Currency							
3.7.2	Debt Service % of Operating Margin							
Financial Management	4.1	Experience with Debt Repayment						
	4.1.2	Delays or Defaults in Debt Repayment						
	4.1.3	Written Policies & Procedures on Debt Service						
	4.1.4	Safeguards Against Missed Payments						
	4.1.5	Separate Staff for Debt and Cash Management						
	4.2.1	Sufficient Liquidity to Cover Expenses						
	4.2.2	Short Term Borrowing to Maintain Liquidity						
	4.2.3	Delays in Payments to Contractors and Suppliers						
	4.3.1	Accurate & Timely Budgeting & Accounting Systems						
	4.3.2	System for Fixed and Moveable Asset Management & Accounting						
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	4.3.9	Credit Rating Obtained						
	4.4.1	Formal approved Local Development Plan						
4.4.2	Formal Approved Multi-Year Capital Expenditure Plan							
4.4.3	Climate Change Adaptation/Mitigation Projects Planned							
4.5.1	Key Managers Well Qualified							
4.5.2	Key Managers worked Under Multiple Administrations							
Enabling Environment	5.1	Domestic Market Currently Provides Long Term Financing						
	5.2	Unambiguous Legal Authority to Borrow						
	5.3	Clear Regulations Governing Municipal Borrowing						
	5.4	Unambiguous Legal Authority to enter into PPPs						
	5.5	Clear Regulations Governing Municipal PPPs						
	5.6	Effectiveness of Central State Monitoring of Municipal Finances						
	5.7	Assistance Available for Preparation of Climate Projects						
	5.8	Financial Assistance for GHG Planning						
	5.9	Assistance Available for Structuring of Long-Term Finance Projects						
	5.10	Local Expertise for Accounting and Financial Management						
	5.11	Local Expertise for City Development Planning						
	5.12	Local Legal Expertise Available for Sub-National Debt Issuances						
	5.13	Relationship with Credit Rating Agency						

Common Local Government Characteristics	1.2	Local Government Name	Bariadi TC	Iringa MC	Musoma MC	Njombe TC	Bukoba MC	Kibaha TC
			1.3	Population	155,620	151,074	134,327	130,223
	1.4	Recent Population Growth						
	1.5	Pop. Growth Expectations						
	1.6	City Has Regional Development Plan						
	1.7	Regional Development Plan Requires Stakeholder Input						
	1.8	City Has Estimated Carbon Footprint						
	1.9	Plan has Measures to Reduce Carbon footprint						
	1.10	City has Measures to Increase Resilience						
	1.11	Development Plan is Available for Inspection						
	1.12	Number of Staff in the Municipality						
Recovering Public Service Costs	2.1	Cost Recovery - Sole Responsibility for Service Provision						
	2.2	Cost Recovery - Shared Responsibility for Service Provision						
Financial Performance	3.1	Total Operating Revenue (amount all sources)						
	3.1.4	Operating Exp. Trend						
	3.1.5	Operating Margin Trend						
	3.1.6	Existence of Capital Investment Process						
	3.1.7	Capital Investment Process covers 3-5 Years						
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	3.4.2	Formula Based Transfers						
	3.5.1	Source Market for Debt						
3.6.5	Total Expenditures Trend							
3.7.1	Debt Service in Hard Currency							
3.7.2	Debt Service % of Operating Margin							
Financial Management	4.1	Experience with Debt Repayment						
	4.1.2	Delays or Defaults in Debt Repayment						
	4.1.3	Written Policies & Procedures on Debt Service						
	4.1.4	Safeguards Against Missed Payments						
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	4.3.1	Accurate & Timely Budgeting & Accounting Systems						
	4.3.2	System for Fixed and Moveable Asset Management & Accounting						
	4.3.3	Accounting Basis: Cash or Accrual						
	4.3.4	Accounts Consolidated into One Information Set						
	4.3.5	Months in Advance Able to Predict Cash Payments						
	4.3.6	Accurate Projection of Receipt of Revenues						
	4.3.7	Financial statements Audited Annually						
	4.3.8	Budgets and Financial Statements Made Public						
	4.3.9	Credit Rating Obtained						
	4.4.1	Formal approved Local Development Plan						
4.4.2	Formal Approved Multi-Year Capital Expenditure Plan							
4.4.3	Climate Change Adaptation/Mitigation Projects Planned							
4.5.1	Key Managers Well Qualified							
4.5.2	Key Managers worked Under Multiple Administrations							
Enabling Environment	5.1	Domestic Market Currently Provides Long Term Financing						
	5.2	Unambiguous Legal Authority to Borrow						
	5.3	Clear Regulations Governing Municipal Borrowing						
	5.4	Unambiguous Legal Authority to enter into PPPs						
	5.5	Clear Regulations Governing Municipal PPPs						
	5.6	Effectiveness of Central State Monitoring of Municipal Finances						
	5.7	Assistance Available for Preparation of Climate Projects						
	5.8	Financial Assistance for GHG Planning						
	5.9	Assistance Available for Structuring of Long-Term Finance Projects						
	5.10	Local Expertise for Accounting and Financial Management						
	5.11	Local Expertise for City Development Planning						
	5.12	Local Legal Expertise Available for Sub-National Debt Issuances						
	5.13	Relationship with Credit Rating Agency						

Common Local Government Characteristics		Mtwara MC	Mpanda TC	Mbeya CC	Mkoani TC	Babati TC	Lindi MC
1.2	Local Government Name						
1.3	Population	102,900	100,000	100,000	97,000	93,108	78,841
1.4	Recent Population Growth						
1.5	Pop. Growth Expectations						
1.6	City Has Regional Development Plan						
1.7	Regional Development Plan Requires Stakeholder Input						
1.8	City Has Estimated Carbon Footprint						
1.9	Plan has Measures to Reduce Carbon footprint						
1.10	City has Measures to Increase Resilience						
1.11	Development Plan is Available for Inspection						
1.12	Number of Staff in the Municipality						
Recovering Public Service Costs							
2.1	Cost Recovery - Sole Responsibility for Service Provision						
2.2	Cost Recovery - Shared Responsibility for Service Provision						
Financial Performance							
3.1	Total Operating Revenue (amount all sources)						
3.1.4	Operating Exp. Trend						
3.1.5	Operating Margin Trend						
3.1.6	Existence of Capital Investment Process						
3.1.7	Capital Investment Process covers 3-5 Years						
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3.4.1	Transfer Revenues Trend						
3.4.2	Formula Based Transfers						
3.5.1	Source Market for Debt						
3.6.5	Total Expenditures Trend						
3.7.1	Debt Service in Hard Currency						
3.7.2	Debt Service % of Operating Margin						
Financial Management							
4.1	Experience with Debt Repayment						
4.1.2	Delays or Defaults in Debt Repayment						
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4.2.3	Delays in Payments to Contractors and Suppliers						
4.3.1	Accurate & Timely Budgeting & Accounting Systems						
4.3.2	System for Fixed and Moveable Asset Management & Accounting						
4.3.3	Accounting Basis: Cash or Accrual						
4.3.4	Accounts Consolidated into One Information Set						
4.3.5	Months in Advance Able to Predict Cash Payments						
4.3.6	Accurate Projection of Receipt of Revenues						
4.3.7	Financial statements Audited Annually						
4.3.8	Budgets and Financial Statements Made Public						
4.3.9	Credit Rating Obtained						
4.4.1	Formal approved Local Development Plan						
4.4.2	Formal Approved Multi-Year Capital Expenditure Plan						
4.4.3	Climate Change Adaptation/Mitigation Projects Planned						
4.5.1	Key Managers Well Qualified						
4.5.2	Key Managers worked Under Multiple Administrations						
Enabling Environment							
5.1	Domestic Market Currently Provides Long Term Financing						
5.2	Unambiguous Legal Authority to Borrow						
5.3	Clear Regulations Governing Municipal Borrowing						
5.4	Unambiguous Legal Authority to enter into PPPs						
5.5	Clear Regulations Governing Municipal PPPs						
5.6	Effectiveness of Central State Monitoring of Municipal Finances						
5.7	Assistance Available for Preparation of Climate Projects						
5.8	Financial Assistance for GHG Planning						
5.9	Assistance Available for Structuring of Long-Term Finance Projects						
5.10	Local Expertise for Accounting and Financial Management						
5.11	Local Expertise for City Development Planning						
5.12	Local Legal Expertise Available for Sub-National Debt Issuances						
5.13	Relationship with Credit Rating Agency						

Common Local Government Characteristics		Local Government Name	Korogwe TC	Wete TC	Chake Chake TC	Singida MC
	1.2	Local Government Name				
	1.3	Population	68,303	60,000	50,000	31,192
	1.4	Recent Population Growth				
	1.5	Pop. Growth Expectations				
	1.6	City Has Regional Development Plan				
	1.7	Regional Development Plan Requires Stakeholder Input				
	1.8	City Has Estimated Carbon Footprint				
	1.9	Plan has Measures to Reduce Carbon footprint				
	1.10	City has Measures to Increase Resilience				
	1.11	Development Plan is Available for Inspection				
	1.12	Number of Staff in the Municipality				
Recovering Public Service Costs	2.1	Cost Recovery - Sole Responsibility for Service Provision				
	2.2	Cost Recovery - Shared Responsibility for Service Provision				
Financial Performance	3.1	Total Operating Revenue (amount all sources)				
	3.1.4	Operating Exp. Trend				
	3.1.5	Operating Margin Trend				
	3.1.6	Existence of Capital Investment Process				
	3.1.7	Capital Investment Process covers 3-5 Years				
	3.1.8	Synchronized Capital Investment Plan w/ Other Plans				
	3.1.9	Synchronized Capital Investment Plan w/ Debt Planning				
	3.1.10	Annual Capital Investment Trend				
	3.1.11	Short Maturity Debt amount Trend				
	3.1.12	Debt Maturity Over 1 Year Amount Trend				
	3.3.1	Own source Revenues Trend				
	3.3.2	Authority to Adjust Rates/Fees				
	3.4.1	Transfer Revenues Trend				
	3.4.2	Formula Based Transfers				
	3.5.1	Source Market for Debt				
	3.6.5	Total Expenditures Trend				
	3.7.1	Debt Service in Hard Currency				
	3.7.2	Debt Service % of Operating Margin				
Financial Management	4.1	Experience with Debt Repayment				
	4.1.2	Delays or Defaults in Debt Repayment				
	4.1.3	Written Policies & Procedures on Debt Service				
	4.1.4	Safeguards Against Missed Payments				
	4.1.5	Separate Staff for Debt and Cash Management				
	4.2.1	Sufficient Liquidity to Cover Expenses				
	4.2.2	Short Term Borrowing to Maintain Liquidity				
	4.2.3	Delays in Payments to Contractors and Suppliers				
	4.3.1	Accurate & Timely Budgeting & Accounting Systems				
	4.3.2	System for Fixed and Moveable Asset Management & Accounting				
	4.3.3	Accounting Basis: Cash or Accrual				
	4.3.4	Accounts Consolidated into One Information Set				
	4.3.5	Months in Advance Able to Predict Cash Payments				
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Enabling Environment	5.1	Domestic Market Currently Provides Long Term Financing				
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	5.10	Local Expertise for Accounting and Financial Management				
	5.11	Local Expertise for City Development Planning				
	5.12	Local Legal Expertise Available for Sub-National Debt Issuances				
	5.13	Relationship with Credit Rating Agency				

ANNEX 3 – CURRICULUM

DAY ONE: Monday, August 4, 2014		
Activity	Presenters/Discussion Facilitators	Time
Registration		08:30 – 9:00
Welcome From Host and Creditworthiness Program Partners List of Speakers/Guests/Organizers	Edwin K. Kiliba, Deputy Permanent Secretary PMO-RALG Mr. Msophe, Arusha City Deputy Mayor Tricia Holly, Sr Strategic Adviser (UN-HABITAT) Jeff Delmon, Sr PPP Specialist (World Bank)	09:00 – 9:30
Overview of the City Creditworthiness Initiative and Municipal Finance Academy How the Academy relates to the technical assistance and training resources to be made available through the City Creditworthiness Program and the underlying World Bank Projects. Overall objective of the weeklong Academy Self-introduction by All Participants List of Participants	Joshua Gallo, Sr Municipal Finance Specialist (World Bank/PPIAF)	09:30 – 10:30
Tea Break		10:30 – 10:45
The Path to Creditworthiness in the Tanzanian Context Subnational financing within the Tanzania context, opportunities and challenges to improving financial management. Krish Kumar Speech Related Material: Municipal Finance Handbook (Chapter 1)	Joshua Gallo (World Bank/PPIAF) Robert Kyukyu (Kampala, Revenue Directorate) Krish Kumar (eThekwini CFO) Gregory Mwapule (PMO-RALG) Jaffer Machano (TIB Development Bank)	10:45 – 12:15
LUNCH		12:15 – 01:15
Population Growth, Development Planning, Land Value and Climate Resilience The impact of population growth on the need for practical city development planning, including options for capturing/leveraging land value Related Material: Municipal Finance Handbook (Ch. 2 and 6)	Jan Whittington Assistant Professor, Urban Design and Planning, University of Washington, USA	01:15 – 03:15
Local Government Mandates and Own Source Revenue Practical link between local government mandates, service revenues and the provision of services. Krish Kumar and Peet du Plessis presentation	Krish Kumar (eThekwini CFO) Peet Du Plessis (eThekwini Revenue Head)	03:15 – 04:30
Tea break		04:30 – 04:45
Completion by Participants of Self- Assessment Sections 1 and 2 (see also User Guide to Self-Assessment) Self-Assessment File	David Painter (World Bank/PPIAF)	04:45 – 05:30
Wrap up and preview of day two	Joshua Gallo (World Bank/PPIAF)	05:30 – 05:45

DAY TWO: Tuesday, August 5, 2014

Activity	Presenters/Discussion Facilitators	Time
<p>Brief introduction to the day: Capital Investment Planning Introduce the role of the Capital Investment Plan in development, creditworthiness, and climate change.</p>	Chuck Billand (World Bank/PPIAF)	09:00 – 9:15
<p><u>Preparing Capital Investment Plans</u> How to prepare a Capital Investment Plan, with capital budgeting, local fiscal and development policy, and public participation, using multi-criteria analysis</p> <p>Related Material: Climate-Smart Planning Handout and Excel Model</p>	Jan Whittington Assistant Professor, Urban Design and Planning, University of Washington, USA	09:15 – 10:30
<p>Tea Break 10:30 – 10:45</p>		
<p><u>Introducing Resilience</u> The principles of resilience and associated conceptual framework to understand how resilience is relevant to creditworthiness and can be a criterion for urban planning and investment decision</p>	Patricia Holly, Sr Strategic Adviser Marco Kamiya, Lead Urban Specialist Hélène Fournière, Program Assistant (UN-HABITAT)	10:45 – 12:15
<p>LUNCH 12:15 – 01:15</p>		
<p><u>Selecting Cost-Effective, Low Carbon, Resilient Capital Projects</u> How to develop evaluate, and select proposals for cost-effective, low carbon, resilient projects for the capital investment plan</p>	Jan Whittington Assistant Professor, Urban Design and Planning, University of Washington, USA	01:15 – 02:00
<p><u>Making Climate-Smart Capital Investment Plans</u> How to make a Climate-Smart Capital Investment Plan, integrating and prioritizing cost-effective, low carbon, and resilient projects that meet local development goals</p>	Jan Whittington Assistant Professor, Urban Design and Planning, University of Washington, USA	02:00 – 03:00
<p><u>Synchronizing 1) City Development Planning; 2) Capital Improvement Planning; an 3) Capital Expenditure Budgeting</u> Practical aspects of Local Long-Term Capital Expenditure Planning</p>	Chuck Billand (World Bank/PPIAF)	03:00 – 03:45
<p>Tea Break 03:45 – 04:00</p>		
<p><u>Completion by Participants of Self- Assessment Section 3 (see also User Guide to Self-Assessment)</u></p>	Jan Whittington Assistant Professor, Urban Design and Planning, University of Washington, USA	04:00 – 05:10
<p>Wrap up and preview of day three</p>	Kirti Devi (World Bank/PPIAF)	05:10 – 05:15

DAY THREE: Wednesday, August 6, 2014

Activity	Presenters/Discussion Facilitators	Time
<p><u>Brief Introduction to the Day: Managing Subnational Finances for Improved Performance</u> Overview of municipal finance and debt repayment</p>	Chuck Billand (World Bank/PPIAF)	09:00 – 9:15
<p><u>Revenues, Expenditures and the Operating Margin: Challenges and Opportunities. How to Provide a Financial History</u> Practical aspects of revenues/expenditures and operating margin and how to present data needed by regulators and investors</p> <p>Related Material: Municipal Finance Handbook (Chapter 4)</p>	Tom Cochran (World Bank/PPIAF)	09:15 – 10:30
Tea Break		
		10:30 – 10:45
<p><u>Revenue Enhancement, Operating Cost Saving and a Pro-Poor Tariff Setting Simulation</u> Practical possibilities of revenue enhancement and cost savings with-&-without increased taxes and fees</p> <p>Property Tax Case study and Solution</p>	Tom Cochran (World Bank/PPIAF) Peet Du Plessis (eThekwinin Revenue Head)	10:45 – 12:30
LUNCH		
		12:30 – 01:30
<p><u>Managing & Mismanaging of Short- and Long-Term Debt</u> Advantages and risks of using debt financing, the difference between short and long term debt and the golden rule of how the two types of debt should be used</p>	David Painter (World Bank/PPIAF)	01:30 – 02:30
<p><u>Raising Capital for Local Government Projects: Bond or Loan Financing</u> Practical options for local government borrowing when conditions permit: bonds and loans; how to prepare for obtaining debt financing, whether in the short or long term</p> <p>Related Material: Municipal Finance Handbook (Chapter 7)</p>	David Painter (World Bank/PPIAF)	02:30 – 03:30
Tea Break		
		03:30 – 03:45
<p><u>Reflections from Durban’s Chief Financial Officer</u> Practitioners’ perspective on municipal financial management, including the political economy of sound administration</p>	Krish Kumar (eThekwini Chief Financial Officer)	03:45 – 04:30
<p><u>Completion by Participants of Self- Assessment Section 3 (see also User Guide to Self-Assessment)</u></p>	David Painter (World Bank/PPIAF)	04:30 – 05:30
Wrap up and preview of day four	Kirti Devi (World Bank/PPIAF)	05:30 – 05:45

DAY FOUR: Thursday, August 7, 2014

Activity	Presenters/Discussion Facilitators	Time
<p><u>Brief Introduction to the Day: Enhancing the Subnational Finance Enabling Environment</u> Impact of the legal and regulatory environment for borrowing and public private partnerships</p>	Chuck Billand (World Bank/PPIAF)	09:00 – 9:15
<p><u>Fundamentals of Financial Management for Local Governments</u> Practical practices for: debt; liquidity management; financial information management and monitoring; capital budgeting; and professionalization of the financial management function</p> <p>Related Material: Municipal Finance Handbook (Chapter 3)</p>	David Painter (World Bank/PPIAF)	09:15 – 10:45
Tea Break		10:45 – 11:00
<p><u>Revenue Enhancement Best-Practices: The Case of Arusha</u></p>	Arusha City Council Team	11:00-11:30
<p><u>Demonstrating Sound Financial Management: How creditworthiness is assessed</u> How credit rating agencies and lenders/investors assess the quality of financial management in a municipality and how this can affect access to long-term finance</p> <p>Related Material: Rating Procurement Criteria</p>	Joshua Gallo (World Bank/PPIAF)	11:30 – 12:30
LUNCH		12:30 – 01:30
<p><u>PPPs with Local Governments in Tanzania: The Current Status and Future Prospects</u> Identification and development of small Municipal PPP projects. Advantages and risks of using PPP's</p> <p>Related Material: Cities and PPPs (Handshake, IFC)</p>	Jeff Delmon (World Bank/PPIAF)	01:30 – 03:30
Tea Break		03:30 – 03:45
<p><u>Panel Discussion with Kampala Team</u> Lessons from Kampala closing its first solid-waste PPP, handling of unsolicited project proposals, increasing revenues, developing projects' pipeline.</p>	Robert Kyukyu, Fred Andema (Kampala Capital City Authority)	03:45 – 04:30
<p><u>Completion by Participants of Assessments Sections 4 and 5 (see also User Guide to Self-Assessment)</u></p>	Tom Cochran (World Bank/PPIAF)	04:30 – 05:15
Wrap-up and preview of day five	Kirti Devi (World Bank/PPIAF)	05:15 – 05:45

DAY FIVE: Friday, August 8, 2014

Activity	Presenters/Discussion Facilitators	Time
<p><u>Action Planning for the Enabling Environment</u> Participants reach a consensus on the prioritization of problem areas in the Tanzanian enabling environment and develop a draft Action Plan for addressing the problems</p> <p>Related Material: Enabling Environment - Subnational Debt</p>	Plenary Session facilitated by Academy Team Members	09:00 – 10:00
<p>Local Government Creditworthiness Action Planning Participants work as separate Local Government/Entity sub-groups to reach consensus on a Draft Action Plan aimed at improving the financial management performance of the entity</p> <p>Related Material: Municipal Finance Handbook (Chapter 8) Action Cards</p>	Break-out groups facilitated by Academy Team Members	10:00 – 11:00
<p>Tea Break</p>		11:00 – 11:15
<p>Local Government Creditworthiness Action Planning (Continued)</p>	Break-out groups facilitated by Academy Team Members	11:15 – 12:30
<p>LUNCH</p>		12:30 – 01:30
<p><u>“Speed-Dating” Meetings to Discuss Potential Creditworthiness Improvement Actions and Technical Assistance Programs with Each Local Government Team</u> Participants engage with Academy Team Members, World Bank Urban Project Leaders/Consultants and representatives of other donor organizations to discuss draft Action Plans and their Technical Assistance needs to implement creditworthiness improvements in their individual local governments</p> <p>Sign up for the Community of Practice</p>	Booths facilitated by Academy Team Members	01:30 – 03:00
<p>Tea Break</p>		03:00 – 03:15
<p>Academy Wrap-up Activities, Evaluations, Certificate Presentations</p> <p>Group Photo</p>	Full Team	03:15 – 04:00

ANNEX 4 – LIST OF PARTICIPANTS

ULGA	Name
CDA	Rogasian Ngumbi
	Rahabu Philip
Arusha CC	Kessy Mpakata
	Mathias Shindika
	Justice Shemakange
Babati TC	Isabella Kiluma
	Nayeuni Mollel
	John Lucas Soloma
Bariadi TC	Emmanuel Mgongo
	Christopher Segese
	Sungwa Johnson
Bukoba MC	Anandumi Ulomi
	Rahel Mbuta
	Fredrick Andrea
Dar es Salaam CC	Deo Mwakitalu
	Zakaria David Mzengi
	Mheziwa Bundala
Dodoma MC	Mlanya Maurice Oure
	Mkama M. Musese
	Rukia Bakari Omary
Geita TC	Luciano Bundala
	Paulo Sweya
	Nicolaus Kabwana
Ilala MC	Rogasian P. Seda
Ilemela MC	Lainie Kamendu
	Peniel Titus
	George Mashauri
Iringa MC	Petro Musamba
	Daudi Mapunda
	Aloyce Likali
Kibaha TC	Amkauane Ngilangwa
	Suzana Chaula
	Dominic Mkundi
Kigoma/Ujiji MC	Micheal S. Marco
	Wilfred Mwita
	Bawili A. Mkoko
Kinondoni MC	Ando Mathew Mwankuga
	Alfred Martin Mlowe
	Jeremiah Peter Mwaikatale
Korogwe TC	Kikonge Felix Jeremiah
	Khalifa J. Ally
	Yunus Mwangi
Lindi MC	Tulusbya Kamalamo
	Reuben Putaputa
	Miriam Mghweno
Mbeya CC	Kasheto Bakilile
	Rumadha Mhando

ULGA	Name
Morogoro MC	Isaac Ashery
	Said Ally Msomoka
	Bariki Jackson Marandu
Moshi MC	Richard Mfugale
	Evetha. S. Lyimo
	Karia. R. Magaro
Mpanda TC	Bosco Kapinga
	Gabinus Mtonga
	Ferdinand S. Filimbi
Mtwara MC	Christina Buchuma
	Ernest D. Mwongi
	Gerald Nandonde
Musoma MC	Marwa Zabron
Mwanza CC	Anna P.Mbogo
	David Wembe
	Joseph Kashushura
Njombe TC	Sadoth Kaijage
	Dorcas Mkello
	Leonia O. Tandika
Shinyanga MC	Kennan M. Ngombe
	Divina Masali
	Mwasaga W. Mwambuli
Singida MC	Deus L. Busongo
	Aminiel Kamnde
	Noel Hango
Songea MC	Joseph Mbiaji
	Christopher Ngonyani
	Salum Mwandu
Sumbawanga MC	Hamid Njovu
	Emmanuel Mwangalaba
	Richard Mkandalasi
Tabora MC	Jonas M. Mallosa
	Mariam H. Seif
	Immanuel Dyelu
Tanga CC	Elimwaria Lengise
	Richard Mtelewa
	Wilfred Lazaro
Temeke MC	Tumaini Eliadi Mrango
	Eric Kilangwa
	Stephen Daniel Mulisa
	Edward Simon
Zanzibar MC	Ali Kombo Machano
	Amina Amour Yusuph
	Zuwena Omar Keis
Chake Chake TC	Asha Mwalim Khamis
Mkoani TC	Hamad Bakar Ali
Wete TC	Otman Zubeir Haji

PMO-RALG	Shomari Mukhandi Faudhia Hamidu Jumbe Akida Fred J. Kibano	Ummy Wayayu Rehema Nyato David Rubibira Gregory Mwapule	Dr.Mariam Kimaro Buyamba Mkina Kassaja Niall Crotty
MoF Zanzibar	Shekha Jumaan Karama	Khamis Ali Khamis	

