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Implementation Strategy and Reports

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Implementation Strategy for the National Five - Year Development Plan 2016/17 – 2020/21 Volume I

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UNITED REPUBLIC OF TANZANIA

Implementation Strategy for the National Five - Year Development Plan 2016/17 - 2020/21

VOLUME I
THE ACTION PLAN

MINISTRY OF FINANCE AND PLANNING
APRIL 2018

LIST OF ABBREVIATION

AGOA	African Growth and Opportunity Act
ASDP	Agriculture Sector Development Programme
ASDS	Agriculture Sector Development Strategy
ATCL	Air Tanzania Company Limited
BADEA	Arab Bank for Economic Development in Africa
BICO	Bureau of Industry Cooperation
BoT	Bank of Tanzania
CAMARTEC	Centre for Agricultural Mechanisation and Rural Technology
CBD	Central Business District
COMESA	Common Market for Eastern and Southern Africa
COSTECH	Commission for Science and Technology
DWFN	Distant Water Fishing Nations
DSM	Dar es salaam
EAC	East African Community
EEZ	Exclusive Economic Zone
EPA	Economic Partnership Agreement
EPZ	Export Processing Zone
EPZA	Export Processing Zone Authority
FETA	Fisheries Education Training Agency
FMD	Foot and Mouth Disease
FTA	Free Trade Area
FY	Financial Year
FYDP	Five Year Development Plan
GDP	Gross Domestic Product
GTEA	General Tyre East Africa
ICT	Information Communication Technology
IFAD	International Fund for Agricultural Development
IS	Implementation Strategy
JNIA	Julius Nyerere International Airport
KMTC	Kilimanjaro Machine Tool Manufacturing Centre
LGAs	Local Government Authorities
LGRP	Local Government Reform Program
LITI	Livestock Training Institute
LITS	Livestock Identification and Traceability System

MDAs	Ministries Departments and Agencies
MIC	Middle-Income Country
MITI	Ministry of Industry Trade and Investment
MLHHSD	Ministry of Lands, Housing and Human Settlement Development
MoA	Ministry of Agriculture
MoE	Ministry of Energy
MoEST	Ministry of Education Science and Technology
MoFP	Ministry of Finance and Planning
MoLF	Ministry of Livestock and Fisheries
MoM	Ministry of Minerals
MOWI	Ministry of Water and Irrigation
MTEF	Medium Term Expenditure Framework
MW	Megawatt
MWTC	Ministry of Works, Transport and Communication
NARCO	National Ranch Company
NDC	National Development Corporation
NGOs	Non-Governmental Organisations
NSAs	Non-State Actors
NSGRP	National Strategy for Growth and Reduction of Poverty
PAP	Project Affected People
PC	Planning Commission
PO-PSM	President's Office - Public Service Management
PPP	Public Private Partnership
R&D	Research and Development
RSs	Regional Secretariats
SADC	Southern Africa Development Community
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SEZ	Special Economic Zone
SIDP	Sustainable Industrial Development Programme
SKD	Semi Knocked Down
SMEs	Small and Medium Enterprises
SPV	Special Purpose Vehicle
STI	Science, Technology and Innovation
SUA	Sokoine University of Agriculture
TAA	Tanzania Aviation Authority
TAFIRI	Tanzania Fisheries Research Institute

TAMCO	Tanzania Automobile Manufacturing Company
TANESCO	Tanzania Electric Supply Company
TATC	Tanzania Automotive Technology Centre
TAZARA	Tanzania Zambia Railway Authority
TCAA	Tanzania Civil Aviation Authority
TEMDO	Tanzania Engineering and Manufacturing Design Organisation
TIC	Tanzania Investment Centre
TIRDO	Tanzania Industrial Research Development Organization
TORs	Terms of Reference
TPA	Tanzania Ports Authority
TRA	Tanzania Revenue Authority
TRL	Tanzania Railways Limited
Tsh.	Tanzanian Shilling
UDSM	University of Dar es Salaam
UNIDO	United Nations Industrial Development Organization
URT	United Republic of Tanzania
VAT	Value Added Tax
VETA	Vocational Education and Training Authority
WARCs	Ward Agricultural Resource Centres

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FOREWORD

Tanzania's Development Vision 2025 envisage that the country will achieve a grand target of graduating to middle income and transformation to semi-industrialized economic status by 2025. The challenges facing countries embarking on industrialisation in this decade are however more stringent than before, considering the competitive and globalising world that we live in today. The barriers to entry, structure of competition in global trade and new forms of protectionism, put to question the long held thinking that such countries will easily catch up since they are not required to “reinvent the wheel”. Instead they could tap the immense accumulated capital, technology, knowledge and experience from the developed world. Fortunately, many developing countries, including Tanzania, require only innovative ways to go around these challenges. To this end, they need to come up with new thinking and approaches that will allow them to penetrate the opaque scene of present day World economic order.

It is with an understanding of this reality that the Fifth Phase Government of the United Republic of Tanzania has called for a swift break away from the “business-as-usual” to “business unusual” modality of coordination and organisation to ensure that it delivers on its development agenda and resolve the core socioeconomic challenges that the country is facing. It is this same philosophy of “business unusual” that had underpinned the development of the National Five Year Development Plan 2016/17 – 2020/21. Through the Plan, Tanzania has set a clear commitment to enhance transformation of the country's production, service and trading structures to make them commensurate with present patterns and trends in the regional and global scenes. This is necessary in order to trigger the strategic change that will allow the Government to create requisite conditions for it to deliver on the aspirations stipulated in the Tanzania Development Vision 2025.

The need for this Implementation Strategy is based on the fact that the Plan contains broad statements on strategic interventions and directions under each goal, with initial prioritization and sequencing indicated. Since not all details could be accommodated in the Plan, the Implementation Strategy document will be the Plan's key implementation guide and tool, which provides details on specific strategic areas. The Strategy provides guidance on the institutional and policy reforms necessary to execute effectively the National Five Year Development Plan 2016/17 – 2020/21. It will thus play a central role in coordinating support from all stakeholders, the public, private and individuals, around realisation of the agreed priorities and interventions to drive industrialisation, economic transformation and human development in Tanzania and propel the country towards middle - income country status by 2025.

Even as we acknowledge that our circumstances and challenges faced may not be the same, we draw inspirations from recent success stories of transformation from countries like China, Malaysia, Vietnam and Brazil, which at independence had similar conditions like Tanzania today but went on to prove that the development challenges are surmountable particularly if fundamentals are adhered to. Several success factors can be identified from the experience of these countries. Taking into consideration the diversity of the countries, the conclusion is that success is neither determined by country's rich endowment of natural resources, its age nor the size of its land and population. Rather the underpinning factors are the organisation, coordination and relentless focus on achieving the set goals. With these, governments of these countries distinguished themselves with attributes such as swift and bold decisions on long term development, strategic prioritisation, political will, open dialogue with the private sector and consensus building mechanisms for effective implementation.

Armed with the inspirational and strategic lessons from these countries, this Implementation Strategy has been crafted purposely to address some of the obstacles mainly incoherent inter-institutional action plans, financing, communication, and monitoring and evaluation framework. As such, it embraces new thinking and innovative ways of institutional coordination and organisation to ensure this Plan is implemented in its entirety, in a bid to fast-track realisation of the Tanzania Development Vision 2025. Let me reiterate the unwavering commitment of the fifth-phase Government to monitor closely the implementation of the Plan.

Therefore, I commend all stakeholders who were involved in the development and finalisation of this Implementation Strategy. This step represents an important milestone in the Government's ongoing push towards industrialisation.



Dr. Philip I. Mpango (MP)

MINISTER FOR FINANCE AND PLANNING

PREFACE


For the first time in Tanzania's planning history, we are presenting a Five Year Development Plan accompanied by its Implementation Strategy. This task has been possible after addressing the constraints faced in the preparation of the past Five Year Development Plans, including the preceding Five Year Development Plan 2011/12-2015/16. The poor performances of the previous plans were the results of inadequate implementation follow-up, improper projections and lack of right framework to implement the Plan.

The challenges to realization of the previous plan's objectives and targets can be grouped into four categories: (i) weak preparation of projects; (ii) failure to mobilize and allocate financial resources in time; (iii) overreliance on public financing; and (iv) poor coordination. The National Five Year Development Plan 2016/17-2020/21 has tried much to address these challenges in order to improve efficiency in implementations

The implementation strategy is intended to inform, guide, and assist various stakeholders involved in realization of the set objectives and targets of FYDP II. Essentially, the strategy is an implementation tool of the Plan and sets an orderly way of executing delivery over the Plan period on a yearly basis. It has also a direct link to the annual development plans and budgets with the latter providing the necessary adjustments and corrections mechanism needed during implementations.

The National Five Year Development Plan 2016/17-2020/21 consist of four components issued as Volumes namely: (1) Action Plan; (2) Financing Strategy; (3) Monitoring and Evaluation Strategy; and Communication Strategy. All stakeholders are expected to familiarize with all volumes in order to execute their respective parties in the delivery of FYDP II objectives and targets. Volume 1 is essentially a consolidation of the actions of the envisaged delivery components of the Plan, detailing the activities to be carried out in terms of what, how, when, by whom, and how much each activity will cost. Volume 2 serves two purposes; acting as a tool for mobilizing financial resources, and gives guidance on how each component could be financed. Volume 3 provides monitoring and evaluation framework for implementation of the Plan. Volume 4 serves as a communication tool on how to deliver the responses with regards to expectations, prioritization, and sequencing.

As we are working hard to achieve the Tanzania Development Vision 2025 expectations, let me reiterate the unwavering of the political leadership to follow closely the implementation process of the Plan. I hail all citizens of the United Republic of Tanzania and development partners to support this Implementation Strategy in order to achieve our country's move towards industrialization.



Doto Mgosha James

PERMANENT SECRETARY

EXECUTIVE SUMMARY

1. Background and Motives

The Second Five-Year Development Plan (FYDP II, 2016/17 – 2020/21) outlines the priority areas and interventions necessary to enable Tanzania realize objectives and targets of the Tanzania Development Vision 2025, particularly enhancing industrialization to foster socioeconomic transformation. Implementation of FYDP II seeks to build the basic capabilities for the country to deal effectively with the core social and economic challenges of unemployment and low job creation, wide spread of poverty, low level of economic growth as manifested by low average per capita income; low levels of skills and productivity of labour force across key activities of the economy. To this end, FYDP II aims at improving the country's human development and social equity indices in the global ranking, and enhancing the country's production and trading capabilities by fostering value chains and their competitiveness in line with the overall target of the country graduating to middle income country status.

The Action Plan is designed to guide implementers to consistently move from the plan to reality, trying to provide answers as to how, when, by whom and at what cost the planned interventions and outcomes will be realised. The fact that a number of interventions and outcomes are to be implemented by various actors, proper coordination, sequencing, prioritisation and consensus are necessary. Ineffective implementation has frequently been cited as the most contributory factor to poor performance of Tanzania's previous Development Plans. In order to enhance implementation of the Second Five Year Development Plan (FYDP II), emphasis has been made on redressing the implementation challenges of lack detailed execution action plan with time line performance indicators, weak communication for buy-in and improperly sequenced actions and cross institutional priorities, failure to mobilize adequate and timely disbursement of funds, and weak framework for monitoring and evaluation as well as feedback and correction mechanisms.

2. Organisation of the Implementation Strategy of FYDP II

On the basis of these challenges, the Implementation Strategy of FYDP II (FYDP II – IS) has been designed along with four main components that reinforce each other, though can be read separately along with the Plan itself. The Implementation Strategy of the FYDP II has four distinct volumes. These are, Volume I: The Action Plan; Volume II: The Financing Strategy; Volume III: The Monitoring and Evaluation Framework; and Volume IV: The Communication Strategy.

The Action Plan makes reference to the priority areas as they are articulated in the FYDP II document, the identified projects and interventions builds from the status, perceived main challenges, objectives, activities, time frame, cost, and assignment of responsibilities across the various stakeholders. The Financing Strategy builds from recognition of the cost implications to realization of the envisaged projects and requisite interventions. It indicates also how the overall Plan as well as the specific project is planned to be financed, through traditional, non-traditional, innovative mechanisms, or in combination. The Monitoring and Evaluation Plan is a Results- Based Management tool with emphasis on coordination, timeline, performance indicators, feedback and provision of corrective mechanisms to implementation. The Communication Strategy elaborates the approach to be used to ensure efficient flow of information to all stakeholders throughout implementation and expected outcomes and impact thereafter.

I wish to end by emphasising that the preparation of the annual development plan and budgets, along with the plan and budget preparation guidelines issued every year will make reference to the Implementation Strategy and its respective volumes. This will enhance preparedness and soundness of the institutional annual plans and budgets. Based on the information in the Implementation Strategy, institutions can start preparations of their plans and budgets even before the annual guidelines are issued. The strategy has shown clearly the indicators and timeline milestones of implementation.

Table 1: Costs of Implementing FYDI II as Summarized Across the Categories of Interventions (Million Tshs)

SN	SECTOR/ AREAS OF INTERVENTION	TOTAL	GOVT	PRIVATE
Flagship Projects				
1	CRUDE OIL PIPELINE PROJECT (COP)	7,861,347.00	931,347.00	6,930,000.00
2	MCHUCHUMA AND LIGANGA	16,282,265.00	11,306,265.00	4,976,000.00
3	REVAMPING AIR TANZANIA COMPANY LIMITED	544,918.00	544,918.00	-
4	CONSTRUCTION OF CENTRAL RAILWAY (SGR)	7,027,130.00	7,027,130.00	-
5	PREPARATORY WORK FOR CONSTRUCTION OF LNG PLANT	13,000.00	13,000.00	-
6	MASS TRAINING	1,238,732.15	1,190,532.15	48,200.00
7	EPZ/SEZs	1,727,690.00	135,155.00	1,592,535.00
8	MKULAZI HOLDING CO. LTD (MHCL)	360,162.15	360,162.15	-
	RUFJI HYDRO POWER PRIJECTS	6,232,950.00	6,232,950.00	-
Interventions for Economic Growth				
9	MANUFACTURING SECTOR	7,517,312.99	2,266,058.80	5,251,254.19
10	MINING AND METALS	1,229,325.00	166,025.00	1,063,300.00
11	AGRICULTURE	436,866.54	278,166.41	158,700.14
12	TRADE	4,074.50	4,074.50	-
13	INVESTMENT	3,978.00	3,978.00	-
14	MARKETING	10,248.50	10,248.50	-
15	NATURAL RESOURCES AND TOURISM	434,495.00	434,495.00	-
16	SCIENCE TECHNOLOGY AND INNOVATION	128,123.00	120,747.00	7,376.00
17	ICT	502,080.00	502,080.00	-
18	E-GOVERNMENT	109.88	109.88	-
19	CREATIVE INDUSTRY	935,298.48	854,998.48	80,300.00
Interventions for Human Development				
20	ENVIRONMENT AND CLIMATE CHANGE	164,827.75	155,550.00	9,277.75
21	EDUCATION AND CAPABILITY	129,321.68	129,321.68	-
22	SKILLS DEVELOPMENT	227,685.70	227,685.70	-
23	HEALTH	1,937,581.00	1,390,963.00	546,618.00
24	FOOD AND NUTRITION	6,877,320.00	6,189,588.00	687,732.00
25	WATER SUPPLY, SANITATION AND IRRIGATION	10,395,392.00	5,079,120.00	5,316,272.00
26	IRRIGATION SECTOR	879,877.00	622,853.00	257,024.00

SN	SECTOR/ AREAS OF INTERVENTION	TOTAL	GOVT	PRIVATE
27	LAND, HOUSING AND HUMAN SETTLEMENT DEVELOPMENT	1,250,603.58	1,200,597.98	50,005.60
28	DODOMA CITY DEVELOPMENT	915,216.40	364,059.60	551,156.80
29	MWANZA CITY DEVELOPMENT	672,699.00	384,764.00	287,935.00
30	ARUSHA CITY DEVELOPMENT	186,345.00	169,622.00	16,723.00
31	DAR ES SALAAM CITY DEVELOPMENT	7,254,411.00	6,251,106.00	1,003,305.00
32	MTWARA (MIKINDANI) MUNICIPAL DEVELOPMENT	120,025.00	97,335.00	22,690.00
33	SOCIAL PROTECTION	7,180.00	7,180.00	-
34	GENDER AND WOMEN ECONOMIC EMPOWERMENT	173,819.00	111,884.00	61,935.00
35	GOOD GOVERNANCE	665,221.86	660,421.86	4,800.00
Enabling Environment				
36	POWER/ ENERGY	21,560,554.00	18,071,447.00	3,489,107.00
37	CENTRAL RAILWAY	1,087,865.00	1,087,865.00	-
38	TAZARA RAILWAY	932,445.00	932,445.00	-
39	DAR ES SALAAM COMMUTTER RAIL SERVICES	185,665.00	185,665.00	-
40	ROAD AND CONSTRUCTION SUBSECTOR	9,582,500.00	4,763,500.00	4,819,000.00
41	PORTS INFRASTRUCTURE	3,022,000.00	1,742,000.00	1,280,000.00
42	LAKE TRANSPORTATION	252,284.00	252,284.00	-
43	AIRPORTS	1,037,820.00	313,820.00	724,000.00
44	METEOROLOGY	60,410.00	60,410.00	-
45	DOING BUSINESS	18,676.81	18,656.81	20.00
Total		122,087,851.97	82,852,585.50	39,235,266.48

CHAPTER I: INTRODUCTION

1.1. Background to the Implementation Strategy of FYDP II

In 2016, the Government of Tanzania unveiled the Second Five-Year Development Plan with the theme of “Nurturing Industrialization for Economic Transformation and Human Development”. In order to ensure effective implementation, the Government has prepared Implementation Strategy (IS) as a guiding tool to support implementation of FYDP II through the Annual Development Plans (ADPs). Ministries, Departments and Agencies (MDAs) will be required to develop their annual development plans by consulting the Implementation Strategy.

The main objective of the implementation strategy is to foster implementation of the Plan by evoking institutional synergies through coordinated sequence of actions and consensus amongst the stakeholders. Most of interventions in the Implementation Strategy demand a well-coordinated and strategic partnership between the Government on the one hand and the private sector, development partners, the civil society and other non-state actors on the other. Thus, implementation of the Plan is a shared responsibility of all stakeholders.

The design of the Implementation Strategy takes cognizance of the existing institutional arrangements with emphasis on improved modality of delivery.

The Action Plan covers the ten (10) flagship projects which are: Construction of a new Central Railway Line to Standard Gauge; Rufiji Hydro Power Project; Reviving the national carrier (ATCL); Mass training for creation of adequate pool of skilled personnel required to propel industrialization and human development and fostering science, technology and innovations capabilities; Development of Special Economic Zones and Industrial Parks; Construction of the Pipeline to transport Crude Oil from Uganda to Tanzania; Construction of the Liquefied Natural Gas plant; Construction of the Mchuchuma Coal-Fired Thermal Plant and the Liganga Iron Ore mining and Steel Complex Plant; Establishment of Kurasini Trade and Logistics Centre and Implementation of the Mkulazi Sugarcane Farm cum Sugar Refinery Plant. The flagship projects provide the lynchpin for realization of FYDP and are expected to generate the range of activities to support implementation.

The implementation strategy has four core areas of interventions, i.e, interventions for growth and industrialization; interventions for fostering human development and social transformation; interventions for improving the business environment and interventions to enhance implementation of the Plan. The total resources allocated for the projects and interventions identified for growth is to the tune of Tanzanian Shillings 11.2 trillion equal to 9.2 percent of total. The areas covered for growth interventions include Manufacturing (such as Cotton to Textile, Leather to Leather Products, Pharmaceuticals, Auto Assembly, etc); Agriculture, Natural Resources and Tourism, Minerals Trade and Investment. Interventions identified for human development and social transformation are estimated to cost Tanzanian Shillings 31.9 trillion, equivalent to 26.1 percent of total. The areas covered include Environment and Climate Change, Education, Health, Water, Good Governance, Peace and Security. Interventions identified for enhancing the business environment are estimated to cost Tanzanian Shillings 37.7 trillion with particular interventions including provision of Transportation Infrastructure, Urban Development Management, Energy, Science Technology and Innovations. Interventions for fostering implementation of the Plan will cover areas of strengthening Monitoring and Evaluation; Improving Projects Preparation; and Improvement on Resources Mobilisation and Management.

1.2. Guiding Principles, Objectives and Components

1.2.1. Guiding Principles

In preparing the Implementation Strategy, due consideration was given to what would be the guiding principles or rather the necessary pre-conditions for successful implementation. The following preconditions were identified:

- a) Political will and commitment at all levels;
- b) Ownership of the Plan by all stakeholders;
- c) Effective use and management of information for decision making;
- d) Increased private sector capacity and involvement;
- e) Preparedness for implementation;
- f) Effective Monitoring and Evaluation;
- g) Clarity of roles and responsibilities of actors;
- h) Effective partnerships with non-state actors;
- i) Human resource capacity and conducive working environment; and
- j) Effective and efficient resource mobilization and utilization.

1.2.2. Objective of the Implementation Strategy

The overall objective to provide strategic guidance and approach for implementation of interventions that are earmarked for realisation of the Plan as well as some of the institutional and policy reforms that are necessary to be taken to instill the culture of mindset change to ensure that the Vision goal of propelling the country towards middle income status by 2025 is achieved. The specific objectives of the Strategy are to:

- a) Provide a framework for implementation of the Plan, based on the lessons learnt during FYDPI implementation and emerging issues; and,
- b) Enhance efficiency and effectiveness in implementation of the Plan for sustainable achievement of national goals and objectives.

1.2.3. Main Components of the Implementation Strategy

The Implementation Strategy has four main components as follows:

- I. The Action Plan;** (VOL. I) articulates areas of focus/interventions and the flagship projects. The Action Plan also indicates the status of the areas/projects, main challenges and opportunities, operational objectives, targets, activities, timeframe, source of financing as well as roles and responsibilities of various stakeholders.
 - a) Financing Strategy:** the Financing Strategy (VOL. II) indicates both traditional and non-traditional as well as innovative sources of financing the Plan. The Strategy also includes lessons and experience from selected countries, and proposed measures to be taken in order to realise the projected amount to finance the Plan.
 - b) Monitoring and Evaluation Framework** (VOL. III) highlights the institutional framework that will guide monitoring and evaluating the performance of FYDP II. To ensure effectiveness, the Strategy indicates reports which will be prepared, responsible ministries/institutions and timelines when such reports will be prepared, discussed and deliberated on. This part also shows indicators that will be used to monitor implementation of the Plan.
 - c) Communication Strategy** (VOL. IV) details the mechanism and approach that will be used to ensure that stakeholders undertake their responsibilities in the implementation of the Plan. The objective is to ensure that there is clear feedback mechanism between the government and all other stakeholders.

1.3. Methodology

A participatory stakeholder-based approach was used to prepare the Implementation Strategy where representatives from different sectors including those from the entire value chain of the identified sectors, the private sector and supporting institutions and Government participated. Stakeholders identified main issues affecting their respective value chains and proposed priorities and development objectives which are contained in the Action Plan. The use of this methodology ensured that the private sector becomes the main actor in the drive to industrialization while the public sector remains to be the facilitator. The activities and targets included in the Action Plan are the results of stakeholders' evaluation of market potential, profitability of business, supply-side constraints and sector dynamics. The work done by stakeholders also falls within the logic of Public-Private Partnership in order to foster

partnerships between the private sector and the Government.

The Action Plans is the guiding document during the preparation of the Plan and Budget in each financial year. This is with particular reference to prioritizing projects, costing and sequencing activities while requesting financing for development projects. The Action Plan will also serve as guidance to all stakeholders willing to support development in the country by indicating priority projects and areas for support. The Annual review, Mid-term and final evaluation are expected to indicate the level of achievement in the implementation of the Five Year Development Plan through the Implementation Strategy. The reviews will also serve as a base for the preparation of FYDP III.

1.4. Layout of the Document

The Action Plan is organised into two chapters. Chapter one is the introduction while Chapter two presents the action plan of the implementation strategy of FYDP II. This chapter also includes actions with respect to the flagship projects and is followed by Annexes covering general objectives, targets, timeframe, cost and the lead implementers and other stakeholders responsible for the implementation of the specific areas of intervention.

CHAPTER TWO: AREAS OF INTERVENTIONS

2.1. Introduction

This Chapter presents the Action Plan of the Implementation Strategy for FYDP II; drawing from the strategic interventions spelt out in the main document; which had, in addition, detailed location/ type; challenges and expected results. The Chapter outlines actions with respect to flagship projects, growth and industrialization, human development, enabling trade and investment environment and reforms to facilitate effective implementation. Details are provided in the respective Annexes.

2.2. Flagship Projects

2.2.1. Crude Oil Pipeline Project (COP)

Introduction

This project, expected to be completed by 2020, has immense benefits to the national economy at all stages of implementation (upstream, mid stream and downstream). COP covers 1,443 km of pipeline running from Hoima in Uganda to Tanga in Tanzania, out of which 1,115 km are in Tanzania; with transportation capacity of 216,000 barrels of crude oil per day. The project also includes storage; tie in block valves, heating, pumping and marine export facilities (oil terminals). The direct and indirect employment effects are estimated at 10,000 during construction and 1,000 during operation.

Current Status

Memorandum of Understanding (MoU) between the Government of United Republic of Tanzania and the Government of Republic of Uganda has been signed; relevant committees established (Pipeline Project Team, PPT; Joint Project Development Committee, JPDC, and Project Steering Committee, PSC; Intergovernmental Agreement (IGA) has been signed and commercial issues related to Host Government Agreement (HGA) have been ratified. Technical activities (Feasibility studies reconnaissance & logistics study of Handeni-Singida road; Topographical Survey over EACOP route and onshore geotechnical survey at the location of Marine Storage Terminal) were carried out by Project developers. Engineering design for the pipeline project was in progress at the time of reporting.

The challenges to implementation include verification of compensation on 1,115km with 30m pipeline reserve along the route, which had not been completed at the time of reporting and inadequacy of skills of local citizens to effectively participate in the various stages of project implementation.

Objectives of the Project

The main objective of the project is to have the pipeline functioning in terms of all the components.

Specific objectives, to;

- i. Complete contractual obligations;
- ii. Complete all preparatory tasks for the project;
- iii. Upgrade Handeni – Singida road to bitumen standard;
- iv. Strengthening of human resource capacity of local people; and
- v. Construct the pipeline and associated facilities.

Main activities

The main activities for implementation of COP project include finalization of contractual obligations; preparatory tasks; improvement of associated infrastructure such as roads; strengthening human resource capacity (local labour) and construction of the pipeline and associated facilities. The total project cost is estimated at USD 3.5 billion. Details indicating objectives, output/targets, timeline and responsible institutions for effective delivery are provided in Annex A, Table AI.

2.2.2 Mchuchuma and Liganga Projects

Introduction

Mchuchuma coal and Liganga iron ore, cover an area of about 166 square km. Liganga project is one of the largest steel complexes in Africa once the production starts. Mchuchuma coal to power project is envisaged to play critical role towards power source diversification. The explorations carried out at the Mchuchuma, Liganga have included initial findings for coal, and iron ore reserves that could sustain production for more than 100 years. The project is expected to be completed within 60 months. The direct and indirect employment effect is estimated at 33,000; and power generation at 600 MW.

a) Mchuchuma Coal – Fired Power Station

This sub project has a proven reserve of 428 million tonnes. The project entails establishment of coal mine, power station and construction of transmission line between Mchuchuma and Liganga for power transmission to Liganga metallurgical complex; to provide 250 MW to operate the metallurgical complex at Liganga.

b) Liganga Metallurgical Complex

The sub-project involves establishment of iron ore mine, beneficiation plant and steel complex project on the estimated reserve of 126 million tonnes is sub project. Successful implementation of these mega projects will have a profound and unprecedented impact on the economic development of the country, such as contribution to national income, boosting Government revenues and incomes of the local communities in close proximity to the projects.

In addition to the main components of the project there are other associated infrastructure projects for smooth functioning of the project. These are: Standard Gauge Railway Line from Mtwara to Amelia (Manda) with spur to Liganga, Mchuchuma and Ngaka for evacuation of manufactured steel goods and coal to gateway port of Mtwara; expansion and modernisation of Mtwara port and upgrading Itoni - Ludewa - Manda road (211 km) and Mchuchuma access road (13.5 km). In addition, parallel development and construction of mines and steel plants expected to commence in 2021.

Current Status

A number of activities have been completed while some were still on-going at the time of reporting. For Mchuchuma project the completed activities are establishment of size of coal reserve; feasibility study; EIA certification; water right use; securing Special Mining License; upgrading to gravel standard Itoni to Manda (211kms) road and Mchuchuma access road (13.5 km); feasibility study and design for upgrading the roads to bitumen standard; and valuation for properties of project-affected people (PAPs) for compensation. Activities that were in progress at the time of reporting were construction of 50 km section between Lusitu and Mawengi to concrete standard; Feasibility Study and preliminary design of Mtwara – Mbamba Bay Railway with a spur to Mchuchuma/Liganga.

Completed activities for Liganga sub project are establishment of reserve size; Feasibility study; EIA Certification; Water Right use; Special Mining License (iron ore) and Valuation for properties of PAPs for compensation.

Challenges

Poor road condition for transporting heavy goods especially during rainy season and delayed payments to PAPs are the main challenges facing implementation of the two projects.

Objectives of the Project

The main objective of the Integrated Mchuchuma and Liganga project is to produce coal for industrial use and generation of power and production of steel to enhance the country's industrialization process.

Specific objectives, to;

- i. Complete contractual obligations;
- ii. Construct the Mines;
- iii. Construct the power plant and transmission line;
- iv. Construct the Steel plant; and
- v. Construct project's supportive infrastructure (access roads and standard gauge railway lines).

Main activities

As detailed in the implementation matrix (Annex A, Table All), the main activities for ensuring timely completion of the projects are Completion of contractual obligations; Construction of the Mines; Construction of the power plant and transmission lines; Construction of the Steel plant; Construction of projects supportive infrastructure (access roads and standard gauge railway lines). The project is estimated to cost of USD 3.0 billion.

2.2.3 Reviving the national air carrier (Air Tanzania Company Limited - ATCL)

Introduction

ATCL was launched in September 2007 after the dissolution of the partnership with South African Airways (SAA). Despite the changes, since then, ATCL has been facing stiff competition in both domestic and regional markets and continued to incur huge losses and lost its operational capacity as well as credibility as national carrier. In order to restore the credibility of ATCL as national carrier, the Government through FYDP II identified revival of the national air carrier (ATCL) as one of the Flagship projects. ATCL is 100 per cent owned by the Government, and operates three Bombardier aircrafts. The aircrafts are owned by Tanzania Government Flight Agency (TGFA) and are leased to ATCL.

Growth of tourism, given the rich diversity of tourist attractions in the country, provides opportunity for ATCL.

Current Status

The following activities have been done: sending 16 pilots to training; modernization of ICT systems by installing new computer reservation system – CRS; and expansion of carrying capacity from 49,173 passengers to 172,500 passengers; increasing number of flight destinations (now reaching Mwanza, Kigoma, Arusha, Dodoma, Tabora, Mbeya, Mtwara, Kilimanjaro, Songea, Zanzibar and Moroni).

On-going activities at the time of reporting include: preparation of interim Organization Structure; negotiation on installing automated check- in system (DCS) and commitment to purchase four new aircrafts at a cost of USD 231.3 million (USD 56.89 million was paid in advance).

Challenges

ATCL faces challenges which include inadequate number of aircrafts to cater for increasing demand; shortage of skilled labour in the aviation sector particularly aircraft pilots and aircraft engineers and air service management; poor airport infrastructure and lack of airports in potential destinations; inadequate use of IT and automated systems to increase ATCL competitive advantage.

Objectives

The main objective of the Government is to revive the national air carrier (ATCL) by 2020.

Specific objectives, to;

- i. Enhance operational efficiency of ATCL by increasing the number of aircrafts in different categories to cater for increasing demand and improvement of customer services;
- ii. Build human resource capacity through increasing number of professionals to match the number of available aircrafts;
- iii. Improve capacity of the National Transport Institute (NTI) in aviation related training and strengthening

- management team;
- iv. Upgrade ICT usage through deployment of Automatic Passenger Check in System, and introduction of the Revenue Accounting System;
- v. Increase ATCL market share through introduction of new routes, enter into strategic alliance/joint venture with other airlines and rejoining the IATA Clearing House (ICH); and
- vi. Ensure safety, quality and security of aircraft, passengers and cargo movement through periodic checks by IATA Operational Safety Audit (IOSA) and Tanzania Civil Aviation Authority (TCAA).

Main activities

The main activities under this project center around increasing number of aircrafts in order to open up new destinations thus increasing market share domestically and internationally; enhancing operational efficiency, enhancing human resource capacity through training and recruitment, and acquiring the necessary certifications on safety, quality and security of aircraft, passengers and cargo movement. Also, improving ICT facilities. The total investment required to revive ATCL is estimated at Tshs. 1,270.49 billion to be sourced by Government from own revenue collections and loans.

Detailed activities are provided in Annex Table All which also outlines each specific objective, key outputs and their corresponding activities, cost estimates and identifies responsible as well as lead actors to guide the implementation.

2.2.4. Construction of a new Central Railway Line to Standard Gauge

Introduction

The decision to implement this strategic project was based on its impact to the economy of the country and neighbouring countries of Burundi, Rwanda, DRC and Uganda. When completed, in the expected 36 months, at a cost of USD 7.6 billion, the 2,561 km project will enable increase of train speed from current 30-56 km/h to 160km/h for coaches and 120 km /hr for wagons; also increase axle load from 13 – 20 tonnes to 35 tonnes and throughput volume from 214,987 tonnes to 17 million tonnes per annum. The project will generate 600,000 jobs. In order to speed-up implementation, modality is to base on Design and Build and implemented in seven lots as follows: Lot 1: Dar es Salaam - Morogoro (300 Km); Lot 2: Morogoro - Makutupora (344 Km); Lot 3: Makutupora - Tabora (294 Km); Lot 4: Tabora - Mwanza (379 Km); Lot 5: Tabora - Kigoma (411 Km); Lot 6: Isaka - Rusumo (371 Km) and Keza - Ruvubu (36 Km); and Lot 7: Kaliua – Mpanda - Karema (321 Km).

Current Status

The following activities had been completed at the time of reporting: EAC member states signed Memorandum of Understanding (MoU) to use the central corridor transport system through connecting railway line from Isaka to Kigali with a link to Burundi that runs from Keza (Tanzania) to Musongati via Gitega (Burundi) to standard gauge (1,435 km) with the existing Dar es Salaam - Isaka – Mwanza central railway line. Also, detailed engineering design of Isaka- Mwanza (km 249) and detailed design of Isaka- Keza- Rusumo (km 317) and Keza-Ruvubu (km 36).

In progress of implementation are detailed engineering design of Tabora- Kigoma (km 411) and Kaliua- Mpanda (km 210); new rail line from Mpanda- Karema (km 111); Uvinza- Musongati (km 246) new railway line; construction of SGR line lot I, Dar es Salaam – Morogoro (300 km estimated to cost TShs one trillion with Tshs 298 billion disbursed and Tshs 0.9 trillion allocated in FY2017/18). Other activities in progress were procurement of contractors for other lots: Morogoro – Makutupora (336 km), Makutupora - Tabora (km 249), Tabora- Isaka (km 133) and Isaka- Mwanza (km 249); acquisition of land for marshaling yard between Kwala - Ruvu (1,000 hectre), Ihumwa (516 hectre) and 500 acres at Buhongwa.

Also, procurement of consultants for supervision, review of design, Management of the project, land acquisition; and Environmental and Social Impact Assessment.

Construction of a new central railway line to standard gauge faces the following **challenges**: project financing given the huge capital requirement; delay in land acquisition and compensation of PAPs; conflicting Railway Act 2002 and Urban Planning Act 2007 on matters regarding railway reserve land; insufficient capacity of TRC to supervise implementation and power plan.

Objectives

The main objective of the project is to develop the railway network system of the Central Railway line to Standard Gauge.

Specific objectives, to;

- i) Secure funding for construction;
- ii) Harmonize related laws;
- iii) Enhance capacity utilization of TRC in SGR; and
- iv) Ensure availability and reliability of source of power for SGR.

Main Activities

The implementation matrix (Annex A Table AIV) for SGR project entails interventions that are critical for timely execution of the project. Among the critical issues to be dealt with include: Ministry of Works, Transport and Communication to share with the Ministry of Energy and Minerals on electrical power demand and reliability of supply to the SGR, concluding PPA, land acquisition and compensation; enforcing training to local personnel; resolving pending issues and operationalize Railway Infrastructure Fund and institutional reforms to ensure smooth operation of railway in Tanzania. The total investment required to implement this project is USD 7.6 billion part of which is expected to be sourced by Government through concession loan and some funds from the government collections.

2.2.5 Preparatory works for the construction of Liquefied Natural Gas Plant

Introduction

Tanzania has made significant discovery of Natural Gas from both onshore and offshore since 2010, with the potential for steering the country's aspiration of becoming an industrial economy by the turn of 2025. Realization of maximum benefit from this resource requires a proportion of it being commercialized in the form of liquefied natural gas ("LNG") for export. Project lifespan is 20 years and requires about 5 years of preparation.

The LNG project will be jointly implemented by Government represented by TPDC, Statoil, BG and their consortia. The 2-train LNG project with Plant Capacity (MPTA of 5 per train and Gas Volumes of 833 mmscf per day will use gas discovered in the offshore Blocks 1, 2 and 4. The facility will be located onshore Tanzania at Likong'o Village in Lindi. The project will facilitate supply of natural gas for domestic use and petrochemical industries; enhance participation of locals in the project streams, in terms of direct and indirect employment, growth of service; providing SMEs and logistics services; expansion and modernization of Mtwara port which will be used for upstream operations. The project entails several phases which include: Land/Site Acquisition; Pre- Front End Engineering Design (Pre-FEED); Front End Engineering Design (FEED); Final Investment Decision (FID); the Construction phase and finally the first gas produced that will lead to the first LNG train takeoff.

Current status

Accomplished activities include acquisition and title deed for land site for the LNG plant at Likong'o; Technical concept for wells development and gas transportation to Onshore for Block 4; appointment of Government Negotiation Team and agreement on the Terms of Reference (TORs) for the Host Government Agreement (HGA) negotiation process.

Activities in progress are towards award of environmental and social compliance certifications; Bathymetry and Metocean studies to generate data for consideration during offshore infrastructure designing. Also in progress is

the technical concept for wells development and gas transportation to Onshore for Blocks 1 and 2; HGA negotiations between the Government and Project developer; and review of relevant documents and developing Term Sheet to lead to discussion of key HGA terms and thus enable the project to enter into Pre-FEED stage. Last are studies being conducted on conducive business environment and strengthening local Capacity and local participation.

The **challenges** to effective implementation of this include compensation amounting Tshs 12,697,249,077 which has not been paid and shortage of local skills required during negotiations, construction and operation phases.

Objectives

The main objective of project is to liquefy gas mainly for export.

Specific objectives, to;

- i) Ensure the compensation for the acquired land for LNG Plant;
- ii) Avail conducive business environment for project take off;
- iii) Facilitate construction of the LNG plant; and
- iv) Strengthen local capacity and local participation.

Main Activities

The activities for realization of this project appear in Annex Table AV together with information on the objective, output, activities, timeframe, cost and institutional responsibility. They are, Compensation for the acquired land for LNG Plant (verification of PAPs pay compensation, survey of the new site); availing conducive business environment for project take off (securing Government Transaction Advisor, preparation of development plans and negotiating agreements/ contracts. The LNG project will cost around USD 30 billion (Private Companies) and Tshs 12.7 billion (Government). The other activities are: strengthening local capacity and local participation through training and capacitating the relevant training institutions; and finally construction of the plant including procurement of contractor, constructing inlet facilities and conducting logistic study.

2.2.6 Mass training for development of rare and specialized skills

Introduction

This project targets development of specific skills for industrialization and human development; and for fostering science, technology and innovations. The country has been taking a number of initiatives in that endeavour including provision of scholarship for higher learning abroad and within the country on rare and specialized courses such as oil and gas, pilot and rehabilitation and construction of infrastructure and equipping training institutions as well as supporting research and development.

The emphasis of this project is on ensuring that both Mloganzila and Dodoma schools of medicine become fully operational; strengthen trainings for scientists, engineers and other rare professionals; and increasing budget allocation for R&D activities.

Current status

The completed sub components of the project are: Mloganzila Academic Medical Centre (MAMC) at Mloganzila Campus - Construction of Hospital and School of Medicine; construction of MAMC building; Inspection, installation, testing and training of available MUHAS staff on medical equipment and training of new and other staff on operation and troubleshooting of installed medical equipment, induction and orientation, clinical governance, communication skills, patient and staff safety, customer care of patients, hospital management, hospital therapeutic, quality management system and ISO accreditation.

With respect to Dodoma School of Medicine, the Benjamin Mkapa Hospital installation of modern equipment was done and school officially inaugurated with a bed capacity of about 300. The budget for **R&D** has been increased from 3.5 billion during 2015/16 to TShs 8.0 billion during 2016/17.

Implementation is in progress in the following areas: Mlongazila - other infrastructure including the administration buildings, lecture halls, seminar rooms, multi-user laboratories, library, cafeteria, hostels for students, interns and postgraduate candidates; Installation and training of Health Management Information System (HMIS).

This project faces implementation challenges in the specific areas as follows: MAMC - inadequate budget, inadequate human resources including doctors, medical specialists, nurses, pharmacists, health lab scientists and other support staff; lack of supportive required infrastructure including medical library.

Dodoma school of medicine: low availability of Teaching Hospitals; low capacity of lecture and seminar rooms; library and medical libraries.

Training and scholarship provision fund: inadequate scholarship and sponsorship within and outside the country; students' loan scheme system concentrated on students who qualify for degree programs and ignoring (other) tertiary and technical training; and low capacity to cater for meeting high cost specialized programmes. In addition, Degree syndrome for (other) tertiary and technical education institutions and non institutionalization of apprenticeship and internship programmes.

Financing of Research and Development: insufficient allocation and disbursement to designated institutions; inadequate quantity and quality of human resources; low uptake/application of research findings; low use of ICT such as for generating digitized data.

Objectives

The main objective of this project is to achieve critical mass of quantity and quality human resources for managing the transformation process to a middle development country status labour force in rare and specialized skills by 2020/21.

The specific objectives, to;

- i) Ensure full operationalization of both MAMC Mloganzila Campus and Dodoma School of Medicine;
- ii) Strengthen training and scholarship provision fund for training scientists, engineers and other rare professionals; and
- iii) Increase financing and support for R&D activities.

Main activities

Implementation activities of the project aim at ensuring full operationalization of both MAMC and Dodoma School of Medicine including employment and training of staff; construction of associated facilities and installation of equipment. For training, the activities are strengthening of training and provision of scholarships fund for scientists, engineers and other rare professionals. In R&D the activities aim at increasing funding to support R&D activities through allocating 1% of GDP availed for R&D; improved coordination of R&D activities, financing modalities and reporting; enhance private sector participation on financing R&D and support Research grants in national priority areas. Annex Matrix A-VI provides details. This project is estimated to cost TShs 1,238.7 billion.

2.2.7 Special Economic Zones

Introduction

The principle objective of establishing Special Economic Zones (SEZs) is to promote multiple sector investments which are synchronized to create World Class industrial platforms with transport connectivity and logistics for enhanced trade capacity as well as to accelerate job creation. Development of Special Economic Zones is a smart strategy to fast-track industrialization process. SEZs will link directly to new industrial parks and logistics facilities and thus lower transaction costs resulting in more efficient facilitation and enhancement of production and trade.

This project encompasses sites located at Bagamoyo, Kigoma, Tanga, and Mtwara; as well as establishment of

Trade and Logistics Centres in Kurasini and Dodoma. Other SEZ projects have been identified in Simiyu and Shinyanga regions for the development of thematic industrial parks for textiles, leather goods, garments and food agro-processing industries which will have direct backward linkages to the rich agriculture and livestock primary production sectors of the said regions. Other similar thematic SEZ developments have been identified for implementation in the regions of Mara (Bunda 1360 ha), Ruvuma (Songea 2033 ha), Singida (Manyoni 755 ha) and Manyara (Mirerani 530 ha).

The merits for selecting the sites include geographical location, availability of arable land for agriculture products which will supply the industries; availability of natural resources, both current and new discoveries; presence of multimodal transport system; and availability of land for investment.

a) Bagamoyo SEZ

Development of Bagamoyo SEZ (9,800ha) will be realized through implementation of the following anchor projects: modern seaport at Mbegani with turning basin and berthing capacity to accommodate 4th generation container ships and RoRo ships; port and Logistics Park covering a total area of 800 ha; portside Industrial Zone covering an area of 2,200 ha; high tech (science and technology) park covering an 175 ha; real estate development of ultramodern commercial and residential City. Also, supporting infrastructure (roads, railway links to Central Line and TAZARA, captive power plant, gas supply, water and communications); and social services delivery (education, health and community services).

Start-up direct investment from private finance initiatives will be of the order of US \$ 1.6 billion and rising to US \$ 5.6 billion, with industrial direct employment of 270,000 people. It is expected that 200 industries could be established by 2020. About 20,000 people will be employed during the first three years of the construction phase, beginning FY 2017/2018. Annual turnover will be over US \$ 1 billion by year 2020; with substantial contribution to GDP growth as well as indirect and induced multiple economic activities which together with the anchor projects generate substantial fiscal revenues.

b) Kigoma SEZ

Kigoma Special Economic Zone (KiSEZ) is planned to cover an area of more than 3,000 ha out of 20,000 ha of the allocated area for SEZ activities. The establishment of Kigoma SEZ is intended to take advantage of Tanzania geographical location as a maritime nation, and in that regard being the natural international trade way to the hinterland Eastern provinces of Democratic Republic of Congo which boasts globally unequalled endowment in both industrial as well as precious mineral resources. . The proposed KiSEZ will consist of factories, warehouses and business offices as well as financial services centre. The EPZ within KiSEZ will be built primarily for the purpose of bulk breaking and processing, including packaging and branding for re-export of food items, pharmaceuticals, beverages and other consumer goods, as well as doing light assembly of completely and semi – knocked down consumer durables such as electronics equipment and household appliances. KiSEZ will have EPZ as one of its development components. The other components will be a Dry Port at Katosho and Trade Logistics Park, and they will all be linked to the main Central railway line from Dar es Salaam to Kigoma Port as well as by a local road network. The Trade Logistics Hub (TLH) will comprise of warehouses, open yards. The associated Free Port Operations (FPO) platform will comprise a modern Lake port infrastructure at Kigoma, with an expanded quayside which will be equipped with modern handling facilities for containerized and all kinds of bulk shipping on Lake Tanganyika.

c) Tanga SEZ

About 1,363 ha of land have been earmarked for Special Economic Zones trade and investment undertakings. Tanga City has been identified as location for the establishment of SEZ multiple industry development cluster and point of entry consisting of various core infrastructure programmes for Tanga City to evolve as the eastern gateway for the northern regions. This city has been identified to operate as the international gateway to the region through Tanga –Dodoma super corridor and as a hub for international trade and commerce.

d) Mtwara SEZ

A total of 2,600ha of land has been set aside alongside Mtwara port for EPZ/SEZ development. Two major projects have been initiated to be located in this area: Mtwara Freeport Zone covering an area of 110ha and Mtwara Petrochemical Industries Cluster which will be built over an area covering 429.95ha. Mtwara Freeport Zone (“MFPZ”) development entails establishment of service workshops, a logistics/distribution centre with a marine port quay that is dedicated to serve as the Regional Hub Supply Base for the oil and gas industry operating onshore and offshore. Countries which will be serviced by MFPZ include Kenya, Uganda, Mozambique, Madagascar and Seychelles. SCHLUMBERGER which is the largest Oil and Gas logistics company in the World has already invested in a multi-million dollar facility at MFPZ. Other investors have also followed suite.

Mtwara Petrochemical Industries Complex is a new project earmarked for development at Msangamkuu area on the far side of Mtwara Port. This project has been motivated by the discovery of enormous natural gas resources in Mtwara region.

The planned development of Mtwara SEZ will transform the current municipality to a major industrial city in Eastern, Central and Southern Africa. The production of urea fertilizer at Mtwara will help to transform agriculture by way of increasing crop yields and enhancing food security. The petrochemical complex will produce plastics and other synthetic materials. The expected substantial inflow of FDI will create multiple employment opportunities, as well as initiate and spur multiple economic activities which will generate household incomes and fiscal revenues for both Central and Local Governments.

The Local Government Authorities in Mtwara will have the added benefit of being shareholders in the proposed Mtwara Petrochemical Industries Complex project. An MOU has already been signed between the Local Government Authorities and Investors from Germany Messrs Helm AG.

Status of Special Economic Zones Projects**a) Bagamoyo SEZ Project**

The following is the current implementation status of Bagamoyo SEZ project.

Accomplished: development of comprehensive proposal for the development of Bagamoyo SEZ Project; compensation to PAPs for parcels of land comprising a total of 800 ha reserved for port development and 2640 ha for other development at an estimated cost of TShs 26,640,000,000; acceptance by private sector investors of Government offer inviting them to undertake Bagamoyo Port development with entrance navigation channel, as well as logistics park and portside industrial zone using private finances. Also, Government of South Korea has agreed to support the development of a science and technology park at Bagamoyo SEZ; with EPZA and COSTECH collaborating to implement the project as agents of the Government of Tanzania; and establishment of a Joint Working Team (“JWT”) between the prospective investors (China Merchants Ports Holdings Limited (“CMPorts”) and the State General Reserve Fund of the Sultanate of Oman (“SGRF”) and the Government.

On-going activities include completing land acquisition for 3,258 ha with compensation cost of TShs 3.258 billion; and preparations for entering into implementation agreements. An estimated expenditure of TShs 51.3 billion in outstanding compensation is yet to be paid.

b) Kigoma SEZ Project

The following activities have been implemented: compensation of 300 ha (at a cost of Tshs 1.1billion); preparation of master plan and cadastral survey for 691 acres of Phase I; Feasibility study for the project covering 3000 acres and investor licensed to generate solar power in the area. Processes towards outstanding compensation were on-going at the time of reporting.

c) Tanga SEZ

Activities that have been implemented are demarcation and valuation of land, and partial compensation for 750 ha of land at Tshs 3.0 billion. An outstanding compensation amounting to Tshs 2.3 billion was still in process stage.

d) Mtwara SEZ Project

Accomplished activities for Mtwara Free Port Zone are: Gazetting of EPZA land (110ha); establishment of Phase I (10 ha of land) as an oil and gas supply base, with 3 projects (out of 17) qualifying for free port licensing; electricity connection to the project area; and, construction of onsite earth roads). A Memorandum of Understanding has been signed between TPA and RCC Mtwara to perform joint evaluation and Pre-feasibility for long-term industrial development plan in Mtwara for the case of Mtwara Petrochemical.

Discussions between TPA and Bahari Tanzania Ltd on the construction of quay were on-going at the time of reporting.

Challenges

The main challenges that affect completion of this flagship project for each component are as follows:

Implementation of **Bagamoyo SEZ** faces the following challenges: inadequacy of funds by EPZA for acquiring title deed; absence of formal structure within Government to oversee, guide and to provide development leadership or approval; inadequate institutional capacity and experience for project facilitation; weak inter-sectoral coordination; and outdated SEZ and EPZ legal and regulatory framework.

Kigoma SEZ encounters challenges in the areas of non availability of funds to complete payment of outstanding compensation amounting 2.3 billion; undeveloped on-site infrastructures (roads, waste management system, power supply, water supply); and non valued land for compensation (2,309 ha).

Inadequate funds to complete compensation of the remaining land and undertake feasibility study and prepare master plan of the area are the challenges facing implementation of **Tanga SEZ**.

Mtwara SEZ is confronted with implementation challenges of inadequate finance for development of free ports-related infrastructure; and unreliable and costly inland transport (in the absence of railway network) for the Free Port Zone sub project and lack of Natural Gas supply Agreement from TPDC for the Petrochemical component.

Objectives of SEZ/EPZ Projects

The general objective of SEZ projects is to create the enabling environment, with a comprehensive package of state of the art infrastructure and operational.

Specific objectives, to:

- i. Provide the enabling physical and services infrastructure required to lay down the foundation for industrialization and international competitiveness;
- ii. Strengthen institutional coordination for plans and operational support for development and operations of projects earmarked for the programmes;
- iii. Provide the necessary enabling investment environment as well as, institutional framework to enhance investors' confidence for Tanzania as a destination of their choice; and,
- iv. Promote processing of agro products and other raw materials for value addition by increasing and deepening the value chain thus promoting linkages in the economy.

Main activities

Detailed activities are spelt out in Annex Table A-VII together with objectives of the projects key outputs and their corresponding activities, cost estimates for the implementation of outlined activities, and the lead implementers. The main activities are, valuation of land, compensation and relocation of PAPs; registering Title Deed; preparation

of detailed Project's Master Plan; development of site and off – site infrastructure: main infrastructure and supporting infrastructure. Other activities are conducting Strategic Environment Assessment (SEA), Cadastral Survey; promote projects to potential developers; articulation of land and preparing Feasibility and Master plan (3D model); concluding agreement with investors. Other activities are installation of machinery; improving institutional coordination and operational support; Legal and Regulatory Framework reviews; enhancement of institutional capacity through recruitment and training; promotion of value addition and deepening backward and forward linkages between SEZ/EPZ activities with the neighbourhood economy and rest of the national economy. Development of Bagamoyo, Tanga, Kigoma and Mtwara Special Economic zones will cost TShs 1,727,690 million of which TShs 135,155 million is Government funding and 1,592,535 million private sectors funded.

2.2.8 Establishment of Kurasini Trade and Logistics Centre (KTLC)

Introduction

This project entails establishment of a trade and logistics platform covering a total area of 63 acres; with multifunctional infrastructure for investments in trade and industrial development. The envisaged trade and logistics centre will consist of factory warehouses for manufactured commodities supplied by industries from the rest of the world; and will perform the following core activities: display manufactured products; provide bonded storage and warehousing capacity for internal and re-export trade; wholesale trading activities, office accommodation and commodity trading facilities which will include TRA (Customs) services. Also, the project will host restaurants, hospitality facilities and essential social services; training facilities for local workers; and limited light assembly and light manufacturing industrial platform.

The project will be implemented in two phases: Phase I will entail establishment of a Trade and Logistic Centre including light assembly for distribution of high quality products focusing on the East, Central and the Southern African region. Phase II will cover establishment of processing and manufacturing industries to be established within Bagamoyo SEZ. The strength of this project lies, among other factors, in comparative advantage of Dar es salaam port; increasing volume of transit and re-export trade to neighbouring landlocked countries and growing domestic market for manufactures.

Current Status

The completed activities include valuation, survey and processing of certificate of occupancy at a cost of Tshs 444,281,500; compensation to PAPs (Tshs. 94,1 00,000,000); demolition of compensated properties and site clearance of the project areas and issuance of call for Expression of Interest (EOI) for development of the Kurasini Trade and Logistic Center (with three companies expressing interest).

Challenges

Despite achieving key milestones, the project is facing the following challenges: inadequate funds for payment of compensation claims for the three (3) houses which were not valued earlier (Tshs. 800,000,000); appeal by four PAPs who have declined to collect the compensation payment; and delayed registration of title deed.

Objective

The general objective of development of Kurasini logistic centre is to create the enabling environment, with a comprehensive package of state of the art infrastructure, operational services and fiscal and non-fiscal incentives.

Main Activities

The main activities for this project are payment of outstanding valued land compensation costs and to sourcing of appropriate developer. This project is estimated to cost Tshs. 23.72 billion (of which Tshs. 2.62 Billion is Government funding and Tshs. 22.1 billion is expected to be private sector funding). These are detailed in Annex Table **AVII** together with objectives, key outputs and their corresponding activities, cost estimates and implementation modality.

2.2.10. Mkulazi Holding Co. Ltd (MHCL)

Introduction

The focus of this project is development of commercial agriculture. The merit of this project lies in suitable climatic conditions for sugar cane and other commercial crops farming; close proximity to railway and road infrastructure; availability of enormous flat land for sugar and other commercial crops cultivation, and presence of four perennial rivers effectively providing year-round irrigation to the site.

MHCL is a Joint venture company established jointly by Pension Fund (PPF) and National Social Security Fund (NSSF) for the development of commercial agriculture in production of sugarcane and rice. The main goal of establishing Mkulazi Holding Company Limited is to develop plants for milling sugar cane, establishment of a modern and irrigated nucleus sugarcane farm and support of out- growers of sugar cane in adjacent areas to ensure constant supply of raw materials to the sugar plants. It is estimated that a total of 230,000 Metric Tons of sugar will be produced annually. Beside sugar production the project involves setting up cogeneration facility of at least 32 Megawatts and where possible production of ethanol and molasses as animal feeds.

The project is expected to create 100,000 direct and indirect jobs and therefore raise the standard of living of people in and around the project area, (Mkulazi, Mvomero and Kilosa villages). The project is also expected to contribute significantly to the national economy through revenue generation and facilitate environmental conservation. MHCL will be responsible with financing the project. The total cost of the project is yet to be established since the financial feasibility study is not yet completed.

The project will be implemented in two Phases: The first one involves development of Mbigiri Prison farm famously known as Mkulazi II whereby MHCL has teamed up with Prisons Corporation Sole (PCS) with an intension of revamping the Mbigiri Sugarcane Farm and Factory which is located at Mbigiri Prison, Wami-Dakawa approximately 55 km from Morogoro Municipal. The project will be implemented on 12,000 acres piece of land capable of producing 30,000 tonnes of sugar per annum. The project will also generate 2 MW of electricity for its own use from the baggase and approximately 300 people will be directly employed.

The project will be implemented by private investors with the Government role being provision of enabling environment and construction of road to the project sites, electricity and communication infrastructure and facilities.

Phase II of the project will involve development of Mkulazi farm No.217 - Ngerengere also known as Mkulazi I. The project will be implemented on 63,227 ha of land aimed at producing 200,000 tonnes of sugar per annum. Besides sugar production, the project will involve setting up of cogeneration facility of at least 30 MW and where possible production of ethanol. The project will also involve production and processing of other crops like sunflower and sorghum.

Current Status

For Phase I, the completed activities are Feasibility study; preparation of MoU between MHCL & Prison Corporation Sole (PCS) and engagement of Consultants for provision of consultancy on several services. Activities in progress are soil testing to identify and analyze the soil profiles in order to design a comprehensive plan of the farm; seed multiplication and variety evaluation; preparation of the farm; and construction of the plant including construction of factory buildings, offices and staff.

Phase II activities that have been completed are feasibility study; Soil testing to identify and analyze the soil profiles in order to design a comprehensive plan of the farm and Seed Multiplication and Variety Evaluation. In progress are spot improvements of the road to ensure passability throughout the season; preparation of the farm; construction of the plant; and Environmental Impact Assessment.

Challenges

The main challenges to the effective implementation of the project are poor infrastructures that include farm accessibility from Ngerengere, undeveloped electricity and telecommunication networks; and presence of many invasive livestock keepers and livestock keeping activities on farm premises.

Objectives

The main objective of the project is development of large-scale commercial farming for sugar and rice in order to foster successful agribusiness that will benefit the region's small scale farmers, improve food security, reduce rural poverty and ensure environment sustainability.

Specific objectives, to;

- i) Develop Commercial Agriculture sugarcane production (phase I&II);
- ii) Develop two sugar factories with an annual production of 230,000tonnes;
- iii) Develop infrastructure in the area through construction of roads and bridges; and,
- iv) Support out growers of sugar cane in adjacent areas.

Main activities

Annex Table AVIII details the activities together with objectives, output /targets, timeline, costs and responsible institutions. In summary, the activities are; revamping 12,000 acres of Mbigiri sugarcane farm; farm preparation; demarcation of areas for the project and livestock keeping; Seed Multiplication and Variety Evaluation; supporting sugar cane out growers in adjacent areas; providing extensions services to out-growers; constructing factory buildings, offices and staff quarters; conducting Environmental and Social Impact Assessment; construction of off-site infrastructure especially roads and bridges.

2.2.9 Construction of Rufiji Hydro Power Project – 2,100 MW

Introduction

The construction of the Rufiji Hydro Power Project dates back in 1972 when the Government of Tanzania engaged Norconsult Consultant to conduct a feasibility study for the project. The study indicated a total capacity of 850 MW and a firm annual energy of 5420 GWh. Later in 1980 the Government engaged Hafslund Norplan A/S to conduct another feasibility study for the **Rufiji Hydro Power Project which indicated** a total capacity of 2100 MW and a firm annual energy of 5920 GWh. The proposal for this project therefore is to develop Rufiji Hydro Power Project to a generate 2100MW.

The project site is located in Coast and Morogoro Regions along Rufiji River. The area covers about 8km long and 100m deep with a drop of 25m in the river bed. Rufiji river basin drains an area of 177,000 km² in South Eastern Tanzania, with some 230km upstream of the Indian Ocean coast. Site elevation is about 180 m.a.s.l. located in Selous Game Reserve. The site can be accessed by air, railway and road (340km from Dar es Salaam through Chalinze or 360km from Dar es Salaam through Kibiti). Accessibility by TAZARA railway is 215km from Dar es Salaam to Kisaki which connects with the road of about 70km to the project site. The accessibility by air is 45 minutes flight from Dar es Salaam.

The main components of the project include construction of the main dam and saddle dams; tunnels and Spill ways; power stations and switchyard; and Transmission lines. Given the focus of the Government in industrial development the demand for electricity is huge. The project is therefore economically viable and the increase of 2100 MW into the national grid will contribute immensely in achieving country's objective of industrialization.

Current status

In 2016/17 the Government of Tanzania started preparation of the construction of Rufiji Hydro Power Project. In September, 2017 the government advertised a tender to procure a consultant to undertake the construction of the project under the provision of Design and Build (Engineering, Procurement and Construction – EPC). The

construction of the main dam and installation of machine for hydropower generation is expected to start in January, 2018. The special committee has completed the task of reviewing the preliminary feasibility study and updating it based on the current socio-economic conditions.

Challenges

- i. **Project Financing:** the project requires a huge amount of capital for the construction (approximately 2 billion USD);
- ii. **The accessibility of the area and conducive working environment;** supporting infrastructure for the implementation of the project such as access road; construction; and power need to be completed on-time;
- iii. **The project implementation schedule is too short:** the implementation period of 36 month for this big project given the amount of financing required is short but doable with commitment from development partners and Government; and
- iv. **The nature of land surrounding the project area:** the project is implemented in the area where is not too friendly as it is wet land and therefore accessibility and installation of machines may take longer than expected.

Opportunities

- i. Strong political will;
- ii. Huge demand of power for both domestic and commercial use (particularly industrial);
- iii. Demand for power in the neighboring countries;
- iv. Implementation of regional power projects which may result in exporting power to neighboring countries; and
- v. Good climatic conditions.

Objective

The main objective is to construct the power project and therefore be able to add 2100MW to the national grid.

Specific Objectives, to;

- i. Update the feasibility study and detail design,
- ii. Construct projects supportive infrastructure;
- iii. Procure Consultant and contractor,
- iv. Complete the contractual obligations for the construction;
- v. To secure funds for the construction;
- vi. Construct the power plant and transmission lines; and
- vii. Strengthen local Capacity and local Participation.

Main Activities

The main activities include: Updating the feasibility study and detail design; Construction of projects supportive infrastructure; Procure Consultant and Contractor; Completion of the contractual obligations for the construction; to secure funds for the construction; Construction of the power plant and transmission lines; and Strengthening local Capacity and local Participation through training. The project is expected to cost Tshs. 6,232,950 million.

Table 2: Current Implementation Status of Flagship projects

S/N	Flagship project	Total cost	Expected Employment (number)	Activities So far Implemented			Core Challenge/Risky Area		
				Completed	In Progress	%	Prospects	Issue	Weight %
1	Crude Oil Pipeline	USD 3.5 billion	11,000	6	1	85.7	14.3	Land acquisition as only 26.7% of requirement paid for	
2	Mchuchuma and Liganga	USD 3.0 billion	33,000	14	2	87.5	12.5	Agreement on strategic incentives and financial closure	
3	Reviving National air carrier	TShs 1.271 trillion		5	3	62.5	37.5	Timely availability of financial resources	
4	Central railway to SGR	USD 7.6 billion	600,000	3	7	30	70	Availability of Concessional Funding	
5	LNG plant			5	7	41.7	58.3	Host Country Agreement, Financial Closure, world oil price, pool of local skilled labourforce	
6	Mass training for creation of pool of skilled labourforce	TShs 3.61 trillion		8	2	80.0	20.0	Funding, scholarships, industrial apprenticeship	
7	Rufiji Hydro Power Project	TShs 6.23 trillion						Bankable feasibility study and environmental soundness	
8	Other SEZ and Industrial Parks			21	13	61.8	38.2	Land acquisition, attracting investors and Financial Closure	
9	Bagamoyo	USD 5.6 billion	270,000	6	2	75	25	Financial closure and construction	
10	Kigoma (KISEZ)			3	1	75	25	Land acquisition, feasibility study, attracting Investors, and financial closure	
11	Tanga SEZ			2	1	66.7	33.3	Land acquisition, feasibility study, attracting Investors, and financial closure	
12	Mtwara SEZ			6	1	85.7	14.3	Land acquisition, feasibility study, attracting Investors, and financial closure	
13	Kurasini (KTLC)	TShs 23.72		4	1	80	20	Finalising land compensation, feasibility study, attracting Investors, and financial closure	
14	Mkulazi Farm and Sugar Plant			6	8	42.9	57.1	Availability of basic infrastructure and mobilisation of out-growers	

2.3. Interventions for Growth and Industrialization

2.3.1 Manufacturing

The manufacturing sector has historically been an important driving force to economic growth and development. It is the most knowledge-intensive sector of the economy and recipient of technological progress which exhibits higher productivity and scope for innovation. Competitiveness of manufacturing is one of the basic determinants of long-run sustainable growth.

The focus of FYDP II is on creating an enabling environment and strong systems to support the variety of manufacturing activities envisaged in the Plan. This entail amongst other things; Establishing Special Economic Zones and Export Processing Zones; Creating a logistics center; Industrial parks; Strengthening R&D institutions. Promoting MSMEs and local content; and Developing productive capacities in: petro and chemicals, pharmaceutical, building and construction, agro and agro-processing (cotton to clothing, textiles and garment, leather), coal, iron and steel, automotive industry, sugar industries and foods and beverage industries.

2.3.1.1 Textile and Clothing Industry - Cotton to Clothing (C2C)

Introduction

In Tanzania, about 40 percent of the national population derives livelihoods from cotton, including farmers, cotton ginners and merchants, inputs suppliers, researchers, other cotton processors and service providers, clothes wholesalers and retailers; and their dependents.

Cotton in Tanzania is grown in two (2) areas, the Western Cotton Growing Area (WCGA) comprising of Geita, Kagera, Mwanza, Simiyu, Mara, Shinyanga, Kigoma, Singida and Tabora regions and accounting for about 98 percent of the country's cotton annual production; and the Eastern Cotton Growing Area (ECGA) comprising of Morogoro, Manyara, Kilimanjaro, Tanga, Iringa and Pwani regions, which accounts the remaining percentages of annual cotton production. Research shows that introduction of improved cotton seeds and agronomy in the WCGA will rejuvenate cotton production and lift between 300,000 – 600,000 families out of poverty, with the economy of the Lake Zone growing at a rate of between 5% – 12% annually. The rate of growth can even be further increased with intensification of downstream activities related to cotton.

The C2C chain derives strength from the following factors: suitable agronomical condition; existence of large cotton lint producing and installed spinning; rising global demand for cotton; policy priority and support to local textile and garment products; growing markets within and outside the country, Also, existence of preferential markets such as AGOA, EBA, Indian DFTP, China, Canada and South Korea; low labour costs (US \$ 0.40 per hour) and availability of huge pool of youth; diverse investment promotion incentives (including Export Processing Zones (EPZs) and Special Economic Zones (SEZs).

Status

(a) Seed Cotton

Production in the country has been declining from 356,000 tons four years ago to 125,000 tons of seed cotton in 2015/16 farming season; attributed to unfavourable weather conditions, low productivity and farm low gate prices paid to farmers.

(b) Cotton Lint

Productivity declined from 250kg of lint/ha to 200kg lint/ha while other countries raised productivity from 1974/75 - 2014/15. Cotton productivity in Burkina Faso rose from 175 - 475/kg lint/ha; India: 159 - 551kg lint/ha; and world average yields rose from 418 - 781kg lint/ha. Farm gate price of cotton in Tanzania has stagnated at below Tshs 1,000 per kilo, suggesting that Tanzania's cotton farmer gets around Tshs 300,000 per acre while average production cost is around 150,000 per acre.

(c) Textile and Garment

In 2015, textile and garment industries provided direct employment for over 8,000 and 5,000 workers respectively. With the right policies, infrastructure and strongly coordinated investment promotion efforts, the industry can generate 10,000 new jobs and an annual export of US\$ 1 billion by 2020.

There are about 22 textiles, knitting, and garment factories of which seven are garment units and two knitting factories. Only 12 factories are running and currently employ a total of 123,864 people. Nine factories are closed down, but could be re-opened when circumstances allow. Among the factories that are operational, ten are in good condition and one (Friendship Textile) is facing a number of difficulties. One of the closed factories (Karibu Textiles Ltd) is mothballed; hence it produces goods upon demand instead of continual basis. Most factories are equipped with weaving machines and thus able to produce khanga, kitenge and kikoi (KKK). The KKK domestic market is increasingly shrinking. The markets, both local and foreign, require knitted fabrics and garments than the woven ones. Only one factory, Sunflag, is truly vertically integrated covering the whole value chain, from cotton to clothing. Other factories cover just a part of the value chain and have, thus, limited profitability.

There are many more garment units in the country which are not captured in the official statistics.

Challenges in Cotton to Clothing Value Chain

The cotton sub-sector is facing a number of challenges translating into low production, productivity and profitability to farmers and ginners. The main challenges are stage-specific and include the following:

Cotton Farming

The challenges are: usage of uncertified cotton seed: seed which farmers currently grow was released in 1991, and has been recycled for more than 24. Systematic seed multiplication system to regularly replace those which are under application for a long time is needed. Also, poor agronomic practices and extension services thus leading to bad agronomic practices; collapse of farmers' cooperatives; adulteration and lack of grading: quality of Tanzania's cotton has fallen sharply with increased adulteration practices; and inadequate R&D financing and facilitation.

Textile and Garment

Challenges include low quality of cotton and uncertainty in supply of cotton; inadequate R&D financing and facilitation; inadequate new investment in modern technology; inadequate availability of skilled labour; limited access to finance and high cost of borrowing; high cost of power and its unreliable supply.

Other challenges are inefficient logistical services; lack of implementation of antidumping and countervailing measures; poor trade facilitation by customs and port authority; non recognition by Customs authority of garment accessories as inputs for garment manufacturing; and lack of locally produced fashionable fabric for garment section.

Objectives

The main objective with regard to C2C is to increase cotton productivity and to integrate value addition from cotton to clothing by 2020.

Specific objectives, to;

- i) Raise the profitability of cotton production through increased productivity and quality control;
- ii) Improve seed cotton pricing and farmers' profitability;
- iii) Improve access of cotton farmers to operating capital;
- iv) Revamp production and attract new investment in textile and garments industries;
- v) Support marketing and SMEs promotion initiatives; and
- vi) Improve the policy environment to raise the efficiency and competitiveness of the cotton to clothing value chain.

Main Activities

The activities in this sub sector aim mainly to: improve seed varieties, quantity (450,000 tons) and quality to prime grades (including facilitating Ukiriguru and Ilonga research stations to multiply and disseminate new seeds); revamp cotton farmers associations; enhance cotton quality checks; rehabilitate, upgrade and modernise factories and ginneries; improve textile and garments domestic skills base by strengthening VETA, UDSMs textile Department and TIRDO; and provide conducive business environment to investors. The C2C project is estimated to cost TSh. 1,747,810 million TShs 440,583 million being Government funding and TShs 1,271,208 to be funded by the private sector.

The objectives have been thoroughly elaborated in the implementation matrix (**Annex B Table BI**) where in each specific objective, key outputs and their corresponding activities have been listed. Also, the matrix provides costing estimated for the implementation of the outlined activities and identifies responsible as well as lead actors to guide the implementation

2.3.1.2 Leather industry

Introduction

Tanzania is the second African country with largest number of livestock, estimated at 25.6 million cattle, 16.7 million goats and 8.7 million sheep. Leather chain involves management of live animals as sources of raw material, slaughtering, flaying, preservation and tanning (effective tanning utilization capacity is only around 46 percent and mostly ending at wet-blue stage). It is estimated that 1,000 people (Excluding unreported micro/small workshops of less than 10 employees) work in the Tanzanian leather and leather product manufacturing sector.

Tanzania exports raw and semi-processed hides and skins particularly wet blue. The tanning process also ends on the lower stages, mainly producing up to wet – blue. The transformation to finished leather or crust is very minimal, ranging between 5-10 per cent per annum. Capacity for finished leather and manufactured leather products is low. The country has annual potential of producing 3.3 million hides and 6.4 million skins. Its installed tanneries capacity is 3.6 million of hides and 12.8 million of skins, equivalent to 104 million square feet per annum.

The merit for prioritizing leather sector lies in the huge livestock base and good climatic conditions for rearing livestock, labour availability; expanding domestic and international markets (stable demand for leather from large importing markets especially China and India) and growing world demand for leather and leather products. In addition there is commitment by the Government to improving the sector.

Status

There are currently nine tanneries - six are operational but mostly using outdated technologies and machines producing semi-processed leather (wet-blue). About 90 percent of the semi processed leather is being exported, primarily to China, Italy and Turkey. Lately, two tanneries have improved their technology to produce finished leather. Other leather products are at artisanal level, producing various leather made articles for domestic and internal tourist markets. The domestic market for foot wear remains dominant of either rubber, plastic or artificial or imported second hand leather shoes. One reason for such dominance is affordability, being sold at lower prices compared to new shoes made of pure leather.

Challenges

The challenges faced are activity-specific in the value chain, from livestock keeping, production of hides and skins, tanning processing up to production and marketing of final leather products to consumers.

Animal husbandry and production of hides and skins

Poor animal husbandry practices: dominance of local breeds raised outdoor in pastoral systems by nomadic and semi-nomadic herders; poor quality of hides and skins and lack of a proper grading system and pricing mechanisms; and limited backward and forward linkages partly due to absence of organized marketing systems

for livestock and livestock products; and lack of centralized slaughter facilities.

Processing

Poor playing, storage and processing with post-slaughter bruises accounting for about 40 percent of defects; limited technological sophistication in the tanning industry; poor infrastructure and services especially power supply; low level skills and technology exacerbated by lack of vocational training institutions in tanning and designing skills for value added leather products; and limited options for affordable financing.

Marketing

Low products and market diversification; influx of cheap imports (encouraged by fiscal regime); underdeveloped artisanal leather and leather products industry (dominance of weak and underdeveloped MSMEs); disorganized market (leading to rampant smuggling to neighbouring countries to fetch better price).

Objectives

The main objective of the project is to increase value addition to hides and skins and strengthens the leather industry by 2020.

Specific objectives, to;

- i. Increase domestic supply of hides and skins;
- ii. Improve quantity and quality of hides and skins;
- iii. increasing the capability of small-scale industries/local entrepreneurs;
- iv. Ensure leather industry sustainability; and,
- v. Strengthen policy and institutional coordination framework for the development of the Leather Sector.

Main activities

The investments will be directed towards Improvement of animal husbandry practices; improving quantity and quality of hides and skins including collection and storage, skin grading system and slaughter slabs / houses and abattoirs; increasing the number of heifers (640 - 2,000 per annum), training farmers, providing quality seeds for pasture, chemical subsidies; improving hides and skin grading system; strengthening capacity of DIT; improving the ability to process quality leather and leather products. Also, reducing environmental impact; promoting R & D in leather industry; improving financial access and improving the coordination of institutions and conducive business environment. The interventions earmarked to improve the leather and leather products are estimated to cost Tanzanian Shillings 90,240 billion of which TShs 70,057 Government funding and TShs 20,183 private sector funding. These are spelt out in **Annex A Table AII**); together with objective, key outputs estimated costs and responsible actors.

2.3.1.3 Development of Pharmaceutical Industries

Introduction

Promotion and support of local pharmaceutical industry is enshrined in national health policy aiming at improving and sustaining the provision of pharmaceutical services by ensuring the access and rational use of safe, quality, efficacious and affordable medicines to all Tanzanians. A sustainable local pharmaceutical both improves quality of life and provide security of pharmaceutical supplies in the country. Only about 32 percent of domestic demand is satisfied through domestic production, with 68 percent being supplied by imported sources. About 80 percent of the country's medicament needs are sourced from abroad. There are thirteen (13) currently licensed pharmaceutical industries in the country mostly private owned. Only four (4) are compliant mainly due to inhibitive additional costs, particularly for improvement of fixed costs, processes flow, quality assurance controls and skills development; and non existence of technical knowledge required to set up and run GMP compliant facilities and develop products that meet regulatory requirements for Marketing Authorization (MA).

Status

Prospects for growth of pharmaceutical industry in Tanzania are provided by the following factors: availability of several species and potential land for growing plants as raw materials for the industry; growing market and preference for generic medicines; legislative frameworks that enhance availability of safe and efficacious medicines; existence of initiatives to promote local pharmaceutical production; and TRIPS flexibilities that allow member countries to manufacture pharmaceuticals under patent.

Challenges

The critical barriers/challenges that face the pharmaceutical industry are particularly the following: costly Financing; poor base of domestic technology; stringent conditions for technology transfer and failure to observe and meet required good manufacturing practices (GMP). Other challenges are; domestic market being over dependent on imported subsidized-donated pharmaceuticals; concentration of local industries on local market and generic products due to low competitiveness; absence of dedicated pharmaceutical industrial parks or zones; high cost and erratic supply of electricity and other utilities. Also, the industry faces challenges in relation to policy incoherence and lack of conducive business environment; weak coordination framework for research and technological development; absence of pharmaceuticals incubation centres and sharing of knowledge.

Further challenges are unsupportive public procurement system; delays in Pharmaceuticals Registration due to GMP and MA information demanded; and restrictive procurement by WHO to its prequalified suppliers on life threatening diseases such as Malaria, HIV/AIDS and Tuberculosis to the disadvantage of local industry. Last is low capacity utilization of current production capacity.

Objectives

The main objective of this strategy is to promote domestic production of pharmaceuticals in Tanzania, to capitalize on the ever growing local and regional market demand.

Specific Objectives, to;

- i) Promote domestic pharmaceutical production and diversification of supplies to increasingly meet domestic demand;
- ii) Accelerate technological catch up through revitalized research and development coordination and financing;
- iii) Improve quality of locally manufactured pharmaceuticals by providing robust quality control mechanisms and institutional support to local industries;
- iv) Strengthen local pharmaceutical knowledge and skills development;
- v) Improve the general business environment and marketability of locally manufactured pharmaceuticals; and
- vi) Propel pharmaceutical production balance along the value chain.

Main activities

The activities aim at meeting the target of increasing local supplies, for both human and veterinary needs, to meet 60 percent of market demand by the year 2021. The major activities are rehabilitating, modernizing existing domestic pharmaceutical industries; developing two dedicated pharmaceutical industrial parks; building and operating new industries; establishing pharmaceutical R & D centre; strengthening Labs, human resource, research and innovation skills for pharmaceutical industry; improving quality of local pharmaceutical products; and improving business environment for local manufactures. The project is expected to cost TShs 328.2 billion of which TShs 277.59 billion is Government funding and about TShs 50.6 billion private sector-financed. These activities are provided in Annex A Table AIII, together with details on objectives, output/targets, timeline and responsible institutions.

2.3.1.4 Micro, Small and Medium Enterprises (MSMEs)

Micro, Small and Medium Enterprises (SMEs) contribute to growth of the economy and in generating employment opportunities. Development of MSMEs and Technology Development Centers is overseen by the Small Industries Development Organization (SIDO). This sector has brighter prospects for growth, given the immense policy support;

availability of abundant natural resources for industrial development.

Challenges

The subsector faces a number of challenges, namely, weak regional sectorial and national innovation systems; limited access to venture capital and seed fund; poor state of infrastructure for industrial development; low support of industrial development and entrepreneurship at local government level; infrastructural deficiencies; access to finance; markets; working facilities and business development services; unfair competition from imported products; and inadequate staffing of SIDO.

Objectives

The main objective of this project is to enhance development of SMEs Infrastructure, entrepreneurship, and Business Development Services (BDS).

Specific objectives, to:

- i. Facilitate MSMEs innovative capacity, access to technology, infrastructure and technical services;
- ii. Facilitate Business skills development for MSMEs growth and competitiveness;
- iii. Facilitate MSMEs access to market and information;
- iv. Facilitate MSMEs access to finance; and
- v. Enhance operational capacity of SIDO and related institutions.

2.3.1.5 Industrial Research and Development Institutions

Industrial Research and Development (R&D) institutions were established by the Government to support industrial development through technology development, facilitation of acquisition and adoption of appropriate homegrown industrial technology and those developed from other countries. The institutions conduct researches focusing on solving industrial problems, innovating manufacturing technologies, and providing consultancy services. Most of the Tanzania Industrial R&D institutions operate under the Ministry of Industry, Trade and Investment and are funded by the Government. The institutions include: Tanzania Industrial Research and Development Organisation (TIRDO), Tanzania Engineering and Manufacturing Design Organisation (TEMDO), Centre for Agricultural Mechanisation and Rural Technology (CAMARTEC) and Tanzania Automotive Technology Centre (TATC).

Supportive environment for growth of R&D institutions is provided by demands for high tech manufactures; growing internalization of R&D activities and shift of emphasis from end-product analysis to control of processes and improved safety standard. Also, increasing complex individual and collective preferences regarding quality nutrition, health, safety, and environment; low technical know-how level thus need to fill the gap; demand for efficient and modern production technologies by micro, small and medium enterprises; and huge market for local processed products.

Current Status

A. TIRDO

The following activities have been completed: strengthening the technical capacity to the coal accredited laboratory which was established with some specialized equipment for analyzing coal with respect to proximate and ultimate analysis, and ash composition; development and transfer of coal briquetting technology where fundamental research on coal science and the carbonization process for development of various technologies has been undertaken; development and transfer of sensor industrial process monitoring technology to SMMES. Activities that were on-going by the time of reporting included establishment of Advanced Cyber Security Training Services, the cyber security (lab is 90 percent complete).

B. TEMDO

The activities implemented include collection of relevant information for the design and development of suitable technologies/processes for the manufacture of gas equipment and devices and identification and testing of suitable

raw materials and priority areas for the establishment of ceramic products manufacturing factories. In addition, design of other machines to complete the tiles making plant and awaiting development phase and manufacturing of one complete plant for sunflower oil processing to be used for demonstration and commercialization in selected districts; . It was involved in manufacturing of one complete plant for biomass briquetting plant for demonstration and commercialization; and collection of relevant information on the briquetting of carbonized coal for the development of small scale plants for the production of carbonized coal briquettes. On-going activities include testing of for manufacturing refractory bricks machine.

C. CARMATEC

With respect to *Agro-technologies*, the following activities have been implemented: development and dissemination of various technologies including animal drawn implements, ploughs ridgers, cultivators, carts and energy saving stoves; research and development of a small tractor; and household and community cook stoves which uses biogas, charcoal and firewood.

Biogas Technology: promotion and construction of about 10,000 bio-digesters in the country has been accomplished.

Testing of agricultural and rural technologies: testing of agricultural machinery and equipment was accomplished.

Challenges for the industrial research and Development Institutions

The challenges facing these institutions are, low funding of I-R&D, lack of specialized laboratory for the petrochemical industry; low technological capacity in iron and steel industry; absence of coal quality information; insufficient critical infrastructure security; and low commercialization of new innovation/technology as well as inadequacy of funds for development of suitable technologies to be used by the industrial park investors is not yet implemented due to lack of funds.

Other challenges are inadequate local capacity to manufacture machinery, equipment and devices for use in production activities; lack of local capacity to manufacture natural gas equipment and devices such as gas cylinders, gas cookers and gas equipment; insufficient high quality human resource in the core business of the Centre (R&D, engineers and artisans) and inadequate administrative and management support staff. Further, inadequate alliances and collaboration with micro, small and medium enterprises; lack of testing and inspection regulation that enforces mandatory testing of imported and locally manufactured agricultural machinery; and inadequate land and infrastructure (laboratories and workshops) for technology development, manufacturing and testing.

Objective

The main objective of industrial research development institutions is to facilitate industrialization and enable Tanzania to benefit from emerging industries as well as value addition.

Specific Objectives, to;

- i. Promote utilization of local raw materials for industrial production through value addition;
- ii. Provide technical services for industrial development and dissemination of technical knowledge efficiently;
- iii. Promote the establishment of manufacturing factories for value addition to agricultural and natural resources;
- iv. Formalize, implement and enforce testing and inspection regulations on agricultural machinery and rural technologies;
- v. Enhance research infrastructure of the centres; and
- vi. Establish zonal R & D and testing branches in the country.

2.3.1.6 Tanzania Automotive Industry

Introduction

Tanzania is fully dependent on imported automotive products (passenger cars, light commercial vehicles, heavy trucks, buses, vans, and motor cycles), while potential markets exist for establishing assembly plants and manufacture

of spare parts for domestic and regional markets. Capacity for production of spare parts and components does exist at KMTC and TATC.

Complementarily, the market for tyres is huge, both in the local and regional markets (East and Central Africa) with annual demand of tyres in Tanzania alone estimated at about 4,482,400. This project encompasses Commercialization of Tanzania Automotive Technology Centre (Nyumbu), revamping General Tyre-Arusha, and developing a plant for tractors assembling and agricultural inputs at TAMCO Kibaha, with assembling starting at TAMCO buildings while the assembly hall is under construction.

Favourable conditions for this project include: favorable regional tariff structure (EAC Common External Tariff) for local vehicle assembling and component manufacturing; a growing auto-market (both locally and in the great lakes region) supported by growing incomes and improvement of urban and rural road infrastructure; rising of the continent's middle class (potential buyers of new vehicles). Further, opportunities in potential related sectors such as mechanical and electrical/electronic engineering, rubber, plastics, extraction and processing of iron ore, etc; country's drive for industrialization and job creation and historic ties with globally renowned major auto-trading vehicle manufacturers which can be exploited to set a basic foundation for development of the industry.

Current status

Tanzania Automotive Technology Centre (TATC)

The Centre is in the process of establishing industries for manufacture of auto components and scouting for collaborator/s for developing and commercializing Special Purpose Vehicle and heavy-duty Trucks.

Kilimanjaro Machine Tool Manufacturing Centre (KMTC)

Accomplished activities are rehabilitation of office and factory buildings; pre-feasibility study to determine economic sustainability of the manufacturing centre; feasibility study to establish its viability; securing loan financing amounting to 1.665 billion from GEPF (for power system rehabilitation, establishment of mini-foundry, working capital, promotion and marketing). The main activity in progress at the time of reporting is manufacture of wood working machines using privately owned foundries within the vicinity of KMTC factory.

Tractor Assembly Plant (TAMCO-Kibaha)

Activities that have been accomplished are site inspection, payment of first Invoice for the value of 40 percent of the total Contract Sum; assembling of a total of 170 SKD tractors. Activities at this plant that are on-going are processing of permission from the Government to recruit about 100 staff for the project (27 at initial stages); assembly of remaining 74 SKD tractors supplied as first batch.

Tyre Manufacturing Factory

Completed activities are Phase A and Phase B involving reinstallation of vandalized electrical cables for both the high voltage (HV) and low voltage (LV) distribution system; rehabilitation (face-lifting) of Administration building, erecting wall fence in front of the building and in the Steam Plant house; replacement of part of the Plant Building roofing; and assessment of the technical integrity of the plant with associated plant auxiliaries to resume production (to establish extend of Plant machines and equipment rehabilitation including cost).

Preparation for implementation of Tyre Manufacturing Factory include a comprehensive Business Plan (BP) for reviving the existing tyre production line (plant), without expansion.

Challenges

The challenges facing the industry include the following:

- i. Worn out TATC infrastructure and outdated R&D technology capacities;
- ii. Underfunding of TATC R&D activities;
- iii. Aging out of skilled and competent human resource for automotive industries;

- iv. Failure to commercialize developed automotive technologies;
- v. High competition from international auto-manufacturers;
- vi. Technology transfer restrictions imposed by foreign automobile and spare parts manufactures impose to protect their interest in market share, intellectual property rights;
- vii. Competition from imported used vehicles which affect the output of local vehicles assembly plants;
- viii. Changing policies on monetary and exchange rates and currency value fluctuations on the international market;
- ix. Limited number of professionals with requisite skill for automotive industry and related ancillary industries; and
- x. Lack of captive foundry at KMTC.
- xi. Domestic market being flooded with cheap tyres,
- xii. lack of financial resources and mismanagement

Objective

The main objective is to undertaking renovation of existing facilities at KMTC, TAMCO and TATC so as to produce in full capacity and commercialize products developed by Tanzania Automotive center.

Specific objectives, to;

- i. Strengthen technology for design, development and commercial manufacture of vehicles;
- ii. Strengthen the capacity of assembly Plants;
- iii. Revamp and/or diversify the KMTC factory and engage into profitable machine tools/engineering manufacturing of relevant business, and operate the factory in profitable manner;
- iv. establish foundry facilities at KMTC starting with mini-foundry and later on main foundry for casting of various machine parts/spares and supply them to mining, agricultural, transport, and other sectors;
- v. Create a backward linkage with local steel producers e.g. the proposed Liganga Steel Plant and forward linkages with local end local users such as Tractor Assembly factory at Kibaha;
- vi. Assemble and supply 2,400 SKD and CKD Tractors in order to modernize and mechanize agriculture so as to increase agriculture yield for sustainable development of economy;
- vii. Complete the detailed GTEA Plant Assessment;
- viii. Establish Investment Cost for the GTEA Plant; and
- ix. Supervise the Construction, Testing and Commissioning of tyre plan.

Main activities

The Project involves construction of assembly hall including installation of the required machineries and equipment to facilitate tractor assembly, establishment of eight service centres, training for initial workers in Poland and Tanzania and supply of 2,400 Semi Knocked Down (SKD) and Completely Knocked Down (CKD) URSUS tractors from Poland.

2.3.1.7 Engaruka Soda Ash Project

Introduction

Tanzania is endowed with a huge deposit of soda ash at Engaruka basin in northern part of Tanzania. It is an internally drained basin which is fed with water from streams, rivers and underground springs flowing from the surrounding volcanic cones and up thrown blocks. The basin has high rate evaporation and deposition of clastic sediments which include sand and gravel in the marginal parts of the basin and fines (clay and silt) in the remaining parts of the basin. The process of salt accumulation in the basin and formation of coarse grain aquifer along the basin margins has been going on for many years from the time the basin started to form. Development and implementation of the Engaruka Soda Ash project has been entrusted to the National Development Corporation (NDC) in partnership with private investor(s). The Government has granted NDC the Mineral Rights which licenses to prospect soda ash resource.

Current Status

Various activities have been conducted in the process of preparing implementation of Engaruka Soda Ash Project including:

- A. Resource Assessment: Geological exploration involving geophysical (electrical resistivity survey) and drilling explorations have been conducted. The exploratory works have established presence of 4.68 billion m³ of brine, which co-exists with solid salt crust amounting to 9.36 billion m³; the average Sodium Carbonate (Na₂CO₃) content in the Engaruka brine is 11.7 percent. The brine is being recharged at an estimated annual rate of 1.8675 million m³. In addition to soda ash production, there will also be other by product salts like sodium chloride, calcium sulphate, and potassium chloride.
- B. Brine Evaporation Simulation: Solar evaporation of brine from the drilled bore holes has been completed with preliminary indication that evaporation solar ponds may not be required. If this is the case, then the cost of production may be reduced making the product more competitive. The brine samples has been tested at Ardhi University laboratory (Tanzania) and Modderfontein laboratory in South Africa and the results show that Engaruka brine is suitable for soda ash production.
- C. Hydrology Study and Design of Water Infrastructure: A consultant has been engaged to undertake detailed hydrological survey including design of the water supply infrastructure to meet requirements of the proposed plant (for both industrial use and domestic use for the employees) and the study is going on.
- D. Acquisition of Project Land: NDC has already earmarked/demarcated land required for project use and land survey and valuation of properties of Project Affected People (PAP) in order to compensate and re-locate them is going on.

Challenges

- i. Poor road infrastructure from Mto wa Mbu to the project site which will cause transportation difficulties especially during heavy season;
- ii. Lack of rail line which is the most cost-effective transport logistics for transportation of bulky cargo during construction and operation;
- iii. No grid power and transmission lines to connect the proposed plant to the national power grid; and
- iv. No trained local manpower to work in this plant since this is a new plant of its kind in Tanzania.

Opportunities

- i. The market for the soda ash is huge both in the local, regional and international markets;
- ii. Country's drive for industrialization and job creation places the projects at the heart of the agenda;
- iii. Availability of glass industries which used soda ash as raw material for manufacture of various types of glasses;
- iv. Application of soda ash in various chemical industries for manufacturing of fertilizers, dyes and coloring agents; and
- v. Demand of soda ash in petroleum refineries, metallurgical (iron and steel) industries soap & detergent industries, power stations to capture harmful plant emissions, pulp and paper industries, water treatment plants and other miscellaneous uses.

Objective

The main objective of this project is to produce soda ash as basis for growth of chemical industries in Tanzania to enhance the country's industrialization process.

Specific objectives, to;

- i. Develop the Engaruka Soda Ash Project;
- ii. Implement/establish soda ash extraction plant including industrial salts and associated infrastructure;
- iii. Operate the Engaruka Soda Ash Extraction Plant; and
- iv. Develop the associated infrastructure (road, rail, port, water, power and port) to support the project.

2.3.1.8 Palm Oil and Edible Oil Production Plant

Total domestic market for edible oils in Tanzania is estimated to the tune of between 200,000 and 240,000 metric tons per annum. There are, at present, about 27 established sizable edible oils manufacturing firms in Tanzania. All these claim less than 20 percent of domestic market for edible oils. This has left demand gap unfulfilled, creating a need for establishment of large scale edible oil and processing.

A large-scale Oil Palm Project has been initiated at Kimala Misale Village in Kisarawe District, Coast Region on a 10,000 hectare farmland. This project is intended for production and processing of 58,000,000 Litres of palm oil per annum at a productivity of 7,250litres of Oil palm/hectare/annum; and production of 10 MW of electricity from biomass at an estimated investment cost of TSH 244,200 (USD 111) Million. The project will be run in joint venture between NDC and Nava Bharat Ventures Limited (NBV), in which NDC has a share of 20 percent and NBV 80 percent. Oil Palm farming for production of raw materials for the processing plant will involve out-growers in the project's vicinity in the form of contract farming with sufficient extension services.

Current Status

Land acquisition process of the initial 4000ha of land at Kimala Misale has been finalized. The process awaits higher authority approval to change use of the land from village to general land so that it can be used for investment purposes. Effort to seek additional land for the project (6000ha) at Dutumi and Madege village continues.

Challenges

- i. Process of converting the village to general land has taken longer time that expected, which put the project at the verge of collapse as the implementation schedule agreed with the investors is long overdue; and
- ii. Timely acquisition of additional land 6000ha for the project in the neighboring villages of Dutumi and Madege.

Opportunities

- i. Technology transfer for cultivation of oil palm;
- ii. Production of 58 million Litres of Palm oil per annum for local and export market;
- iii. Generation of power (10 Megawatts) into national grid;
- iv. Income from the project is estimated at US\$ 51.7 million per annum;
- v. Provision of 1000 direct and 4000 indirect employment;
- vi. Involvement of smallholder farmers from the surrounding villages under contract farming;
- vii. Improvement of infrastructure and services to villagers through corporate social responsibility; and
- viii. Empowerment of the people around the project to take up emerging business opportunity.

Objective

The main objective of this project is to ensure availability of enough oil seeds for oil processing.

Specific objectives, to;

- i. Produce 58million Litres of palm oil per annum; and
- ii. Generate 10 MW of electricity from biomass.

2.3.1.9 Sugar Production

According to the Sugar Demand and Supply Study conducted in January 2017 the demand of sugar is estimated at 590,000 MTPA (whereby demand for brown sugar for domestic use is estimated at 455,000 MTPA and demand for industrial use is estimated at 135,000 MTPA). Currently the industry is implementing Sugar Industry Development Plan and Strategy (2016/17 – 2020/21). The Plan provides the urgent need for integrated and cross-sectoral approaches for attracting large scale, medium as well as small scale investments which will deliver economic benefits derived from the industry's economies of scale. The Plan also provides a framework that put in place mechanisms for enhanced performance of Outgrowers' sugarcane cultivation and existing sugar mills as well as Research and Training. Initiatives for increasing sugar production in Tanzania include Mkulazi farm no. 212 project which has been covered in the Action Plan under the flagship projects.

Current status

The current production capacity is about 300,000 MTPA. Local sugar production is done by Kilombero Sugar Co Ltd in Morogoro; Kagera Sugar Estate in Kagera; Tanzania Planting Co Ltd (TPC) in Kilimanjaro; Mtibwa Sugar Co. Ltd in Morogoro and Manyara Sugar Co. Ltd (a small size plant) in Manyara. This leaves a demand gap of about 155,000 MTPA of brown sugar. On the other hand, demand for industrial sugar is about 135,000 MTPA and all is imported as there is no local capacity to produce the same.

Efforts to enhance local production capacity entail huge investments in sugar cane plantations. Land for investment has been identified in Mkulazi - Morogoro (63,000 ha); Mohoro in Rufiji, Coast region (15,167 ha); Tawi in Rufiji, Coast region (10,092 ha); Mkongo in Rufiji, Coast region (5,120 ha); Kasulu in Kigoma (39,000 ha); Uvinza in Kigoma (19,000 ha); Ruipa in Kilombero Morogoro (14,000 ha); Kibondo in Kigoma (19,000 ha); Kitengule in Bukoba (28,688 ha); Mvuha in Morogoro (10,924) and Kisasi in Morogoro (4,300 ha). Investors to invest in most of these areas have been secured and negotiations are ongoing. These investments are expected to produce about 1,677,500 MTPA of sugar. The demand for both brown and industrial sugar is growing as the population is also growing, with the annual population growth rate of 2.8 percent, the demand for sugar is expected to reach 755,000 MTPA in 2020/21 (580,000 MTPA for brown sugar and 175,000 MTPA for industrial sugar). These statistics tells us that come 2020/21 quantity of sugar which will be produced will suffice local demand and surplus will be exported.

Challenges

- i. Un-attractive fiscal and non-fiscal incentives for new and existing projects;
- ii. Free, un-encumbered and serviced land for setting up factories (greenfield sugar projects);
- iii. High costs of money i.e. investment and working capital (high interest rates for agricultural loans);
- iv. Volatility of the world sugar market; and
- v. Adverse effects of the Global climatic changes and its implication to sustainability of sugarcane crop and sugar producers.

Opportunities

- i. Large demand of sugar for domestic and industrial use;
- ii. Existence of the regional markets; through EAC, SADC and COMESA and bilateral trade arrangements; and
- iii. Availability of arable land which can be used for sugar cane production.

Objective

The main objective is to ensure the country's capacity of sugar production is sufficient for domestic and industrial use.

Specific objectives, to;

- i. Enhance business environment for investing in sugar production; and
- ii. Consider local content in the development vehicle by ensuring that Tanzanian entrepreneurs are participating in industry and manufacturing activities.

Main Activities

The strategy for strengthening industrial Research and Development institutions (TIRDO, TEMDO and CAMARTEC) will cost Tshs 159,370 million which will come from the Government. The implementation matrix details the approach towards realization of objectives, and output/targets with respect to strengthening industrial Research and Development institutions, identifying activities, timeline and responsible institutions for effective delivery. The key issues in strengthening industrial Research and Development institutions among others include establishing specialized laboratories in coal, oil, gas, iron and steel at TIRDO; strengthen the technical capacity by accrediting the coal laboratory; Transfer of sensor industrial process monitoring technology to SMES.

The key issues in strengthening TEMDO include among others; Rehabilitation and upgrading of R&D infrastructure and facilities; Training of personnel in research, design and technology development; commercialization

of technologies for manufacture of natural gas cylinders and other appliances that use natural gas through manufacturing SMEs; design and development of technologies for generation of electricity using coal and biomass materials and design and development of suitable technologies for production of ceramic products such as tiles, refractory bricks.

To strengthening CAMARTEC, the key issues among others include undertaking demand driven applied research and development on agricultural machinery and rural technologies that meets the expectations of our people; undertake need assessment studies on annual basis to provide future direction for technology research and development; undertake collaborative research and development with MSME; and undertake transfer of technology to MSME through commercialization agreements

The strategy for strengthening TATC will cost Tshs 270,770 Billion to be funded by the Government. The projects are classified into two categories including rehabilitation of TATC technology infrastructure (TShs 105,000 Billion) and executing strategic projects (TSh165,770 Billion). The implementation matrix details the approach towards realization plan objectives, and output/targets of the Plan with respect to strengthening the Centre, identifying activities, timeline and responsible institutions for effective delivery. The key issues among others include designing, development and production special purpose vehicles; development heavy duty trucks; rehabilitating TATC infrastructure, upgrading R&D technology capacities, increase R&D budget, and establishing a comprehensive (heavy duty) foundry, establishing industries for military and civilian needs and titling of TATC land.

The total investments cost of revamping/diversifying the KMTC Manufacturing Factory is Tsh. 17,485 million out of it Tsh 16,695 million from the Government for and Tsh 10,790 million is expected to be financed by the Private Sector. Among the key issues in this project include finalization of loans agreement, rehabilitation of factory systems including electrical system and installation of mini foundry.

The total investments cost for outlined activities of tractor assemble plant, excluding (to be provided by NDC) the SKD supply cost and buildings for eight (8) service centers, will be Tshs.770 Million required for undertaking Market, port clearance charges, recruitment and training and facilitation of development and implementation activities. This cost will be fully financed by the Government. The key issues for effective implementation are Construction of a new permanent assembly building with erection of assembly equipments and recruitment of staff as per requirement

The total investments cost of establishing the Tyre Manufacturing Factory will be known after completion of the Bankable Feasibility Study. The cost of preparing the project to Bankable stage is assumed to be borne by the Government and is estimated to be at Tshs 910 Million and the development and implementation activities. Among the main issues for the project implementation are to undertake detailed GTEA Plant Assessment which will determine whether the existing plant will be revamped or the new plant shall be constructed.

The strategy for establishment of an oil palm farming and edible oil production plant estimated to cost TSHS 244,200 million of which 20 percent is expected to come from the Government and 80 percent will be funded by the private sector. The implementation matrix details the approach towards realization plan objectives, and output/targets of the plan with respect to establishment of the Plant, identifying activities, timeline and responsible institutions for effective delivery. The key issues include establishment of Palm Oil Extraction and refinery unit.

The total estimated investments cost of the project is TSH 1,422.665 billion and out of which TSH 410.165 billion and TSH 1,012.5 (USD 450 million) will be raised by the Joint Venture Partner. However, the total project cost will be known after the Techno-economic Study as well as other studies for upgrade/construction of the associated infrastructures. Key issues on implementation of Engaruka Soda Ash project are undertake compensation to project affected people, procure consultant for techno-economic study, completion of hydrology study and liaising with the concerned Government institutions to establish the associated Infrastructures.

2.3.2 Mining and Metals

Tanzania is one of Africa's most mineral rich country endowed with abundant mineral resources including metallic minerals (such as gold, iron ore, silver, copper, platinum, nickel and tin; gemstones such as diamonds, tanzanite, ruby, garnet, emerald, alexandrite and sapphire); industrial minerals (such as soda ash, kaolin, phosphate, lime, gypsum, diatomite, bentonite, vermiculite, salt and beach sand); building materials (such as stone aggregates and sand); and energy minerals such as coal and uranium. Due to several challenges, the performance of the mineral sector remained relatively below the desired levels despite of the reviews of legal and regulatory frameworks. Currently, the mining sector is governed by the Mineral Policy, 2009; Mining Act, 2010 and its amendments of 2017. The policy encourages private sector participation in mineral sector development, especially mineral value addition. The Implementation Strategy seeks to promote resource based industrialization by focusing on value addition to the mineral resources before exports so as to increase its contribution to the growth of the economy and poverty reduction.

Current Status

Currently, eight large scale mines (six gold and two for gemstones) and a number of small scale mines mainly for gold, diamonds and colored gemstones are in operation. The large scale mines which are operating include Biharamulo Gold Mine (owned by STAMIGOLD), Bulyanhulu Gold Mine (Acacia Mining Plc), Buzwagi Gold Mine (Acacia Mining Plc), Geita Gold Mine (AngloGold Ashanti), New Luika Gold Mine (Shanta Gold), North Mara Gold Mine (Acacia Mining Plc), Ngaka Coal Mine (Tancoal Energy Limited), Merelani Mining Limited (Sky Associates JV STAMICO), and Williamson Diamonds Ltd (Petra Diamonds JV Tanzania Government). In accordance to Tanzania Mining Industry Investor Guide of June 2015, mineral reserve proven in Tanzania include Iron ore (126 million tons), Gold (2,222 tons), Tanzanite (12.6 million tons), Rare Earth Elements (101 million tons), Diamonds (51 million carats), Uranium (160 million tons), Graphite (158.2 million tons), Coal (126 million tons), Copper (13.7 million tons) and Nickel (209 million tons).

Mineral sector is considered to render positive contribution to GDP at rates of 3.7 percent in 2014, 4 percent in 2015 and 4.8 percent in 2016. The contribution is expected to increase and reach 10 percent in 2025. Total foreign exchange earnings is expected to increase from Tshs. 2,621 billion in 2014/15 to 4,204 billion in 2020/21 and Tshs. 12,678 billion in 2025/26; and share of total employment from 1.1 percent in 2014/15 to 1.9 percent in 2020/21 and 4.5 percent in 2025/26.

Challenges

- i. Export of minerals in their raw form without being processed and hence low value;
- ii. Inadequate mineral regulations to guide mineral sector; and
- iii. Mineral smuggling and illegal trading.

Opportunities

- i. The Country's geographical location and considerable unexploited mineral potentials;
- ii. Availability/accessible geological data and information;
- iii. Continued existence/presence of strategic partnership with key stakeholders;
- iv. Existence of regional and international cooperation;
- v. Growing demand for mineral products; and
- vi. Peace and political stability in the country.

Objective

The main objective in the mineral sector is to develop and manage mineral resources production and processing in order to add value and therefore to contribute significantly in the growth of the national economy.

Specific objectives; to;

- i. Promote and facilitate value addition activities within the country in order to increase income and employment opportunities;

- ii. Review legal and institutional frameworks for the mining sector; and
- iii. Improve control of mineral smuggling and illegal trading.

Main Activities

The focus in the mining and metals is to promote and facilitate value addition activities within the country to increase income and employment opportunities and review issues related to legal and institutional frameworks to boost government revenues, strengthening monitoring and auditing of quality and quantity of produced and exported minerals by large, medium and small-scale miners. The total investment expected in the mining and metal is Tshs. 7,895,200 million of which Tshs. 337,900million is expected to be sourced by the Government and the remaining amount of Tshs. 7,737,300 million from the private sector. The objectives have been thoroughly elaborated in the implementation matrix (Annex B Table II). In each specific objective, key outputs/targets and their corresponding activities have been listed. The matrix also provides costing estimated for the implementation of the outlined activities and identifies lead implementers as well as others to guide the implementation.

2.3.3 Agriculture

Introduction

The Agriculture Sector is central to Tanzania's industrialization as it provides markets for industrial products and raw materials for industries. The performance of the agriculture sector has a direct impact to employment creation and poverty reduction as it employs the majority of Tanzanians. It is estimated that about 67 percent of the total population is employed in agriculture. The prioritized products within the FYDP - II are maize, rice, sunflower, pulses, floriculture, cotton, sisal, grape, livestock and fisheries.

The agriculture sector is identified as an important area where strategic interventions need to be implemented to contribute to the building of a strong solid foundation for a highly productive, competitive and dynamic economy towards industrialization. To capture the available opportunities in agriculture, the Government formulated the Agriculture Sector Development Programme (ASDP) as one of the key instruments that is used to meet TDV 2025 goals and in implementation of the Agriculture Sector Development Strategy (ASDS). The FYDP II Implementation Strategy has considered all fundamental Agriculture Strategies including Agriculture Sector Development Programme Phase II (ASDP – II) which has objectives of: (i) create an enabling policy and institutional environment for enhancing modernized competitive agriculture sector, driven by inclusive and strengthened private sector participation; (ii) achieve sustainable increase in production, productivity, profitability and competitive value chain development of the agricultural sector driven by smallholders; and (iii) strengthen institutional performance and effective coordination of relevant public and private sector institutions in the agriculture sector at national and local levels, enabled by strengthened resilience.

The Strategy has developed different interventions on the selected subsectors (crops, livestock and fisheries) including challenges, current status, opportunities and interventions per specific subsector to achieve the set goals of FYDP II.

2.3.3.1 Crops

a) Sunflower

Sunflower is the fastest growing oilseed crop in Tanzania where production has more than tripled since 2011. Between 2011 and 2016, Tanzania production of sunflower seeds increased by more than three folds, from 786,902 MT (2011) to 2,995,500 MT (2016) while the export in 2016 was 7,068,829 MT (both refined and crude oil). Sunflower oil production has been growing very fast, and is currently estimated to stand at 163,000 MT per annum in 2016 from 52,000 MT a decade earlier. It is estimated that Tanzania has more than 1.6 million sunflower seed producers who have the capacity to satisfy the national cooking oil demand if fully supported. The estimated demand for sunflower oil of Tanzania in 2016 was 450,000 MT per year. Tanzania is the second largest producer of sunflower seeds in Africa, contributing 35 percent of all sunflower seeds produced in Africa. Even though Sunflower can be

considered as a major import substitution for edible oil into Tanzania, its performance (including need for process upgrading) is still underdeveloped. Although the production of sunflower has increased tremendously, the yield is still below the potential of an average of 4t/ha.

b) Pulses

The production of pulses is focused on four main products: cowpeas, pigeon peas, chickpeas and dried beans, mainly exported to traditional markets. Production levels of pulses have increased from around 840,744.7 tonnes in 2007 to close to 1.6 million tonnes in 2014 while exports have increased rapidly over the last decade, growing at an average annual rate of 22 percent. India is the main export market for the United Republic of Tanzania, whose exports of pulses to India have enjoyed continuous and sustained growth, even though the United Kingdom of Great Britain and Northern Ireland, Italy and Canada are becoming major markets for Tanzanian pulses. Majority of farmers grow pulses with little attention to Good Agricultural Practices (GAP), resulting in low yields of between 0.5 and 1.0 tonnes per hectare compared to the potential of producing up to 3 tonnes per hectare.

c) Maize

Production of maize has increased from 5.1 million tonnes to 6.7 million and productivity from 1.2 to 1.6 in 2011/2012 and 2013/2014 respectively. In 2014/2015 the production decreased to amount 5.9 million tonnes with productivity of 1.56 t/ha which is lower than the average potential of 6t/ha. The low productivity may be attributed by dependent of rain fed, low use of improved production technologies and other external factors. Efforts have been made, where between 2010 and 2014 a total of 41 maize varieties have been released with yielding potential between 4.5 to 14 t/ha (MALF, variety catalog). In order to increase maize productivity and quality produce with low level of post-harvest losses it is important to invest on improvement of storage facilities and use of improved production technologies.

d) Rice

Rice production has increased steadily during the last decade and Tanzania has shifted from being a net importer to export small quantities to regional markets notwithstanding this increase in production, yields remain significantly lower than in neighboring countries. Production increased from 1,334,800 tonnes to 2,979,470 tonnes in 2015 and 2016 respectively. Low output is linked to predominantly rain-fed production, the limited adoption and availability of improved cultivars, the minimal use of fertilizers, traditional planting techniques and the limited areas under irrigation. Smallholder crop yields remain only 20 to 30 percent of their potential, and adoption of improved agricultural technologies has generally lagged.

e) Grapes

The current overall grapes supply averages 1,554 tonnes per annum. The new factories have been installed, these are CETAWICO factory capacity of 3,600 tonnes and ALKO vintage factory which has a capacity of 2,078 tonnes per annum. The price of raisins range is between Tsh 6,000 to 7,000 per kilogram whereas raw grapes are sold at a price between Tsh 500 and 1,200 per kilogram. The raisins are produced locally by farmers by drying grapes on top of the roofs. The quality of raisins produced by farmers is low because they generally have a sour taste. This problem is associated with premature harvesting because grapes for raisins production require a brix value of between 20-24 percent. Previous studies have shown that the total demand and supply gap for bulk wine processors are up to 5.2 million litres annually. The fresh grape channel accounts for up to 5 percent of grapes harvested in Dodoma. The major market for the fresh grapes is Kenya and Rwanda. Traders from Kenya come to buy fresh grapes at the farm gate. Literature shows that Kenya imports 450 tonnes while Rwanda imports 30 tonnes of grapes from Tanzania annually. This channel is the most lucrative since traders for the fresh market pay the highest prices.

f) Sisal

Sisal is an endemic tropical crop whose leaves provide the world's most important hard natural fibre used in the production of twines, ropes, sacks and carpets. The sisal fibre prices for UG grade and sisal twine have risen from USD 680 and 852 f.o.b. per tonne in 2000 to USD 2,150 and 2,258 in 2016 respectively while total export

value for line fibre amounted to USD 7.6 million (11,243.78 tonnes) in 2000 as compared to USD 28.5 million (14,566.45 tonnes) in 2016 whereas local sales amounted to Tshs 22.170 billion compared to 1.6 billion in 2000. The productivity per hectare has been as low as 0.8 tonnes per hectare compared to 2 tonnes per hectare that would be obtained if farm management techniques such as fertilizer application would be adhered. The sector has owned a total of 47,477 hectares under sisal of which 34,093.84 hectares comprised of mature sisal ready for harvest while 13,054.46 hectares are immature sisal and a nursery of 347.32 hectares. This area includes area of 7,303 hectares under smallholder farmers who have increased in number to 2,322 hectares by 2016. The industry utilizes only about 23 percent of the available 181,265.77 Ha of suitable land. Currently the Sisal crop is on the resurgence due to environmental and consumer awareness, rejection of toxic bio-cumulative chemicals and production of green House Gases among others.

g) Floriculture

In the recent years, countries look at floriculture as a viable alternative to boost foreign earnings through export of cut flowers. However, while the sector is second largest contributor to foreign earnings for Tanzania is yet to fully exploit the potential for both production and export of cut flowers. The study obtained from International Trade Centre (ITC) database revealed that Tanzania is doing better in terms of quantity of cut flowers exported to different destinations in the World and in-terms of value of earnings from export of those flowers.

Challenges

Several factors hinder the sub-sector and therefore inhibiting its ability to effectively contribute to the economy and to exploit its full potential. The value chain constraints of the subsector which ranges from inputs to final consumers are shown below:

- i. Limited availability and inaccessibility to high-quality certified and inputs;
- ii. Poor management capacities of farmers' associations and GAP;
- iii. Inadequate of commercially available improved seeds and deficient seed multiplication system;
- iv. Limited access to finance and limited use of insurance across the entire crops value chain;
- v. Inadequate storage capacity and application of premiums and discounts for quality;
- vi. Inadequate extension officers and extension services;
- vii. Lack of well-developed irrigation schemes;
- viii. Complex and discriminatory application of taxes (Multiplicity of taxes and many regulations);
- ix. High price of inputs insecticides and fertilizer;
- x. Unpredictability and incoherence of trade and related policies for the development of the crops sub-sector;
- xi. Under compliance with and adherence to internationally recognized food safety and quality standards;
- xii. Poor promotion and branding of crop products including uncompetitive brands (packaging);
- xiii. Low productivity per farmer;
- xiv. Lack of binding contract farming arrangements;
- xv. Few Processing industries;
- xvi. Limited resources for agriculture research and development; and
- xvii. Unreliable and erratic power supply.

Opportunities

- i. Availability of both local and foreign market for agricultural products;
- ii. Favorable political will to support agricultural sector;
- iii. Willing of indigenous population to become smallholder farmers who are already actively engaged in smallholder agricultural production;
- iv. Favorable technological advancement in agriculture sector;
- v. Abundant water resource consisting of major rivers, lakes, and underground water;
- vi. Diverse and favorable climate and agro-ecological zones;
- vii. Positive response from International Organizations like Common Fund for Commodities, UNIDO, IFAD and BADEA towards agriculture improvement as evidenced by the continued financial support of projects in the sector;
- viii. Land availability and favorable crops growing condition in a number of region.

Objective

The main objective of this strategy is to achieve sustainable increase in productivity, profitability and competitive value chain development of the agricultural sector.

Specific objectives, to

- i. Enhance the effectiveness of the sector for forward planning and market development;
- ii. Scaling up production and trade by strengthening PPPs for seed development;
- iii. Ensure availability and access to finance, technology transfer and farmer support services;
- iv. Improving skills along the value chain to professionalize the sector;
- v. Improving crop productivity through better irrigation and crop management;
- vi. Increase grapes production and productivity through the adoption of modern production techniques to meet national and international demand;
- vii. Facilitating availability of bulky wine processing to increase the value and longevity;
- viii. Improving sisal production and productivity and utilization of the sisal plant; and
- ix. Ensuring availability of market locally and internationally.

2.3.3.2 Livestock

Introduction

The 2012/13 National panel survey revealed that 50 percent of all households keep livestock (4.6 million households), 62 percent of which are rural and 23 percent urban, with ownership patterns dominated by chickens (86 percent households), goats (48 percent), cattle (35 percent), pigs (9 percent) and other livestock (10 percent). Traditional breeds and processes dominate the Tanzania livestock sector. Tanzania Short Horn Zebu is the most widespread cattle breed. Agro-pastoralist households' account for 80 percent of livestock production, pastoral communities 14 percent and remaining 6 percent comes from the commercial ranches and dairy sector. Sheep and goats are widely distributed and adapted to many agro-ecological zones.

In addition to supplying food products (Meat, milk, eggs and other related products), livestock play a major role as an engine for rural livelihoods and development. Livestock provide draught power, transport and manure as fertilizer for crop farming activities and potential energy sources through biogas technologies for rural electrification and/or cooking fuel. Tanzania has outstanding natural resources for livestock development including resilient livestock breeds, extensive rangelands and diverse natural vegetation of 88.6 million hectares of land resources in the country, 60 million hectares are deemed suitable for grazing. Despite these resources, the livestock sector is performing well below its potential.

Current status

Currently Tanzania has 28.44 million cattle, 98 percent of which are indigenous breeds, complemented by 16.7 million goats, 5 million sheep, 1.8 million pigs, and 71.9 million chickens (local chicken 37.4 million and exotic chicken 34.5 million). According to NBS (2017) the livestock sector grew at 2.6 percent compare to 2.4 percent in year 2016 and contributes 7.7 percent to the country's GDP. The growth for the large part reflects increase in livestock numbers rather than productivity gains.

The sector is severely constrained by low genetic potential of the existing stock, inadequate infrastructure, inadequate marketing system, prevalence of animal diseases, inadequate technical support services and weak livestock farmers' organizations. The production coefficients are low, in indigenous cattle, the calving rate is 40 – 50 percent, the calving interval 18 – 24 months, pre-weaning mortality 30 – 40 percent, adult mortality 8 – 10 percent, mature weight 200 – 350kg, off take rate 8 – 10 percent per annum, milk yield 400 liter per lactation and carcass weight 100 – 175kg. For small ruminants, the off-take rate is 15 - 25 percent per annum, lamb/kid mortality 20 – 40 percent, adult mortality 8 – 15 percent and average carcass weight of 12 – 15kg. Where by consumption of livestock commodities according to FAO (2011) is Kg 50 meat, liters 200 milk and eggs 300 per adult per year. Currently for Tanzania consumption of the said commodities is an average of 15 Kgs meat, 47 liters of milk and 106 eggs per adult per year.

Challenges

- i. Lack of proper arrangement for land, water and pasture management;
- ii. Low genetic potential of the indigenous livestock coupled with poor Production Systems;
- iii. Prevalence of animal diseases;
- iv. Little value addition in the livestock value chains characterized by lack of grading of livestock and livestock products;
- v. Inadequate infrastructure for processing and poor handling, presentation and packaging of most livestock products;
- vi. Inadequate quality control and generally inadequate knowledge and skills among actors in the livestock value chains;
- vii. Poor market infrastructure for livestock and livestock products;
- viii. Poor or little knowledge (inadequate information) of the markets (domestic and export) for livestock and livestock products;
- ix. Weak livestock producer's organizations;
- x. Weak linkages or coordination among actors in the livestock value chains;
- xi. Insufficient number of extension officers;
- xii. Inadequate infrastructure and training facilities and expertise in terms of numbers and their knowledge and skills to training institutes (LITA Campuses); and
- xiii. Poor laws, Regulatory and Institutional Frameworks.

Opportunities

- i. Presence of large and diverse herd of indigenous livestock, which once exploited can significantly contribute to the national GDP;
- ii. Availability of rangelands and diverse natural vegetation of 88.6 million hectares of land resources in the country, 60 million hectares are deemed suitable for grazing;
- iii. Abundant water resource consisting of major rivers, lakes, and underground water;
- iv. Diverse and favorable climate and agro-ecological zones, which can support a wide range of livestock species and activities including free ranging;
- v. Readily available domestic market for livestock and livestock products due to high population growth, increased urbanization and high economic growth all of which stimulate higher demands for animal products;
- vi. Excellent geographical location, which makes the country accessible to potential export markets;
- vii. Availability of trainable human resource and cheap labour; and
- viii. Political and social stability.

Objective

The main objective of this strategy is to develop a sustainable, competitive and more efficient livestock industry that contributes to the improvement of the livelihoods of stakeholders and the national economy.

Specific objectives, to;

- i. Improve Research Development, extension services and training for improved livestock productivity;
- ii. Improve Animal health services;
- iii. Promotion of milk marketing and drinking culture;
- iv. Improvement of livestock marketing and related infrastructures;
- v. Improvement of meat industry;
- vi. Improvement of poultry value chain;
- vii. Improve dairy cattle productivity; and
- viii. Enhance grazing land management, animal feeds production, water and utilization.

2.3.3.3 Fisheries and marine resources

Introduction

Tanzania has a total surface area of 945,037 square kilometers. The area of freshwater cover is estimated at 54,337 km², which is about 6.1 percent of the total country's surface area. The area of freshwater includes the three major inland lakes in Africa: Lake Victoria, Lake Tanganyika, Lake Nyasa and other minor waters bodies which includes small and medium lakes, rivers, dams, ponds and wetlands, covering about 5,000 km². The country borders South West Indian Ocean, with a coastline of about 1,424 kilometres long which covers a Territorial Sea of 64,000 km², and an Exclusive Economic Zone (EEZ) of about 223,000 km².

The fisheries sector plays a significant role in social and economic development by contributing social-economic wellbeing of the country particularly in supply of animal protein, income generation, employment, recreation, tourism and food security all of which are crucial for making Tanzania Middle Economic Country with industries counting to 2021.

Capture fishery activities in Tanzania is mainly categorised into artisanal and industrial fishery. The artisanal fishery is dominated by small scale fishers with non mechanised fishing crafts mostly fish in the inner sea caught small and medium pelagic fish species, reef fishes and crustaceans while Industrial fishery operates in the Exclusive Economic Zone (EEZ) mainly by Distant Water Fishing Nations (DWFN) mainly targeting tuna and tuna like species, like marlin and swordfish. Thus, the fishery not benefiting the country as expected.

Aquaculture activities are in both marine and freshwater. There are a number of desirable organisms which can be used for propagation. Such organisms include; Tilapia (*Oreochromis niloticus*), African Catfish (*Clarias gariepinus*), Rainbow Trout (*Onchoryncus mykiss*), and freshwater prawns (*Macrobrachium rosenbergii*) while in marine waters there are marine water shrimps (*Penaeus monodon*), Milkfish (*Channoschannos*), Crabs (*Scylla seratta*) and oysters for meat and pearls production. Seaweed farming is another venture in marine water, this include two species namely *Eucheuma spinosum* and *E. cottonii* which are currently farmed along the coast of Indian Ocean.

Current Status

Currently, the fish catch production is estimated to 370,595 metric tonnes in which 8,000 metric tonnes are from aquaculture with a population growth rate of between 2.6 - 2.9 percent per year. The contribution of the sector to the National GDP is estimated to be 1.4 percent with the growth rate of 5 percent; while the fishery industry accounts for 10 percent by value to national export and it accounts for about 30 percent animal protein with per capita fish consumption of 8 kg per person per year (Annual Fisheries Statistics report, 2015).

The sector supports a total of 222,752 people directly as fishers/farmers deriving their livelihood from fisheries sector. Out of this number, 19,223 are fish farmers while 183,800 are fishers (2015). It also supports more than 4 million people who are engaging in fisheries related activities such as processing, trade, fish transporting, net making and boat building (Annual Fisheries statistics report, 2015).

Challenges

Fisheries sector in the country is faced by challenges related to fisheries resource development, management, conservation and protection which in one way or another affect its sustainability. These challenges include;

- i. Illegal, Unregulated and Unreported (IUU) fishing activities that is done by distant water fishing fleets;
- ii. Inadequate technology and support to artisanal fishers to exploit and thus benefit from the EEZ fish resources;
- iii. Absence of Fish processing industries (Tuna fish processing factories) along the coast of Indian ocean;
- iv. High post-harvesting loss, value addition and marketing;
- v. Low investment in Cage culture fish farming both in fresh and marine waters;
- vi. Inadequate value addition of aquaculture products from Mariculture production (Seaweed);
- vii. Absence of a national fleets which can help to identify IUU fishing vessels;

- viii. Absence of fishing harbor which can enhance national revenue collection that can support to fund Surveillance costs in the EEZ; and
- ix. Low quality fish feeds, seeds and fingerlings.

Opportunities

There are ample opportunities to increase the contribution of the fisheries sub-sector to the national economy and households' food security if properly exploited. These include:-

- i. Underexploited Deep Sea and EEZ fisheries resources;
- ii. unexploited opportunity in Value addition and eco-labeling of fish and fishery products for domestic and export markets;
- iii. Unexploited opportunity in Investment in small, medium and large scale aqua farms, quality fish seeds and feeds production as well as fisheries shore based facilities;
- iv. Large potential of natural waters for fish cage culture activities;
- v. Long coastline of 1,424 kilometers long along the coast of Indian ocean for Mariculture production;
- vi. Ability to manufacture appropriate fishing vessels, gears and other fisheries inputs;
- vii. Presence of Fisheries Training and Research institutes (FETA, TAFIRI) to deliver fisheries expertise and findings; and
- viii. Existence of Eco-tourism potential in aquatic habitats including aquaculture parks.

Objective

The main objective of this strategy is to develop a sustainable, competitive and more efficient fisheries and aquaculture industry that contributes to the improvement of the livelihoods of stakeholders and the national economy while preserving the environment.

Specific objectives, to;

- i. Improve Research Development, extension services and training for improved fisheries productivity and sustainability;
- ii. Promote Aquaculture Development, Management and Environmental conservation;
- iii. Strengthen and support Fisheries sector by increasing resource development, protection, management, conservation and utilization for improved livelihoods and national economy;
- iv. Promote investment in EEZ fishing and fisheries processing industries; and
- v. Strengthen fisheries and aquaculture products value addition, utilization and marketing.

Main Activities

The strategy to achieve sustainable increase in productivity, profitability and competitive value chain development of the agricultural sector (Crops, Livestock and Fisheries) will cost Tshs 436,877.61 million which will come from both Government and Private. The government is expected to contribute Tshs 228,186.41 and Tshs 158,511.14 will be funded by the private sector.

The key issues addressed in agriculture - crops include among others; increase accessibility and affordability of agro inputs, expansion and improvement of irrigation systems; improvement of R&D in crops cultivation; improvement of extension services; improvement of agricultural land use plans; and enhancing agro processing and availability of markets.

The key issues addressed in agriculture-livestock include among others; improvement of extension services; improvement of R&D in livestock; Improvement of Animal Health services; Improvement of livestock marketing and related infrastructures; Improvement of livestock Training Institutes (LITA); Establishment of National Commercial Day Old Chicks Multiplication centers; Establishment of Animal feeds processing plants; Construction of dams in dry regions; Demarcation of grazing lands and Commercialization of NARCO ranch.

The key issues addressed in agriculture-Fisheries include among others; Improvement of R&D in Fisheries; Improvement of extension services; Improvement of Fisheries Training Institutes (FETA); Construction and rehabilitation of fish ponds infrastructures; Installation of fish feed machine and accessories; Strengthening surveillance units; Strengthening and supporting of Deep Sea Fishing Authority (DSFA); construction of fishing harbor along Tanzanian coast; Establishment of two National Fishing Fleets (fishing vessels) and Operationalization of Ex – TAFICO. The objective has been elaborated in the implementation matrix (Annex B Table B III, IV & V). In each specific objective, Key out puts/targets, corresponding activities, costing and responsible as well as lead actors to guide the implementation have been indicated.

2.3.4 Trade and Investment

Introduction

Trade and industrialization are basically two sides of the same coin. Industrialization facilitates trade, and trade also facilitates industrialization. Industrializing through trade emphasizes the role and place of trade in fostering industrial development and upgrading along all types of value chains. During implementation of FYDP II, efforts will be directed at increasing contribution of trade to GDP as well as increasing Tanzania's share in World market in a bid to decrease share of imports in total trade hence improve trade balances. This will also entail finding new markets, particularly trading more with EAC, SADC, BRICS and unexplored potential markets. Initiatives have been taken to develop the boarder markets to simplify and formalize trade across the borders. Further, cross border trade will be improved through enabling traders fully utilize the opportunities of the EAC & SADC markets. This will facilitate the expansion of trade and develop Micro, Small and Medium Enterprises (MSMEs).

Current Situation

Tanzania has been proceeding with the improvement and development of the domestic market as a basis for consolidating export markets. Different measures have been taken including developing Market promotion programme; establishing Integrated marketing information system; finalizing Agricultural Market Strategy; establishing and scale up market risk management system; facilitate the development of marketing infrastructure (which include market centres, warehouses, strategic warehouses, strategic markets, one stop boarder post, border markets and feeder roads). Tanzania has also been engaging in negotiations for Market access opportunities for domestically produced goods and services at Bilateral, Regional and Multilateral levels.

Through these efforts, the current statistics indicate that there has been an increase in Tanzania's exports to the world market from USD 9,457 million in 2015 to USD 10,025 million in 2016 while imports decreased from USD 12,528 million in 2015 to USD 10,832million in 2016. In this regard, a good progress has been made to capture emerging Preferential and Non- Preferential Market Opportunities which include preferential market access offered by United States of America (USA) under Africa Growth Opportunity Act (AGOA), Bilateral preferential markets schemes offered by India, Turkey, Japan and China; and Regional Preferential Market opportunities under East African Community (EAC) and Southern African Development Community (SADC). Tanzania is also negotiating Preferential Market access under Tripartite Free Trade Area which is made up of COMESA, EAC and SADC. The main objective of these interventions is to ensure guaranteed market access in the existing and potential export markets opportunities for domestically produced goods and services.

In case of investment, there has been an improved investment climate, which resulted to the increased amount of investment measured by the gross capital formation to GDP ratio from 14.8 percent in 1997 to 42 percent in 2016; as compared to Africa's average of 21-22 percent and 23 percent for developed countries. The 2017 World Investment Report of UN Conference on Trade and Development's (UNCTAD) reported that Tanzania attracted USD 1,365 million FDI inflows in 2016 with accumulating stock of USD 19,818 million, the highest in the East Africa region.

During the implementation of FYDP II, the Government has sought to attract investment in both productive and service sectors, including agriculture, manufacturing, tourism, infrastructure development and mining, using private sector as an engine of economic growth. Despite the commendable achievements, the challenge remains to scale

up the amount and quality of investments in line with the development goals; and reliable, secure and predictable business environment for the private sector to profitably operate, sustain and flourish.

Challenges

a) Trade and Market promotion

- i. Poor quality of goods and services encompasses with supply side constraints;
- ii. Inadequate industrial supporting services (testing, accreditation, packaging, standards) that lead to less competitive of our products in international markets;
- iii. Weak linkage between R&D Institutions and Industries resulted from imported technology;
- iv. Inadequate and unreliable infrastructure especially transport network in particular rural feeder roads, railways and ports;
- v. Resistance in reforms on business environment issues due to stakeholder's different perceptions.
- vi. unfair competition of some players in the world market;
- vii. Matching with the pace of emerging bilateral, Regional and multilateral Trade requirements;
- viii. Limited access to utilization of market opportunities;
- ix. Underdeveloped and improperly managed agricultural marketing infrastructure;
- x. Inadequate value addition in agricultural produce;
- xi. Inadequate marketing linkage;
- xii. Stringent regulations and requirements such as rules of origin(RoO), sanitary and Phytosanitary measures(SPS) in some Preferential Market such as AGOA;
- xiii. Lack of cold storage facilities and warehouses of perishable goods particularly in airports, ports and railway stations;
- xiv. Inadequate access to finance for SMEs;
- xv. Inadequate financial and technical resources.

b) Investment

- i. Cumbersome investment legislation and procedures;
- ii. Inadequate Land Use Plans to earmark areas for investment purposes;
- iii. Inadequate compensation funds and conflicts for the areas earmarked for investment;
- iv. Low speed to scale up the amount and quality of investments in line with the desired transformation path;
- v. Inadequate access to finance for investment projects; and
- vi. Instruments for long term financing remain limited.

Opportunities

a) Trade and Market promotion

- i. Abundant natural resources
- ii. Existence of Preferential Market under Bilateral arrangements such as Japan, China and India;
- iii. Existence of large domestic and regional markets through regional blocks (EAC and SADC);
- iv. Geographical advantage - Tanzania is natural trading gateway for the 5 landlocked countries which are the Democratic Republic of Congo (DRC), Rwanda, Burundi, Uganda and Zambia;
- v. Availability of marketing systems warehouse Receipt System and Commodity Exchange; and
- vi. Availability of Institutions responsible for adhering quality, weight and measurements, Export, Fair Competition and Warehouse Regulatory Board.

b) Investment

- i. Existence of untapped investment opportunities in manufacturing, agriculture, construction, mining and tourism sectors;
- ii. Large, energetic and growing population;
- iii. Substantial labour force with requisite skills;
- iv. Internal political and policy predictability;

- v. Strong and committed government towards industrialization; and
- vi. Existence of large domestic and regional markets through regional blocks (EAC and SADC), bilateral and multilateral trade arrangement.

Objective

The main objective is to create a conducive environment for Trade, Marketing and Investment sectors to contribute effectively to national economic growth and development.

Specific objectives, to;

- i. Improve and sustain Investment Climate and increase the share of industry in GDP from 21.1 percent in 2015 to 25 percent in 2020;
- ii. Enhance National and International Market and increase share of exports contribution to GDP from 19 percent in 2014 to 22 percent in 2021; and
- iii. Increase and utilize market opportunities for commodities, goods and services.

Main Activities

The interventions to enhance trade, investment and address marketing issues as earmarked in this strategy are expected to cost Tshs 18,301 million. The implementation matrix (Annex B: Tables VI, VII & VIII) details the objectives, and output/targets, activities, timeline and responsible institutions for effective delivery. Key issues include finalization of the review of Investment Policy 1996 and Investment Act 1997; Conclusion of the ongoing negotiations in implementation of EAC Common Market and Custom Union Protocol and SADC Protocol of Trade; strengthening competitiveness of exports products; Scaling up the use of Warehouse Receipt System on cashew nut, coffee, maize, paddy, and oilseeds; establishing Commodity Exchange Market; and establishing an Integrated Market Information System established.

2.3.5. Natural Resources Management, Environment and Climate change

2.3.5.1 Natural resources and tourism

Introduction

Tanzania is one of the richest and most diverse countries in Africa in species and habitats. The country has designated approximately 38% of its land cover as Protected Areas. Tanzania's forests and woodlands are estimated to cover 35.3 million hectares (ha). Also, Tanzania possesses important populations of species that are threatened but more spread across Africa, and large populations of many more common species that are important in a continental context.

In appreciation of these natural resources, the country recognizes that conservation of her natural resources requires the protection of species and habitats, and the wise use for the benefit of the people and nation. Conservation efforts in Tanzania have been directed towards establishment of protected areas (PAs) comprised of National Parks (16), Ngorongoro Conservation Area (1), Game Reserves (28), Game Controlled Areas (43) and Wildlife Management Areas (16). However, the Wildlife Management Areas are established and managed by local people through their formed associations.

Current Status

The tourism sector is a key to the national economy and a catalyst or growth driver to the economy. It is number one foreign exchange earner followed by mining and agriculture and attracts more than a million visitors per year, worth some \$500-750 million annually. There is an increase of 12% of the number of tourists from 1,137,182 (year 2015) to 1,284,279 tourists (year 2016). Likewise, receipts from the sector increased from USD Billion 1.5 (year 2015) to USD 2 Billion (year 2016). The tourism sector contributed more than 17% of GDP and 25% of total export earnings over a period of three years (2012 - 2016). Equally important is the increase in revenue generation from 4.1 Billion Tanzania Shillings (year 2015) to 5.6 Billion Tanzania Shillings (year 2016), an increase of 36%. With this trend,

there is an indication that tourism in Tanzania is a growing sector with a potential to grow by about 6.7% per year. In this regard, Tanzania ranks number 11 out of 184 countries on projected tourism growth for 2014–2024 (World Travel and Tourism Council). And for this reason, it supports productive employment, with about 160,000 direct and indirect 1,500,000 jobs respectively.

Currently the sector is in the process of reviewing the policies, laws and regulations that guide the development of the sector. This includes Tourism Master Plan Strategy (2002); wildlife Conservation Policy (2007); National Forestry Policy (1998); Antiquities policy (2008); and National Beekeeping Policy (1998). The aim is to emphasis on conservation and management of natural resources; wildlife; and cultural heritage for the benefits of present and future generation. In addition, the sector has effectively strived to manage and supervise the sustainable use of Natural and cultural resources and development of tourism. Among the results of the efforts is the reduction of poaching activities, establishment of afforestation and re-afforestation programme and promotion of tourism development.

Challenges

- i. Inadequate funding to support natural and cultural resources and tourism development, especially in the areas of research;
- ii. Inadequate participation and skewed sharing of costs and benefits to local people.
- iii. Increased unsustainable use through poaching and harvesting of natural resources products;
- iv. Land use conflicts due to encroachments in Protected Areas, absence of buffer zones and obstruction of corridors;
- v. Inadequate infrastructure to support conservation activities and tourism development such as roads, bridges and airstrips; and
- vi. Climate change.

Opportunities

- i. Political stability, Good governance, peace and order;
- ii. National investment policy in place and potential increase of natural and cultural resources;
- iii. The presence abundant in natural and cultural resource as well as the world miracles of Serengeti wildlife, the tallest free-standing mountain in the world - the Kilimanjaro;
- iv. Existence of various heritage and archeological sites;
- v. Engagement of private sector in natural and cultural resources management and tourism development;
- vi. Acceptance of participatory management by the local people.
- vii. Development partners willingness to support conservation of natural and cultural resources and development of tourism sector.

Specific objectives, to;

- i. Enhance capacity to adequately manage natural and cultural resources and tourism development;
- ii. Enhance participation in management of natural and cultural resources and tourism development and benefit sharing;
- iii. Promote sustainable use of natural resources;
- iv. Development and promotion of tourism products;
- v. Strengthen law enforcement in management of natural, cultural resources and tourism development;
- vi. Ensure that management decisions are based on clear policies, legislation, guidelines and researched information;
- vii. Improved revenue collection system; and
- viii. Realize opportunities and commitments from regional, bilateral and multilateral Agreements that Tanzania is a party.

Main Activities

The interventions to enhance natural resources management and promotion of tourism as earmarked in this strategy are expected to cost Tshs. 434,495. The implementation matrix (Annex B: Table IX) details the objectives, and output/targets, activities, timeline and responsible institutions for effective delivery. Key issues include capacity building on conservation of natural and cultural resources; ensuring sustainable use and management of natural resources; to develop and promote tourism products; reducing over dependence on Wildlife Tourism to other kinds of tourism; and Review and operationalize the existing policies and regulations.

2.3.5.2. Environmental sector

Introduction

The government has the core responsibilities of protecting and managing the environment and the natural resource base for economic and social development. Addressing environmental degradation is, and will always remain a fundamental challenge for poverty reduction and sustainable development. Achieving environmental sustainability requires careful balancing of human development activities while maintaining a stable environment that predictably and regularly provides resources such as freshwater, food, clean air, wood, fisheries, and productive soils and in tandem protect people from floods, droughts, pest infestations, and diseases.

The Five-Year Development Plan (2016/17-2020/21) highlighted environment and climate change as a priority area for human development and as a means of tackling environmental pollution; land degradation and Loss of wildlife habitats and biodiversity; deterioration of aquatic systems; and deforestation which affects the achievements of the objectives of the Development Plan. Therefore, the implementation of FYDP II 2016/17 - 2020/21, which puts special emphasis on industrial transformation and human development as its reliable path to attain middle income status by 2025 focuses on enhancing effective integration of environmental and climate change issues.

Current Status

The current status in addressing challenges under environment and climate change can be seen in various aspects and levels including creating enabling environment such as review of policy and legal frameworks; mainstreaming environment and climate change into sectors and LGAs; awareness raising; enforcement of laws and regulations; capacity building and financing. In creation of an enabling environment, in 2016 the Government reviewed the National Environmental Policy (1997) to update data and information and incorporate emerging issues such as climate change, Genetically Modified Organisms and its impacts on the environment; invasive alien species, electrical and electronic wastes (e-wastes) and bio-energy.

In legal aspect, the Environmental Management Act, 2004 has been in place and key regulations prepared including those related to waste management, environmental standards and environmental assessments. Furthermore, seven strategies and two action plans have been prepared to facilitate implementation of National Environmental Policy including National Climate Change Strategy, 2012; National Biodiversity Strategy and Action Plan (2015 – 2020); National Waste Management Strategy; National Action Plan for Combating Desertification (2014 – 2018); National Strategy for Conservation of Land and Water Resources (2006); National Strategy for Conservation of Marine and Freshwater Bodies (2008); National Tree Planting Strategy (2016 – 2021); and National Strategy for Reducing Emissions from Deforestation and Forest Degradation (REDD), 2009.

Moreover, Sectors and Local Government Authorities created sections of Environment as well as appointing/designating relevant officers to manage those sections. Also, the Government Prepared Guidelines for preparation of Sectorial and District Environmental Action Plans; and Guidelines for Mainstreaming Climate Change into Sectors and LGAs.

Since environmental issues are global in nature, Tanzania is a Party to several Multilateral Environmental Agreements and various projects have been prepared and implemented. The recent projects prepared within these frameworks include; Developing Core Capacity to address Climate Change Adaptation in Productive Coastal Areas which is

implemented in four areas that is Rufiji, Pangani, Bagamoyo and Zanzibar (2012-2017); Implementation of Concrete Adaptation Measures to Reduce Vulnerability of Livelihoods (2012-2017); and Economy of Coastal Communities of Tanzania which is implemented in three municipalities of Dar es Salaam (Kinondoni, Temeke and Ilala) (2012-2017).

Challenges

- i. Low level of awareness among the general public on environmental matters;
- ii. Inadequate financial resources for environmental management;
- iii. Inadequate environmental data and statistics to enable environmental planning;
- iv. Inadequate participation of Sectors and Local Government Authorities in environmental management as per National Environmental Policy 1997 and the Environmental Management Act 2004;
- v. Fall of carbon price globally: Tanzania has an opportunity of conducting carbon trading but since the carbon price fall down globally then the business is not interested;
- vi. Inadequate capacity to develop projects which can attract funds from the Green Climate Fund (GCF), Adaptation Fund (AF) and Least Developed Countries Fund (LDCF);
- vii. Land degradation;
- viii. Inadequate access to good quality water for both urban and rural inhabitants;
- ix. Environmental pollution and Deforestation;
- x. Loss of wildlife habitats and biodiversity; and
- xi. Deterioration of aquatic systems.

Opportunities

The opportunities available on conservation of the environment for economic growth and poverty reduction include: -

- i. Existence of key policies and legislations that provide guidance for environmental management in the country including National Environmental Policy 1997 and its on-going review; Environmental Management Act 2004; National Environmental Action Plan 2012-2017; National Adaptation Programme of Action (NAPA) 2007; National Climate Change Strategy 2012; National Climate Change Communication Strategy and the National Strategy for Reduced Emissions from Deforestation and Forest Degradation (REDD+);
- ii. Presence of well-established institutional framework for environmental management in the country under the Environmental Management Act 2004;
- iii. Environmental mainstreaming in some sectors such as Water, Agriculture, Health, Industry, Energy and Infrastructure; and
- iv. Interest of some Development Partners to support environmental management including through funds such as Global Environmental Facility (GEF); Least Developed Countries Fund (LDCF); Green Climate Fund (GCF); and Adaptation Fund (AF).

Objective

The main objective of the environmental management and addressing climate change issues is to prevent and/or reduce environmental degradation; mitigating and adapting to climate change in order to achieve sustainable development goals (SDGs).

Specific objectives, to;

- i. Enhance Policy and Institutional Capacity; implementation of National Climate Change Strategy and the National Strategy for Reduced Emissions from Deforestation and Forest Degradation (REDD+);
- ii. Enhance participation of Sectors and LGAs in Environmental Management; and
- iii. Strengthening Environmental Information generation and management.

Main Activities

The interventions to enhance environmental management and address climate change issues as earmarked in this strategy are expected to cost Tshs 164,827,750,000. The government is expected to contribute Tshs 155,550,000,000 and Tshs 9,277,750,000 will be funded by the private sector. The implementation matrix (Annex B: Table X) details

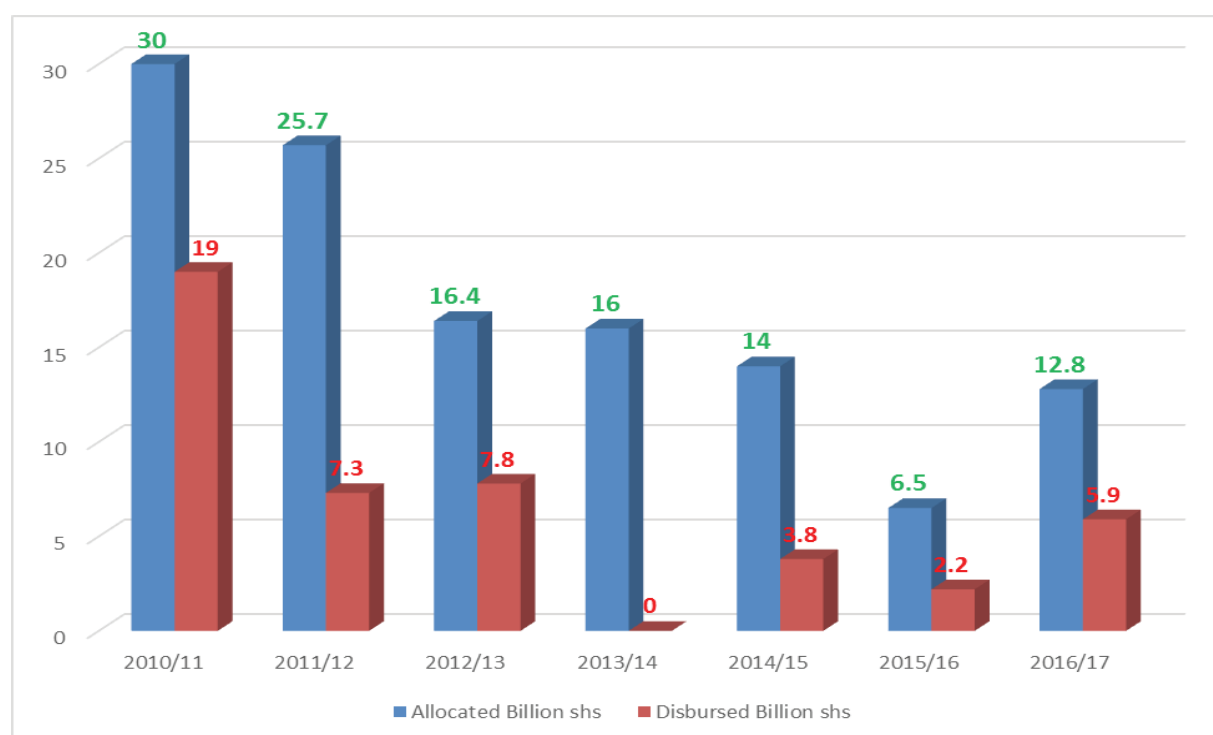
the objectives, and output/targets, activities, timeline and responsible institutions for effective delivery. Key issues include finalization of the review of National Environmental Policy 1997; Enhancing awareness and sensitization on environment and climate change issues; prioritizing financial resources for environmental management at all levels and enhancing cooperation with various donors with interest in environmental management; improving environmental information generation and management to support decision making; and enhancing the capacity of sectors and LGAs to implement National Environmental Policy and EMA 2004.

2.3.6 Science Technology and Innovation

Introduction

Science, Technology and Innovation (STI) is an important driving force for Tanzania to arrive at an industrial based economy based on its contribution to economic and social development. To ensure STI subsector is funded adequately, in 2005 Tanzanian Government made a commitment to allocate 1% of the Gross Domestic Product (GDP) for research and development following the Lagos agreement among the African Heads of State and Governments to increase funding for Research and Development. For the period starting from 2010 to June 2017, the Government had allocated Tshs. 121.4 billion. However, of the allocated fund, a total of Tshs. 46 billion was disbursed through NFAST to support Research and Development (Figure 1). This is estimated to average to about 0.34% of the GDP.

Figure 1: Government allocation vs actual disbursement (in Billion Tshs.) 2010/11 – 2016/17



Current Status

- i. Government through NFAST has set up a special window to promote commercialization of research findings through innovation to support Research and Development Funding;
- ii. There are about 37 research and development institutions and about 63 higher learning institutions;
- iii. There are 21 projects jointly funded between the Tanzania government and Sweden (Sida);
- iv. Government support on infrastructure development at different research institutions in the Country including TALIRI – TANGA (TZS. 330,000,000) and TAFIRI – SOTA in Mara (TZS. 532,000,000);
- v. Government sponsored 517 (MSc (343 and PhD 174) researchers on which 490 researchers (339 MSc and 151 PhD) graduated and returned back to workstations;

- vi. There are 67 Innovative Cluster Initiatives have been established and 148 cluster facilitators have been trained;
- vii. BUNI hub produced various innovation including the 3D printing and Unmanned Aerial Vehicles (AUV – drones);
- viii. Transfer the research output from Dakawa Agriculture Institute to Magugu rice farmers (clusters), which has resulted in doubling rice production per acre and increasing household income;
- ix. Establishment of three laboratories on Mechatronics, Hydraulics and Automation following partnership between COSTECH and Germany Company - FESTO-Didactic – GmbH& Co;
- x. Establishment of 22 incubation Centers; and
- xi. 32 innovations, 18 patents and 18 licensed technologies produced.

Challenges

- i. Inadequate funding for Tanzania’s research system and technology development and commercialization;
- ii. Weak linkage between Productive Sectors and R&D institutions for transformative technology development and commercialization;
- iii. Inadequate human capability development in Science, Technology and more importantly on innovation;
- iv. Inadequate research infrastructure and facilities in Higher Learning Institution and R&D institutions;
- v. Inadequate participation of private sector investment in STI; and
- vi. Weak promotion of innovation in LGAs.

Opportunities

- i. Political will of the government to continue supporting STI;
- ii. Presence of COSTECH to spearhead and coordinate all matters regarding STI;
- iii. A well-established network with international research communities;
- iv. The government initiative on building an industrial economy that demand for STI, and
- v. Availability of the National Broadband network that links higher learning and R&D institutions in the country.

Objectives

The main objective is to build and support a strong system of sciences, technology and innovation for sustainable socio-economic development.

Specific objectives, to;

- i. Invest in local research and industrial development focusing on value addition;
- ii. Build competent and competitive human capital in areas relevant to industrial development;
- iii. Develop and equip research infrastructure for higher learning and R&D institutions;
- iv. Acquire, adopt and adapt technologies for building technical capabilities for industrial development; and
- v. Promote Innovation initiatives at Local Government Authorities (LGA) through supporting SMEs, Clusters, and startups.

Main Activities

The key issues on the STI sector among others include Investment in local research and industrial development focusing on value addition; building competent and competitive human capital in areas relevant to industrial development; developing and maintaining with equipment for higher learning and R&D institutions; acquiring, adopting and adapting technologies for building technical capabilities for industrial development; developing and partner with local and private investors in Technology Parks; and promoting Innovation initiatives at Local Government Authorities (LGA) through supporting SMEs, Clusters, and startups. The implementation of the interventions in the STI will cost Tanzania Shillings 128,123,000,000 out of which Tanzania Shillings 120,747,000,000 is expected to come from the Government and Tanzania Shillings 7,376,000,000 will be funded by development partners (e.g. SIDA, HDIF).The implementation matrix (Annex B: Table XI) details the approach towards realization of strategic objectives, planned outputs/targets, expected outcomes, indicators, indicative budget timeline and responsible directorate for effective delivery.

2.3.6.1. Information and Communication Technology (ICT) Sector

Introduction

Information and Communication is an important dimension of technology. This is one of the critical enablers of socio-economic development and transformation. ICT is an anchor for industrialization and competitiveness; continuous strengthening of the environment for doing business; and smart intervention by the State. The Government of Tanzania recognizes that effective use of ICT is a critical factor for rapid economic growth in its ambition to become a middle-income country by 2025.

The Government has proposed the National ICT Policy in 2016 as a comprehensive framework for guiding the development and growth of the industry to ensure best possible benefits to the nation and its citizens.

Current Status

ICT development in Tanzania has contributed immensely in socio-economic development to majority of citizens. The introduction of mobile money platforms in Tanzania has created new banking possibilities for people who previously did not have access to banking services and as a result, the number of SMEs acting as mobile banking agents has created new employments and source of revenue. Tanzania has completed the National ICT Infrastructure Backbone Project, by laying 25,954 kilometers of optic fibre cable (OFC) backbone covering 24 regions of Mainland Tanzania. OFC provides a solid base for scaling up the broadband access, connectivity and the provision of efficient services nationally and in the region and ultimately provide 40 percent of the communications services availed to land-locked countries in the region as had been outlined in FYDP I. Connectivity to submarine cables (EASSy & SEACOM) and cross-border connectivity with neighboring countries namely Kenya, Uganda, Rwanda, Malawi, Burundi and Zambia has also been successfully implemented.

Challenges

- i. Relative increase in ICT infrastructure destruction and insecure use of communication services which lead to cybercrime.
- ii. Ineffective integration of ICTs for increased productivity and value addition in the production chain; and
- iii. Weak Research & Development (R&D) in the sector and high dependency on ICT importation which negatively impact innovation within ICT start-ups and the industry.

Opportunities

- i. Connectivity of ICT Backbone in 24 regions of Tanzania;
- ii. Existence of National Data Centre;
- iii. Increased ICT services demand within and outside the country;
- iv. Political willingness to develop on ICT matters; and
- v. Existence of legal and institution framework within the Government.

Objective

The main objective is to enhance development and usage of ICT as critical enabler of socio-economic development and transformation.

Specific objectives, to;

- i. Establish ICT equipment manufacturing, E - waste recycling and Software Development Centers;
- ii. Build National ICT Broadband Backbone Phase III;
- iii. Enhance Tanzania to be a telecom HUB in Southern East Africa;
- iv. Strengthen Postal Communications through Postcodes and National Addressing System in 92 districts; and
- v. Enhance Advanced Cyber Security Training Services (TIRDO).

Main Activities

The key areas that the Government and the private sector will invest for the period of five years in ICT include: The establishment of ICT equipment manufacturing; E - waste recycling and Software Development Centres; building National ICT Broadband Backbone; strengthening Postal Communications through postcodes and National Addressing System; and enhancing Advanced Cyber Security Training Services. The implementation of ICT strategy is expected to cost Tshs. 502,080,000,000 which shall be provided through Government budget. The implementation matrix (Annex B: Table XII) details target, activities, timeframe, cost, financier and implementers for each objective.

2.3.6.2. E-Government

Introduction

E-Government is the use of Information Communication Technology (ICT) in the public service to enhance work efficiency and improve service delivery in order to meet the needs of the public in a responsive and transparent manner. The evolution of ICT in Tanzania started to take shape in 1993 with the enactment of the Tanzania Communication Act and formulation of the National Telecommunication Policy in 1997, to guide development of the Telecommunication Sector in the country.

Recognizing ICT as an important tool and means for advancing the National Development Agenda, the Government of Tanzania formulated the “National ICT Policy” in 2003. The Policy, among other things addressed the use of ICT in the Government as a tool for enhancing work efficiency and improving service delivery to the public and termed it as “e-Government”. Given the fact that there were some fragmented e-Government initiatives, the Government, through the Cabinet, directed President’s Office, Public Service Management (PO-PSM) in 2004 to start implementing e-Government by formulating the e-Government Policy and ensure its implementation. In 2009 the Government established the National e-Government Strategy to provide a coordinated and citizen-driven focus for the Tanzania’s e-Government initiatives and establish an institution to coordinate and oversee all e-Government initiatives namely e-Government Agency.

Current Status

Implementation of e-Government in Tanzania is currently coordinated, supervised and overseen by the e-Government Agency that was established in 2012 under the President’s Office, Public Service Management and Good Governance. The trend of e- Government implementation can be pointed out from some notable initiatives undertaken by the Government. These initiatives include but not limited to:

- i. Development and deployment of several Government-wide systems including Human Capital Management Information System (HCMIS); Integrated Financial Management System (IFMS); Land Management System (LMS); Geographical Information System (GIS); Tanzania Customs Integrated System (TANCIS) and Government e-Payment Gateway.
- ii. Automating some of the business processes like procurement management (e-Procurement), passport management (e-Passport), education sector (e-Education) and health sector (e-Health).
- iii. Development of e-Government standards, guidelines and procedures for the purpose of providing guidance on implementing various e-Government initiatives in public institutions.
- iv. Development and deployment of e-Government shared resources including the Government Network for enabling public institutions to be connected in a secured network.

Challenges

- i. Lack of comprehensive e-Government legal regime;
- ii. Ineffective coordination between institutional level ICT departments/divisions and the institution responsible for coordinating, overseeing and promoting e-Government implementation;
- iii. Lack of streamlined mechanisms for providing information to the public;
- iv. Insufficient e-Government infrastructure;
- v. Insufficient channels in delivering Government services to the public;

- vi. Inadequate research and development in the area of e-Government which affects the level and the pace of innovation across the Government;
- vii. Existence of silo applications and systems that do not exchange data and information within and across public institutions; and
- viii. Insufficient resources in terms of human resource, financial and technology in implementing e-Government initiatives.

Opportunities

- i. Prioritization of e-Government in the FYDP II;
- ii. Existence of academic institutions, regional and global e-Government programmes for knowledge and experience sharing;
- iii. Existence of guidelines, standards and frameworks for providing guidance in implementing e-Government initiatives; and
- iv. Existence of appropriate and popular technologies as e-Government operating models as best practices.

Objective

The main objective is to strengthen e-Government to ensure efficiency and effectiveness in Government process in service delivery.

Specific objectives, to;

- i. Strengthen Open Government and Open Data so as to have a proper and effective mechanism of providing information to the public;
- ii. Strengthen e-Government Governance and Institutional Framework so as to have an effective mechanism of coordinating e-Government initiatives;
- iii. Ensure availability of e-Government Infrastructure to all Public Institutions in order to strengthen and smoothen the delivery of e-services;
- iv. Strengthen e-Government Research, Innovation and Development;
- v. Enhance Government Cyber Security so as to ensure e-Government Information Security is attained at all times;
- vi. Establish e-Government Delivery Channels including Mobile Services Delivery Platform and e-Service Kiosks to improve public service delivery; and
- vii. Establish e-Government Application Platforms and Government Data Exchange Platforms to strengthen resource sharing and information exchange.

Main Activities

Key issues addressed in the strategy to improve e-Government services include: Strengthening open data, institutional framework to easy coordination; infrastructure development; research, innovation and development; Government Cyber Security; establishment of e-Government Delivery Channels and e-Government Application Platforms; and Government Data Exchange Platform. The implementation of e-Government strategy is expected to cost Tshs 109,880,000,000 and shall be financed through Government budget. The objective has been elaborated in the implementation matrix (Annex B: Table XIII). In each specific objective, key output, corresponding activities, costing and responsible as well as lead actors to guide the implementation have been indicated.

2.3.7. Creative industry

Creative industries refer to a range of economic activities which are concerned with the generation or exploitation of knowledge and information. It comprises of advertising, architecture, art, crafts, design, fashion, films, music and interactive gaming. The industries have been seen to become increasingly important to economic well-being of the community. In Tanzania creative industry includes, buildings such as historical sites, museums and performance spaces; artists/crafts people/creative; libraries, books, films; IPR and patents; education, training, and knowledge; and available finance for funding or investment. The sector faces a number challenges such as: little engagement between sector players and relevant government institutions; disorganized; mismanaged; underdeveloped artist

hubs and communities and low artist entrepreneurships leading to revenue loss as a result of weak business models. To address the challenges facing the industry, the government has included development of creative industry as one of the agenda in the National Five-Year Plan 2016/2017 – 2020/2021.

Current Status

Tanzania is among the African countries which are doing well with regards to access to information, freedom of press and networking. Currently there are 428 registered magazines and newspapers, 148 registered radio stations and 32 registered televisions stations. Also, there are over 20 million users of internet services and 41 million mobile phones subscribers.

The creative industry in Tanzania is growing fast, and it has brought a positive social economic contribution to the country. The industry includes a range of connected economic activities which are concerned with generation or exploitation of knowledge and information to the public. Such as cycle of creation, production and distribution of goods and services that use intellectual capital as their primary input. The creative industry in 2020 is expected to have a real growth of 13.2 percent and share of GDP 0.7 percent while the share of total employment is expected to be 0.2 percent.

Currently, Tanzania is not doing well in sports at the international level, although there are some significant efforts going on to improve the situation and therefore ensure that national teams are able to participate in the regional and international competition.

Challenges

- i. Moral decay caused by the abandonment or neglect of Tanzanian good traditions and customs of child and youth upbringings as well as imitation of the immoral norms of foreign cultures;
- ii. Piracy mainly caused by lack of property rights;
- iii. Technological changes caused by rapid advancement in technology;
- iv. Shortage of the Information, Culture, Arts and Sports Officers at Regions and Districts levels;
- v. Poor participation of communities in sports and other physical activities;
- vi. Emerging of social media which in most cases provide inaccurate, unfair, unbalanced information and partial information to the public;
- vii. Non – adherence to existing Media Laws and Regulations of the country;
- viii. Mindset towards physical education;
- ix. Inadequate funds to run sports activities; and
- x. Poor governance in sports associations and federations.

Opportunities

- i. National leadership support on issues of Information, Culture, Arts and Sports;
- ii. Kiswahili as National Language; and lingua franca in the East African countries and worldwide use of Kiswahili language;
- iii. Peace and Security provides opportunity to promote games, sports, arts and culture at all levels;
- iv. Possession of public electronic and print media;
- v. Local and International Development partners ready to collaborate with the Government; and
- vi. Global recognition of sports as a tool for development, peace building promoting and safe guarding local culture and natural heritage.

Objective

The Main objective is to improve the quality of arts, sports, information and culture in tandem with improving the access of information to citizens.

Specific objectives, to;

- i. To improve access to quality and equity games and sports services; and
- ii. To improve access to quality and equity in Arts Development and Art work.

Main Activities

The strategy for Creative Industry has two objectives which cost Tshs. 935,298.48 million on which Tshs 854,998.48 Million are from the Government and Tshs. 80,300 million to be sourced from private sector. The implementation Matrix (Annex B: Table XIV) details target, activities, timeframe, cost, and the Implementers for each objective. The key areas for creative Industry Strategy are Construction of National Sports Complex, Construction and rehabilitation of Colleges, construction Culture Complex and implementation of The African Liberation Heritage Programme.

2.4. Interventions for Human Development**2.4.1. Education and Capability Development****Introduction**

This section identifies the main actions for achieving the FYDP II education stated results. The actions focus on ensuring access as well as quality at all levels:-early learning, basic education, vocational and technical, tertiary and high education.

The key actions interventions include: Improving qualified teacher-pupil/ student ratios at all levels; Improving teaching and learning environment (class rooms, desks, text books, latrines/toilets ratios; boarding for girls; etc.); Increasing access to student loans at tertiary level; Expanding use of ICT in teaching and learning at all levels; and Improving working environment for teaching staff at all levels (commensurate remuneration, housing in close proximity to work premise).

Status

The identified interventions in education sector are at varied levels of state of implementation as follows: The number of qualified teachers for pre-primary education was 11,920 in 2016 and targeted to be 15,400 at 2020/21.

In primary education, pupil's teacher's ratio stood at 42:1 during 2016 and targeted to be 40:1 at 2020/21, while pupils/texts books ratio stood at 3:1 during 2016 and targeted to be 1:1 at 2020/21. The pupils/classroom ratio stood at 77:1 during 2016 and targeted to be 50:1 at 2020/21. The pupils/desks ratio stood at 5:1 during 2016 and targeted to be 1:1 at 2020/21. The percentage of schools with National grid electricity stood at 22.2 percent during 2016 and targeted to be 30percent by 2020/21.

In secondary education, the Pupils/teacher ratio in lower secondary schools by subject stood at 24:1 and targeted to be 20:1 at 2020/21. The Pupils/classroom ratio in lower secondary schools stood at 42:1 during 2015 and targeted to be 40:1 at 2020/21. The proportion of schools with electricity was 77.3percent during 2014/15 and targeted to be 85percent at 2020/21.

The Government introduced free education at primary and secondary level for the purpose of increasing education accessibility to majority of population and ensure that the contribution of education in economic transformation and human development increases. The Government increased efforts to ensure the availability of desks, textbooks and other teaching and training materials in primary and secondary levels, so that the increase in number for the pupils/students matches with the teaching and other educational facilities.

During 2016/17 HESLB has provided loan of Tshs. 483.79 billion to 122,374 students where 28,094 are new students and 94,280 are on-going students. The board also provided grants to 1,584 students worth Tshs. 4,627.1 billion. The board provided loan amounted to Tshs. 5,362 billion to 448 students studying abroad. HESLB is continuing to strengthen the mechanism for loans collection as well as criteria for selection of eligible students.

Challenges

i. Early learning

Deteriorating family cohesion, parenting and virtues; inadequacy descent pre-schooling facilities and lack of awareness and reluctant of going school especially in rural areas

ii. Primary school

Inadequate number of teachers in relation to numbers of students across LGAs; poor quality and standards of school environment; weak inspections; improper methodology for Learning and Teaching of 3Rs; unqualified teachers and lack of incentives for upgrading; weak administration and enforcement of code of conducts; high pupil's teacher ratio; and inadequate text books.

iii. Secondary school

Unqualified teachers and lack of incentives for upgrading; weak administration and enforcement of code of conducts; weak inspections; inadequate number of mathematics and science teachers; and poor quality and standards of school environment.

iv. Higher Learning Education

Increasing demand for studentsloans rapid change of technology and shortage of academic members of staff in universities, inadequate .teaching and learning facilities for science and engineering, deteriorating infrastructure and limited capacity to train in science and technology.

Opportunities

i. Early learning

- Existence of competent human resources in the labour market; and
- Existence of schools and training institutions offering training to teachers and pupils of early learning.

• Primary Education

- Existence of schools and training institutions (public and private owned) offering training to teachers and pupils of primary school;
- Government commitment for supporting free primary education (elimu bila malipo);
- Availability of technologies to improve performance; and
- Existence of public and private publishing institutions.

• Secondary school

- Existence of colleges and universities institutions (public and private owned) offering training to teacher's secondary school;
- Government commitment for supporting primary education (elimu bila malipo); availability of technologies to improve performance;
- Existence of law and policies which guide the education system; and
- Existence of public and private publishing institutions.

• Higher Learning Education

- Existence of colleges and universities institutions (public and private owned) offering higher education;
- Existence of HESLB which offer financial loans and assistance to students and lectures of higher learning education;
- Availability of technologies to improve performance; existence of law and policies which guide the higher learning; and
- Existence of local and foreign institutions which offer scholarships to students and faculties.

Objective

The main objective is to improve the quality of education and capability development at all levels of education by 2020/21.

Specific objectives, to;

- i. Strengthen access and quality at all levels of education and training;
- ii. Improve teaching and learning environment (class rooms, desks, text books, latrines/toilets ratios, boarding for girls, etc); and
- iii. Expand use of ICT in teaching and learning at all levels.

Main Activities

Key activities to improve Education and Capability Sector performance include: Develop Education Sector Quality Assurance System, Strengthening and expansion of 5 STI institutions and review school's inspectorate tools to incorporate 3Rs, pre-testing and consolidation. The total investment expected for improving the sector performance is estimated at Tshs. 52,541.807 million, detailed activities are provided in Annex B Table XV.

2.4.2. Skills Development

Introduction

FYDP II targets that by 2020 the working population with: high level of skills increase to 12.1 percent from 3.6 percent; with medium level of skills increases to 33.7 percent from 16.6 percent and those with lower level of skills decreases from 79.9 percent to less than 54 percent. To achieve the set targets specific actions in the following promotion of employable skills particularly for youth, women and people living with disability; development of appropriate curricular; and trainings of skills and entrepreneurship including industry and labour market training

Challenges

The implementation of interventions in skills development faces a number of challenges including weak curricular weak capacity of education institutions at all levels only to respond to labour market demand; Inadequate number of qualified instructors at higher learning institutions; Inaccurate investment and Insufficiency financial resources for skills development; Lack of opportunities for apprenticeship and internship; Lack of strong labour market information system; and Lack of National Skills Development Strategy.

Opportunities

The National Employment Policy 2008, Education and Training Policy 2014, as well as skills development guidelines provide the framework for smooth implementation of intervention.

Objectives

The over all objective is to create a pool of skilled and competitive workforce

Specific objectives, to;

- i. Strengthen and promote apprenticeship and internship in the country;
- ii. Increase the number of internship and apprenticeship programme in collaboration with employers and trade unions;
- iii. Formalize skills acquired through informal system of Learning;
- iv. Strengthen the Labour Market Information System; and
- v. Strengthen in-house training in collaboration with employers and workers.

Main activities

Main activities include: training at different levels of skill requirement such as formal and entrepreneurial; promote skills development for employability and sustainable livelihoods; strengthen internship and apprenticeship mechanisms. Total cost required is Tzs. 227,685.7 billion. Detailed activities are provided in annex B: Table XVI.

2.4.3. Health

Introduction

The FYDP II interventions include strengthening of health services delivery systems, in particular maternal and children health malaria, HIV and AIDS, as well as Non-Communicable Diseases (NCDs) improving human resources improving nutrition This section identifies key actions under the FYDP II interventions.

Status

Wish to get the state of improving health delivery systems in terms of human resources (workforce ratio, capacity of training institutions-Mloganzila, UDOM, etc) expansion of health facilities,(health centres, dispensaries) availability of drugs- MSDs outlets, immunisation programme- spray of anti mosquito, nutrition programme.

Challenges

- i. Inadequate Human Resources for health;
- ii. Emerging and re-emerging of diseases;
- iii. Existence of international conventions, agreements, protocols and declarations of which Tanzania is not a signatory;
- iv. Climate change and disasters occurrence;
- v. Sustainability of donor funded programs, projects and other interventions ;
- vi. Population growth does not match with investment in health sector;
- vii. Inadequate capacity to cater for surveillance, prevention and control of communicable and non-communicable diseases;
- viii. Inadequate knowledge on the nutrition; and
- ix. Inadequate attention to the social determinants of malnutrition.

Opportunities

- i. Availability of complimentary health funding mechanism such as CHF, SHIB, NHIF and TIKA to improve universal health delivery;
- ii. Availability of global and national development goals to promote health and well-being;
- iii. Decentralized health planning and budgets in RSs and LGAs;
- iv. Availability of accreditation bodies for health training institutions;
- v. Existence of international conventions, agreements, protocols and declarations of which Tanzania is a signatory;
- vi. Existence of open source and licensed technologies to improve health outcomes;
- vii. Availability of medical equipment and related supplies in the market;
- viii. Presence of mechanism to request funds from financing institutions;
- ix. Existence of policies and overall strategies on D by D and PPP; and
- x. Collaboration with in -country, regional and global health research institution.

Objective

The overall objective is to improve access and quality of health services.

Specific objectives, to;

- i. Strengthen health service delivery systems;
- ii. Strengthen referral System;
- iii. Reduce HIV and AIDS Infections and Improve Supportive Services;
- iv. Strengthen Training Institutes to ensure availability of human resources.
- v. Reduce the prevalence of micronutrient deficiencies;
- vi. Enhance integrated management of acute malnutrition (IMAM);
- vii. Strengthen nutrition sensitive health and HIV/AIDS interventions;
- viii. Enhance Multi-sectoral Nutrition Governance, accountability and Nutrition information; and
- ix. Promote Maternal, Infant, Young Child, and adolescent Nutrition practices (MIYCAN).

Main Activities

Main activities include strengthening Training institutions to ensure availability of quality human resources, strengthening health services delivery systems including the referral systems, and improving preventing systems of prevalent diseases such as malaria, HIV/AIDS and other communicable and non communicable diseases. Total investment required is Tzs. 1,937,581 million of which Tzs. 1,390,963 million comes from government sources while Tzs. 546,618 million sourced from the private sector. Details are provide in Annex B, Table XVII.

2.4.4. Water Supply, Sanitation and Irrigation

Introduction

This section entails actions for investments in water resources management to ensure water supply services for domestic, industries, irrigation and other socio-economic needs are available and utilized in a sustainably. The actions are in line with the policies that govern the sector including the implementation of the National Water Policy (NAWAPO 2002), the National Irrigation Policy (2010), Water Resources Management Act No. 11, 2009, Water Supply and Sanitation Act No. 12, 2009 and National Irrigation Act (2013).

Status

a) Water Supply

The National Water Board and Basin Water Boards to oversee development and management of water resources have been established and are operational in accordance to the Water Resources Management Act of 2009. The Government has adopted the Integrated Water Resources Management (IWRM) approach for sustainable development and management of the water resources. A total of 1,033 hydrological and hydro-meteorological monitoring stations are operational; Water Use Permits have reached 4,779; 17 water sources have been surveyed and demarcated, process of demarcating other 7 water sources is being finalized and a total of 258 water sources have been identified for demarcation. IWRM&D Plans for 6 out of all 9 Water Basins are completed and efforts are made operationalize the completed plans and preparation of the IWRM&D Plans for the remaining 3 Water Basins is ongoing, 95 Water User Associations (WUAs) and Catchment Committees have been formed to support water resources management activities; feasibility studies and detailed designs have been completed for construction of 3 large strategic dams (Kidunda-Morogoro, Farkwa- Dodoma and Ndembera/Lugoda- Iringa, all with a total water storage capacity of 1.1 billion cubic meters). In addition Mwanza water Laboratory has received International Accreditation in measuring water quality standards and efforts are ongoing for accreditation of Dar Es Salaam and Iringa water laboratories.

b) Sanitation

Across the country, there are 52 wastewater treatment ponds, 120 sewer lines and 2052 affordable toilets. The School WASH programme improved sanitations at primary schools all over the country.

c) Irrigation sector

In 2017 468,338 hectares have been developed under irrigated agriculture which is only 1.6 percent of the 29.4 million ha potential area. Households using improved irrigation schemes have increased to 627,824 in 2017 as compared to 530,012 in 2012. The target set by National Irrigation Commission is to scale up the irrigation land to one million hectares by 2020/2021.

Challenges

a) Water Supply

- i. Destruction of water source areas – watersheds, wetlands, springs and recharge areas - due to encroachments;
- ii. High level of water losses (Non-revenue water) in most urban water supply systems and national water projects;
- iii. Inadequate water storage infrastructure which impedes ability to deal with climate variability impacts;
- iv. Inadequate working facilities, in particular gauging stations for water resources data collection, water monitoring equipment and tools.

b) Sanitation

- i) Low community participation on environmental sanitation initiatives;
- ii) Increasing pollution from municipal sewage, mining and industrial activities;
- iii) Climatic change variability that significantly affects availability of water resources; and

iv) Concentration on Donor support to finance sanitation programs.

c) Irrigation Sector

- i) Slow pace of investment in Irrigation infrastructures compared to increasing demand of food due to rapid increase in population;
- ii) Human resources capacity constraints in the Implementing Agencies (Basins, LGAs, Districts and Small Towns) especially in engineering professions; and
- iii) Inadequate knowledge to engage in irrigation Public Private Partnerships, projects.

Opportunities

- i) High demand, ability and willingness to pay for water services especially by urban population;
- ii) High endowment of both surface and underground water resources;
- iii) Existence of donor support;
- iv) Existence of Institutional framework that link the Ministry and its Implementing Agencies together with qualified and experienced personnel;
- v) Existence of policies, regulatory frameworks, legislations, circular and standard operating procedures governing Water Sector operations;
- vi) Existence of MIS, Water Point Mapping and Maji systems; and
- vii) Existence of effective mechanism to monitor and evaluate Water Sector projects and programmes.

Main Objective

The main objective is to promote sustainable management and development of water resources for social and economic development.

Specific objectives, to;

- i) Protect, develop and manage water resources in the country;
- ii) Implement Water Quality Management for Compliance;
- iii) Improve water supply in rural and urban areas;
- iv) Improve environmental sanitation;
- v) Implement Climatic change mitigation measures;
- vi) Strengthen institutional and sector capacity;
- vii) Deploy and intensify human resources to LGAs and capacity development;
- viii) Promote private sector involvement and PPP initiatives in the water sector
- ix) Improve Irrigation infrastructures and increase area under irrigation; and
- x) Construct rainwater harvest dams for irrigation and other water use purposes.

Main activities

The activities for ensuring water resources development and management for sustainable use as well as sanitation is estimated to cost 10,395,392,000,000, out of which Tzs 5,079,120,000,000 comes from Government sources and Tzs. 5,316,272,000,000 from the private sector. The details are provided in Annex B: Table BXI.

2.4.5. Urban Planning, Housing and Human Settlements Development

Introduction

Tanzania has a total area of 974,460 Square Kilometres with only 25 percent being used for active social and economic activities. The remaining 75 percent is either used for conservation, reserves or constituting water bodies. Urbanization in Tanzania has increased over time, where as the population living in urban increased from 13.78 percent in 1978 to 30 percent in 2012 2012 Population and Housing Census and it is projected to reach 40 percent in 2020. . Rapid urban population exerts pressure on existing urban infrastructure and services,

However if urbanization and urban development it is deemed critical for the industrialization thrust. Two cities (Dar es Salaam and Mwanza) and three towns (Arusha, Dodoma and Mtwara) are selected as reference for rollout program to other towns all over the country. The objective in the long-term is to institute measures towards urban sustainability indicators as stipulated in global and regional development agenda such as the 2030 Agenda for Sustainable Development Goals (SDGs) and the Africa Agenda 2063.

Status

More than 70 percent of urban human settlements in Tanzania are unplanned. There are five cities, 21 Municipalities, 21 towns, 85 townships, 139 district headquarters which forms a total of 132 towns and more than 200 Minor settlement/trading centres.

In 2016/17 four (4) Master Plans of Mtwara, Musoma, Iringa and Singida were developed and approved. The Master Plans for Dar es Salaam and Tanga cities, Lindi, Kigoma, Sumbawanga, Morogoro, Tabora, Moshi, Songea, Bukoba, Shinyanga, and Mpanda Municipalities and Master Plans for Kibaha, Korogwe, Bariadi, Geita, Babati, Njombe, Tunduma, Mahenge, Malinyi, Ifakara, and Mafinga towns are at different stages of preparation and are expected to be finalized by 2017/18.

On average a total of 20,000 titles are registered for general land each year. For the past twelve years more than 400,000 CCROs have been issued in various LGAs while customary land parcels in the country are estimated at over 12 million. There are 100 District Lands and Housing Tribunals that have been established and 53 are operational. A total of 1,690 out of 12,545 villages have Land Use Plans and 40 Districts out of 139 Districts have Land Use Framework Plans. Moreover, eight zonal land offices have been established to facilitate land planning, surveying and allocation. Efforts have also been made to regularise about 380,000 houses in informal settlements in Arusha, Babati, Dar es Salaam, Mwanza, Njombe and Iringa rural. A total of 105,000 houses in informal settlements in Dar es Salaam have been identified and issued with residential licences.

On the other hand, the preparation of the National Land Policy is in final stages. The Policy envisages to address curtailing land disputes by strengthening planning, surveying and mapping and titling every parcel of land in the country; ensuring citizens' security of land tenure; ensuring prompt and full payment of compensation when land is acquired by the State; promoting investment, ensuring equitable access to land for all Tanzanians irrespective of gender or ethnicity and curbing land hoarding.

In the housing subsector, housing needs per year is estimated at 200,000 units while the actual supply is estimated to be 117,000 units and only two percent are developed by estate developers. The Government is promoting appropriate technology for affordable housing and improving necessary infrastructures.

Challenges

- i. Insecurity of land rights and pervasive land disputes among land users in the country;
- ii. Lack of proper Land Records Management System;
- iii. Limited financial and human resources;
- iv. Slow pace of land titling;
- v. Absence of Land Bank;
- vi. Increasing massive growth of informal settlements;
- vii. Inefficient land use plans;
- viii. Lack of satellite receiving stations;
- ix. Limited public awareness on land policies, laws and regulations;
- x. Outdated base maps;
- xi. Unsecured international boundaries;
- xii. Failure to pay full, fair and prompt compensation on acquired land;
- xiii. Unavailability of comprehensive mechanism to control housing sector; and
- xiv. Inadequate housing cooperatives.

Opportunities

- i. Availability of customers and partners in land related transactions and investments with promissory returns to them and society at large;
- ii. On-going initiatives to establish Land Bank to facilitate and promote investments;
- iii. Peace and tranquility in the country;
- iv. Availability of National Land Policy and land laws for both village and general land;
- v. Availability of Strategic Plan for Implementation of Land Laws (SPILL) for implementing the Land Laws; and
- vi. Availability of institutions willing to invest in Real Estate Development.

Objective

The overall objective is to ensure efficient and effective land tenure, equitable access, optimal utilization and management of land, housing and human settlements development.

Specific objectives, to;

- i. Guarantee security of land tenure;
- ii. Improve Geo-information (survey and mapping) in the country; and
- iii. Improve Proper and adequate housing and sustainable human settlement development.

Main Activities

The main activities include: preparing sustainable land use plans, improving landmarks between Tanzania and neighboring countries, constructing low cost houses and facilitating development of Master Plans for cities and towns. The total investment estimate in this sector is Tzs. **1,250,392** million of which Tzs. **1,200,597.98** million is expected to be sourced by Government and Tzs. **50,005.60** million from the private sector.

2.4.5.1. Dodoma Capital City Development

Introduction

The present population of Dodoma City is estimated at 415,950 people with a total land area of 276,910 hectares. The Capital City District of Dodoma (CCD) has both urban and rural characteristics. Current water and energy supply capacities are adequate to offer a useful starting point for the capital city, but soon have to be expanded to cater for the envisaged increasing demand.

Dodoma remains sparsely populated and the surrounding areas give plenty of scope for planned expansion. Its topography is suitable for attractive design of future city development.

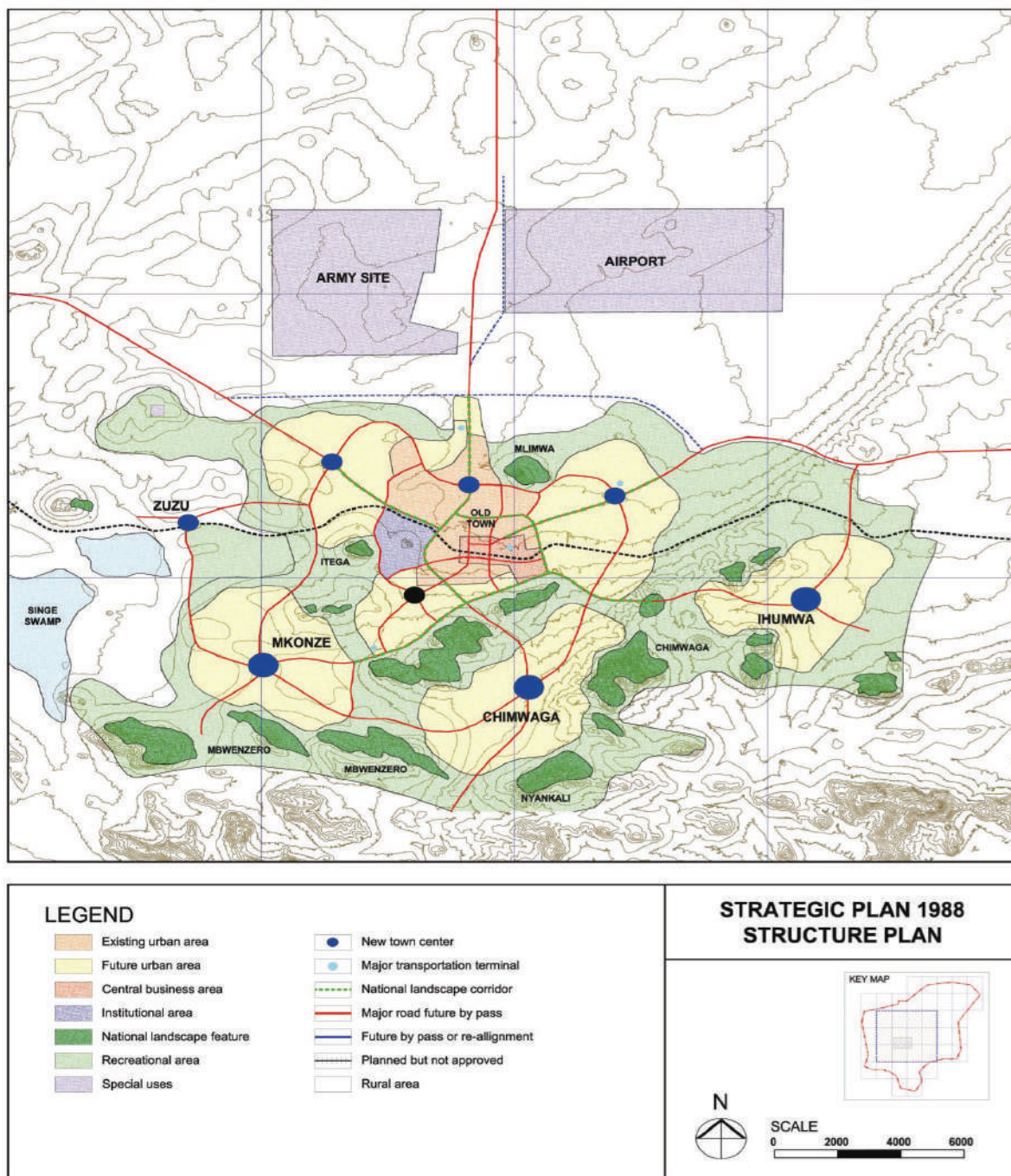
The disestablishment of the Capital Development Authority (CDA) has shifted the Management of Dodoma city to Dodoma Municipality. This change is expected to improve management of the city particularly by removing overlaps and duplication of responsibilities.

The choice of Dodoma as the National Capital of the United Republic of Tanzania was made in 1973. Immediately the Capital Development Authority (CDA) was established to plan and implement the development of capital works in Dodoma as the National Capital of Tanzania.

In 1976 the Master plan was developed. This plan defined a linear urban growth system arranging in tiers of communities, with decentralized employment and organized along transport corridors. It was presented in a series of residential communities (35,000 population) dispersed about an urban core containing the existing town, the future National Capital Centre and various other functions.

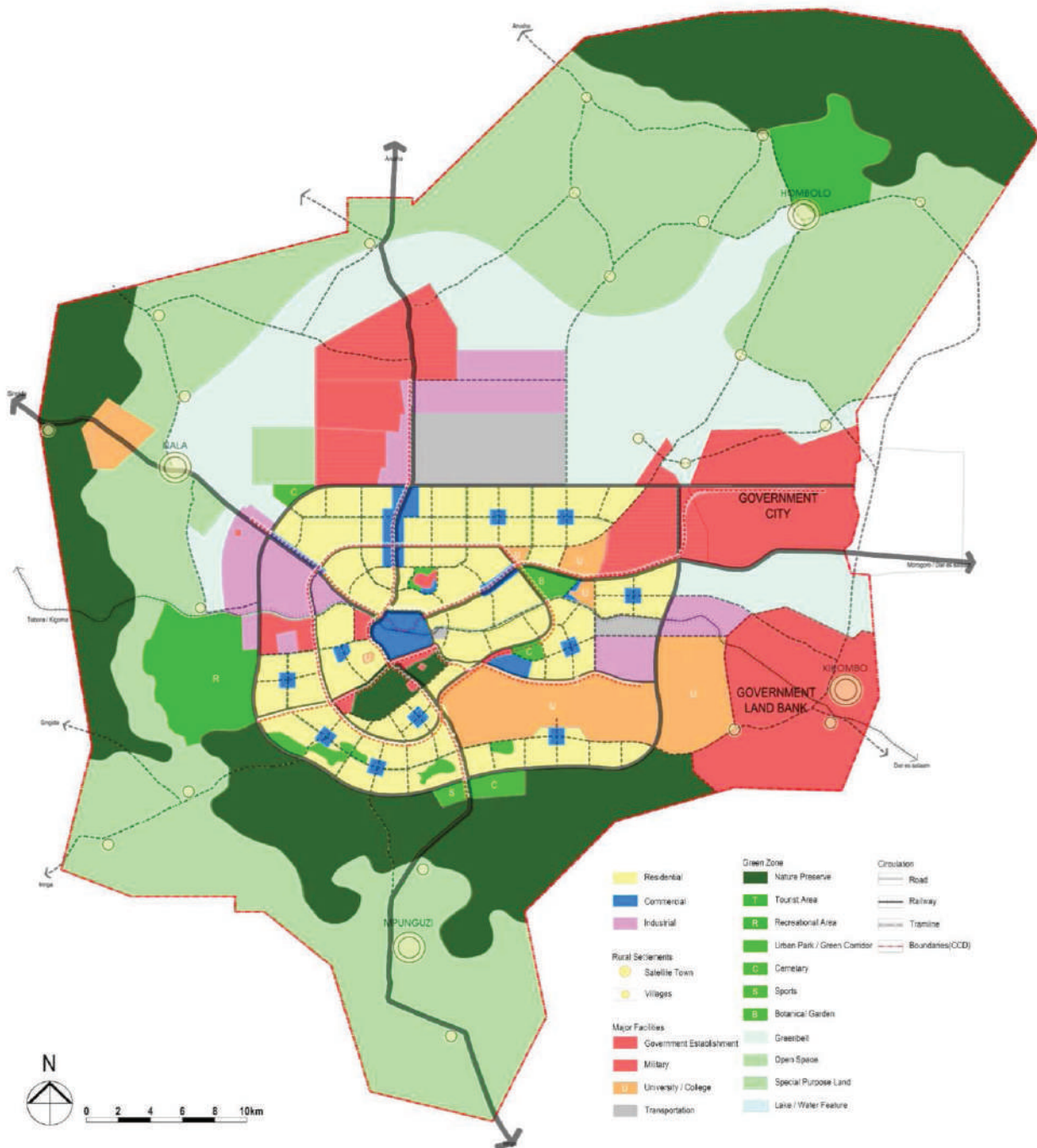
In 1988, the Master plan was revised and proposed an alternative urban growth concept to fit better with culture, the economics of development and the physical terrain surrounding Dodoma. This was a distinct feature of creating new towns/satellite towns with population of between 90,000 and 120,000 people replacing of the organic growth of community concept of the 1976 master plan.

Figure 4: Dodoma Master plan of 1988



In 2010, the 1988 Dodoma Master Plan was revised embracing a comprehensive land use plan for appropriate future land uses up to year 2030. The 2010 Master Plan adopted the following basic principles: Mono-city and concentrated; Future expansion in village growth centers; Infilling in areas not presently developed, abandoned or otherwise; Costs consciousness in city servicing; Use of Old Town as the CBD for National capital city; Complimentary land use; Self-sustaining financing; Maintenance of reserved land uses; and town planning (space standards) regulations and other new city standards to be enforced.

Figure 5: The Dodoma master plan (2010 – 2030)



Challenges

- i. Inadequate infrastructure and services required to meet the ongoing shift of national capital city to Dodoma: The government administration has already shifted from Dar es Salaam to Dodoma and this shift has to be finalised before 2020. For now the existing infrastructure and services of Dodoma are not tenable for such exponential growth of population and functionality of the government capital city.
- ii. Weak coordinated urban development and management control processes: Controls of development and management of Dodoma Capital City are separated in myriad of institutions with limited coordination in plan preparation, surveys, issuance of development and management control guidelines, and infrastructure development. The existing organization structure does not support urban development control down to the grassroots level of governance.

- iii. Weak and unreliable sources of financing for Dodoma Municipality: budget allocated and amount released to Dodoma Municipality is far below the actual requirement to guide the development of the municipality which also remains to the capital city.

Objectives

- i. Improving the capacity of Dodoma Municipal Council to effectively manage the development of the National capital city and
- ii. Promotion of industrialization in the capital City to widen the economic base of Dodoma and effectively manage the rapid urbanization of the national capital.

Main activities

Main activities to be implemented include: Detailed Review of the National Capital City Master Plan; Improving Municipal Infrastructures; strengthening Safety and Vibrant security of the Capital City; Development of new Government city; and preparation for developing Satellite Towns of Nala, Mtumba, Mkonze, Hombolo, and Veyula. Detailed activities are given under Annex B Table BXXI, which will cost Tzs. 915,216.40 million of which Tzs. 364,059.60 million expected to come from the Government and Tzs 551,156.80 million will be funded by the private sector.

2.4.5.2. Mwanza City Development

Introduction

Mwanza City is strategically located on the shores of Lake Victoria. The city has the potential to become international industrial and logistics hub for all landlocked regions around the lake. Although Mwanza's population has been growing mostly by rural-urban migration, the economic activities are shrinking. The economic growth of the city is solely dependent on local consumption and from servicing surrounding regions. This has adversely affected the local self-employment drive, skills development, financial capacity to open up and service new areas, increasing costs of living and more generally declining quality of life. Mwanza has grown rapidly over the past 57 years, from a population of 11,300 in 1948 to 476,646 in 2012 with annual average growth rate of 3.2 percent. The population density is 134 people per sq. km, being the second in the country after Dar es Salaam with internal migration rate of people from rural to urban areas of 8 percent and the birth rate of 4.6 percent (Tanzania National Population and Housing Census, 2012).

The Mwanza Master Plan that was prepared in 1992 and reviewed in 2008 has been the guide to the management of city development. The city is facing aa In 2015 a new Master Plan (2015 – 2035) was prepared a to provide a systematic growth of the city to achieve safety and security, good governance, productivity, sustainability and inclusiveness by embracing the basic structure, land uses, zoning, transport network, infrastructure and other relevant elements of the city.

The New Mwanza Master Plan divides the city into six Planning Zones, namely: City Centre Zone – Business, Financial Hub, Inner City Zone - SME and Retail Hub, East Fringe Zone - Industrial Hub and Regional Center, North Shore Zone and South Shore Zone - Knowledge Hub. These zones are to be formulated to have specific economic and social roles to contribute collectively for the development of Mwanza city.

Challenges

Although the new Mwanza master plan has set a good framework for its implementation, there are still challenges including:

- i. Centralized decision making and limited contribution by LGAs in local matters that results in a gap between local development priorities and funding allocation;
- ii. Limited central funding and weak financial capacity of LGAs where onus of implementation is on LGAs that leads to slow or in some cases no development
- iii. Inadequate Human resource and capacity at LGAs often delaying delivery of services;

- iv. Bureaucratic procedures that either delay the development process or discourage the developer from going through formal procedure hence resort to informal market;
- v. Informal land market in urban development; and
- vi. Inadequate infrastructure to cope with the city expansion requirement.

Objectives

The main objective is to develop Mwanza city as an efficient, safe, convenient, productive and competitive city in East Africa.

Main Activities

Main activities to be implemented include: redevelopment of Mwanza City and unplanned City areas (Igogo informal settlement); improving existing central market square; developing Industrial parks; and establishing Satellite. Details of activities are provided under Annex B Table BXXII which will cost Tzs.672.7 billion of which Tzs. 384.8 billion comes from the Government and Tzs. 287. 9 billion from the private sector.

2.4.5.3. Arusha City Development

Introduction

Arusha city is located in the Northern part of Tanzania. According to the 2012 Housing and Population census, the population of Arusha City was 416,442 people. The City is well linked to other areas of Tanzania and East Africa by air and roads, situated near to the most prominent National Parks in the world namely Serengeti and Ngorongoro. It has therefore become a de-facto gateway to the safari tourism, which is a major contributor to the economy of the City and the country. Furthermore, it is the host of regional administrative headquarter and the capital of East African Community.

More than 70 percent of the city area is informal settlements and most of the land is under traditional ownership.

The Government prepared the Arusha Master Plan (2015 - 2035) to guide the spatial and economic growth of the city. The Master Plan covers an area of approximately 608 km², consisting Arusha City Council, and parts of Arusha and Meru District Councils. The three districts form one planning area referred to as Metropolitan. The Master Plan institutes measures to reorganize the Arusha Metropolitan and ensure a balanced growth in both formal and informal settlement areas.

The Master Plan proposes manageable urban zones. Each of the zones is further organized into manageable Planning Districts with comprehensive setup of satellite towns. The city envisions becoming a green city that capitalizes on the green economy focused on agriculture, its natural assets and knowledge. The city will strive to achieve sustainable and inclusive urban development for economic transformation and sustainable growth.

Challenges

- i. Dilapidated Central Business District:** The central area has experienced an increased development pressure especially for business and office spaces including haphazard piecemeal redevelopment without conforming to service standards, fragmented parcels and conflicting land use that seem unsocial and uneconomical.
- ii. City sprawl:** Large areas to the north of Arusha – Moshi road (around Mt. Meru) are occupied by very low density development which is characterized by garden plots and suburban sprawl. These developments are not well organized such that their location around the key transit corridors is not economically justifiable
- iii. Unplanned settlements:** Around 17,400 Ha of land is occupied by informal settlements (mostly in Arusha City area). Its high population density, uncontrolled informal land market and high compensation values hinder infrastructure development. Basic services including water, sanitation and solid waste disposal systems are lacking.
- iv. Uncontrolled encroachment in conservation areas (hills & rivers):** most of the conserved hills and river

sides have been encroached by residential and institutional developments without consent from planning authorities

Objectives

The overall objective is to develop a metropolitan city with a balanced inclusive and balanced growth.

Specific objectives, to;

- i. Ensure diverse economic specialization and efficient transport network;
- ii. Ensure reliable water supply and effective solid waste management; and
- iii. Improvement of forest conservation, wetlands, water bodies and green spaces.

Main activities

Main activities to be implemented include: increasing water production from 45,800 m³/d up to 8 times; implementing regularization schemes in 17 urban wards where unplanned settlements exist; and creating 250,000 jobs in services and manufacturing sectors. Annex B Table BXXIII details the main activities for the realization of the objectives, Investment cost estimates is Tzs. 186.3 billion, out of which Tzs. 169.6 billion is expected to be financed by the Government and Tshs. 16.7 billion by the private sector.

2.4.5.4. Dar es Salaam City Development

Introduction

Dar es Salaam city is the prime business and strategic development center with high contribution to GDP of 17.3 percent in 2013 and ranked first among regions. In 2015, it accommodated 10 percent of the national population and 30.3 percent of Tanzania's urban population. According to 2012 Census Dar es Salaam was leading in terms of population size by having 4.6 million people with growth rate of 5.8 percent per annum. Tanzania' urban population living in Dar es Salaam has remained at approximately one-third of the total population from 1972 to 2012.

It is projected that by 2030 the city will have more than 10 million people. Dar es Salaam has six administrative authorities namely Dar es Salaam City Council, Ilala, Kinondoni, Temeke, Kigamboni and Ubungo Municipal Councils covering an area of about 1,800sq km (with water body). Likewise, the city act as a gate to many land locked East and Central African countries.

The first comprehensive Master plan for Dar es Salaam was prepared in 1968 when it's population was 272,821. The Master Plan was revised in 1979 and expired in 1999. The revision of the 1976 Master Plan which begun in 2012 and is at final stages. The proposed Dar es Salaam Master Plan (2012 - 2032) s prioritises the development of the central business districts into an internationally competitive centre by setting land building standards as well as investments in transport infrastructure.

The 'future city' vision focuses on population and housing density, delineation of land for housing or business purposes, as well as the standards of healthcare, cultural and civic services, education, recreation and green areas, amongst others. Finally, it also outlines the powers of the Metropolitan Authority to veto municipal council plans, should they be inconsistent with overarching plans, oversight of land use and prepare plans for the municipal councils.

The revised Master Plan is expected will guide areas for redevelopment, upgrading informal economic activities and settlements with essential social services and amenities. The proposed approach is to build satellite city centers in order to diversify population and economic activities

The Master Plan (2012-2032) incorporates ongoing projects too and placed under short, medium and long terms. There are also projects undertaken by private organizations and those linked with DLAs, Central Government and

International Agencies. The proposed initiatives are set to encompass redevelopment projects especially in the CBD area of the city new land development plans in satellite towns at Bunju, Luguruni, Pugu, Kawe and Kimbiji are envisioned.

Key challenges

- i. Rapid population growth which does not tally with the development of social and physically infrastructure;
- ii. Absence of updated Master Plan;
- iii. Insufficient equipments for survey;
- iv. Informal urbanization and uncontrolled spatial planning; and
- v. Uncontrolled urban management making every Local authority to have full mandate to execute its own programs without convergence on physical planning; leading to duplication of efforts.

Objectives

The main focus of the Master Plan is to build Dar es Salaam city into a sustainable development, managed on the principles of urban good governance with decent standards of living.

Specific objectives, to;

- i. To reform Institutional and governance framework to improve coordination, accountability and service delivery;
- ii. To ensure diverse economic specialization and efficient transport network; and
- iii. To regularize the informal settlements and promote affordable houses for low income people.

Main activities

Main activities to be implemented include: harmonizing institutional and governance system; decongesting Dar es Salaam city Traffic; creating 100,000 jobs in services and manufacturing sectors; and implementing regularization schemes in all urban wards where unplanned settlements exist. The Annex B Table BXXIV provides the details of identified activities for realizing the set objectives. The development of Dar es Salaam city is expected to cost Tzs 7,252.4 billion of which Tzs. 6,251.1 billion is from the Government and Tzs. 1,000.3 billion from the private sector.

2.4.5.5. Mtwara (Mikindani) Municipal Development

Introduction

According to the National Census report of 2012, Mtwara/Mikindani Municipality had a population of 108,299 people. Currently it is estimated to have a population of 115,623 of which males are 54,515 and females are 61,108 given the growth rate of 1.6 percent.

The common economic activities in the municipality include: Agriculture which engage about 33 percent of the total populations, fishing, petty trade, small and medium enterprises. The discovery of gas in Mnazi-bay is expected to increase the heavy industry construction in the municipality and change the economic activities patterns of Mtwara dwellers towards industry related works. Moreover, the town is used as entryway and hub of business in the Mtwara Corridor and the neighboring countries of Malawi and Mozambique due to the existence of natural deep port, airport and proximity to Dar es Salaam city.

Mtwara-Mikindani Municipality has the master plan (2015-2035) covering both Mtwara municipal and district councils. Mtwara/Mikindani Municipality has also a Strategic Land Use Plan 2008-2027 a supporting tool of the Master Plan. Both the Master Plan and Strategic Land Use Plan focus on sustainable land use encompassing settlements, community services, business activities, industries, transportation and environmental conservation.

The Mtwara/Mikindani Master Plan 2015-2035 divides the area into clusters which are: Heavy Industrial Park Zone; High Education Zone; Financial Institution Zone; Transport and Communication Zone; Tourism and Sports Zone; and Light Industries Zone. In each zone there are other uses which are compacted to the designated use, for instance there are residential areas, markets and other social amenities.

Challenges

- i. Inadequate Human resource;
- ii. Low density sprawl;
- iii. Weak financial capacity;
- iv. Unplanned settlements;
- v. Uncontrolled encroachment in conservation areas; and
- vi. Unguided regularization scheme.

Opportunities

There are many prospects regarding the growth of Mtwara Municipality. Its location and abundance of natural resources, makes it one of the attraction point for many people. Specific opportunities include the following:

- i. Existence of Mtwara Development Corridor which includes on-going initiatives to rehabilitate roads, ports, and air transport (upgrading of Mtwara airport)
- ii. Tourist activities (Selous-Niassa and Mnazi bay – Quimbras Marine Park TFCA's (Tanzania and Mozambique), heritage, and adventure activities). The old town of Mikindani also has a rich history from Persian Trade, coming of Arabs and slave trade in East Africa, the colonial era and history of Tanganyika Independence struggle; and
- iii. Bordering with other countries (Mozambique and Comoro).

Objective

The main objective is to ensure the Municipal becomes a centre for Southern circuit sustainable development linked with natural resources development focusing on industrialization for quality standards of living.

Main activities

Main activities include: control and manage orderly development of the municipality; land use plan according to designated clusters; development of efficient transport network and harnessing emerging satellite cities; and Provision of basic human needs in areas as health, nutrition, clean and safe water, housing and environment. The total investment is estimated at Tzs 120.0 of which Tzss 97.3 billion is expected to be financed by the Government and Tzs. 22.7 billion is expected to be raised by the private sector. Details are provided in Annex B Table XXV.

2.4.6. Social protection, Gender and Women Economic Empowerment**2.4.6.1. Social protection****Introduction**

Social protection contributes to human capital development by addressing social and economic risks, deprivation and vulnerability. FYDP II identifies four areas of interventions namely: social security, social assistance, productive inclusion and social services. This section identifies further activities for Social protection.

Current Status

The existing mandatory social security schemes currently cover a small part of population. Majority of people in the informal sector small scale agriculture, small scale mining, fishing and petty businesses which is not covered adequately.

A number of initiatives to expand coverage have been taken including establishment of Community Health Funds at district level, amendment of laws relating to Social Security Schemes allowing for inclusion of informal sector workers and campaigns by Social Security Schemes aimed at attracting formal and informal workers to join them.

Challenges

- i. Low participation of employers, private companies, professional bodies and community-based organizations (CBOs) in establishing schemes that help the vulnerable;

- ii. CHF remains voluntary. Additionally, the success of CHFs and NHIF is dependent upon performance of public health facilities;
- iii. Limited products innovations which could better suit the poor and informal workers; and
- iv. Supply side constraints limit the enrolment of the rural dwellers in CHF and even NHIF.

Opportunities

- i. Use of health insurance products as a channel to attract more enrolment to pension products and promote digital services;
- ii. Existence of committed and supportive government towards reform of social security in the country;
- iii. Existence of Social Security Policy and laws which give mandate to regulate and supervise social Security sector;
- iv. Industrialization is expected to stimulate employment and therefore have positive impact in terms of increasing social security membership.

Objective

The main objective is to promote expansion of social protection services to the uncovered population.

Specific objectives, to;

- i. Improving and extending social security coverage in both formal and informal sectors;
- ii. Extending coverage of health insurance to the uncovered population;
- iii. Ensuring income security to eligible elders; and
- iv. Developing a harmonized delivering system of social assistance.

Main activities

Main Activities include tracking vulnerability, reforms to expand coverage of social security and health insurance to cover the informal, farmers and the poor people, particularly the marginalised groups including people living with disabilities, children, and women. Others develop a Universal Social Pension framework, and to harmonize social assistance delivering system. The total cost is estimated at Tzs. 7,180 million. Details are given in Annex B: Table XXVI

2.4.6.2. Gender and Women Economic Empowerment

Introduction

This section identifies activities in three main areas. Women economic empowerment through provisioning of financial services including affordable credits through the Tanzania Women Bank, preventing and combating gender based violence, and services to the elderly and children.

Current Status

A. Tanzania Women's Bank

Tanzania Women Bank (TWB) acts as an agency for women economic empowerment. TWB, offers range of banking services such as personal banking, business banking and loans to its clients, the majority of them are women. The bank operates in seven regions which are; Dar es salaam, Mwanza, Mbeya, Dodoma, Iringa, Ruvuma and Njombe. In addition, the bank established two branches; Mkwepu and Mjasiliamali branches in Dar es Salaam, and has a total of 238 credit centres in seven regions. The government provided subventions as operating capital amounting to Tshs. 8,055,000,000 equivalent to 97.76 percent of TWB capital. These initiatives led to increase of TWB capital to Tshs. 8,746,530,000. Since the establishment of the Bank in 2009, a total of 80,449 beneficiaries have benefited from TWB loans amounting to 121.8 billion. Out of the total loans' beneficiaries, 64,127 (79.7%) are women (as at December 2016).

B. Preventing and Combating Gender Based Violence

Various initiatives have been taken by the Government to prevent and combat Gender Based Violence in Tanzania. These include: launching National Multi-sectoral Committee on Gender Based Violence; Establishing research and documentation centre on women at Tengeru Institute of Community Development as a branch of the Great Lakes Region; and training on preventing and responding to Gender Based Violence (GBV) to 163 Regional Security and Safety Committees in Mwanza, Shinyanga, Mara and Manyara Regions.

Other initiatives include developing four sets of the Law of the Child No.21 of 2009 regulations such as Juvenile Court Regulations (2014); Day Care Centre Regulations (2014); Crèches Regulations (2014); and Child Protection Regulations (2014); Violence Against Children Communication Tool Kit (2015); National Parenting Education Manual for Preventing Violence Against Children (2015) were developed and a total of 110 Junior Councils were established at district and region level.

C. Services to the Elderly and Children

Since November, 2015 the government continued to support elders who are living in the government owned elderly homes by giving all the basic needs such as food, shelter, health services and clothes. A total of 456 elders received basic needs from 17 elderly homes namely; Kibirizi, Njoro, Kolandoto, Ngehe, Bukumbi, Ipuli, Funga Funga, Mwanzange, Nandanga, Nunge, Mkaseka, Magugu, Msufini, Nyabange, Kilima, Sukamahela and Chazi. In addition the government continued to oversee the provision of training on Early Childhood and Development (ECD) in the country. In enhancing ECD services in the society, the government continued to coordinate provision of ECD training to students in 11 ECD Training institutions.

Challenges

- i. Inadequate funding for women's economic empowerment programmes;
- ii. Limited capital for Tanzania Women's Bank;
- iii. Low women participation in economic activities;
- iv. Harmful practices: the existence of harmful practices including child marriage, early pregnancy and Female Genital Mutilation which have negatively effects to girls development;
- v. Dilapidated buildings and infrastructures in children homes, elders homes, approval School and retention homes;
- vi. Inadequate local development funds: unreleased of local development funds which affect the implementation of women economic empowerment programmes (WDF and TWB); and
- vii. Inaccessibility to credit.

Opportunities

- i. Existence of technologies enhanced delivery of services to the women, children and elders;
- ii. Existence of financial institutions dedicated to women i.e. (Tanzania Women's Bank);
- iii. On-going legal review process ability to accommodate the demands of vulnerable women and children to access legal services;
- iv. Enactment of the anti-gender based violence and violence against children Act (Law of the Child Act No. 21 of 2009);
- v. Political will on promoting rights and welfare of women, children and elders;
- vi. Existence of Decentralization and Devolution (D by D Policy) which facilitate operational implementation of community development and social welfare services to take place at councils level; and
- vii. Commitment of partners (development partners, NGOs and private sector) in promoting rights and social welfare of women, children and elder.

Objective

The main objective is to ensure increasing community participation and accessibility to rights and social welfare services for children, women and elders.

Specific objectives, to;

- i. Enhance Community Participation in Development Initiatives and Social Welfare;
- ii. Enhance Gender Equality in the Society and Women Empowerment; and
- iii. Enhance Rights and Welfare of a Child, Elders and Families in the Society.

Main Activities

Main activities include improving gender balance, including access to education, decision making, facilitation of the TWB to provide soft loans particularly to women, expand construction and rehabilitation of buildings and infrastructures at children homes, establish accessible, child-friendly and quality juvenile courts in every region and developing curriculum for Child care workers training Institution. The total investment is Tshs 173,819 million of which Tshs 111,884 million is expected to be financed by the Government and 61,935 million is from the private sector. Details are provided in Annex B: Table XXVII.

2.4.7. Good Governance**Introduction**

Good governance interventions focuses strengthening systems and structures for rule of law, improving public service delivery systems, promoting and protecting human rights, ensuring national and personal security and safety and promoting patriotism and culture of work and integrity. This section identifies further activities in these areas of interventions.

Current Status

During the period from July, 2016 to June, 2017 serious crimes reported¹ in the police stations were 73,685 while the minor crimes² were 576,977. On the other hand during the same period, 8,045 serious traffic offences³ were reported while 2,488,556 minor traffic offences⁴ were reported. The sector also apprehended 12,599 illegal immigrants as a result of special operations aimed on migration related offences; participated in 1,961 events involving firefighting and rescue; inspected 66,821 areas for fire prevention and control; continued to keep and rehabilitate 37,524 inmates; conducted highway patrol's especially in black spot areas for enforcing implementation RoadTraffic Act; capacitated staff on investigation and corruption combating skills; conducted special operations for controlling crime scenes; and raised public awareness on issues related to peace and security through various channels such as TV & radio programmes, schools etc.

The implementation of National ID project is an ongoing whereby a total of 8,933,902 people aged 18 and above have been registered and identified both in Tanzania Mainland and Zanzibar up to June, 2017. Moreover, the National ID System has been integrated/interlinked to 40 institutions for various purposes including, President's Office, Public Service Management (through Human Capital Management Information System –HCMIS); Higher Education Student Loan's Board; and Social Securities Regulatory Authority, to mention the few.

The Government continued with the implementation of the National Anti- Corruption Strategy and Action Plan (NACSAP) of phase I & II, NACSAP phase III in 2016 and Public Expenditure Tracking Surveys (PETS) as a tool used to track the flow of public resources from the highest levels of Government to frontline service providers and beneficiaries to determine the extent to which resources reach service providers and users.

Challenges

- i. Bad condition of office buildings and residential houses;
- ii. Shortage of working equipments and gears;

1 Offences which are detected directly by the public such as murder, all type of robbery, possession of illicit drugs etc)

2 Offences considered to be nuisance but do not necessarily cause any harm or injury to the society e.g abusive language, insults, loitering etc

3 Road incidents or accidents that cause deaths, injuries and damage to property

4 Road incidents or accidents id committed may pose an immediate or potential threat such as driving without a valid driving license and other permits, wrong parking, driving at high speed, passing through red light, not fastening a seat belt etc.

- iii. Long time taken for testing crime offence for investigation;
- iv. Changing technology; Existence of porous borders (land and water);
- v. Political instability in neighboring countries;
- vi. Transnational organized Crimes (terrorism, money laundering, drug dealers, trafficking of small arms, trafficking in persons);
- vii. Increased number of illegal immigrants;
- viii. Poor urban planning that hinders the Police Force and Fire & Rescue Force access to emergency events; and shortage of Human Resource.
- ix. Culture of silence among citizens on reporting corruption incidences
- x. Reluctance of citizens to act as witness on corruption cases;
- xi. Poor cooperation of public during investigation and prosecution;
- xii. Long bureaucratic procedures in law amendment; and
- xiii. Limited training opportunities and budget constraints.

Opportunities

- i. Willingness of public to co-operate with the Ministry;
- ii. Existence of International and Regional Cooperation,
- iii. Conventions, Agreements and Protocols;
- iv. Commitment of partners to collaborate and support the government in implementing projects;
- v. Exchange of information and skills with other International Agencies;
- vi. Existence of private fire and rescue companies;
- vii. Availability of training opportunities;
- viii. Political commitment; and

Objective

The main objective is to maintain and enhance good governance.

Specific objectives, to;

- i. Ensure national and personal security and safety of properties;
- ii. Attain good working and living environments for all staff;
- iii. Access to justice to all public at large and especially to the poor and vulnerable;
- iv. Ensure systems and structures of Governance to uphold the Rule of law are effective, accountable, predictable, inclusive and corruption free at all levels;
- v. Build a base for transforming Tanzania into a semi-industrialized Nation
- vi. Reduce Corruption in the country; and
- vii. Improve Management systems and working conditions of the PCCB.

Main activities

Total investment cost Tsh 665,221.86 Millions of which (Tsh 660,421 Million) sourced from government and Tsh 4,800 Million from the private sector) a Main activities include: Completion of Fire and Rescue building issues ID's and interface the National ID system with key stakeholders; install border control system; completion of three Police stations, Regional administrative blocks and residential houses; as well as establishment of Zonal Prisons Vocational Training Centre, public sensitization of the PCCB Communication Strategy, completion of the building for Advisory Board for corruption of African Union and the Special building for investigation at Headquarters. The details are found in Annex B; Table XXVIII.

2.5. Interventions for Enabling Environment

2.5.1. Macroeconomic stability

Introduction

Ensuring macroeconomic stability entails measures to manage relative prices (interest rate, exchange rate) and other variables such as balance of payments, fiscal deficit and external debts.

Current Status

In 2016, real GDP grew by 7.0 percent against the targeted of 8 percent stipulated by the Tanzania Development Vision (TDV) 2025 and the Plan's target of 7 percent by 2016. The economic activities which recorded highest growth in 2016 include: mining and quarrying at 17.6 percent; information and communication (13.5 percent); construction (13.0 percent); transport and storage (11.8 percent); and financial and insurance services (8.2 percent).

Year-on-year headline inflation remained in single digits consistent with sustained tight monetary policy and the general decline in global commodity prices, especially oil prices.

In 2016/17, annual growth of monetary aggregates slowed down, with broad money supply (M3) growing at 6.1 percent in June 2017, lower than 12.7 percent recorded in June 2016.

During 2016/17, deposits rates were on average higher than those recorded in 2015/16, reflecting increased competition in deposit mobilisation, while lending rates increased largely associated with liquidity squeeze among banks and the rise in risk premium due to weakening of banks' asset quality following increase in non-performing loans.

The value of Tanzanian shilling against the US dollar remained broadly stable throughout 2016/17, consistent with shilling liquidity conditions in the economy and the improvement in the current account balance.

During 2016/17, implementation of the budget was characterized by underperformance in domestic revenue collections and significant shortfalls in disbursements of GBS and external non-concessional loans. During the period, total domestic revenue was 93.5 percent of the target with tax revenue recording 93.2 percent of the target while non-tax revenue and LGAs own sources performance was 26 percent and 24 percent below the target respectively.

Significant shortfall was recorded in corporate tax at 89.8 percent of the target due to decline of sales of goods for local markets faced by companies producing cement, beer, soft drinks and others, downward amendments of corporation tax due to increase in production costs and financial market liquidity squeeze which reduced profitability of some of the financial institutions. PAYE performance was at 90.5 percent caused by the retrenchment of workers in some companies due to slowdown of activities as well as removal of unscrupulous civil servant. Performance of domestic VAT and excise duty was also below the target ascribe to decline in consumption of some manufactured goods such as cigarettes, beer, soft drinks and hard drinks which have affected the taxable base.

The actual outturn for **external resources** (basket funds, GBS and direct project funds combined) has been 65 percent of the total pledges. In a view to ensure fiscal consolidation, the government resorted to strict expenditure control measures to reduce expenditure leakages and misappropriation of public funds in a bid to create savings to finance key expenditures. During the period, government expenditure (excluding rollover and amortization) was 79.8 percent of budget estimate for the period

As at the end of June 2017, **national debt stock** stood at USD 26,115.2 million equivalent to 53.9 percent of GDP compared with USD 22,320.76 million recorded at the end June 2016 indicating an increase of 17.0 percent. Out of that, public debt was USD 22,443.70 million and private external debt was USD 3,671.50 million. Meanwhile, **the DSA** conducted in November 2016 indicates that, the present value of public debt to GDP was 32.5 percent

against the threshold of 56 percent, implying that Tanzania's debt remains at low risk of debt distress and that the debt outlook in the medium to long term is sustainable.

Deficit in the current account narrowed significantly to USD 1,353.3 million in 2016/17 from USD 2,954.2 million in 2015/16. In the same period, the overall balance of payments improved to a surplus of USD 1,226.7 million from a deficit of USD 368.3 million recorded in the year ending June 2016, partly due to increase in inflows in the form of grants and external borrowing as imports remained subdued.

Challenges

- i. Narrow tax base and widening of government expenditure,
- ii. Access to financial capital for SMEs, low technology, poor infrastructure and low skilled labor.
- iii. Unfavourable balance of trade,
- iv. Low capacity of small producers to meet good trade practices, environmental/health standards (good for both domestic and foreign consumers).
- v. Inadequate capacity in public investment management and execution of the development budget to handle large infrastructure projects.
- vi. Government expenditure has been growing, with recurrent expenditure grow faster while revenue collection increase at relatively small rate.

Main Interventions

- i. Pursuing and sustaining non- inflationary/prudent fiscal and monetary policies such as restricting budget deficit and bank borrowing;
- ii. Strengthening productive capacity in order to meet the challenges of imported inflation;
- iii. Preparedness in addressing exogenous shocks
- iv. Addressing the import side prudently in order to reduce the import bill. Interventions in this area relate to promoting consumption of locally produced goods and services to out-compete imports, and curtailing dumping of imports;
- v. Strengthening external market opportunities, especially regional, in order to create more export opportunities;
- vi. Strengthening economic diplomacy at regional and global levels;
- vii. Undertaking export drive, including aggressiveness in transit trade and trade logistics for regional and global markets;
- viii. Pursuing prudent foreign exchange operations;
- ix. Conducting Bank of Tanzania's Open Market Operations in a prudent manner;
- x. full implementation of Financial Sector Reform Program;
- xi. Implementing measures that minimize borrowing risks (such as through insurance schemes), especially in strategic sectors such as agriculture and MSMEs;
- xii. Improving revenue yield out of expected recovery of both global and domestic economies through improving efficiency in tax administration;
- xiii. Implementing measures that promote availability of reliable and affordable power supply such as increase power generation capacities from energy efficient, cheap and environmental clean sources (natural gas, winds and the like), this will lead to reduction in production costs as well as reduce country's oil import bill for power generation; and
- xiv. Enhancing food sufficiency in the country in order to attain food security on one hand but also help to contain inflations (considering food prices accounts for 40 percent of headlines inflation).

2.5.2. Provision of Adequate Infrastructure and Services

2.5.2.1. Power/Energy

Tanzania is endowed with abundant energy resources including natural gas, hydro, coal, uranium and renewable energies. However the performances of the energy sector remain relatively below the desired levels. The identified interventions are intended to unlock the potentials and enhance the energy sector to ensure energy security, reliability and affordability to all users.

Current Status

The National Energy Policy, 2015 (NEP, 2015) has been formulated to provide guidance for the provision of sustainable modern energy to all Tanzanians

The country natural gas reserve by December, 2016 was about 57.25 TCF (10.12 TCF from on-shore and 47.13 TCF off-shores). This resource is currently used to generate electricity and process heat in industries, but not fully developed. Coal reserve is about 1.9 billion tones of which 25 percent is proven and only small amount is exploited for industrial heating. There is a potential of hydro electricity amounting to 4.7 GW of which only 12percent has been delivered. There is solar insolation of about 200Wp/sqm and wind in several places ranging from 5 to 9 m/s which can support commercial electricity generation. Despite of enormous energy resources, the traditional biomass remained a major supplier of energy and is mainly used in the form of wood fuel for cooking. It is estimated that biomass potential can provide 500MW. There is high geothermal potential along the Rift Valley with 50 sites identified to provide nearly 5000MWe. Further more uranium deposits have been discovered in various sites which in future can be used for electrical power generation. Legal frameworks have been enacted to manage the subsector, including the Petroleum Act, 2015, Oil and Gas Revenue Management Act, 2015, Extractive industry Act, 2015 and the Petroleum (Natural Gas Pricing) Regulations, 2016 to control pricing. The Natural Gas Utilization Master Plan (NGUMP) was established in 2016 to guide the use of the resource.

Electricity in Tanzania is generated by TANESCO and one Independent Power Producer (IPP) which feed the national grid and areas outside the grid. Installed generation capacity as in June, 2017 was 1,450 MW mainly from hydro and thermal power plants a whilst transmission system comprised of fifty five (55) grid substations interconnected by transmission lines network totaling 5,575.3 km with power loss of 17 percent. Per capita electricity consumption in Tanzania is at 137 kWh which is among the lowest in Sub-Sahara Africa countries. The target is to increase power generation to 4,915 MW from a mix of fuel sources and per capita electricity consumption to 377kWh by 2020/21.

At recent times it was noted that implementation of Public – Private Partnership (PPP) projects delayed due to negotiations which take too long particularly demand of private partner to be given government guarantee to access loans and also impose capacity charges in new investments. The demand of private investors moves most of the risk of the projects to the Government. In order to solve the challenge of implementing PPP projects mainly coursed by the demand of the private companies to get Government guarantee, the Government is in the process of formulating Engineering Procurement and Construction (EPC) + Financing Framework for power projects

Challenges

- i. Rapidly growing demand compared to new installment of electrical power generation;
- ii. High energy losses from aging transmission and distribution system; and
- iii. Low level of private investment in PPP projects.

Opportunities

- i. Existence of legislative frameworks that enhance availability and reliable energy supply;
- ii. Locally available types of energy resources to support a suitable energy mix; and
- iii. Continued existence of project financing through development partners and financial institutions.

Objective

The main objective is to improve electricity generation from the current 1,450 MW to 4,915 MW and improve the reliability of power supply for all user both in rural and urban areas.

Main Activities

Key activities include Upgrading/construction of new transmission lines and distribution networks from the current 5,575.3 km to 9,511km to cope with the increased power generation, Development of Natural Gas Infrastructure for domestic supply. Total cost is Tzs. 21,560,554 million of which, the Government will contribute Tzs. 18,071,447 million and Private Sector Tshs. 3,489,107 million in five years. Details are provided in Annex B Table XXIX).

2.5.2.2. Transportation

The National Transport Policy (2003) emphasizes on the importance of safe, reliable, effective, efficient and fully integrated transport infrastructure and services. The projects identified in this action plan are intended to achieve the policy. Improving port facilities and navigation aids for sea and inland water ports, roads transport systems, railways, civil aviation safety and meteorological forecast ensures smooth flow of traffic within and to and from landlocked countries

2.5.2.2.1. Railways

Besides the SGR, the Government will build other critical railway networks as follows:

- i. Construction of standard gauge railway line of Mtwara-Mbambabay (Ameliabay) with branches to Liganga and Mchuchuma (1,000kms); and
- ii. Construction of standard gauge railway line of Tanga-Arusha-Musoma with branches to Minjingu and Engaruka.

Current Status

i. Construction of Standard Gauge Railway line Mtwara -Mbambabay (Ameliabay) with branches to Liganga and Mchuchuma (1,000kms)

The railway line will provide connectivity from Mtwara Port to Liganga Iron Ore fields located about 874 km west of Mtwara Port. The line will also provide connectivity from Mtwara Port to Mchuchuma coal-fields. Feasibility study and preliminary design for construction of this railway line has been completed and process of engaging transaction advisor for packaging and financing the project will be undertaken in 2017/2018. Rail gauge to be used in implementation of this project will be studied further.

ii. Construction of Standard Gauge Railway line Tanga -Arusha - Musoma with branches to Minjingu and Engaruka (1,108 km)

The Railway line will traverse from Tanga to Arusha (438km) on existing corridor to replace the existing meter gauge and on green field from Arusha to Musoma Port in Lake Victoria (about 670km) with spurs to Engaruka soda ash mine and Minjingu phosphate mine. Detailed design of Tanga to Arusha section has been completed and detailed study and preliminary design of Arusha to Musoma section is at the final stages.

Challenges

Challenges facing railway development projects include:

- i. Project financing: the projects require a huge amount of capital (16.6 USD billion - engineering estimates);
- ii. Lack of a power plan for the operationalisation of SGR;
- iii. Encroachment to railways reserve and right of way; and

Opportunities

- i. Strong political will;
- ii. Strategic geographical Location – Tanzania is surrounded by many land locked countries than any other country in EAC;

- iii. Potential traffic volume within Tanzania and neighboring countries;
- iv. Existence of minerals wealth and natural resources; and
- v. Favorable statutory and regulatory regime relating to the transport sector.

Objective

The main objective in the railway sub-sector transport network is to provide efficient and reliable rail-based transportation services within Tanzania and the neighboring landlocked States.

Specific objectives, to;

- i. Funds for construction of new SGR lines secured;
- ii. Development of realistic power plan for operation of SGR; and
- iii. Capacity of railway Institutions (TRC) to manage SGR including maintenance enhanced.

Main activities

The main activities identified include mobilising funding for the construction of the projects; land acquisition and compensation; ensure availability of reliable source of power for SGR and capacity development for responsible railway Institution to take over operation and maintenance of SGR. The total investment required to implement these projects is **Tshs.437,280,000,000** details is elaborated in the iAnnex B: Table XXX.

2.5.2.2.2. Rail Services

A. Central Railway

Introduction

Central railway network is operated by Tanzania Railways Limited – TRL. The emphasis is to increase haulage capacity of freight traffic from 0.2 million metric tonnes to 3.0 million metric tonnes by 2021.

Challenges

The challenges faced by TRL include the following:

- i. Poor condition of rolling stock (locomotives, wagons and coaches), workshops and tools and equipment due to deferred maintenance and repair;
- ii. Frequent accidents due to weak and dilapidated Infrastructure and rolling stocks;
- iii. Old and dilapidated Infrastructure characterized by light and worn out rails: A good number of weak bridges that are condemned (life expired);
- iv. Obsolete and dilapidated signaling system: The system of receiving train in the station is old and outdated in most of the stations, making train operations difficult; and
- v. Vandalism of the railway infrastructure and fittings.

Opportunities

- i. Potential to serve landlocked countries of DRC, Burundi, Rwanda, Uganda and South Sudan;
- ii. Prospective minerals (Nickels) from Kabanga (Kagera) and Musongati (Burundi);
- iii. Availability of cargo of agricultural inputs and produces including fertilizer, cotton, tobacco, grains and maize along the railway corridor.
- iv. Existence of Kiluwa steel plant between Ruvu and Ngeta station;
- v. Small scale agricultural produces, (horticulture products) along the railway network;
- vi. The Government decision to move its capital from Dar es Salaam to Dodoma;
- vii. Availability of Construction material for standard gauge rail (SGR);
- viii. Existence of Tura quarry plant of which its products can be sold to neighboring countries for construction;
- ix. Good business relationship with key stakeholders such as TPA, MSCL, and TRA;
- x. Construction of container terminal at Ruvu will create more freight traffic between Dar es salaam Port and Ruvu Dry Port;

- xi. Rules and regulations (including Axle load and speed limits on road services); and
- xii. Construction of Ugandan crude oil pipeline from Hoima (Uganda) to Tanga port.

Objective

The main objective is to improve hauling capacity of railway in servicing freight and passengers.

Specific objectives, to;

- i. Procure and repair rolling stock to increase capacity and availability of operating equipment;
- ii. Procure, rehabilitate and maintain workshops machines, tools and plants;
- iii. Rehabilitate existing railway track to reduce speed restrictions and accidents;
- iv. Repair, rehabilitate and strengthen weak bridges and culverts to meet required safety standards;
- v. Improve signaling and telecommunications for efficient operation of trains using modern signaling equipment; and
- vi. Enhance security, safety and quality of the railways transport services.

Main Activities

Main activities focus on revamping the TRL operation which includes procurement of new and rehabilitation of existing rolling stocks to increase capacity and availability of operating equipments. The total investment required to implement this project is **Tshs 1,087,865,150,596**. Detailed activities are elaborated in Annex A Table XXX)

B. TAZARA Rail Infrastructure

Tanzania - Zambia Railway was built from 1968 to 1975. The railway line is shared 50:50 by the two Governments of the United Republic of Tanzania and the Republic of Zambia. The line was officially opened on 1st July 1976. The total length of TAZARA is 1,860 Kilometer and is of Cape gauge (1,067mm) as other ten (10) Southern African countries. The line starts from Dar es Salaam, Tanzania ending up in New Kapiri Mposhi in Zambia.

Current Status

The existing railway infrastructure is old, aged and deteriorated, which tends to hinder efficiency in transportation of goods and services. The design capacity was 5 million metric tonnes and 2,000,000 passengers per annum. The performance of TAZARA for 2016/17 was less than 200,000 metric tonnes and 500,000 passengers. TAZARA has an average of 15 locomotives and 1,078 wagons.

To increase the efficiency of the railway network, construction of new Chikola - Magamba railway spur is accorded a high priority. The proposed network will enable transportation of Coal from Magamba Coal Limited to various industries including Mbeya cement Limited and SADC countries. Other strategic branch lines proposed for TAZARA are Mlimba – Mchuchuma - Liganga – Mbamba bay (360 Km) and railway line to connect New Bagamoyo port and Mzenga station (70Km). Transit time has been reduced from an average of 8 days in 2015/16 to 6.5 days in 2016/17 while wagon turn-round improved from 73 days to 30 days in 2016 and 2015/16 respectively.

Challenges

i) Deteriorated permanent way and Telecommunication System

The railway line is 41 years old hence there is a need for replacing rails and concrete sleepers and in the case of telecommunication.

ii) Obsolete Rolling stock

At its inception in 1976 TAZARA had a fleet of about 100 locomotives and 3000 wagons but the current position is 15 locomotives and 1,078 wagons available for immediate commercial use.

iii) Inadequate capacity to mobilise finance to develop the railway line (branches)

Due to poor performance arising from the explanation above (ii and iii) TAZARA is unable to finance its development projects.

iv) TAZARA Act No. 4 of 1995 does not allow for PPP participation

Opportunities

- i. Geographical Location – Tanzania is a gateway to many land locked countries; than any other country in the region;
- ii. Sufficient traffic volume within Tanzania and neighboring countries including existence of Minerals wealth and natural resources; The recent potential traffic expected for TAZARA include Manganese, copper concentrate, fertilizer, maize, timber and copper. The joint marketing strategy with the Port of Dar es Salaam is yielding results and improves TAZARA cargouptake.
- iii. Favorable statutory and regulatory regime related to the transport sector;
- iv. Capacity to venture into external markets for quarries products, concrete sleeper plant, TAZARA Training Centre and workshops,
- v. Growing tourism along the railway line.
- vi. Absence of railway network to access economically productive areas (New Bagamoyo port - Bagamoyo and Magamba Coal Mining – Songwe).

Objective

The main objective is to increase efficiency of the TAZARA by improving the existing railway infrastructure and services.

Specific Objectives, to;

- i. Review TAZARA Act No. 4 of 1995 to allow PPP arrangement;
- ii. Restructure Tanzania Zambia Railway Authority (TAZARA);
- iii. Conduct feasibility studies for new railway lines and branches; and
- iv. Solicit funds for development of rail infrastructure and procurement of rolling stock.

Main activities

Activities includerevamping TAZARA operation includes mobilising finances fr for restructuring of TAZARA, financing feasibility of the proposed new railway lines and branches and procurement of rolling stock. Total budget required for all interventions is **Tshs.932,445,000,000. Deatails are found in** Annex B: Table XXX).

C. Dar es Salaam Commuter Train Services

The project is intended to address traffic congestion in Dar es Salaam a The project will involve development, construction and operating a Commuter Train service in Dar es Salaam- covering the central business district (CBD) and the surrounding municipalities and suburbs including Chamazi, Pugu, Kibaha, Kerege and Bagamoyo. Moreover, the project will include improvement of existing commuter rail infrastructure (Ubungo and Mwakanga), engage on the development of new dedicated railway routes and provision of adequate, modern and efficient rolling stock, including Diesel Multiple Units (DMUs) or EMUs.

Current Status

In October 2012 the Government, RAHCO, TRL and TAZARA launched the first two route city commuter train services plying between Dar-es-salaam Central Railway station to CBD - Ubungo Maziwa (12 km) and CBD – Pugu (12Km) and TAZARA HQ – Mwakanga station (18km) using the existing railway network of RAHCO and TAZARA respectively. . Currently, about 10,500 passengers per day are transported by the two route commuter train services.

A Consultant (GIBBs) from South Africa was engaged to do a feasibility study and Preliminary design on March, 2015 and completion is rescheduled for completion in financial year 2017/18.

Challenges

- i. Project developing and financing; and
- ii. Acquisitions of land and Resettlement of Project Affected Peoples (PAPs) for right of way and operating facilities.

Opportunities

- i. Sufficient passengers within the city and surrounding suburbs;
- ii. Sufficient technical skills capable of absorbing the advanced technology required for the planned railway systems; and
- iii. Favorable statutory and regulatory regime related to the transport sector.

Objective

The objective is to provide efficient and reliable commuter rail and train services through maintenance of the existing railway lines (Ubungo and Mwakanga), developing new dedicated railway routes and provision of proper rolling stock.

Main activities

Activities included developing Dar es Salaam commuter train services including rehabilitation of existing rail infrastructure, development of dedicated new commuter railway lines, procurement of new rolling stock and establishment of reliable power plan for commuter operations. A total of **Tzs.185,665,000,000** is required to implement this project. Details are found in Annex B Table XXX.

2.5.2.2.3. Roads

The total classified road network in Tanzania mainland is estimated at 87,581 km. The Ministry of Works, Transport and Communications (Works) through TANROADS is managing the National Road Network of about 35,000 km comprising 12,786 km of trunk roads and 22,214 km of regional roads. The remaining network of about 52,581 km of urban, district and feeder roads is under the responsibility of the President's Office – Regional Administration and Local Government (PO – RALG). Table 24 shows status of road network. In addition, TANROADS is responsible for design and construction of 58 Government owned airports in Tanzania mainland.

Current Status

By end of June 2017, the Ministry of Works, Transport and communication (Works) through TANROADS paved 586.22km (97.8 %) compared with the target of 602 km and 77 km (52.56%) was rehabilitated to bitumen standards compared with the target of 146.5 km of trunk roads to bitumen standard. Furthermore, 45.52 km of the regional roads were upgraded to bitumen standards out against the target of 100.7km and a total of 520.2km were rehabilitated to gravel standards out of the annual plan target of 1,296.70 km. Also, the construction of 14 bridges continued out of which the Kilombero and Lower Ruvu Bridges have been completed together with the rehabilitation of 29 bridges.

Up to June, 2017, a total of 26,711.8km equivalent to 92% was maintained against the target of 29,038.5 km. In addition, 2,734 bridges out of 3,130 (equivalent to 88 percent)..

2.5.2.3. Construction sub Sector

In Tanzania the National Construction Council is responsible for developing the sub sector. The sector has three regulatory bodies namely: Architects and Quantity Surveyors Registration Board (AQRB), Engineers Registration Board (ERB) and Contractors Registration Board (CRB). AQRB registers Architects and Quantity Surveyors, Architect and Quantity Surveying Companies and undertakes training and audits the construction projects. Engineers Registration Board (ERB) performs the activities of registration of engineers, technicians, and engineering consulting companies, undertake professional training as well as inspecting engineers' activities. On the other hand, Contractors Registration Board (CRB) registers new contractors of various fields and evaluates construction projects. The Board also run training courses and inspects construction projects. In an effort to empower local contractors, CRB started the Contractors Assistance Fund which provided tender bids bonds and advance payments guarantee to small and medium contractors to facilitate the participation of local contractors in implementation of works projects.

Challenges

- i. Rapid technological advancement which demand to acquire more modern equipment and new skills;
- ii. Inadequate capacity of local contractors in terms of finance and equipment to take up major construction works that lead to high cost of implementation of program and/or delay of projects completion;
- iii. Inadequate budget and delayed disbursements of funds which affects the implementation of programs/projects and related capacity building;
- iv. Increase of maintenance funding gap;
- v. Research in the roads and construction sector has yet to be initiated;
- vi. Imposition of VAT for road projects particularly those with tax exemption contracts signed before 1st July, 2014 increase construction costs; and
- vii. Payment for royalty for gravel, sand for road works increases cost of construction.

Opportunities

- i. Existence of expertise in the construction sector (Contractors) and consultants;
- ii. Existence of sector training institutions which enhance, knowledge sharing and capacity building;
- iii. Good relationship and mutual trust from Development Partners who supports implementation of Works programs;
- iv. The Government endeavors to enhance infrastructure (roads, railway, ports, airports, dams, electricity, pipelines, water projects) give opportunities for private sector investment and financing arrangements; and
- v. Presence of Policies and Acts such as Public Private Partnership (PPP) Policy and Act and EMA Act which guides programme implementation.

Objective

The main objective is to have in place standard roads network in strategic areas and therefore improve in the global competitiveness ratings and increase local participation in the sector.

Specific objectives, to;

- i. Construct roads in strategic areas;
- ii. Construct 3,187 Km of strategic roads and bridges;
- iii. Reduce traffic congestion in Cities; and
- iv. Increase local participation in construction sector.

Main Activities

Main activities are secure fund for financing construction of roads and bridges; land acquisition and compensation. Total investment required to implement these projects is Tshs 9,582,500,000,000 of which Tshs 4,763,500,000,000 to be financed by Government and Tshs 4,819,000,000,000 by private sector. Details are found in Annex B Table XXX.

2.5.2.4. Port infrastructure

Tanzania has a diverse system of Sea and Inland waterways (Lake Ports). The major sea ports are Dar es Salaam, Tanga and Mtwara while smaller sea ports are Kilwa, Lindi, Mafia, Pangani and Bagamoyo. The Lake Ports include Mwanza North and South, Nansio, Kemono Bay, Bukoba and Musoma on the Lake Victoria; Kigoma and Kasanga on Lake Tanganyika and Itungi Port, Kiwira, Manda, Liuli and Mbamba Bay on Lake Nyasa.

Current Status

The implementation of ports projects as highlighted in the Five Year Development Plan (2016/17 – 2020/2021) is as follows:

Table 3: Status of Port Projects (June 2017)

S/No	Project	Current status
1	Development of Dar es Salaam Maritime Gateway Project (Berth 1 – 7, RoRo terminal and dredging of entrance channel)	On 10 th June, 2017 the contract for design and construction works was signed between TPA and M/s China Harbor Engineering Company - CHEC. Credit application to the World Bank to finance the project was approved on 1st July, 2017 and the foundation stone was laid on 2nd July 2017. The Design and construction works is on-going, and is expected to be completed within 36 calendar months.
2	Development of a dry Port at Kwala - Ruvu	Levelling works, construction of preliminary basic infrastructures are going on under a contractor (SUMA JKT).
3	Development of Mbegani (Bagamoyo) Port	On 31 st March, 2017 M/s China Merchants Port Holdings Limited of China (CMPort) and the State General Reserve Fund (SGRF) of Oman submitted a revised proposal in line with new Government directives for the private sector to take lead in project development. The Government has finalized to review the proposal ready for negotiation with the investor.
4	Development of port Mwambani -Tanga.	TPA is preparing tender documents to solicit a private partner in developing the project.
5	Development of Four (4) additional Berths at Mtwara Port	The contract for design and construction between TPA and joint ventures of contractor (M/s. China Railway Construction Engineering Group & China Railway Major Bridges Engineering Group) was signed in March, 2017 and the foundation stone was laid on 4 th March 2017. The contractor is now on site undertaking designs, and construction works. The project is expected to be completed within 21calendar months.
6	Modernization of Lake Tanganyika Ports	The feasibility study and preliminary design for modernization of Kigoma Port has been finalized in June, 2017. While undertaking the above study, Several development works have been undertaken including construction of Kagunga jetty, acquisition of port crane and rehabilitation of gantry crane.
7	Modernization of Lake Victoria ports	The study and preliminary design for modernization of Lake Victoria Ports was finalized in July, 2017. The study included construction of Lushamba and Ntamba jetties, and Construction of Kyamkwikwi jetty
8	Construction of berths 12 – 14	The project will be considered under phase II of the Dar es Salaam Maritime Gateway Program (DMGP) starting from 2024.

Challenges

- i) Lack of bigger and specialized port terminals:** Larger container and bulk ships are increasing the need for concentration at bigger and more specialized terminals, which benefit importers and exporters through economies of scale, increased levels of productivity, shorter turn-around times and lower generalized cost.
- ii) The Need for Increasing Inter-modalism and interfaces between transport modes:**
- iii) Poor land-use planning;** hindering the development of systematic plans necessary for a smooth and balanced flow of cargo to and from the ports; and
- iv) Increasing Port Competition:** competence of private and public logistics service providers; the performance of customs and other agencies; transparency; and the reliability and predictability of the supply chain.

Opportunities

- i. Political will in developing ports
- ii. Availability of a long coastline of over 1,000km with potential areas for development of natural ports compared to its closest regional competitors;
- iii. Major lakes, which are strategically linked to major regional markets of East, Central and Southern Africa;
- iv. Availability of two rail services (TAZARA and TRL) and a network of good roads;
- v. Availability of agricultural, industrial and mineral deposits across the region, which depend largely on the closest port infrastructures to access the world market; and
- vi. Growth of local and foreign private sectors partnerships in developing potential port infrastructures; and
- vii. Growth of both, domestic and region trade;
- viii. Commitment of partners in the development of ports projects

Objective

The main objective is to improve port infrastructure in order to increase efficiency of sea ports and inland waterways

Specific Objectives, to;

- i. Develop Dar es Salaam maritime gateway (Berth 1 – 7, RoRo Terminal and dredging of entrance channel)
- ii. Develop Ruvu dry port;
- iii. Develop major sea and lake ports ; and
- iv. Revamp marine transportation through procurement and rehabilitation of vessels.

Main activities

Main activities for ports infrastructures include: improving the interfaces between transport modes; implementation of Dar es Salaam Maritime Gateway Project; development of a dry Port at Kwala – Ruvu; development of Mbegani (Bagamoyo) Port; Development of a new port at Mwambani area-Tanga; Development of Four (4) Berths at Mtwara Port; Modernization of lake Tanganyika Ports and Modernization of Lake Victoria ports. Total investment required to implement these projects is Tshs. 3,036,000,000,000 to be sourced from the Government and private sector through PPP. Details are found in Annex B Table XXX).

2.5.2.5. Lake Transportation

Tanzania has three “Great” lakes of Africa: Lake Victoria, Lake Nyasa, and Lake Tanganyika. The inland water transport plays an important role in imports and exports, communication with the landlocked neighbors and the sustainability of the populations living along the lake shores. Marine Services Company Limited (MSCL), a State owned enterprise oversees lake transportation in Tanzania. The company has the fleet of 15 vessels across all the three lakes. The fleet however is in a dire need for repair and/or maintenance.

Current Status

A. Lake Victoria

Lake Victoria ferries carries rail wagons and vehicles from Uganda to Tanzania. The ferries are jointly used by the railway companies of Tanzania and Uganda and are the main means of transport between Tanzania and Uganda as well as between northern Tanzania and south western Kenya.

i. Design and build a new Passenger Cum cargo vessel (1200 pax/400tons):

This project aims at building of new ship for transportation of passengers and cargo between Mwanza and Bukoba. Procurement process for obtaining a competent contractor is underway with expectation of physical commencement of the project in September, 2017.

ii. Design and build of one new Passenger Cum cargo catamaran (600pax/50tons):

The project involves construction of a speedy boat which intends to save a high flow of people (especially businessmen) between Mwanza and Portbell-Uganda/Bukoba. This will eventually widen MSCL business

scope, increase revenue, employment to Tanzanians and foreign currency to the economy. Feasibility study and preliminary design for construction of this ship has been completed and process for engaging transaction advisor for packaging and financing the project is underway.

iii. Design and build one new container Ro-Ro Ship (100 TEUS):

Availability of cargo connecting from central corridor to land locked countries, such as Uganda, South Sudan and Rwanda attract the need of having container carrier vessels. Therefore, a containerized cum general cargo ship along Lake Victoria area is highly demanded. Feasibility study and preliminary design for construction of this ship will be undertaken in 2018/2019.

iv. Rebuilding and rehabilitation of Mv Victoria in Lake Victoria

This project aims at restoring the services of MV Victoria, a passenger cum cargo built in 1960 with carrying capacity of 1200 passengers and 200 tonnes. The ship has been non operational since December, 2014 due to major mechanical problem.

v. Rebuilding and rehabilitation of Mv Butiama in Lake Victoria

This project aims at restoring the services of MV Butiama in Lake Victoria which stopped since 2010 following major engine breakdown. The ship is a passenger cum cargo built in 1960 with carrying capacity of 200 passengers and 100 tonnes. The ship was used to provide services between Mwanza and Nansio, Ukerewe on daily basis. Rebuilding and rehabilitation of Mv Umoja in Lake Victoria

The 53 years old wagons ship with carrying capacity of 1,200 tonnes of cargo is expected to undergo major repair with regards to the anticipated increase in cargo destined to Uganda and Southern Sudan as a result of Government efforts in reviving the central line.

vi. Rebuilding and rehabilitation of Mv Serengeti in Lake Victoria

MV Serengeti plies in Lake Victoria, as passenger cum cargo with capacity of 593pax/350tonnes. Being the youngest ship (built in 1988) in the MSCL fleet is subject for major repair as follows; Lengthening of the ship by 10-12m; Rebuilding of ramps for better access; rebuilding of passenger accommodation; rebuilding of propulsion plant to give greater power; replacement of rudder and steering engine; general overhaul of the ship and cargo crane; overhaul of complete electrical system; improving life saving equipment; and overhaul of windlass.

B. Lake Tanganyika

The Lake Tanganyika ferries are no longer as busy and train ferries no longer operate. Trade has suffered from wars in the Democratic Republic of the Congo. MV Liemba and small ferries link communities along the Tanzanian shore (some with no road access), and commercial traffic between Kigoma and Bujumbura, Burundi and Zambia.

i. Design and build of one new Passenger Cum cargo vessel (600pax/400tons):

There is a dire need for new passengers cum cargo vessel in Lake Tanganyika due to the fact that currently only MV Liemba provides the required services to the communities living along the Lake. MV Liemba being among the oldest ships in the World cannot guarantee for the safe and reliable services to the community all alone. Preliminary design for construction of new ship will be undertaken in 2017/2018.

ii. Design and build of one new container Ro-Ro Ship (100 TEUS):

The national plan on revitalization of the railway network is anticipated to boost transportation of container wagons from Dar es Salaam port to DRC via Kigoma port along Lake Tanganyika area. Therefore, a containerized cum general cargo ship along Lake Tanganyika area is highly needed. Feasibility study and preliminary design for construction of this ship will be undertaken in 2018/2019.

iii. Rehabilitation of Mv Liemba:

The project intends to repair the 104 years old ship that serves passengers and cargo in Lake Tanganyika.

iv. Rehabilitation of Mt Sangara:

The government plans to revive railway services is anticipated to increase fuel transported from DSM port that need to be shipped to DRC and Burundi via Kigoma port. This necessitate for availability of tanker ship in Lake Tanganyika. MT Sangara, with capacity of 350 litres needs a major repair. The project involves; renewal of crankshaft and other associated parts required; Overhaul of main engine; Bilge/ballast pump needs repair; and Cargo pumps require service.

C. Lake Nyasa

Communities along the northeast shore (some without road access) are linked by ferry, and Malawian steamer and boat services have run the length of the lake for about 120 years. Two ferry wagons and one passenger cum cargo ship have been built. Arrangements are underway to put the vessels into service.

i. Design and build of two new Cargo Ship at Lake Nyasa for 1000 tons

Presence of abundant coal deposits at Ndumbi lead to demand of a big carrier to transport bulk coal along Lake Nyasa. Construction of these two badges which was supervised and financed by TPA, is currently at the commissioning stage.

ii. Design and build of one new Passenger Cum cargo vessel (200pax/45 tons):

This intends to support communities along the northeast shore (some without road access) that are linked by ferry and the growing business activities between Tanzania and Malawi. This project is also under supervision of TPA and currently is 65% complete.

iii. Rehabilitation of Mv Iringa:

MV Iringa built in 1974 with carrying capacity of 138 passengers and 5 tons of cargo stopped operating since 2012. The ship need major repair which will involve; Main engine STB require completion of overhaul; engine room equipment, safety & firefighting equipment; electrical installation and switchboard require upgrade/repairs; passenger spaces & deck equipment repairs rehabilitation required; docking required for shafting system and underwater hull area; repairs since the ship was last docked in 2008.

iv. Rehabilitation of Mv Songea:

This vessel was built in 1974 and operates in Lake Nyasa. The need for major repairs follows due to replace main engine & harbour genset require major overhaul; shafting systems & stern tubes require repairs; docking of the ship required in order to renew the faulty parts.

Challenges

- i. **Decline in the Railway system:** The decline of the railway leading to Lake Victoria leads to shipments of goods destined for Uganda to go by road or rail through Kenya;
- ii. **Dilapidation of lake vessels:** Currently out of 15 vessels owned by MSCL only 4 vessels are operational. 11 vessels remain grounded due to technical faults; and
- iii. **Project Financing:** Securing appropriate public and private financing for the development and management of marine vessels.

Opportunities

- i. High flow of passengers and freight between Mwanza and Portbell-Uganda/Bukoba;
- ii. The government efforts in reviving railway services and investing in building SGR;
- iii. Availability of coal deposit at Ndumbi which need to be transported to Kiwira through Lake Nyasa;
- iv. Availability of cargo connecting from central corridor to landlocked countries, such as Uganda, South Sudan and Rwanda attract the need of having container carrier vessels.
- v. Tourists attraction along Lake Tanganyika like Gombe Island, Mahale National Parks calls for a compelling need to invest in such kind of transport.

Objective

The main objective is to revamp the inland transportation in the country in order to improve efficiency of transportation of imports and exports particularly for the landlocked countries.

Main activities

Activities to improve lake transport include: Revamping inland transportation through procurement and rehabilitation of fleets vessels in the lakes of Victoria, Tanganyika and Nyasa Total investment required to implement these projects is **Tshs. 252,284,000** to be sourced from the Government and private sector through PPP.

2.5.2.6. Civil Aviation Radar

Tanzania Civil Aviation Authority (TCAA) is responsible for providing Air Navigation Services within Dar es Salaam flight information region (FIR) and upper airspace of Burundi and Rwanda. The services provided include air traffic control service, flight information service, search and rescue. TCAA plans to improve surveillance in the airspace through procurement and commissioning of four (4) collocated Primary Surveillance Radar (PSR) for Julius Nyerere International Airport (JNIA), Kilimanjaro International Airport (KIA), Songwe and Mwanza Airports.

Current Status

TCAA has signed a contract with Thales Air Systems of France to procure four (4) civilian Radars for provision of Air Navigation Surveillance services on 22nd August, 2017. The project will cost Tshs. 61.3 billion and is expected to be completed after 18 months. The project will enable full surveillance of Tanzania sky, expeditious and orderly flow of air traffics, enhance safety and security. This endeavor will attract more over flights and the growth of aviation industry as well as increase the government revenue from over flight charges.

Challenges

- i. Inadequate surveillance radar: There is only one radar stationed at JNIA;
- ii. Unavailability of spares for maintenance of radar;
- iii. The existing radar is beyond economic repair; and
- iv. Lack of surveillance radar monitoring.

Opportunities

- i. Strategic geographical location of Tanzania in the region;
- ii. Increase in passengers and freight demand;
- iii. Stable Tanzanian economy and expected economic growth by 2025;
- iv. Increase in aviation revenue for TCAA; and
- v. Potential for Tanzania to continue providing surveillance over Rwanda and Burundi.

Objective

The main objective is to improve aviation safety and operations. Specific Objective include Improvement of surveillance of the Tanzanian airspace through installation of four (4) civil aviation radars

Implementation Matrix

Key issues addressed in the strategy to improve Civil Aviation include: Procurement of four (4) civilian radar for provision of air navigation surveillance services and train thirty three (33) TCAA experts on civilian radar management. Total investment required to implement these projects is 61,338,490,000/= to be sourced from the Government. Details are found in Annex B Table XXX.

2.5.2.7. Meteorology Services

Meteorology services are critical for improving efficiency and productivity of weather dependent sectors including agriculture, marine, energy, transport, construction, tourism, fishing and environment. efficiency and productivity of weather climate services. A number of initiatives are ongoing with objective of improving metrological services. These include review of National Meteorological Act of 1978 and formulation of the National Meteorological Policy is at final stages.

Challenges

- i. Need for replacing mercury-based instruments:** The Agency has a plan to replace all mercury instruments to comply with Minamata Convention on mercury 2013 that prohibited the use of mercury instruments for environment protection by 2020;
- ii. Inadequate meteorological instruments:** There is a great need for modernization of meteorological instruments to smoothen the Agency's operations;
- iii. Inadequate Climate change monitoring equipment and research:** Climate change and variability requires

modern monitoring equipment and research; and

- iv. **Awareness:** Some of the citizens do not understand the importance of weather and climate information hence there is a need for awareness creation program.

Opportunities

- i. Exploration of oil and gas that highly depend on specific weather data;
- ii. Presence of academic institutions, which offer meteorological studies;
- iii. Existence of World Meteorological Organization supports programs;
- iv. Willingness of the Government to support meteorological projects;
- v. Being a member of Regional and international bodies including EAC and SADC-MASA; and
- vi. Focus on industrialization that will increase the demand for weather and climate information.

Objective

The objective is to have modern infrastructure and provide quality meteorological services.

Specific objectives, to;

- i. Modernize and develop meteorological infrastructure, instruments and equipment;
- ii. Enhance human resources capacity;
- iii. Address research and climate change science issues; and
- iv. Sensitize public awareness on importance of weather and climate services.

Main activities

Activities include: Modernization and development of meteorological infrastructure, instruments and equipment; enhancing human resources capacity; research and climate change science issues; and Public awareness on importance of weather and climate services. These will cost **Tzs 60,410,000,000** of which Tshs. 20,000,000,000 financed by the Government, and Tshs 29,210,000,000 from the private sector, Tshs. 6,200,000,000 will be from internal generated revenue while Tshs.5,000,000,000 will come from various weather and climate support programmes. Details are found in Annex B: Table XXXI).

2.5.3. Ease of Doing Business

Introduction

The Government has been implementing a number of regulatory reforms from 1990s geared towards empowerment of the private sector to effectively play a leading role in economic activities and make an engine for inclusive economic growth. One of these reforms is the Business Environment Strengthening for Tanzania (BEST) Program which was implemented from the year 2000 to 2009. The BEST programme was executed through the Roadmap for Improvement of Business Environment and Investment Climate in Tanzania (ROADMAP) endorsed in 2010. The Roadmap addressed the economy-wide business environment and investment climate issues, including but not limited to the Indicators used by the World Bank to assess Ease of Doing Business across 190 economies worldwide.

Current Status

The performance in the enabling business environment targets remains inadequate as evidenced by the in global business environment and competitiveness assessment reports. Tanzania recorded a slight improvement against the target of a double-digit ranking in the Ease of Doing Business from 139th position out of 189 countries in 2016 to 132nd position out of 190 countries in 2017. Tanzania's performance in the Ease of Doing Business 2017 Report for each indicator is summarized in the table 4 below.

Table 4: Ease of Doing Business by Indicator (2016 – 2017)

S/N.	INDICATOR	2016 ranking (out of 189 countries)	2017 ranking (out of 190 countries)
1.	Starting a Business	129	135
2.	Dealing with Construction Permits	126	136
3.	Getting Electricity	83	87
4.	Registering Property	133	132
5.	Trading Across Borders	180	180
6.	Getting Credit	152	44
7.	Paying Taxes	150	154
8.	Protecting Minority Investors	122	145
9.	Enforcing Contracts	64	59
10.	Resolving Insolvency	99	100
11.	Labor Market Regulations and Skills Set	-	-
OVERALL RANKING		139	132

Challenges

- i) Business environment reform activities are not mainstreamed within MDAs strategic plans and MTEF; and
- ii) Limited capacity (delivery and M&E) among MDAs for effective implementation of the business environment interventions.

Opportunities

- i) Political will;
- ii) Existence of a strong policy and institutional framework endorsed by the Cabinet for implementation of the Business Environment Roadmap, which provides guidance and clear allocation of roles and responsibilities for implementing MDAs and other stakeholders;
- iii) Willingness of Development Partners to support business environment reforms through both financial and technical assistance; and
- iv) Prevalence of common understanding and mutual confidence between the Government and the Private sector as key stakeholders in the business environment agenda.

Objectives

The overarching goal promote conducive business environment for growth of private enterprises and enhanced competitiveness of businesses in Tanzania.

Specific objectives, to;

- i) Streamline the process for starting and registering business entities
- ii) Improve the processes and procedures for obtaining construction and other related permits by businesses;
- iii) Enhance availability and reliability of electricity and other energy sources for business use;
- iv) Reform the land tenure system through streamlining and improving the processes in acquisition, ownership and transfer of real estate and other properties by businesses and individuals;
- v) Modernize tax administration system by reducing multiplicity of taxes and levies,
- vi) Improve operational efficiency of tax authority and improving management of tax refunds among others;
- vii) Facilitate trade removing tariff and non-tariff barriers to both internal and international trade; and
- viii) Improve business access to credit and other crucial financial services.

Activities

The main activities to improve ease of doing business include streamlining the process for starting and registering business entities; to reform the land tenure system through streamlining and improving the processes in acquisition, ownership and transfer of real estate and other properties by businesses and individuals; and modernization of tax administration system. Total cost is Tzs. 17,040.81million of which is expected to come from the Government. Details are found in Annex B: Table XXXII.

2.6 Implementation Effectiveness (Reforms)

Introduction

This section presents the main activities for implementing the reforms identified in the FYDP II. Main areas dealt with include governance and fight against corruption, promote the culture of hardwork, improving business environment, reforms to support the implementation of flagship projects, land administration reforms, formalization as well as local economic development

2.6.1. Reforms to eradicate corruption and promote strong leadership

Main activities identified under this area include:

- i. Developing anti-corruption policy in order to enhance good governance by ensuring the rule of law and to curb corruption at all levels in the country;
- ii. Implementing the National Anti-corruption Strategy and Action Plan (NACSAP-III); and
- iii. Integrity pledge to public servants in order to enforce accountability and adherence to codes of ethics of civil service.

2.6.2. Entrenchment of an implementation culture

Main activities covered include:

- i. Formulation of FYDP II Implementation, Monitoring and Evaluation Strategies in order to enhance efficiency and effectiveness in implementation of the plan for sustainable achievement of national goals and objectives;
- ii. Enforcing performance contracts between Treasury Registrar and Heads of Parastatals; and formulation of performance contract between PO-PSGG and Heads of all public institutions in order to enhance accountability and responsibilities to achieve respective planned targets;
- iii. Reviewing of MDAs structures with the view of minimizing operational costs and improve efficiency by harmonising functions and unifying institutions with similar mandate and functions.

2.6.3. Reforms for improving business environment

Main activities under this area of intervention include:

- i. Reviewing legal and regulatory framework of Tanzania Investment Centre to act as investment facilitator;
- ii. Developing and ensure stable guidelines for investment incentives offered to investors;
- iii. Establishing Land bank for large investment;
- iv. Streamlining the process for starting and registering business entities;
- v. Improve the processes and procedures for obtaining construction and business permits;
- vi. Reform the land tenure system through streamlining and improving the processes in acquisition, ownership and transfer of real estate and other properties by businesses and individuals;
- vii. Modernize tax administration system by reducing multiplicity of taxes and levies; and
- viii. Review Labour laws and regulations to improve issuing of working permits to ensure technology transfer; and
- ix. The detailed information on the reforms to improve business environment have been shown in the Implementation Matrix of good governance and financing strategy.

2.6.4. Reforms for specific flagship projects

Main activities include:

- i. Strengthening human resource capacity for local labour by focusing on specialized skills;
- ii. Enforcement and harmonization of related laws such as the Railway Act 2002 and Urban Planning Act 2007 on railway reserve and right of way; and
- iii. Provision of necessary investment environment as well as institutional framework to enhance investors' confidence.

2.6.5. Land administration reforms

The Government through the FYDP II committed to review the national development planning system in order to have land use planning as an integral part of implementation to ensure coordination and harmonization in the priority interventions. The proposed reforms include: reforms to enable surveyed land to be a good source of sustainable income for the government; establishment of serviced land bank specifically designated for industrial development; strengthening the Land Compensation Fund ; reviewing the Village Land Act No. 4 and Land Act No. 5 to support the envisaged industrialisation and socio-economic transformation, with a view to eliminating conflicts with other laws; ensuring proper land use planning and management to avoid settlement development to take place in arable and reserved land; ensuring proper management of settlements, including development of cities, towns, and secondary towns; ensuring environmental sustainability in development of townships, towns, and cities, including strengthening national and sub-national (LGAs) land development planning; and establishing an effective land registry. The following reforms are proposed in this Strategy with regards to Land Administration;

- i. Operationalizing National Land Advisory Councils with the objective of strengthening land conflict solving mechanism;
- ii. Establishing an Integrated Land Management Information System (ILMIS) to improve land record management system;
- iii. Review the Land Survey Act Cap 324 of 1957 (RE 2002) and its Regulations of 1959 with the objective of improving surveying and mapping;
- iv. Strengthening Land Compensation Fund by providing financial resources;
- v. Formalization of unplanned urban settlements and increase the number of surveyed villages; and
- vi. Formulating housing policy, laws and regulations including preparations of housing standards and guidelines to guide real estate management.

2.6.6. Reforms to facilitate formalization

Main activities include:

- i. Establishment of a dedicated institution to oversee formalization of properties, businesses and land in urban and rural areas;
- ii. Issuing of customary land holdings to village land as one of the means through which longstanding occupation, use and interests over village and customary lands will be protected;
- iii. Review of the National Economic Empowerment Act, 2004 to specifically include legal protection of informal sector which employs the majority of Tanzanians;
- iv. Amendment of all legislations governing formal sector operation in Tanzania to specifically furnish legal protection to the informal sector by ensuring the sector is well protected and provided for by those legislations;
- v. Granting of customary right⁵ of occupancy in an effect to formalize the informal tenure in rural areas and issuance of residential license to recognise unregistered land in urban areas;
- vi. Identification and registration of people as well as issuing national identification cards; and
- vii. Issuing of identification cards and allocating business premises to MSMEs.

⁵ Customary Right of Occupancy (CRO) means a right of occupancy created by means of the issuing of a certificate under section 25 of Village Land Act, 1999. In every respect the Customary Right of Occupancy will be regarded as equal in status and effect to a granted right of occupancy (GRO).

2.6.7. Reforms to facilitate Government effectiveness

The main activities covered under this area include

- i. Ensuring Systems and Structures of Governance to uphold the rule of law are effective, accountable, transparent, inclusive and corruption free at all levels;
- ii. Developing and implementing Public Service Reform Programme Phase III; and
- iii. Open Government partnership initiative with a view to promote transparency, accountability, empowers citizens and strengthening governance.

2.6.8. Reforms to strengthen local participation through Local Economic Development (LED) approach

Decentralization of the Government system is intended to empower local government to make planning decisions in line with the priorities of FYDP II. This entails reforms to strengthen LED initiatives and specific LGA Reform on institution and governance arrangements for Dar es Salaam City. Main activities covered in the Implementation Strategy and other government initiatives include:

- i. Funding development projects in LGAs through constituents funds;
- ii. Reviewing implementation of Decentralization by Devolution (D by D) Policy with a view of developing Local Government Reform Programme Phase III; and
- iii. Setting aside 5 percent of LGAs own source revenue to empower women and youths.

The detailed information on the reforms is provided under their respective sector Implementation Matrices (Annexes A&B).

ANNEXES

Table A1: CRUDE OIL PIPELINE PROJECT (COP)

Objectives	Outputs/Targets	Activities	Time Frame	Finance Tzs Million			Players	
				Total	Govt	Pty	Lead	Others
1. Ensure contractual obligations for the construction of oil pipeline are in place	Intergovernmental Agreement (IGA) ratified by September, 2017	To prepare and participate in IGA negotiations	2017	892	892		MoE	GoU
	Agreement between Tanzania Port Authority (TPA) and COP Company in place by November 2017	To sign the agreement	2017	100	100		TPA	EACOP
	Review IGA by July, 2017	To review Draft of IGA	2017	2,300	2,300		MoE	TPDC
	Transportation Agreements between COP Company and Shippers in place by December, 2017	To sign the IGA agreements	2017	-	-		EACOP Company	Shippers
	Detailed engineering design in place by August, 2018	To supervise Design work	2017-18	-	-		EACOP Company	MEM,TPDC, GoU
	Procure Consultant by September, 2018	To procure Consultant	2017-18	-	-		EACOP Company	GoU, EACOP
	Three contractors in place by October, 2018	To procure EPC contractors for pipeline construction; Marine export terminal; and Pumping and pressure reducing stations.	2017-18	-	-		EACOP Company	MEM,TPDC, GoU
	Environmental and Social certification (ESIA) issued by March, 2017	To follow issuing of ESIA	2017	-	-		MoE	TPDC, GoU
	Project Affected People (PAP) paid by September, 2018	To Verify compensation of PAP	2017	154,000	154,000		MoE	TPDC, MLHHS
		To Supervise payment	2017-18	-	-		MoE	GoU, COP

2. Ensure preparatory tasks for the project are completed

3. Ensure implementation of Handeni – Singida road to bitumen standard	Handeni – Singida (434.33km) road upgraded to bitumen standard by June, 2021	To upgrade Handeni –Kiberashi (81.2km), Kibirashi – Banda (79.2km), Banda – Songolo(82.2), Songolo – Farkwa(74.2), Farkwa – Kinyamsindo (64.8km), Kinyamsindo – Kititimo(52.73km)	2017-21	526	526	526	TANROADS	MOWTC
4. Strengthening human resource capacity for local labour	Skills of local labour strengthened in 10 training institutions by July, 2020	To equip VETA centres and produce 450 certified Artisans	2017-20	1,350	1,350	1,350	MEST	MEM, TPDC
		To equip Technical colleges and colleges and produce 450 graduates and certified candidates	2017-20	1,950	1,950	1,950	MEST	MEM, TPDC
5. Facilitate construction of the pipeline and associated facilities		To train members of Pipeline Project Team (PPT) and the Joint Project Development Committee (JPDC) on negotiating skills	2017-20	229	229	229	MoE	TPDC,
	Coated plant, yards and access roads constructed by June, 2018	To supervise construction	2017-18	-	-	-	EACOP Company	MEM,, GoU
	Marine export terminal at Tanga Port constructed by 2019	To supervise construction	2018-19	-	-	-	EACOP Company	GoT, GoU
	Pipeline constructed and commissioned by June,2020	To supervise construction	2018-20	770,000	7,700,000	6,930,000	EACOP Company	GoT, GoU
TOTAL				931,34700	7,861,34700	6,930,000.00		

Table AII: MCHUCHUMA AND LIGANGA

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	FINANCE (Millions Tshs)			PLAYERS	
				Total	Govt	Pty	Lead	Others
1. Completion of contractual obligations	GN for utilizing the granted incentives obtained by June, 2017	Renegotiation on the incentives for the project	2017	-	-		PMO	NDC TCIMRL
		Issuance of GN	2017	-	-		MoFP	NDC TCIMRL
	Compensation to Project Affected People (PAP) paid by June, 2017	To verify PAP	2017	20	20		NDC	TCIMRL
		To pay PAP	2017	20	20		NDC	TCIMRL
	New site for re-location of PAP secured by May, 2018	To survey the new site	2017	350	350		NDC	TCIMRL
		To complete valuation and compensation	2017 - 2018	9,650	9,650		NDC	TCIMRL
	Project Financial Close reached by January, 2018	To complete financial arrangement and sign loan agreement	2017 - 2018	25	25		TCIMRL	NDC
		Final detailed design documents for the Coal and Iron Ore in place by October, 2017	To complete designing for the mines	2017			1,226,000	TCIMRL
	To complete geotechnical studies		2017			TCIMRL		NDC
	2. Construction of the Mines	Mobilization and transportation of equipment/machinery for Power Station, Steel Plant and Mines by June, 2018	To mobilize and transport equipment/ machinery to sites	2018			TCIMRL	NDC
To construct mines			2018-2019			TCIMRL	NDC	
Local staff recruited and trained for all projects (Power and Steel Plants and Mines) by December, 2020		To recruit and train staffs	2018-2020	200	200		NDC	TCIMRL

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	FINANCE (Millions Tshs)			PLAYERS	
				Total	Govt	Pty	Lead	Others
3. Construction of the power plant and transmission lines	Final detailed design documents of Power Plant in place by December, 2017	To design the power plant	2017				TCIMRL	NDC MoE
	Geotechnical Studies and Soil Investigation Report in place by December, 2017	To do geotechnical studies	2017				TCIMRL	NDC
	Consulting Project Management Team and Engineering Contractor, Plant, Machinery & Equipment for Power Plant procured by August, 2018	To procure Project Management Team and Engineering Contractor, Plant, Machinery & Equipment for Power Plant	2018	900,000		900,000	TCIMRL	NDC
	Power plant and 220 kV transmission line (Mchuchuma – Liganga 50km) constructed, tested and commissioned by October, 2021	To construct Power Plant and transmission lines	2018 - 2021				TCIMRL	NDC MoE
4. Construction of the Steel plant	Final detailed design of Steel Plant documents in place by May, 2018	To conduct detail design of the Steel Plant	2017- 2018					
	Geotechnical Studies and Soil Investigation Report in place by December, 2017	To complete geotechnical studies	2017					
	Consulting Project Management Team and EPC (Engineering Contractor, Plant, Machinery & Equipment) for Steel Plant procured by August, 2018	Procure Project Management Team and EPC (Engineering Contractor, Plant, Machinery & Equipment)	2018	2,850,000		2,850,000	TCIMRL	NDC
	Steel plant constructed, tested and commissioned by September, 2021	To construct, test and commission the Steel Plant	2018-2021					

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	FINANCE (Millions Tshs)			PLAYERS	
				Total	Govt	Pty	Lead	Others
5. Construction of projects supportive infrastructure (access roads and standard gauge railway lines)	Itoni - Ludewa – Manda (211km) and Mchuchuma Access road (13.5km) upgraded to bitumen standard by June, 2021	To mobilize funds and construct the road sections	2017-2021	394,000	394,000		MoWTC	TANROADS
	Mitwara – Mbaba Bay SGR with branches to Liganga and Mchuchuma (1000km) constructed by June, 2021	To complete final detailed design, mobilize funds, procure EPC contractor and construct the railway	2017-2021	10,902,000	10,902,000		RAHCO	MoWTC
Total				16,282,265	11,306,265	4,976,000		

Table AIII: REVAMPING AIR TANZANIA COMPANY LIMITED

OBJECTIVES	TARGETS/KEY OUTPUTS	ACTIVITY	Time frame	Financing (millions Tshs)			RESPONSIBLE	
				Total	Govt	Pty	Lead	Others
1. Operational Efficiency of ATCL enhanced	Number of Aircrafts increased to seven by June 2018	To procure one new Q400 turboprop aircraft	2016-2017	53,600	53,600	-	MoWTC	ATCL, MoFP
		To procure two CS 300 Aircrafts	2016-2017	190,900	190,900	-	MoWTC	ATCL, MoFP
		To procure Boeing 787 Dream Liner	2016-2018	287,500	287,500	-	MoWTC	ATCL, MoFP
2. Human Resource capacities and working conditions enhanced	Number of pilots increased from 17 to 97 and engineers from 43 to 93 by 2020 Capacity of NIT to offer aviation courses enhanced by June, 2021.	To develop a Medium Term Business Plan	2017 - 2018	53	53	-	MoWTC	ATCL, MoFP
		To train 80 Pilots and 50 Engineers	2017-2020	3,680	3,680	-	MoWTC	MES&T, ATCL,
3. ICT facilities improved	Use of IT and automated systems enhanced by 2018	To procure equipments, recruiting competent staff , provide training and improving working environment.	2018-2020	4,016.6	4,016.6	-	MoWTC	NIT, ATCL
		To deploy Automatic Passenger Check system and Accounting system	2017-2018	621	621	-	ATCL	

OBJECTIVES	TARGETS/KEY OUTPUTS	ACTIVITY	Time frame	Financing (millions Tshs)			RESPONSIBLE	
				Total	Govt	Pty	Lead	Others
4. ATCL market share domestically and internationally increased	ATCL domestic market share increased from 10 to 30 percent and internationally from 0 to 2 percent by 2020.	To open up new ATCL destinations	2017-2020	1,150	1,150	-	ATCL	
		To provide transport services for passengers to and from the airport	2017-2018	2,300	2,300	-	ATCL	
		To enter into strategic alliance/joint venture with other airlines and re-join the IATA Clearing House (ICH)	2017-2018	1,150	1,150	-	ATCL	
5. Safety , quality and Security of Aircraft, passengers and cargo ensured	Put in place major ATCL Certifications (Incl. IATA, IOSA,TCARs) and ensure recertification of ATCL by TCAA and IOSA by June, 2020	To conform with the requirements of IATA Operational Safety Audit (IOSA) and Tanzania Civil Aviation Authority (TCAA) certifications	2017-2020	-	-	-	ATCL	
Total				544,918	544,918			

Table AIV: CONSTRUCTION OF CENTRAL RAILWAY INTO STANDARD GAUGE SGR

Objective	Output/Target	Activities	Time Frame	Cost(mill. USD)	Finance		Players	
					Govt	Pvty	Lead	Others
1. Funds for construction of the central railway line to Standard Gauge Railway line secured.	Financing for lot I; Dar – Morogoro (300 km) including 95 km of siding released by March, 2017 Financing for lot II; Morogoro – Makutupora (422 km) including 86 km of siding Financing for other Lots (Makutupora - Tabora 249 km, Tabora - Isaka 133km & Isaka - Mwanza 249) secured by June, 2018	To process payment for advanced activities in respect of contractor and consultants	2017	1,215.282		MoFP	MoWTC, TRC	
		To process payment for advanced activities in respect of contractor and consultants	2018	1,923.70	1,923.70	MoFP	MoWTC, TRC	
		To coordinate operationalization of Railway Infrastructure Fund	2017	0.05	0.05	MoFP	MoWTC, TRC, TIB, PPRA	
		To review regulations of the Railway levy to support counterpart financing	2018	0.195	0.195	RAHCO	MoWTC, MoFP, TIB, PPRA, TRC	

Objective	Output/Target	Activities	Time Frame	Cost(mill. USD)	Finance		Players	
					Govt	Pvtly	Lead	Others
2. Enforcement and harmonization of related laws achieved	Harmonization of Railway Act 2002 and Urban Planning Act 2007	2017	0.095	0.095		TRC	MoLHS, PoRALG, MoWTC	
	Railway Corridor (right of way) for construction of SGR line demarcated and restored by June, 2018.	2017	1.5	1.5		TRC	MoLHS, MoWTC, PoRALG	
3. Enhance Capacity of RAHCO and TRL in the implementation of SGR project and operationalization	To secure extra land required by the design of contractors and compensate	2018	13	13		TRC	MoLHS, MoWTC, PoRALG	
	Environmental and Social Impact Assessment conducted by June, 2020	2020	0.5	0.5		TRC	NEMC, MoWTC	
4. Ensure power availability and reliable supply for SGR	To employ qualified engineers and train the workforce	2021	11.09	11.09		TRC	PoPSMG, MoWTC	
	Capacity of RAHCO and TRL to supervise and operate SGR project strengthened by June 2021	2021	25	25		TRC	MoEST, MoWTC	
4. Ensure power availability and reliable supply for SGR	To strengthen the organization structure of TRL and RAHCO	2018	0.15	0.15		MoWTC	TRC	
	Reliable source of power for SGR identified by June, 2018	2018	0.125	0.125		TRC	MoWTC, TRC, TPDC, TANESCO	
Total	SGR connected with identified power source by June, 2021	2021	3.5	3.5		TRC	MoWTC	
			3,194.15	3,194.15				

Table AV: PREPARATORY WORK FOR CONSTRUCTION OF LNG PLANT

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	FINANCE (millions Tsh)			PLAYERS	
				Total	Govt	Pty	Lead	Others
1. Ensure compensation for the acquired land for LNG Plant	Compensation to Project Affected People (PAP) by June, 2018	To verify and pay compensation to PAP	2021	13,000	13,000		MoE	TPDC
	Reallocation of the Project Affected People (PAP) completed by 2019	To survey the new site To construct necessary infrastructure for PAP	2018 2019	TBA	TBA	TBA	IOC	TPDC
2. Availing conducive business environment for project take off	All Agreements/Contracts signed by 2021	To negotiate Agreements/ contracts on Project Implementation	2019	TBA	TBA	TBA	MoE	GNT and IOCs
		To prepare the development plans	2019	TBA	TBA	TBA	IOC	TPDC
		To develop licenses granted and Project Law legislated	2021	TBA	TBA	TBA	MoE	IOCs and TPDC
3. Project Execution (construction)	Consultants and contractor in place by 2021	To procure Government Transaction Advisor	2018	TBA	TBA	TBA	MoE	TPDC
	Site layout and Inlet facilities in place by 2020	To procure contractor	2021	TBA	TBA	TBA	IOC	TPDC
		To conduct logistic study to identify needs in facilitating the transportation of inlet facilities	2020	TBA	TBA	TBA	IOC	TPDC
	LNG train configuration by 2025	To construct inlet facilities	2020	TBA	TBA	TBA	IOC	TPDC
		To test and commission the LNG Plant	2025	TBA	TBA	TBA	IOC	TPDC
4. Strengthening local Capacity and local Participation	Capacity of TPDC and Training Institute enhanced by 2020	To train TPDC staff To capacitate training institutions including VETA, DIT, DMI & MRI	2020 2020	TBA	TBA	TBA	MoE	TPDC MoE / IOCs/ TPDC
	Procurement of local goods and services enhanced by 2021	To create a mechanism and awareness plan for supply of domestic goods and services including enforcing the Local Content Policy	2021	TBA	TBA	TBA	MoE	IOC /TPDC
Total				13,000	13,000			

Table AVI: MASS TRAINING OF RARE AND SPECIFIC PROFESSIONALS

Objectives	Outputs/Targets	Activities	Time Frame	Finance (Tsh Mil)			Responsible	
				Total	Govt	Pty	Lead	Others
1. To ensure full Operationalization of both MAMC and Dodoma School of Medicine	Full functioning of MAMC at Mloganzila Campus School of Medicine by June 2021	To employ professional and supporting staff	2017 – 2021	113,400	113,400	-	MoEST	PO-PSM
		Installation of medical facilities and equipments	2017 – 2019	18,980	18,980	-	MoEST	-
		To train recruited MAMC staff.	2017 – 2018	6,290	6,290	-	MoEST	-
	50 percent of the required academic and support facilities to support 15,000 students in place at Mloganzila Campus by June 2021.	To construct teaching, accommodation facilities and staff offices	2017 – 2021	707,400	707,400	-	MoEST	MoHCGEC, LGAs Private sectors
		To construct and procure equipment for the multipurpose Building for CoECVS.	2017-2019	20,000	20,000	-	MoEST	AfDB
	Centre for excellence in Cardiovascular Sciences (CoECVS) established by June 2021.	To train staffs in different specialized courses in Cardiovascular Sciences	2017-2019	2,650	2,650	-	MoEST	AfDB
		To construct a hospital for Cardiovascular diseases	2020-2021	89,100	89,100	-	MoEST	AfDB
	Increased enrolment of medicine students at Dodoma School of Medicine by June 2021.	To increase teaching equipments and materials	2017 – 2021	3,000	3,000	-	MoEST	MoHCGEC, HELSB, TCU
		To construct class rooms, Lecture theatres and Laboratories	2017 – 2021	15,000	12,300	-	MoEST	MoHCGEC, LGAs, Private sectors
		To construct students hostels and cafeteria and necessary infrastructure	2017 – 2021	29,000	29	-	MoEST	MoHCGEC, LGAs, Private sector
2. To strengthen training and scholarship fund for scientists, engineers and other rare professionals	Training for scientists, engineers and other rare professionals enhanced by June, 2021	To train 900 Tanzanians – 450 artisans, 300 technicians, and 150 university graduates in oil and gas-related skills	2017 – 2021	3,300	3.3	-	MoEST	PMOLYED, TEA, TIA, TCU, NACTE, VETA
		To increase student enrolment for scientists, engineers and other rare professionals in bachelor, masters and PhD levels	2017 – 2021	2,612,150	2,612.15	-	MoEST	PMOLYED, TEA, TIA, TCU, NACTE, VETA

Objectives	Outputs/Targets	Activities	Time Frame	Finance (Tsh Mil)			Responsible	
				Total	Govt	Pty	Lead	Others
3. To increase financing and support R&D activities	Scholarship provision fund for scientists, engineers and other rare professionals increased and strengthened by June 2021	To sponsor students in specialized sectors of Oil, Gas, ICT, Mining, Agri-business, and transportation	2017 – 2021	-	-	-	MoEST	TEA, TIA, TCU, NACTE, VETA
		To enforce mechanism for ensuring effective use of scholarship opportunities	2017 – 2021	-	-	-	MoEST	TEA, TIA, TCU, NACTE, VETA
	1% of GDP availed for R&D by 2021	To build human resources capacity in R&D institutions	2017 – 2021	28,400	20,000	8,400	MoEST	COSTECH
		To support Research grants in national priority areas	2017 – 2021	14,600	10,000	4,600	MoEST	COSTECH
		To support construction/ rehabilitation/ installation) of research infrastructure and/or facilities in R&D Institutions	2017 – 2021	95,400	90,400	5,000	MoEST	COSTECH
		To enhance private sector participation on financing R&D and uses of research results	2017 – 2021	1,600	1,000	600	MoEST	COSTECH
		To promote Innovation initiatives through start-ups and incubation programmes	2017 – 2021	53,000	36,000	17,000	MoEST	COSTECH
		To promote use of emerging Technologies to create more jobs and increase efficiency and productivity	2017 - 2021	3,600	2,000	1,600	MoEST	COSTECH
		To improve technology transfer systems to stakeholders and markets	2017 - 2021	31,400	20,400	11,000	MoEST	COSTECH
		TOTAL (Tshs.)			1,238,732	1,190,532	48,200	

Table AVII: SPECIAL ECONOMIC ZONES (SEZs)

Objectives	Output/ Target	Activities	Time	Financing Cost (Tshs Mil)			IMPLEMENTER	
				Total	Govt	Private	Lead	Supporting
1. Promote industrialization by providing necessary supporting infrastructure	Bagamoyo SEZ land compensation and relocation of communities completed by June, 2021 Kigoma SEZ established by June 2019	To value the remaining 3,257 ha land and pay compensation	2018	81,450	81,450	-	EPZA	MITI, MoFP
		To pay outstanding and new claims for compensation	2018	51,300	-	51,300	SPV	MoFP ,MLHHSD,MITI
		To resettle Pande and Zinga residents	2019	102,000	-	102,000	SPV	MoFP ,MLHHSD,MITI
		To register Title Deed	2019	3,500	3,500	-	EPZA	MoFP, MLHHSD, MITI
		To prepare detailed Project's Master Plan and 3D model	2018	1,500	-	1,500	SPV	MLHHSD,MITI
		To promote investment	2019	500	500	-	EPZA	TIC
		To establish a Special Purpose Vehicle (SPV)	2017	500	500	-	EPZA	MITI,MDAs
		To develop supporting infrastructure (roads, Electricity transmission lines and gas supply	2019	382,500	-	382,500	SPV	TANROADS MoFP, MITI, TANESCO, TPDC
		To develop supporting infrastructure for SGR from Bagamoyo to Mpiji	2020	3,960	-	3,960	SPV	TRC, MoFP , MITI,
		To construct Wazo-Hill- Bagamoyo (44km); Makofia- Mlandizi (36.7km) and Mbegani-Bagamoyo (7.2km) roads	2018 - 2021	87,000	87,000	-	TANROADS	MWTC, MLHHSD, EPZA, MITI
		To value the remaining 2,309 ha and pay compensation	2019	33,100	-	33,100	EPZA	MoFP/MLHHSD
		To pay the outstanding and newly valued land compensation	2018	2,300	-	2,300	EPZA	KIGOMA REGIONAL ADMINISTRATION/ MoFP/ MLHHSD
		To register Title Deeds 3,000ha	2019	850	850	-	EPZA	MLHHSD,MITI
To conduct Strategic Environment Assessment (SEA)	2018	150	150	-	EPZA	NEMC, VPO		
To promote project to development partners	2019	300	300	-	EPZA	TIC		
To construct-site and Off – Site Infrastructure	2018	10,000	10,000	10,000	SPV	MoFP, MITI		

Objectives	Output/ Target	Activities	Time	Financing Cost (Tshs Mil)			IMPLEMENTER	
				Total	Govt	Private	Lead	Supporting
		To undertake project implementation monitoring and evaluation	2018	500	500	-	EPZA	MoFP, MITI
		To pay outstanding compensation claims	2018	2,700	2,700	-	EPZA	MoFP, MITI
		To register Title Deed	2019	850	850	-	EPZA	MoFP/ MLHSD
		To conduct Strategic Environment Impact Assessment (SEA)	2018	500	-	500	Private investor	EPZA, VPO
		To articulate land, conduct Feasibility study, Master plan and 3D model	2018	1,125	-	1,125	Private investor	MHLS, EPZA
		To conduct Cadastral Survey	2018	500	-	500	Private investor	MLHSD, EPZA
		To promote project to development partners	2019 - 2021	150	150	-	EPZA	MoFP, TIC, MFA, MITI
		To construct On-site and Off-Site Infrastructure	2019 - 2020	15,000	-	15,000	Private investor	EPZA
		To conduct SEA	2018	500	500	-	EPZA	MITI, VPO
		To articulate land, conduct Feasibility study, Master plan and 3D model	2018	850	850	-	EPZA	MLHSD, MITI, MoFP
		To conduct Cadastral Survey	2018	200	200	-	EPZA	MLHSD, MITI, MoFP
		To promote project to development partners	2018 - 2021	150	150	-	EPZA	TIC, MFA
		To construct On-site and Off-Site Infrastructure	2018 - 2020	150	150	-	EPZA	MITI, MoFP
		To conduct SEA	2018	50	-	50	Private Investor	MITI, VPO
		To articulate land and prepare Feasibility and Master plan and 3D model	2018	850	-	850	Private Investor	MLHSD, MITI, MoFP
		To conduct Cadastral Survey	2018	20	-	20	Private Investor	MLHSD, MITI, MoFP
		To conclude gas purchase agreement with investors	2018	-	-	-	MoE	TPDC
		To construct infrastructure and install machinery	2018	1,000,000	-	1,000,000	Private investor	MITI, MoFP

Objectives	Output/ Target	Activities	Time	Financing Cost (Tshs Mii)			IMPLEMENTER		
				Total	Govt	Private	Lead	Supporting	
2. To Strengthen institutional coordination mechanism for the implementation of SEZ projects	Kurasini Trade and Logistics hub established by June, 2021	To pay Outstanding compensation claims	2018	800	800	-	EPZA	MoFP, MLHHS, MITI	
		To conduct SEA	2018	750	750	-	EPZA	VPO, MITI	
		To conduct Cadastral Survey	2018	30	30	-	EPZA	MITI, MoFP	
		To register Title deed	2018	450	450	-	EPZA	MoFP, MLHHS, MITI	
		To construct On-site and Off-Site Infrastructure	2019 -2020	22,100	-	22.1	Private investor	MITI, MoFP	
		To source appropriate Investors	2018 -2021	-	-	-	MITI	EPZA	
		To establish dialogue framework for orderly and regular engagement with RALGs to gather support and harmonize priorities	2019	500	500	-	EPZA	LGAs, MITI, RGAs	
		To conduct media campaign to get general public buy-in for SEZ projects	2018	300	300	-	EPZA	MITI	
		To organize local marketing campaigns to create awareness and appetite for local SMEs and primary production sector	2019	150	150	-	EPZA	SIDO	
		To review EPZ Act and SEZ Act and Other relevant Laws	2018	550	550	-	EPZA	MITI, MDAs	
3. To provide necessary investment environment as well as, institutional framework to enhance investors' confidence	Legal and Regulatory Framework enhanced by June 2018	To review National Investment Policy	2018	10	10	-	MITI/EPZA	MDAs	
		To provide regular training to staffs on management of SEZ projects	2018	200	100	100	EPZA	MITI, MEST, Private sector	
		To initiate exchange programme	2020	500	300	200	EPZA	MITI, DPs, Partner institut.	
		To equip the institution with necessary working facilities	2020	500	300	200	EPZA	MoFP, MITI	
		To increase number of recruited staffs to manage a specific SEZ project.	2017 - 2021	-	-	-	EPZA	MITI, MoFP	
		To equip staffs with all necessary facilities	2017 - 2021	100	100	-	EPZA	MITI, MoFP	
		To conduct regular training to all staffs to be able to manage SEZ projects	2017 - 2021	-	-	-	EPZA	MITI, MoFP	
		Human capacity to all SEZ enhanced by June 2021							

Objectives	Output/ Target	Activities	Time	Financing Cost (Tshs Mil)			IMPLEMENTER	
				Total	Govt	Private	Lead	Supporting
4. To promote processing of agro products and other raw materials for value addition	SMEs and primary production sectors investment in SEZs enhanced by June, 2019	To establish dialogue framework with Private Sector and MDAs on primary production Sectors	2019	500	500		EPZA	TPSF, MITI, MDAs
		To conduct Media campaigns on available opportunities from existing SEZ	2018	200	200		EPZA	MDAs, MITI
	To train SMEs and primary producers.	2019	500	500		MITI	MDAs, MITI	
	SMEs industrial clusters for Textile and leather established by June, 2020	To allocate serviced industrial land equipped with relevant infrastructure for textile and garments industries at Bunda, Simiyu and Mwanza.	2017 - 2019	TBA*	-	-	LGAs (Simiyu, Bunda & Mwanza)	MLHSD, PO-RALG, MWTC, MoE, MOWI
		To allocate serviced industrial land equipped with relevant infrastructure for Leather and leather products at Dodoma, Shinyanga, Mara, and Singida.	2018 - 2020	TBA*	-	-	LGAs (Dodoma, Shinyanga, Singida and Mara)	MLHSD, PO-RALG, MWTC, MoE, MOWI
Total				1,727,690	135,155	1,592,535		

TBA* = Cost to be determined after completion of feasibility study

Table AVIII: MKULAZI HOLDING CO. LTD (MHCL)

OBJECTIVES	TARGETS/KEY OUTPUTS	ACTIVITY	Time Frame	Financing (USD)			RESPONSIBLE	
				Total	Govt	Pty	Lead	Others
1. Development of Commercial Agriculture sugarcane production Mkulazi II	4800 Hectares of Mbigiri sugarcane Farm revamped by December, 2021	Soil Test	2018	19,074.78	19,074.78	0	ARI-Mlingano	MHCL, Prisons Corporation
		Land Preparation and planting of 1200 Hectares	2018	963,411.96	963,411.96	0	MHCL	Prisons Corporation
		Land Preparation and planting of 2400 Hectares	2019	1,926,823.92	1,926,823.92	0	MHCL	Prisons Corporation
		Land Preparation and planting of 1200 Hectares	2020	963,411.96	963,411.96	0	MHCL	Prisons Corporation
2. Supporting sugar cane out growers in adjacent areas	Out growers to supply sugarcane to the Mbigiri Factory by December 2021	Designing and Installation of Irrigation Infrastructures	2020	8,128,104.35	8,128,104.35	0	MHCL	Prison Corporation
		To engage the Contractor for designing and construction of 9kms of the farm roads and culverts	2018	869,565.22	869,565.22	0	MHCL	Prison Corporation
		To purchase and install Light and Heavy duty machines	2017-2018	4,518,865.22	4,518,865.22	0	MHCL	MHCL
3. Development of Sugar Plant mills	Sugar cane factory constructed to produce 30,000 tonnes of sugar annually by December 2018	Development of Outgrowers Policy and Legal Framework	2018	0	0	0	MHCL	MHCL
		To provide extensions services to out-growers	2020	58,200.00	58,200.00	0	MHCL	Mvomero / Kilosa Districts
4. Development of infrastructure in the area through construction of roads and bridges	7 km road leading to the project site (Mbigiri Project) constructed June 2018	Designing, manufacturing, installation and commissioning of the sugar cane industry and all necessary infrastructures (Design and Build Methodology)	2017-2019	19,995,000.00	19,995,000.00	0	MHCL	Prisons Corporation
		Renovate and construct Factory buildings, warehouses, offices and office fixtures	2017-19	2,450,000.00	2,450,000.00	0	MHCL	Prisons Corporation
		To engage the Contractor for designing and construction of the road and culverts	2018	521,739.13	521,739.13	0	MHCL	Prisons Corporation

OBJECTIVES	TARGETS/KEY OUTPUTS	ACTIVITY	Time Frame	Financing (USD)			RESPONSIBLE	
				Total	Govt	Pty	Lead	Others
5. Development of Estate	Rest Houses, Senior, Middle and Lower Carder Staff Houses Constructed	Design and Building of estate Houses and Police Station	2020	4,482,173.90	4,482,173.90	0	MHCL	Prisons Corporation
		To conduct detailed Feasibility Study to establish financial viability of the project	2018	83,478.26	83,478.26	0	NSSF & PPF	UDSM, SRI
6. Development of Commercial Agriculture Sugarcane production Mkulazi I	23,000 hectares of sugarcane farm developed by 2021	To undertake Soil Testing and development of Land use Master Plan	2018	53,105.39	53,105.39	0	ARI-Mlingano	MHCL
		To conduct Environmental and Social Impact Assessment	2018	36,460.87	36,460.87	0	IRA	MHCL
		Installation of Electricity to the Farm	2019	1,800,000.00	1,800,000.00	0	TANESCO	MHCL
		To undertake Seed Multiplication and Variety Evaluation	2020	415,217.39	415,217.39	0	SRI –Kibaha, MHCL	Prisons Corporation
		Engage contractor and Construction of Dams for water reservoirs	2020	4,300,000.00	4,300,000.00	0	MHCL	MHCL
		To engage the Contractor for designing and construction of farm roads and culverts	2020	5,000,000.00	5,000,000.00	0	MHCL	MHCL
		Land preparation and commercial farming for sugarcane plantation	2018-2019	2,587,782.61	2,587,782.61	0	MHCL	MHCL, Prison Corporation
Dams and drilling of boreholes around the farm constructed by 2021	Support outgrowers of sugarcane through trainings, formation of groups and Cooperatives (AMCOS) and provide financial linkages	2020	2,853,606.00	2,853,606.00	0	MHCL	NEEC, PMO (Youth Development), TCDC	
		2017	13,176.09	13,176.09	0	Geological Survey of Tanzania	MHCL	
		To engage Contractor for designing and installation of the irrigation systems (Priority first to the sugarcane seeds-Nursery)	2020	30,013,043.48	30,013,043.48	0	MHCL	MHCL

OBJECTIVES	TARGETS/KEY OUTPUTS	ACTIVITY	Time Frame	Financing (USD)			RESPONSIBLE		
				Total	Govt	Pty	Lead	Others	
7. Development of Sugar plant mills for production of sugar	Sugar plant mills for production of 200,000 metric tons of sugar annually. Constructed by June 2020	Designing, manufacturing, installation and commissioning of the sugar cane industry and all necessary infrastructures (Design and Build Methodology)	2020	59,940,000.00	59,940,000.00	0	MHCL	MHCL	
8. Development of infrastructure in the area through construction of roads and bridges	61 km road leading to the site of the project constructed June 2018	To commission the sugar mill and begin commercial operation	2019-2020	0	0	0	MHCL	MHCL	
9. Development of Estate	Senior, Middle and Lower Carder Staff Houses Constructed	To engage the Contractor for designing and construction of the road	2018	869,565.22	869,565.22	0	MHCL	MHCL	
		Design and Building of estate Houses and Police Station	2020	3,730,434.78	3,730,434.78	0	MHCL	MHCL	
		Total		156,592,240.53	156,592,240.53	0			

Note: Exchange rate used for activities which are carried out locally is USD 1= Tshs. 2300

Table A VIII: RUFIJU HYDRO POWER PROJECTS

Objectives	Outputs/Targets	Activities	Time Frame	Total	Govt	Pty	Lead	Others
Increase to the national grid 2100MW by constructing the Rufiji hydro- power project	Rufiji Hydro Power Project 2,100MW constructed by June, 2021	Updating the feasibility study and detail design	2017	6,232,950	6,232,950		MoE	TANESCO, Private Sector, TANROADS, Contractors, DPs Consultants, DPs
		Construction of projects supportive infrastructure	2017					
		Procure Consultant and Contractor	2018					
		Completion of the contractual obligations for the construction	2018					
		To secure funds for the construction	2017-18					
		Construction of the power plant and transmission lines	2018-2021					
		Strengthening local Capacity and local Participation through training	2017-2018					

Table B I: MANUFACTURING SECTOR

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
INTERVENTIONS TO PROMOTE PARTICIPATION OF PRIVATE SECTORS IN INDUSTRIALIZATION								
Develop specialised Industrial skills and appropriate technology	Enhance local industrial skills by 2020	To undertake the industrial skill needs assessment	2017- 2018	150		100	MITI	MDAs Private Sector
		To formalize students' apprenticeship training in industrial based establishments	2018-2019	100		80	MoEST	MITI, PO-PSM, VETA, PMO-LYD, Private Sector
	Supportive policies for industrial investment attained by 2021	To introduce training for industry specific skills such as textile and apparel, lapidary and leather	2018-2019	130		70	MoEST	MITI, COSTECH, Private Sector
		To review and harmonise industrial development related policies	2017-2018	0		0	MITI	MFP, AGC, MJCA, PMO, PORALG
Improving Industrial business environment	Land acquisition bottlenecks removed by 2021	To review and streamline laws and regulations which are unfriendly to industrial investment	2017 – 2019	100		100	PMO – LEYD	MITI, MDAs, Private Sector MOHA
		To shorten procedures for acquiring land for investments	2017-2018	100		100	MLHHSD	PO-RALG
	Local Industries Protected by 2021	To undertake industrial zoning for effective land use	2017 – 2019	300		300	MITI	MLHHSD; MITI, LGAs
		To control export of raw materials	2018 – 2020			50	MITI	MDAS
		To undertake awareness creation on the use of locally produced goods	2017 – 2021	1,000		150	MITI	MDA, Private Sector
		To review local procurement policies to ensure at least 40% is procured from locally produced goods	2017 – 2020	100		100	MFP	MDA, Private Sector
		To impose more tax on imported cheap products/goods	2017 – 2020	20		20	MFP	MDA Private sector
		To strengthen and facilitate the development of small, medium and large-scale agri-business services and agro-processing	2017 – 2019	5,100		100	MITI	MALF

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Monitoring private sector industrial projects	Monitoring mechanism for private sector investments established and operational by 2018	To establish an Industrial Desk at LGA level	2017-2018	0		0	PO-RALG	PO-PSM, MITI
		To develop a Framework for identifying and reporting private sector industrial investments	2017-2018	200		200	MITI	MDAs, Private sector
		To prepare annual comprehensive report on status of private sector Industrial projects	2017-2018	300		300	MITI	PO-RALG, Private Sector
SMALL AND MEDIUM ENTERPRISES (SMEs)								
Facilitate availability of working sites	Four SME Industrial Clusters (Groundnut, furniture, handcraft) established by June 2021	To conduct 5 baseline studies on rice, sunflower, leather, cashew nuts and honey value chains in respective regions/districts	2017 – 2019	50		0	MITI	SIDO/PO-RALG/MALFD
		To acquire 150 acres of land for rice clusters (50 Mbeya, 50 Morogoro and 50 Shinyanga and design, construct standard facilities (packaging facilities, storage, grading, and branding)	2017-2019	820		0	MITI	PO-RALG/SIDO; MLHSD; MALFD
		To improve industrial basic infrastructure in Morogoro, Mara, Shinyanga, Lindi, Kagera, Songea, Sumbawanga and Singida	2017-2019	15,220		0	MITI	SIDO/PO – RALG/MEM/MOWI
		To identify and acquire appropriate technologies to be used in the Rice clusters for milling, grading and packaging	2017-2021	120		0	MITI	SIDO
		To train 150 potential entrepreneurs on rice value chain in the 3 regions	2017-2019	195		0	MITI	SIDO
		To acquire 20 acres of land for groundnut cluster in Mpwapwa – Dodoma and conduct initial design for standard facilities	2017 – 2019	410		0	MITI	SIDO/PO-RALG, TBS /MALFD
		To select 50 potential entrepreneurs who will operate in Groundnuts clusters	2017-2019	270		0	MITI	SIDO/PO –RALG

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
		To design and construct standard facilities for groundnuts cluster in Mpwapwa	2017-2020	6,080		0	MITI	SIDO/PO-RALG
		To identify and acquire appropriate technologies	2017-2020	4,840		0	MITI	SIDO/PO –RALG
		To train 50 potential entrepreneurs on groundnuts value chain	2017-2019	155		0	MITI	SIDO/PO-RALG
		To acquire 100 acres of land for furniture cluster in Bagamoyo	2017-2019	530		0	MITI	SIDO/PO – RALG
		To select and train 100 potential entrepreneurs to operate in furniture cluster	2017-2019	230		0	MITI	SIDO/PO –RALG
		To design and construct standard facilities (storage and modeling) for furniture cluster	2017-2020	4,840		0	MITI	SIDO/ PO –RALG/ TBA
		To identify and acquire appropriate technologies to be used in the Furniture cluster	2017-2020	120		0	MITI	SIDO/TEMDO
		To acquire 15 acres of land for handcraft cluster (5 in kinondoni, 5 in Ilala and 5 in Temeke)	2017-2019	810		0	MITI	SIDO/ PO-RALG/ MLHSD
		To select and train 300 potential entrepreneurs handcraft clusters (100 in each region	2017-2019	70		0	MITI	SIDO/PO – RALG
		To design and construct standard facilities for hand craft clusters in Dar es salaam	2017-2020	2,340		0	MITI	SIDO/ PO – RALG/ TBA
		To identify and acquire appropriate technologies	2017-2020	120		0	MITI	SIDO

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Improves access to markets and information for SMEs	Industrial packaging material center (DAR ES SALAAM) established by June, 2021	To conduct a needs assessment study of the Dar es salaam Industrial Packaging Centre	2017-2018	134		0	MITI	SIDO/PO –RALG/TIRDO
		To conduct packaging material needs assessment	2017-2018	413		0	MITI	SIDO
		To identify and acquire appropriate technologies to be used	2017-2021	1,428		0	MITI	SIDO/TIRDO
Facilitate availability of Working sites	SMEs operations formalized by June, 2021	To prepare the guideline and ensure local authorities allocate working sites for SMEs	2017-2021	240		0	MITI	PO - RALG
		To prepare licences/ special identity cards for SMEs operations	2017-2021	120		0	MITI	PORALG/SIDO/RITA
		To prepare a sustainable plan for assessing implementation of the SMEs operation guideline	2017-2019	120,000		0	MITI	SIDO
Improve access to business development services	Business development Services strengthened by June, 2021	To conduct regular trainings on how to comply with the SMEs operation guideline	2017-2021	120,000		0	MITI	SIDO
		To build capacity to 2000 SMEs in value addition	2017-2021	355		0	MITI	SIDO
		To link 2000 SMEs with local and international markets	2017-2021	285		0	MITI	SIDO/TANTRADE/TBS/MFAEC
Supporting SME Competitiveness through technology and Innovation	Three Model schemes for engagement of SME sector to commercial banks developed by June, 2019. Two Guarantee schemes for SMEs to access resources from financial institutions established by June 2019	To analyse the relevance of the existing credit guarantee scheme and assess its effectiveness	2017-2019	290		0	MITI	SIDO/CRDB/ BOT/ MOFEA
		To facilitate the establishment of three modal schemes for engagement of SME sector to commercial banks	2017-2019	5,400		0	MITI	SIDO/BOT/MOFEA

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Improving business environment	Three Model schemes for engagement of SME sector to commercial banks developed by June, 2019.	To assess effectiveness of credit guarantee schemes	2017-2018	230		0	MITI	SIDO/MOFEA/BOT
	Modern and appropriate technology availability to SMEs facilitated by June, 2021	To facilitate establishment of two schemes for engagement of SME with commercial banks	2017-2019	25,000		0	MITI	SIDO/MOFEA
	Number of SMEs in two (2) sub-sectors (handicrafts and artisanal, Spices) complied with business regulations implemented by June, 2021	To identify gaps on the technologies used by SMEs and facilitate the acquisition of new and modern technologies	2017-2019	1,548		0	MITI	SIDO/COSTECH/TIRDO/TEMDO/CAMARTEC/MOEST/MIEST
	A regulatory body on Business Development Services (BDS) standards established by June, 2019	To select and train 500 potential entrepreneurs 250 from handicrafts and 250 from artisanal spices)	2017 – 2021	3990		0	MITI	SIDO/MCAS
	6 BDS providers (SIDO, COSTECH, VETA, TBS, TFDA, WMA) sensitized to deliver services to SMEs by June, 2020	To prepare organization structure of BDS standards and draft a bill for amendment of SIDO act No. 28/1973	2017-2018	325		0	MITI	SIDO/ MOJCA
		To prepare a guideline for BDS providers	2017-2018	220		0	MITI	SIDO/COSTECH/VETA/TBS/TFDA/WMA/
		To conduct 15 regular consultative meetings with BDS providers and beneficiaries	2017-2020	310		0	MITI	SIDO/COSTECH/VETA/TBS/TFDA/WMA/TCCIA/VIBINDO

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
	SME Policy of 2003 reviewed by June 2019 SME Policy of 2003 reviewed by June 2019	To procure consultant and local team to guide the review of SMEs Policy	2017-2018	158	0	0	MITI	MOFEA
		To conduct at least five (5) consultative meetings with stakeholders	2017–2018	35	0	0	MITI	SIDO/TPSF/ TCCIA/
		To prepare draft policy and implementation strategy	2018– 2019	703			MITI	SIDO
		To draft a bill for amendment of SIDO Act No. 28/1973	2018-2019	112			MITI	SIDO/ MOJCA
	National SME Coordinating Body put in place by June, 2019	To prepare regulations for the amended SIDO Act No. 28/1973	2017–2018	228	0	0	MITI	SIDO/TPSF/ TCCIA/ PRIVATE SECTOR
		To formulate a new SIDO organization structure	2018–2019	418	0	0	MITI	SIDO
		To procure consultant and local team to guide the review of SMEs Policy	2017-2018	158	0	0	MITI	MOFEA
		To prepare a proposal for the establishment of National SME coordinating Body and structure	2017–2019	165		0	MITI	SIDO
	SMEs bank in place by June, 2020	To draft a bill of an act for the establishment of National SME coordinating Body	2018–2019	128	0	0	MITI	SIDO/ MOJCA
		To mobilize capital for the SMEs bank & open at least one branch by June, 2020	2017-2020	139,100	0	0	MITI	SIDO/MOFEA/BOT/ VIBINDO/TCCIA/ TPSF SIDO/BOT

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
COTTON TO CLOTHING SECTOR								
1. Profitability of cotton production raised	New improved cotton seed variety introduced and multiplied to at least 450,000 tons by 2020.	To facilitate ARI Ukiriguru and Ilonga to multiply and disseminate new improved cotton seed	2017 – 2020				MALF	ARIs,
		To facilitate ARI to undertake research on soil and other aspects for increased productivity	2017-2020					
		To expand cotton seed breeding area to 150 hectares	2018	4,000		1,000	MALF	ARIs
		To produce at least 32 tons of pre-basic seeds	2018				MALF	ARIs, TCB, ASA, TOSC
		To distribute the new cotton seed to farmers for testing	2019				MALF	ARIs
		To facilitate and finance TOSC to undertake seed inspection	2020				MALF	ASA
		To multiply cotton seed production to at least 450,000 tons	2020		120,000	40,000	MALF	ASA, LGAs, TCB, TOSC, prisons, JKT, CDTF, GATSBY AFRICA, DFID, seed companies
		To improve timely distribution of cotton seeds	2018		19,152	9,152	TCB	Cotton ginners, ASA CDTF, ginners
		To establish farmers database for easier traceability of farmers and acreage estimation	2019		14,774	6,774	MALF	TCB, GATSBY AFRICA, CDTF, LGAs, GINNERS & TACOGA
		To institute an improved cotton input distribution	2020		14,770	7,000	MALF	TCB, TACOGA, LGAs TPRI, ASA
		To institute an improved input pricing system	2020		70,620	35,000	MALF	TCB, Consultant & GATSBY AFRICA
		To improve availability of quality and extension services to farmers at village level	2020		12,217	6,000	MALF	TCB, TACOGA, LGAs, ARIs, ginners, farmers

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers		
				Total	Govt.	Private	Leader	Others	
2. Seed cotton pricing and farmers profitability improved		To re-install enforceable system to ensure cotton agronomy standard practices	2018	2,829		1,000	MALF	TCB, TACOGA, LGAs, ARIs, ginners, farmers	
		To facilitate farmers to be organized and coordinated into contract farming/voluntary co-operative schemes along value chains	2020	2,000		500	MALF	TCB, CDTF, GINNERS GATSBY AFRICA, LGAs, CDTF	
		To institute a robust and enforceable inspection system for cotton agronomy practices and quality before sale	2017	1,000		200	MALF	TCB, LGAs, TACOGA	
		To restore the 2 cotton grading system and align pricing accordingly by enforcing the 2001 Cotton Act and its regulations	2017	1,000		200	TCB	TACOGA, ginners, LGAs, CDTF	
		To set standards for cotton storage sheds and inspectorate	2020	31		-	MALF	TCB, DPs, GATSBY AFRICA, CDTF, LGAs, ginners	
		To operate cotton mobile courts	2017 - 2021	119		29	MALF	TCB, LGAs	
		To put in place a robust cotton labelling and traceability system	2017	200		100	MALF	TCB, ginners/ginners	
		To establish a cotton price stabilization fund	2019	360,000		180,000	MALF	TCB	
		To register contract farming and voluntary cooperative schemes	2018	450		50	MALF	GATSBY AFRICA, CDTF, DFID, TCB, TACOGA, ginners, LGAs	
		To facilitate farmers participation in contract farming/voluntary cooperative schemes	2017 - 2021	2,061		261	MALF	GATSBY AFRICA, CDTF, DFID, TCB, TACOGA, ginners, LGAs	
	To legitimize by law the existence of and requirement for farmers to be organized and coordinated through contract farming/cooperatives	2018	2,000		1,000	MALF	TCB, GATSBY AFRICA, CDTF, DFID, TACOGA, ginners, LGAs		

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
3. Access of cotton farmers to capital improved	Safeguards farmers from cheating and enhanced cotton quality checks by June, 2021	To set bailing labelling standards	2017/18	6,800		4,800	MALF	TCB, ginnerers
		To enforce calibrations of weights and measures as well as packaging size standards	2017 -2021	99		49	MITI	TCB, WMA, ginnerers, LGAs,MALF
3. Access of cotton farmers to capital improved	Contract farming and agreements under voluntary associations enforced by June 2020	To campaign and advocate on benefits of working in contractual agreements and cooperatives	2017	2,128		428	MALF	
		To facilitate farmers' associations to operate more commercially	2018 -2019	100		50	MALF	
		To facilitate farmers' groups to establish Saving and Cooperative Societies	2018	100		50	MALF	LGAs, TCB, TACOGA ,CDTF, GATSBY AFRICA,
		To Advocate campaign on benefits of forming and joining SACCOS and other joint saving and investment schemes	2017 - 2020	100		50	MALF	
		To provide entrepreneurship and marketing skills to members of farmers associations	2018	100		50	MALF	
4. Production in textile and garments industries revamped	Nine existing textile and garments factories rehabilitated, up-graded and modernized by June 2021	To upgrade Jambo Spinning	2020	40,000		40,000		
		To upgrade Morogoro Canvas Mills	2020	40,000		40,000		
		To upgrade MeTL Industries	2020	40,000		40,000		
		To upgrade NIDA/Namera	2020	40,000		40,000		
		To expand Sun Flag factory	2020	50,000		50,000		
		To expand Mazava factory	2020	500,000		500,000	MITI	TDU, TEGAMAT, MoFP, TDU
		To expand A to Z factory	2020	5,000		5,000		
		To modernize Tanzania- China Friendship Textile Company Ltd (FTC)	2020	50,000		50,000		
		To expand TOUKU Garment at BWM-SEZ, Mabibo –DSM	2020	28,000		28,000		
		To revive Kiltex –Arusha	2020	65,000		65,000		
To revive Mbeyatex	2021	65,000		65,000				

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers					
				Total	Govt.	Private	Leader	Others				
Seven ginneries diversified to textile factories by 2020	To diversify seven ginneries to textile mills (Fresho ginnery Co. Ltd ,Gaki Ginnery Co. Ltd, Olam Ginnery Co. Ltd, Njalu Ginnery Investment Ltd, Nsagali Investment Co. Ltd, Kagri Ginnery to Ltd Great Lakers Textile mills; Alliance Ginnery Co.)	To diversify seven ginneries to textile mills (Fresho ginnery Co. Ltd ,Gaki Ginnery Co. Ltd, Olam Ginnery Co. Ltd, Njalu Ginnery Investment Ltd, Nsagali Investment Co. Ltd, Kagri Ginnery to Ltd Great Lakers Textile mills; Alliance Ginnery Co.)	2020	900		900	MITI	TCB, TDU TEGAMAT,				
				20			MITI	MALF, TFC,MIT				
				10		-	MITI	GATSBY AFRICA, TEGAMAT,				
				50		30	MITI	GATSBY AFRICA, TEGAMAT				
				10		3	MITI	MoE, MoW, TEGAMAT, TANESCO, EWURA				
				10		5	MOFP	TIC, BRELA, MoH, TRA MITI				
				2,000		1000	MITI	MLHSD, EPZA, SIDO, NDC, MoFP				
				10		-	MoTC	MoFP, TIC,TBS, Chief Governmt Chemist				
				10		2	MITI	MOFP,TIC				
				Conducive business environment set for textile and clothing industry by June 2019	To review employment regulations to allow investors to employ sufficient skilled technicians	To review employment regulations to allow investors to employ sufficient skilled technicians	2018	10		-	MITI	GATSBY AFRICA, TEGAMAT,
50		30	MITI					GATSBY AFRICA, TEGAMAT				
10		3	MITI					MoE, MoW, TEGAMAT, TANESCO, EWURA				
10		5	MOFP					TIC, BRELA, MoH, TRA MITI				
2,000		1000	MITI					MLHSD, EPZA, SIDO, NDC, MoFP				
10		-	MoTC					MoFP, TIC,TBS, Chief Governmt Chemist				
10		2	MITI					MOFP,TIC				
Reforms to include FDI in the T&C value chain in place by June 2020	To reduce customs clearance times to 2 working days on average	To reduce customs clearance times to 2 working days on average	2017- 2019					10		-	MoTC	MoFP, TIC,TBS, Chief Governmt Chemist
								10		2	MITI	MOFP,TIC

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
	Established system for cotton lint stocking by June 2020	To create cotton stock fund to facilitate textile factories to buy as they need in required quantities	2020	60,000		20,000	MITI	MOFP, GATSBY AFRICA, TEGAMAT, ginners, TCB TDU,
		To raise stock of cotton lint to 40,000 tons by 2017, 60,000 tons 2018, and 100,000 tons by 2020.	2020					
	Diversified domestic production by June 2020	To invest, diversify and build domestic production capacity of other textile fibres	2020	10		5	MITI	MoFP, TEGAMAT, TDU, GATSBY AFRICA
		To balance domestic textile production value chain with other types of textile fibres Textile fittings and fashion finishing, use of consistence measurements	2020	60,000		20,000	MITI	MITI, TEGAMAT, TDU, GATSBY AFRICA
	Textile and garments domestic skill base improved by June 2020	To strengthen training institutions – VETA and UDSM's textiles department (including establishing textile laboratory)	2018 -20	25,000		11,000	MoEVT	COSTECH, TDU, GATSBY AFRICA TEGAMAT, UDSM, VETA
		To strengthen Tanzania Industrial Research and Development Organization (TIRDO)	2018	4,000		1,000	MITI	TIRDO COSTECH, GATSBY AFRICA

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
5. Marketing and SMEs promotion initiatives supported	Textile and Garment buying house/ stop center established by 2020.	To develop compendium for textile and garment products	2018	20,000		1,500	MITI	TEGAMAT,TDU, TANTRADE, GATSBY AFRICA
		To develop marketing intelligence for textile and clothing	2018	20,000		10,000	MITI	TDU, TIC, TANTRADE, Foreign Affairs, TANTRADE
		To comply with international labour, social and environmental standards	2020	-		-	MITI	TCCIA, TDU, TANTRADE WHAR (Inspector)
6. Policy environment to raise efficiency and competitiveness of the Cotton to Cloths value Chain improved	Institutional support and coordination in place by June 2018	To develop handloom clusters in rural and urban centers	2019	100		20	MITI	LGAs, TCCIA, TDU, ITC TANTRADE
		To set up the Cotton to Cloths forum representing the entire Value Chain	2018	10		5	MITI	TCB, GATSBY AFRICA TEGAMAT,TDU, TACOGA, Ginners
		To introduce measures to implement second hand clothes classification standards	2019	10		-	MITI	EAC, MoFP, TRA, TEGAMAT
		To provide training on identification and customs duty classifications of imported T&C products at Customs	2018	10		2	MoTC	MITI, MoFP, TRA, TPA

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
TOTAL				1,733,810.00		1,282,220.00		
LEATHER AND LEATHER PRODUCTS								
1. Quantity and quality of Hides and Skin improved	Number of heifers produced at Livestock multiplication units increased from 640 to 2000 per annum at (Mabuki, Sao Hill, Kitulo, Nangaramo, Ngerengere) and NARCO beef farm by June 2020	To provide necessary facilities and equipments	2020	2,473		1,000	MALF	LMU, PO-RALG
		To upgrade the quality of pasture (reseeding, replanting)	2019	2,000		500	MALF	LMU, PO-RALG, NAIC USA river
		To train and upgrade 24 artificial insemination technicians	2019	14.4		4.4	MALF	All centers
		To provide adequate semen (bulls acquisition) and storage facilities	2020	100		30	MALF	Uyole Research Institute, Usa-river AI center
		Provision of training facilities and equipments	2020	200		50	MALF	NAIC- Usa river
		To train farmers on better animal husbandry practices	2020	1,280		380	PO-RALG	MALF, ARI, LITI.
		To make 780 heifers available to farmers at affordable price	2020	200		100	MALF	PO-RALG, LMU
		To employ 8,000 more extension officers	2020	22,400		0	PO – PSMGG	MALF, PO-RALG
		To supply improved quality seeds of pasture to farmers & chemical subsidies	2017 - 2020	7,286		2,586	MALF	TALRI, PO-LARG
		To construct and Rehabilitate dips in 50 LGAs for tick bone disease control	2017-2020	7,950		3,950	PO-RALG	MALF
		To institute training of trainers two programs/yr	2017-2020	159.37		59.37	MALF	PO-RALG
		To enforce proper animal identification systems	2017-2018	30		5	MALF	PO-RALG
To Demarcate land for grazing areas at Morogoro, Manyara, Pwani, Katavi, Shinyanga, Mara, Kagera, Geita	2017-2020	800		200	MLHSD	MALF, PO-LARG		

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
To improve the leather and skin grading system and enhance the collection and storage of hides and skin by June 2020	Hides and skin grading system improved by June 2018	To promote and disseminate grading guidelines	2017-2018	100		25	MALF	PO- RALG,TBS,MITI
		Ensure compliance of regulations on hides, skin, and leather trade Act	2017-2018	327.96		110.96	TBS	MITI,PO-LARG,MALF
		To renovate and modernize 10 slaughtering facilities	2017-2021	300		100	PO-RALG	MALF
		To ensure slaughter houses and abattoirs comply to specified standard	2017-2020	22.4		10.4	TFDA	MALF,MITI, UWANGOTA,PO-RALG, TBS,NEMC
		To promote construction of modern abattoirs at Dodoma, Shinyanga, Mara, and Singida in line with leather clusters in Special Economic Zones	2017-2020	6		2	MALF	LAT, PO-RALG, UWANGOTA, TTA, TFDA.
		To renovate existing sheds in Shinyanga, Singida, Tabora, Ukonga and Vingunguti abattoirs	2017-2020	30		10	PO-RALG	MALF
		To construct 15 salting slabs in Mufindi, Rungwe, Mbozi, Rombo, Meru, Hai, Makambako, Njombe, Handeni, Chamwino, Kyela, Kilolo, Same, Mwanga and Uyole.	2017-2020	300		100	PO-RALG	MALF
		To establish and provide quarterly market information on indicative prices	2017-2018	10		4	LAT	MITI, MALF, UWANGOTA, PO-RALG
		To enforce the H&S tracking system	2017-2019	300		-	MALF	MITI, UWANGOTA, PO-RALG, LAT, DIT
		To establish leather board	2017-2018	200		50	MALF	MITI, PMO-RALG, LAT
		To train instructors in leather and leather products technology- India	2017-2021	200		-	MEST	DIT, MITI, MALF,LAT
		To modernize workshops (rehabilitate and construct)	2017-2021	1,435		-	MEST	DIT, LAT MITI,MALF,
		To equip physical and chemical laboratories	2017-2021	500		-	MEST	DIT, MITI, MALF,LAT

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers		
				Total	Govt.	Private	Leader	Others	
2. Improvement of Leather Industry sustainability	Tanneries ability to process quality leather improved by June 2021	To conduct sensitization programs to tanners on upgrading and modernization of leather equipment and machines	2017-2021	26		16	MITI	MOFP, TIC, TTA, LAT, TIB, EPZA	
		To facilitate knowledge transfer amongst local actors	2017-2020	100		50	MITI	PO-RALG, MALF, TALRI, SUA, DIT,	
	Improved leather products manufacturers ability to produce quality products by June, 2021	To conduct sensitization programs to leather products manufactures on upgrading and modernization of equipment and machines	2017-2021	300		200	MITI	PO-RALG, MALF, SIDO, DIT	
		To establish common facility centers at Arusha, Singida and Mwanza	2017-2020	300		50	MITI	DIT, VETA, SIDO, PO-RALG	
	Environmental impact reduced by June 2020	To carry out full environmental impact assessment in order to define a baseline	2017-2020	45		15	MITI	NEMC, TBS, TTA, EPZA,	
		To promote and provide training on the adoption of cleaner technology	2017-2020	20		10	MITI	TIC, TIRDO, DIT, CPC, LAT	
		To ensure compliance with environmental production processes ISO 14000	2017-2018	10		5	MITI	NEMC, TBS, TTA, EPZA	
	Environmental impact reduced by June 2020	To facilitate participation of actors in trade fairs both local and international	2017-2020	400		100	MITI	MALF, TIC, TIRDO, DIT, SUA, SIDO, TANTRADE, LAT, TTA	
		To develop marketing strategy for the leather sector	2018-2021	100		20	MITI	MALF, LAT, TANTRADE	
		To review laws and regulations for procurement in the sector to promote local manufacturers	2017-2018	20		10	MITI	PO-RALG, MALF, SIDO, LAT	
	To promote investment of leather industries in EPZA and SEZ by June, 2020	2017-2020	10		-	MITI	EPZA, LAT, SEZ, MALF, TIC		

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
		To establish leather clusters in Dodoma, Dar es salaam, Mwanza	2017-2020	25,000		5,000	MITI	LAT,PO-RALG SUA, EPZA, SEZ, MALF
		To promote investment on supporting industries (tanning chemicals soles adhesive, threads, and other accessories)	2017-2020	10		-	MITI	TIC, MALF
		To establish collaborative mechanism between research institutions with leather manufacturers within and outside the country.	2017-2020	50		20	MEST	SUA, COSTECH, TEMDO, SIDO, VETA, TIRDO, UDSM
		To promote development of new technology in designs for leather products and in leather processing	2017-2020	150		50	MEST	MITI, VETA, TIRDO, TEMDO ,SIDO, UDSM, COTECH, SUA
		To promote technological transfer in the leather industry between local and international institutions	2017-2020	2,000		500	MEST	MALF, SIDO, TEMDO, TIRDO, DIT, COSTECH, MITI
		Undertake a financial needs-assessment of the sector	2018-2020	150		50	MITI	MITI
		To establish Leather Development window in TIB and TADB	2018-2020	10		0	MITI	MOFF, MALF
		To facilitate leather stakeholders to develop bankable projects	2017-2018	50		10	MITI	TADB, MALF, MITI, TANTRADE
		To establish loan guarantee schemes to leather products manufacturers SMEs	2017-2020	10		-	MITI	MOFF, TIB, TADB, CMSA, LAT

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers		
				Total	Govt.	Private	Leader	Others	
3. Construction of leather and leather products factories at Karanga prison (Kilimanjaro)	Finished leather factory with capacity of producing 3,750,000 sqft per annum in place by June, 2020	To procure contractor for design and build	2017 - 2018	55,570	-	-	Tanzania Prison	PPF, MoHA	
		To install machineries	2017 - 2018				Tanzania Prison	PPF, MoHA	
	Shoe factory capacity improved to produce 1,200,000 pairs per annum by June, 2020	To commission the plant and commence commercial production	2019 - 2020				Tanzania Prison	PPF, MoHA	
		To install new machines to increase production	2017 - 2020				Tanzania Prison	PPF, MoHA	
		To improve marketing by proper branding of shoes	2017 - 2020				Tanzania Prison	PPF, MoHA	
	Soles factory capacity improved to produce 900,000 pairs per annum by June, 2020	To improve advertisement of shoes	2017 - 2020				Tanzania Prison	PPF, MoHA	
		To improve cost control through operational efficiency	2017 - 2020				Tanzania Prison	PPF, MoHA	
		To install new machines to increase production	2017 - 2020				Tanzania Prison	PPF, MoHA	
	Leather articles factory capacity improved to produce 48,000 articles per annum by June, 2020	To improve marketing by proper branding of soles	2017 - 2020				Tanzania Prison	PPF, MoHA	
		To improve advertisement of soles	2017 - 2020				Tanzania Prison	PPF, MoHA	
		To improve cost control through operational efficiency	2017 - 2020				Tanzania Prison	PPF, MoHA	
			To install new machines to increase production	2017 - 2020				Tanzania Prison	PPF, MoHA
			To improve marketing by proper branding of leather articles	2017 - 2020				Tanzania Prison	PPF, MoHA
			To improve advertisement of leather articles	2017 - 2020				Tanzania Prison	PPF, MoHA
			To improve cost control through operational efficiency	2017 - 2020				Tanzania Prison	PPF, MoHA

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
4. Strengthen Policy & institutional Framework for the development of the Leather Sector	Improved coordination of the leather sector institutions by June 2018	To establish data base of actors in the subsector	2018-2020	7,760		2,760	MITI	LAT, TTA, CTI, TIC
		To strengthen vertical and horizontal coordination of Government and non-state stakeholders	2017-2018	100		30	PO RALG	MITI,MALF,MEST
	Conducive business environment Improved by June 2020	To decentralize issuing of permits and licensing of hides and skin to LGAs	2017-2020	20		-	MALF	PO-RALG, MITI
		To train Regional secretariats and LGAs on issuing and monitoring of permits	2019-2020	10		-	MALF	MITI, PO-RALG
		To review and clarify mandates of regulatory bodies and harmonize laws and regulations governing the sector	2019-2020	100		-	MITI	MALF, UWANGOTA, LAT, PO-RALG, AG, TTA
		TOTAL		140,945		18,173		
PHARMACEUTICAL MANUFACTURING								
1. Promoting domestic pharmaceutical production and diversification of supplies to meet domestic demand	Existing domestic pharmaceutical industries rehabilitated and modernized to diversify supplies capabilities by June 2019	To facilitate production of GMP compliant pharmaceutical products based on contractual agreement through advance payments (LC)	2018-2019	250,000		-	MOF	MOHCDGC,MOTI TFDA,TPMA
		To conduct awareness campaign to encourage upgrading of domestic pharmaceutical manufacturing	2017-2018	30		-	TFDA	TPMA, TIC, BRELLA
	Two dedicated pharmaceutical industrial parks developed by June 2019	To develop a list of locally produced pharmaceutical products for selective tenders	2017-2018	20		-	PSU	MOHCDGC, MSD,MoFP,TFDA
		To review import duty on importation of raw materials for local pharmaceutical industries	2017-2018	-		-	MoFP	MOHCDGC, MoFP,TFDA
		To acquire titled land and complete site design	2017-2018	60		-	TIC	MoFP,TFDA, MoLHHS
		To put in place enabling infrastructure and do promotion	2018-2019	270		-	EPZ	MoLHHS

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
2. Enhance speed for technological catch up through revitalized research and development coordination and financing	New industries built and operational in the industrial parks (β-lactam antibiotics, NSAIDS, Cotton products, I.V. Fluids by June 2020	To establish 5 new pharmaceutical industries	2019-2020	50,500		50,000	TIC	TFDA,MoFP
		To conduct quarterly inspections to strengthen quality assurance for exports	2019-2020	50		-	TFDA	EPZA,TIC
	Herbal factory and Veterinary medicine factory constructed by June 2019	To construct herbal factory at the Institute of Traditional Medicine	2018-2019	1,000		-	ITM	MUHAS,TFDAMoE, MoHCGEC
		To facilitate conservation and production of herbal plants					MNRT	MoHCGEC, TFS, LGAs
	Pharmaceutical R & D Centre established and operational by June 2019	To acquire land (title deed) and site design and drawings	2017-2018	30		-	MoHCGEC	TFDA, MoFP, TIC,TRA,MoIT, EPZA,
		To procure consultancy services	2018-2019	300		-	MoHCGEC	MoLHHS,TIC,LAW, EPZ
	R & D Lab at MUHAS – School of Pharmacy strengthened and in operational by June 2019.	To construct R&D center	2019-2020	1,000		-	PPP unit	MoFP,TFDA,TIC
		To develop MOU and sign Joint Venture (JVC)	2017-2018	-		-	TFDA	TPMA*,
	R & D Lab at Allied Science Institution enhanced by June 2020.	To develop skills through attachments, retraining and training	2017-2020	50		-	MoLHHS	UTUMISHI, HIGHER Learning institution, PST, Foreign Affairs
		Site re - design and drawings	2017-2018	200		-	SoP – MUHAS	MoIT, EPZA
		To develop MOU and Sign JVC	2017-2018	-		-	SoP – MUHAS	MoFP,TIC, TRA
		To Procure contractor and expand MUHAS R&D lab	2018-2019	500		-	SoP – MUHAS	MoHCGEC,TFDA,,
	To develop skills through attachments, retraining and training	2017-2020	50		-	MoLHHS	UTUMISHI, HIGHER Learning institution, Foreign Affairs MoLHHS, TIC, LAW	

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
	R & D at Muhimbili Institute of Traditional Medicine (ITM) for Herbal Medicines established by June 2019.	To conduct inspection to ensure compliance to GLP & GMP	2017-2018	50	-	-	TFDA	MOHCGEC, MoF, TIC, NIMR
		To strengthen R&D units in Allied Science Institutions in 4 referral hospitals and upgrade R & D Labs at SUA (equipments, buildings and skills development)	2018-2020	4,500	-	-	TFDA	MOHCGEC, MoF, TIC, TFD
	Research and development for promotional of traditional medicine through medicinal plants and active ingredients by June 2020.	To undertake site design	2017-2018	200	-	-	ITM - Muhimbili	MoFP, TIC, TRA, MoIT,
		To procure contractor for construction of herbal R&D center	2018-2019	4,300	-	-	ITM	TFDA, MoFP
	Human resource, research and innovation skills for pharmaceutical industry strengthened by June, 2020	To develop MoU and Sign Joint Venture (JVC)	2018-2020	-	-	-	-ITM	TPMA*,
		To develop skills through attachments, retraining and training	2017-2020	300	150	150	ITM - Muhimbili	UTUMISHI, HIGHER Learning institution, PST Foreign Affairs,,
	Quality of local Pharmaceutical products improved by 2020	To engage traditional healers & herbalists	2018-2019	20	-	-	ITM	Traditional healers,
		To promote research and development in medicinal plants and their active ingredients through awareness campaigns	2018-2020	600	200	200	ITM	MOHCGEC, TFDA, MoFP, TIC, MoE,
		To acquire technology transfer on production of herbal medicines from abroad	2018-2019	500	200	200	ITM - Muhimbili	UTUMISHI, HIGHER Learning institution
		To increase number of enrolment in basic and post graduate studies to 5 students per year	2018-2020	150	-	-	MOHCGEC	MOHCGEC,TFDA, MoFP,TIC, TRA, MoIT, EPZA, MoLHHS
	To increase the number of admission of pharmacy students in industrial pharmacy courses	2018-2019	200	-	-	MOHCGEC,	MOHCGEC, MoFP, MoE	

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
3. Improve quality of locally manufactured pharmaceuticals by providing a robust quality control mechanisms and institutional support to local industries	Enhance business environment for local manufacturers by June, 2020	To strengthen GMP training of local producers to meet local WHO, GMP and WHO prequalification standards	2018-2019	100	50	50	MOHCGEC	MOHCGEC, TFDA, MoFP, TIC
		To support Tanzania Pharmaceutical Manufacturers association (TPMA) to meet on quarterly basis	2018-2020	50	-	-	TFDA	TPMA, MOHCGEC
		To facilitate TPMA to access internal linkages in the pharmaceutical industry	2018-2019	20	-	-	PPP UNIT	TFDA, MoHCGEC
	Number pharmaceutical products increased from 10 to 15 by June 2020	To review ownership agreement of Keko and TPI Industries with the objective of resuming 100% state ownership (servicing of debts and compensation)	2018-2019	10,000	-	-	MSD	TFDA, MoTI, PPP Unit, MoHCGEC, MoFP
		To capitalize operationalization of Keko and TPI Industries	2019-2020	3,000	-	-	MITI	TFDA, MoHCGEC, NDC
		To ensure manufacturers comply with GMP standards	2017-2020	50	-	-	TFDA	MoHCGEC
		To facilitate dialogue between government and local manufacturers and promote national and international collaboration	2018-2020	15	-	-	MOHCGEC	MOHCGEC, TFDA, TRA, MoFP, TIC,
		To review existing rules and regulations on investment procedures	2017-2018	5	-	-	MOHCGEC	MOHCGEC, TFDA, TRA, MoFP, TIC, BRELA
		Marketing campaigns to promote domestic pharmaceutical manufacturers	2019-2020	10	-	-	MITI	TPMA, MSD, TRA
		Effective use of collective purchasing preference schemes within East African countries	2017-2018	-	-	-	MOHCGEC	TPMA, MSD, TRA
Facilitate establishment of pooled procurement of raw materials and other pharmaceutical production inputs by local manufacturers	2017-2018	10	-	-	MOHCGEC	TPMA, TRA, TIC		

4. Improve the general business environment and marketability of locally manufactured pharmaceuticals

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
		To conduct baseline survey to determine the existing pharmaceutical production capacity (type and age) & firm level underutilized capacity	2017-2018	10		-	TFDA	MoHCGEC, MSD, TPMA
		To identify 15 critical pharmacological groups from the existing 29 groups of National essential medicine list	2019-2020	10		-	PSU	MSD, MoFP, TFDA, MoHCGEC
		To facilitate compliance to GMP for local pharmaceutical Industries	2019-2020	20		-	TFDA	TPMA
		To implement amendment of public procurement Act 2011 (2016 amended) - selective and domestic preference procurement)	2019-2020	10		-	PPPDV	MoFP, PPRA, TFDA
TOTAL				328,190		50,600		
SMALL INDUSTRIES DEVELOPMENT ORGANIZATION (SIDO)								
		To acquire land for Industrial estates in four (4) regions (Katavi, Njombe, Geita and Simiyu)	2017 –2021	220		0	MITI	SIDO/ PO - RALG
		To design and build industrial estates in 4 regions (Katavi, Njombe, Geita and Simiyu) for SMEs	2017 –2021	29,040		0	MITI	SIDO/TBA
	Four SIDO Industrial estates established by June, 2021.	To strengthen the capacity of Four SIDO Training Cum Production Centers (4 TPCs) (Njombe, Dodoma, Singida – Manyoni and Kilimanjaro -Usangi)	2018-2021	3,600		0	MITI	SIDO
Facilitate SMEs innovative capacity, access to technology, infrastructure and technical services		To construct Industrial sheds in Morogoro, Kagera, Simiyu and Njombe	2017-2019	4,500		0	MITI	SIDO/TBA

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Facilitate Business skills development for MSMEs growth and competitiveness	Establishment of 1,320 Small and Medium Industries under ODOP Strategy Facilitated by June, 2021	To facilitate Processing and Value addition of Primary Products for 1,320 Small and Medium Industries under ODOP (emphasis on rice – Mbeya, Morogoro, Shinyanga; sunflower oil – Manyara, Njombe, Dodoma, Singida; leather – Manyara, Dodoma, Mwanza; cashew nuts - Lindi, Pwani, Ruvuma; honey – Singida – Manyoni, Tabora, Kigoma - Kasulu).	2017 –2021	6,600	0	0	MITI	SIDO/PO- RALG/ MALFD
		To strengthen production capacities of the existing SIDO Technology Development Centers (TDCs) (Arusha, Iringa, Kigoma, Lindi, Shinyanga, Mbeya, Moshi)	2017– 2021	4,200	0	0	MITI	SIDO
Facilitate Business skills development for MSMEs growth and competitiveness	SMEs innovative capacity, access to technology, infrastructure and technical services Facilitated by June, 2021	To establish new Technology Development Centers in Dar es Salaam, Mara and Singida	2018–2021	2,000	0	0	MITI	SIDO
		To Establish Incubation Centers for technology, innovation development in Singida, Arusha, Lindi, Iringa and Shinyanga	2018– 2021	2,500	0	0	MITI	SIDO
Facilitate Business skills development for MSMEs growth and competitiveness	Business Skills development for MSMEs growth and competitiveness facilitated by June 2021.	To conduct 3,030 Entrepreneurship, Business management and Technical skills courses	2018 –2021	3,150	1,890	1,890	MITI	SIDO/ PO – RALG/ Developmnet Partners and NGOs
		To conduct 21 Economic empowerment training of women and youth on industrial development	2017–2021	56.16	56.16	56.16	MITI	SIDO/PO - RALG
		To provide Business consulting services to 28, 690 SMEs	2017-2021	2,892.5	1,928.3	1,928.3	MITI	SIDO

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Facilitate MSMEs access to market and information	SMEs access to Markets and information facilitated by June, 2021	To Promote SME Products through 456 Exhibitions and Trade Fairs	2017–2021	380.9		253.9	MITI	SIDO
		To facilitate quality and Standards of SMEs products	2017–2021	136.8		91.2	MITI	SIDO
		To developed and Upload appropriate information Resource Packages for SME Web Portal	2017–2019	72		0	MITI	SIDO
Facilitate MSMEs access to finance	SMEs access to finance facilitated by June 2021	To provide 61,750 loans to SMEs	2017–2021	62,000		0	MITI	SIDO
		To provide Financial advisory services to 273,000	2017–2021	46.5		46.5	MITI	SIDO
Enhance operational capacity of the organization	Operational Capacity of SIDO Organization Enhanced by June, 2021	To enhance SIDO Human Resource capacity by June, 2021	2017–2021	74.8		0	MITI	SIDO
		To construct three regional offices in Morogoro, Njombe and Katavi	2017-2020	500,000		0	MITI	SIDO/PO-RALG/TBA
		To enhance and facilities SIDO Working Environment	2017/18 – 2020/2021	21,304.8		0	MITI	SIDO
		To enhance communication services among SIDO offices	2017/18 – 2018/19	375.1		0	MITI	SIDO
2.TANZANIA RESEARCH AND DEVELOPMENT INSTITUTIONS								
2.1 TANZANIA INDUSTRIAL RESEARCH AND DEVELOPMENT ORGANIZATION (TIRDO)								
To carryout researches on utilization of available industrial raw material in the country Promote utilization of local raw materials for industrial production through value addition	Petrochemical laboratory established by June 2020 Technologies for industrial applications of coal available by June 2021 Local and imported industrial petrochemicals products' quality enhanced by June 2021	To establish and accredit a petrochemical laboratory at TIRDO	2017–2020				TIRDO	MOFP, MITI
		To adopt and test technologies for coal to liquid conversion	2017–2021	8,500			TIRDO	NDC, STAMICO, MOFP, MITI
		<ul style="list-style-type: none"> Assist local industries to produce high quality petrochemical products e.g. fertilizers, natural gas and fine chemicals Assist in ascertain the quality of imported petrochemical 	2017–2021				TIRDO	MITI

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
		To establish and accredit engineering metallurgical laboratory at TIRDO	2017–2020	7,100			TIRDO	MOFP, MITI, MoEST
		To carrying out evaluation of raw materials for iron & steel and other related industries	2017–2020				TIRDO	MOFP, MITI, MoE
		To develop and transfer technologies for sponge iron as metallic feedstock in rolling mills and foundries to replace conventional scrap metal	2017–2021				TIRDO	MOFP, MITI, MoE, NDC
		To assist local industries to produce high quality iron & steel products e.g. high strength steel reinforcement bars. The project will involve: <ul style="list-style-type: none"> Benchmarking existing iron and steel production technologies and processes Establishing the causal-effects to common defects in iron and steel products through in process mineralogical, physical and chemical analyses Optimize production processes based on individual tests Implement the quality improvements within the industries 	2017–2021				TIRDO	MOFP, MITI, MoE, NDC
		To undertake characterization and optimization of raw materials and direct reduction (DR) process parameters for production of high-grade sponge iron from Liganga and Maganga-Matitu iron ores	2017–2021				TIRDO	MOFP, MITI, MoE, NDC
		To strengthen the technical capacity by equipping and accrediting the coal reference laboratory at TIRDO	2017–2019	2,500			TIRDO	MOFP, MITI, MoE, NDC
	Technologies transfer for industrial purposes (including carbonization for metallurgical coke production; combustion; gasification, and blending) available by 2019	To adopt technologies for coke, combustion, blending, coal bed methane and gasification						

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers		
				Total	Govt.	Private	Leader	Others	
Provide technical services for industrial development and dissemination of technical knowledge	Coal utilization technologies for industries and households developed By 2021	To undertake comprehensive assessment of Tanzania coal quality by using accredited laboratory at TIRDO	2017–2021	5,500			TIRDO	MOFP, MITI , MoE, NDC, STAMICO, GST	
		To develop coal briquetting technologies for industries and household	2017–2018				TIRDO	MOFP, MITI , MoE, NDC, STAMICO, GST	
	Natural products laboratory established by June 2021	To establish and accredit a full-fledged natural products laboratory at TIRDO	2017–2021	2,800			TIRDO	MOFP, MITI, SIDO, ITM	
	Data bank for plants with potential medicinal value established by June 2020	To undertake assessment of infrastructure and existing medicinal and aromatic plants in Tanzania	2017–2020						
	Skilled and competent personnel on natural products processing available by December 2019	To conduct capacity building through training of personnel on processing and quality control of high value natural products such as essential oil, nutraceuticals, cosmetics and soaps	2017–2019						
	Quality of natural products produced by SMEs enhanced by June 2021	To acquire technology for processing natural products	2017–2020	1,000			TIRDO	MOFP, MITI , SIDO	
		To undertake product quality assurance assistance to SMEs engaged in processing of natural products	2017–2021						
		To transfer sensor technologies to industrial processes for monitoring to SMEs and factories by June 2020	2017–2020						
		Security in industrial infrastructure increased by June 2020	To establish technologies for security measures in automated industries	2017–2019				TIRDO	MOFP, MITI SIDO
			To conduct training on cyber security issues to raise awareness by Dec 2021	2017–2019				TIRDO	MOFP, MITI ,

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Provide technical services to industries and R & D laboratories	Local capacity on laboratory equipment calibration and machinery services enhanced by June 2021 Sustainable availability of machinery spare parts by June 2021	To establish an accredited full-fledged instrumentation laboratory at TIRDO	2017–2021	2,600			TIRDO	MOFP, MITI
		To investigate potential spare parts for reverse engineering	2017–2020				TIRDO	MITI
2.2 TANZANIA ENGINEERING AND MANUFACTURING DESIGN ORGANISATION (TEMDO)								
Provision of industrial technical support services to manufacturing industries for efficient and competitive manufacturing processes.	Modern R&D infrastructure and facilities available by June 2020	To rehabilitation and upgrading of R&D infrastructure and facilities at TEMDO	2017–2020	6,100			TEMDO	MITI, MOFP, COSTECH
Promote the establishment of manufacturing factories for value addition to agricultural and natural resources	Suitable technology/process and capacity for the manufacture of gas equipment and devices locally available by June 2020; Small to medium scale industries for the production of ceramic products established in the country by June 2020	To design develop and commercialize technologies for manufacture of natural gas cylinders and other appliances that use natural gas (e.g. stoves, lamps, etc.) for domestic and industrial use To design, develop and commercialize suitable technologies for production of ceramic products such as tiles, refractory bricks, etc.	2017–2020	40,000			TEMDO	TPDC, LGAs, R&D Institution, TPSF, TCCIA, CTI, TIRDO
Commercialization of small to medium scale edible oil processing technologies	Locally manufactured oil processing plants available for use by the small to medium scale processors by June 2020	To design, develop and commercialize new oil refinery technologies in Tanzania	2017–2020	25,000			TEMDO	LGAs, R&D Institution, Financial Institution, TPSF, TCCIA, CTI
				6,000			TEMDO	LGAs, R&D Institutions, Financial Institutions, TPSF, TCCIA, CTI

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Commercialization of locally developed technologies for electricity generation using coal and biomass materials.	Electricity to rural communities available by June 2021	To design, develop and commercialize technologies for generation of electricity using coal and biomass materials;	2017–2020	20,000			TEMDO	LGAs, R&D Institution, TANESCO, REA, TPSF, TCCIA, CTI
Commercialize technologies for production of carbonized coal and biomass briquettes through manufacturing SMEs.	Clean cooking fuel available by June 2020	To design, develop and commercialize technologies for production of carbonized coal and biomass briquettes for household cooking	2017–2020	3,400			TEMDO	MOFP, MITI, LGAs, MEM, TPSF, TCCIA, CTI
2.3 CENTRE FOR AGRICULTURAL MECHANISATION AND RURAL TECHNOLOGY (CAMARTEC)								
Undertake applied research and development that meets the expectations of the rural population	Technologies that respond to the emerging and future needs of the society generated by June 2021	To undertake (8) demand driven applied research and development on agricultural machinery and rural technologies..	2016-2021	2,500			CAMARTEC	MITI
To promote local manufacturing of agricultural machinery, implements and other rural technologies	Local manufacturing of agricultural machinery, implements and other rural technologies promoted by 2021	To provide technical support to two MSMEs	2017- 2019	1,500			CAMARTEC	MITI
		To undertake collaborative research and development with two MSMEs	2017-2020	2,500			CAMARTEC	MITI
		To undertake transfer of technology to one MSME through commercialization agreements	2018-2021	500			CAMARTEC	MITI
		To promote (2) locally manufactured products through marketing and publicity	2017-2021	725			CAMARTEC	MITI

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers		
				Total	Govt.	Private	Leader	Others	
Formalize and enforce testing and inspection regulations on agricultural machinery and rural technologies.	Regulations on agricultural machinery and rural technologies for testing and inspection formalized and enforced by June 2021	To develop quality standards and testing regulations and enforce inspection and testing regulations of agricultural technologies	2017– 2019	200			CAMARTEC	MITI	
		To establish (2) inspection and (2) testing stations at strategic locations	2017-2019	1,500			CAMARTEC	MITI	
		To support (8) testing and inspection of local manufacturers	2017-2021	500			CAMARTEC	MITI	
		Establish a new CAMARTEC Headquarter	2017-2020	10,000			CAMARTEC	MITI	
	Enhance the research infrastructure of the Centre	Research infrastructure of the Centre enhanced by 2020	To improve R& D infrastructure (50% achievement in equipment and infrastructure)	2017-2018	6,000			CAMARTEC	MITI
			To improve testing Infrastructure (80% achievement in equipment and infrastructure)	2017-2019	3,000			CAMARTEC	MITI
			To develop an ICT infrastructure at CAMARTEC (70% achievement in equipment and infrastructure)	2017-2019	1,500			CAMARTEC	MITI
3 AUTOMOTIVE INDUSTRIES									
3.1 TANZANIA AUTOMOTIVE TECHNOLOGY CENTRE (TATC)									
Commercialization of technologies developed by Tanzania Automotive Technology Centre	Improved infrastructure by 2018	To rehabilitate TATC infrastructure (Main Workshop, Foundry, R&D equipment, Maintenance facility, Estate buildings roads and utility services including procurement of machines, equipment and working tools)	2017–2018	8,820			TATC	MITI, Technology collaborator	
		To upgrade R&D technology capabilities (engineering design, metal cutting and forming, components and parts assembly, surface treatment, metal casting, ICT, quality control and assurance)	2017–2019	23,724			TATC	MITI, Technology collaborator	

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Establishment of Tractor Assembly Plant (Phase I)	A New comprehensive (Heavy duty) foundry in place by 2020	To establish a comprehensive (Heavy Duty) foundry	2017–2020	40,556			TATC	MITI, Technology collaborator
	Technology transfer and assimilation acquired by 2019	Technology Transfer for military mobile workshop, field kitchen, refrigerators and field toilet	2017–2018	8,300			TATC	MITI, Technology collaborator
		Technology transfer for agricultural machines and equipment	2017–2019	8,900			TATC	MITI, Technology collaborator
	Assembly plant established by 2020	To establish vehicle assembly plant for Nyumbu trucks commercial production.	2017–2020	9700			TATC	MITI, Technology collaborator
		To undertake production of Auto Filters	2017–2019	895				
		To produce military ranks (ribbon, medals, bags, tabs and patches)	2017–2018	435				
	Industries for military and civilian applications established by 2019	To produce automotive batteries	2017–2019	2,430			TATC	MITI, Technology collaborator
		To undertake production of construction nails	2017–2018	710				
		To establish modern vehicle inspection and maintenance workshop	2017–2018	530				
	3.2 TRACTOR ASSEMBLY PROJECT							
Establishment of Tractor Assembly Plant (Phase I)	2,400 tractors, 2,400 harrows, 2,400 ploughs, assembled and supplied by 2020	To procure 2,400 tractors, spares, 2,400 harrows and disc plough, 2,400 and assembly and servicing equipment	2017-2018	110,897		103,897	NDC	MoFP, URSUS, MITI,
	Assembly Plant established by 2021	To market and sell tractors, spares and farm implements	2017-2020	20.0		-	NDC	NDC, MALF, TAMISEMI, URSUS
	Eight (8) service centres established by 2018	To construct assembly Plant Hall and installation of assembly equipment	2017 - 2021	10,461		10,461	URSUS	NDC, MITI
	Staff Recruited and trained by 2018	To construct and Install 8 service equipment	2017-2018	3,772		3,452	URSUS	NDC, TEMESA
		To recruit staff	2017-2018	1,000.0		-	NDC	MITI, UTUMISHI
		To undertake training in Poland	2017-2018	3,210.0		3,190.0	URSUS	NDC

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Formation of SPV (managed by Tanzanians) and continue with tractor assembly and selling Establishment of Tractor Assembly Plant (Phase I)	SPV formed by 2018	Incorporate SPV	2017-2018	10.0	-	-	NDC	MITI
	2,400 tractors, 2,400 harrows, 2,400 ploughs, assembled and supplied by 2020	To procure 2,400 tractors, spares, 2,400 harrows and disc plough, 2,400 and assembly and servicing equipment	2017-2020	110,897	103,897		NDC	MoFP; URSUS, MITI,
		To market and sell tractors, spares and farm implements	2017-2020	20.0	-		NDC	NDC, MALF, TAMISEMI, URSUS
4 MACHINERY AND SPARE PART MANUFACTURING								
4.1 KILIMANJARO MACHINE TOOL MANUFACTURING CENTER (KMTC)								
Revamp and diversify the KMTC factory and engage into machine tools manufacturing Establish heavy duty foundry for casting of various machine parts/spares for mining, agriculture, transport and other sectors	Mini foundry workshop and electric system in place by 2021	To rehabilitate electrical system, repair and maintenance of production machinery	2017-2021	735		0	NDC	MITI, GEPP
		To establish a Mini Foundry, testing and commissioning	2017 – 2018	790		0	NDC	MITI, GEPP
		To conduct promotion/ marketing of products	2018 – 2021	50		0	NDC	MITI, GEPP
	Heavy duty foundry shop established by 2021	To maintain ownership Rights (Property)	2017 – 2021	60		0	NDC	MITI, GEPP
		To Re-engineer KMTC	2017– 2018	30		0	NDC	MITI
	Awareness of KMTC products and services created by 2021	To construct heavy duty foundry	2018-2019	2,500		2,500	SPV	NDC
		To procure furnaces and foundry accessories	2018 - 2019	3,800		3,800	SPV	NDC
		To install furnaces and electrical system and quality control system	2018-2019	2,030		2,030	SPV	NDC
		To procure raw materials	2018-2019	1,800		1,800	SPV	NDC
		To produce various types of machines according to demand	2019-2021	100		100	SPV	NDC
	To prepare promotion programs for Media, and outdoor activities e.g. exhibitions	2019 – 2021	50		50	SPV	NDC	
	To implement marketing and promotion programs	2019 – 2021	200		200	SPV	NDC	

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
	Testing, commissioning and commercial production done by 2021	To establish five (5) service and supply centers throughout the country	2019 – 2021	360		360	SPV	NDC
	Awareness of KMTC products and services created by 2021	To rehabilitate the electrical system, repair and maintenance of production machinery	2017 - 2021	585		0	NDC	MITI, GEPP
		To procure additional machines, equipment and project vehicles	2017 - 2021	150		0	NDC	MITI, GEPP
		To establish Mini Foundry, testing and commissioning	2017 – 2018	790		0	NDC	MITI, GEPP
		To promote/Marketing of products	2018 – 2021	50		0	NDC	MITI, GEPP
5 CHEMICAL INDUSTRIES								
5.1 ENGARUKA SODA ASH PROJECT								
Establish soda ash extraction plant including industrial salts and associated infrastructure.	Land Title acquired by 2018	To undertake compensation to Project Affected People (PAP) and pay statutory fees including land rent	2017 – 2018	15,000			NDC	MLHSD, Monduli District Authority (MDA)
	Techno-economic Study Report completed by 2018	To procure consultant and supervise the work as per the contract	2017 – 2018	800			NDC	
	ESIA study conducted and EIA Certificate obtained by 2018	To procure consultant and supervise the work as per the contract	2017 – 2018	300			NDC	VPO, NEMC
	JVP Procured and JVC established by 2018	To procure JVP and incorporate JVC	2017 – 2018	10			NDC	JVP
	Detailed hydrology study and design of water supply infrastructure completed by 2018	To conduct hydrology study and design of water supply infrastructure	2017 – 2018	65			NDC	MWI, Monduli DC
	Mineral and Land Rights acquired by 2021	To pay for Mineral and Land Rights	2017 - 2021	1,576		788	SPV	NDC, JVP
	Chloro alkali complex plant established by 2021	To develop Chloro alkali complex plant	2019 – 2021	990,000		990,000	SPV	NDC, MITI, JVP

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
6 AGRO PROCESSING – INDUSTRIES								
6.1 PALM OIL PRODUCTION AT KAMALA MISALE								
Acquire land for the project Establish an Edible Oil Processing Plant	Compensation to Project Affected People (PAP) paid by 2018 ESIA study completed and EIA certificate obtained by 2018	To verify PAP and payment of compensation	2017 – 2018	1,000	-		NDC	MITI, MLHSD
		To conduct ESIA study	2017 – 2018	120	120		SPV	NDC
	Edible Oil Processing Plant established by 2021	To construct an Edible Oil Processing Plant	2019 – 2021	244,200	244,200		SPV	MITI, NDC, JVP
6.2 SUGAR INDUSTRY								
Establish and develop new sugar projects	132,291 Acres of sugarcane Farms at Muhoro, Tawi Mkongo; Kasulu Uvinza Ruipa; Kibondo; Kitemgule; Mvuha and Kisaki developed by June 2018	To prepare Muhoro, Tawi Mkongo; Kasulu Uvinza Ruipa; Kibondo; Kitemgule; Mvuha and Kisaki Farms	2017 - 2018	2,500	500	2,000	MITI	SBT, PO RALG, MLHHS, Private investors
		To evaluate Seed Multiplication and Variety	2017 - 2018	300		300	Sugar research Institute -Kibaha	SBT, MALF, Private investors
	Increased sugarcane production from 2.46 Million tons to 3.49 Million by 2021	To strengthen linkage and cooperation between sugar estates and Sugar Research institutes	2017 - 2018	TBD	TBD	TBD	SBT	SBT, MALF, Private investors
Supporting of out growers of sugar cane in adjacent areas	Sugarcane Out growers supported to cultivate by June 2017	To supply sugarcane seedling to out growers	2017 - 2018	TBD	TBD	TBD	SBT	PO RALG, Private investors
		To provide extensions services to out-growers	2017 - 2018	TBD	TBD	TBD	SBT	PO RALG, Private investors
		To collaborate with sugarcane growers' associations to strengthen supervision of cane grower field operations	2017 - 2018	TBD	TBD	TBD	MCP	CGAS

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)				Implementers	
				Total	Govt.	Private	Leader	Others	
Expansion of existing sugar production by millers	Improved crushing capacities from 705 TCH to 830 TCH by June, 2021	To accessing preferential and concessional credit facilities	2018 - 2021	TBD	TBD	TBD	Financial institutions	Private investors	
		To develop MCP's Expansion and Development Plans	2017 - 2018	TBD	TBD	TBD	MCP's	Private investors	
	Increased sugar production to 422,663 tonnes by 2021	To conduct monitoring of mill performance standards	2017 - 2021	TBD	TBD	TBD	SBT	Private investors	
		To advocate for fiscal reforms for capital replacements and further investment	2017 - 2018	TBD	TBD	TBD	MoFP	SBT Private investors	
	Sugar cane factory improved to produce 422,663 tons of sugar annually by 2019	To procure modern sugar processing facilities	2017 - 2021	TBD	TBD	TBD	MCP's	Private investors	
		To review of fiscal policies to encourage production of Industrial Sugar locally	2017 - 2018	TBD	TBD	TBD		Private investors	
	6.3 FOOD AND BEVERAGES	Suitable technology/process and capacity for processing quality food and beverages available by June 2020;	To strengthen the capacity of the existing sugar Factories	2018-2019	TBD	TBD	TBD	SBT	MITI, Private investors
			To engage investors for designing and construction of new sugar industries and all necessary infrastructures	2017-2018	TBD	TBD	TBD	SBT	MITI, Private investors
	To strengthen the capacity of micro entrepreneurs to meet legal requirements in terms of quality standards and facilities for food and beverage production		To provide technical support to MSMEs	2017- 2019	1,500	1,500		MITI	PO RALG, Private sectors
			To undertake transfer of technology to small and medium food and beverage industries through commercialization agreements	2018-2021	500	500	500	MITI	COSTECH, TIRDO, TEMDO, CAMARTEC, private investors
To promote locally processed food and beverages through marketing and publicity			2017-2021			2,000	MITI	TANTRADE, Private sectors	

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)				Implementers	
				Total	Govt.	Private	Leader	Others	
Review and enforce testing and inspection on regulations on food and beverage quality and standards to meet the requirements of international market	Regulations on food and beverage products for testing and inspection reviewed and enforced by June 2021	To review quality and standards testing regulations and enforce inspection and testing regulations of food and beverage products	2017 – 2019	200	200		TFDA	TBS, MITI, MHGEC	
To enhance the availability of quality raw materials for food and beverage industries through strengthening coordination, institutional capacity and skills across the value chain.	Transparency and trust across the value chain improved by June 2021.	To support testing and inspection of local processed food and beverages to meet the market standards	2017-2021	500	500		TFDA	TBS, MITI, MHGEC	
		To develop and disseminate a simple and clear code of conduct concerning the best practices along the value chain.	2019 - 2021	20	20	80	MITI	Cereals and Other Produce Board (COPB), SACCOS	
7 BUILDING AND CONSTRUCTION									
Improving the quality and standards of building materials which are produced locally and control standards of imported materials.	Local and imported building materials' quality enhanced by June 2021	To assist local industries to produce high quality building materials	2017 - 2021	2,100	1,100	1,000	TBA	NHBRA, MTWC	
		To assist in ascertain the quality of imported building materials	2017 - 2021	1,000		1,000	NBS	NHBRA, MTWC, TBA	
	To conduct research on building materials and building technology at applied level.	2017 - 2021	2,000	500	1,500	NHBRA	MTWC, TBA, MLHHS		
	To establish and accredit building material laboratory at NHBRA	2017 - 2021	1,000	1,000		NHBRA	MTWC, TBA, MLHHS		
	To Carrying out evaluation of raw materials for iron & steel and other related industries	2017 - 2021	500	500		TIRDO	MOFP MITI MoM		

OBJECTIVE	OUTPUT/TARGET	Activities	Time Frame	Finance(Millions Tshs)			Implementers		
				Total	Govt.	Private	Leader	Others	
Increase the local capacity of producing building materials	Cement manufacturing plant constructed at Tanga by 2019	To conduct verification of PAP and payment of compensation	2017 - 2018	2,300,000		2,300,000	Chinese controlled Sinoma and Hengya Cement (T)	MOFP MITI MoM NDC	
		To conduct ESIA study and attain EIA certificate	2018 - 2019						
		To construct cement manufacturing Plant phase I	2017–2019						
	Two Ceramic manufacturing plant with the capacity of producing 80,000sqm of tiles per day constructed by 2019		To conduct verification of PAP and payment of compensation	2016-2021	115,000		115,000	Goodwill Tanzania Ceramic Co.Ltd Twyford Ceramics Tanzania Co. Ltd	MOFP MITI MoM NDC
			To conduct ESIA study and attain EIA certificate	2017-2018					
			To construct cement manufacturing Plant phase I	2017 –2019					
TOTAL				7,517,312.99	2,266,058.80	5,251,254.19			

Table B II: MINING AND METALS

Objectives	Output/Target	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Prive	Leader	Other
1. Promote and facilitate value addition activities within the country to increase income and employment opportunities		To establish a gemstones/gold bourse	2017 -2018	102,300	20,000	82,300	Mining Commission	MIT, STAMICO
		To introduce lapidary, gemology, jewelry design, jewelry manufacturing, stone carving; and gem identification specialized training course at VETA level and accreditation by international institutions like GIA and GIT	2017-2018	50,000	50,000	-	MoM	MITI, STAMICO
		To facilitate and promote investment in smelting and refinery for the minerals.	2017-2021	900	900	-	MoM	Mining Commission
		To facilitate efficient operationalization of GST, MRI, STAMICO, TGC and TEITI	2017-2018	24,700	24,700	-	MoM	MITI, STAMICO, GST, MRI, STAMICO, TGC and TEITI.
		To enforce restriction of raw gold export, raw gemstone export and establish lapidary and jewelry industries	2019-2020	29,000	29,000	-	MoM	MITI, STAMICO, GST, MRI, TGC and TEITI.
		To equip the laboratories at the Geological Survey of Tanzania and The Mining Commission to meet the ISO standard	2017-2021	16,000	16,000	-	GST	Mining Commission
		To continue with issuing mining licences	2017-2021	1,500	1,500	-	MoM	Mining Commission
		To strengthen inspection and auditing of operating mines to ensure compliances on production, health, safety and environmental	2017-2021	9,000	9,000	-	MoM	Mining Commission
		To establish Tin processing plant at Kyerwa	2017-2021	1,300	1,300	-	MITI	NDC
		Tin processing plant at Kyerwa (Kagera Region) established by June, 2021						

Objectives	Output/Target	Activities	Time Frame	Finance(Millions Tshs)			Implementers	
				Total	Govt.	Prive	Leader	Other
	Caustic soda refinery in Engaruka in Arusha Region completed by June, 2021	To carry out feasibility study and detail design.	2017-2018	1,700	1,700	-	MITI	NDC
		To valuate and compensate PAP	2017-2018					
		To carry out procurement needs and finalize legal requirements.	2018-2019					
		To construct caustic soda refinery plant and commission	2019-2021					
	Mkuju uranium project in Ruvuma Region to be developed by June, 2021	To sensitize publicawareness on the benefit of the resource	2017- 2018	980,000	-	980,000	MoM	MoEST, MoWI, MoWTC
		To equip TAEC laboratory	2017- 2018					
		To commence process of developing infrastructure like roads, water, electricity, railways	2018-2020					
	Development of Kabanga Nickel in Kagera Region by June, 2021	To monitor nickel world trade profile and carry out economic analysis for the project	2017-2019	-	-	-	Private Investor	MoM
		To monitor performance trend of nickel trade in the world and perform economic viability of the project	2017-2019					
		To undertake study for installing mineral smelter and refinery	2019-2020					
		To undertake a study for power supply to run the mining project	2019-2020					
		To undertake Feasibility Study for the construction of standard gauge railway line from Kabanga to join central line	2020-2021					
		To make the regulations that will guide the players on the operations as per Mining Act, 2010 and its ammendments of 2017	2017-2018					
Review/ formulate legal and institutional frameworks for the mining sector	Regulatory framework for the mining sector reviewed by June, 2021	To train ten (10) staff contracts development and negotiation	2017-2018	500	500	-	MoM	AGC
			2017-2018	500	500	-	MoM	DPs

Objectives	Output/Target	Activities	Time Frame	Finance(Millions Tshs)			Implementers			
				Total	Govt.	Prive	Leader	Other		
Improve control of mineral smuggling and illegal trading.	Put in place control measures at Merelani mining area June, 2019	To build perimeter wall at Merelani mining area for controlling entrance to the mining sites	2017-2019	3,025	3,025	-	MoM	MoDNS,SUMA JKT,		
		To install security equipment (CCTV cameras) at the Merelani mining sites	2017-2019	300	300	-	MoM	MoDNS,SUMA JKT		
		To employ of mine wardens and inspectors	2017-2018	400	400	-	MoM	STAMICO		
		To review of Merelani Controlled area regulations	2017-2018	300	300	-	MoM	STAMICO		
		To build and operationalised EPZ centre for value addition and selling of Tanzanite	2017-2018	1,000	-	1,000	MoM	STAMICO		
		To conduct inspection and amalgamation of primary mining licenses	2017-2018	700	700	-	MoM	STAMICO		
		To employ and conduct capacity building to Auditors and inspectors	2017-2018	500	500	-	MoM	STAMICO		
		To provide equipment (such weigh machines and laboratory equipment) in all large mines	2017-2018	5,700	5,700	-	MoM	STAMICO		
		TOTAL				1,229,325	166,025	1,063,300		

TBD* = To Be Determined

Table B III: AGRICULTURE – CROPS

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
CROPS								
A. SUNFLOWER								
Increase sunflower production and productivity through the adoption of modern production techniques to meet national and international demand.	75 percent of sunflower farmers to use improved varieties by 2021	To sign MoU between TASTA, MALF, TOSCI, ASA and farmers' associations to facilitate production and dissemination of seeds	2017 - 2018	80	40	40	MALF	TASTA, TOSCI, ASA, TEOSA, TASUPA
		To introduce at least five new sunflower varieties (hybrids)	2018 - 2021	120	75	45	MALF	TASTA, TOSCI, ASA, MALF, LGAS
		To construct storage facilities & rehabilitate	2018 - 2021					MoF, SUA, Ilonga and Naliendele
		To promote the use of improved and high-yielding varieties of sunflower and use of quality inputs (develop and apply incentive scheme)	2018 - 2021	4,900	2,500	2,400	MALF	ARIS, PDB, AMDT, LGAs, TASUPA, Agro-dealers ASA, ANSAF, TEOSA, MVIWATA, Mount Meru Millers
		To acquire high yield seed varieties from EAC/SADC countries	2017 - 2021	600	300	300	MALF	TOSCI, TEOSA ARIS, PMO-RALG
		To strengthen partnerships with regional and international seed-producing institutes	2017 - 2021	120	60	60	MALF	Ilonga ARI, TOSCI, MALF
Agro-dealers reach out to 75 percent of main sunflower producing wards by 2021		To increase the agro-dealer network at the village/district level,	2018 - 2021	900	400	500	MALF	, fertilizer companies, PMO-RALG
		To complete soil tests and assess fertilizer requirements	2017 - 2019	1,000	500	500	MALF	TEOSA, EAGC, TASTA, PMO-RALG
		To support sunflower demonstration plots to promote GAP and new quality seeds, in priority regions: Dodoma, Singida, Iringa, Mbeya, Njombe, Katavi, Ruvuma, Morogoro, Rukwa and other emerging regions	2017 - 2021	1,500	750	750	MALF	MALF, fertilizer companies, PMO-RALG

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mii)	FINANCE		PLAYERS			
					Govt	Pty	Lead	Others		
50 percent of large and medium-scale investors in sunflower agribusiness acquire strategic investor status by June, 2021	To accord investors in agribusiness services same incentives as 'strategic investor' status	To promote and encourage a clustering approach	2017 - 2021	150	70	80	MITI	ACT, TEOSA, EACG, TIC		
		To identify foreign investors, National Entrepreneurs and agro-processors; and create platform for partnerships	2021	280	140	140	MITI	EPZA, NDC, TEOSA, PMO- RALG		
		To provide training to farmers' associations on leadership, good governance practices and business plans	2018 - 2021	500	250	250	MITI	SIDO,SUA, TCCIA		
		To organize an annual forum for sunflower subsector	2018 -2021	1,000	500	500	MALF	TEOSA, TCCIA		
		To prepare production and processing financing mechanism in collaboration with TADB for a sunflower sector	2017 - 2018	200	0	200	MALF	TASUPA, TADB, EACG, TEOSA		
		To organize an annual meeting between, sector associations and banks	2018 -2021	200	50	150	MALF	TADB, TEOSA, TADB		
		To apply to the commodity exchange/warehouse receipt system to recognize sunflower as a priority crop to be traded on the exchange	2017 - 2020	30	10	20	MALF	Tanzania Warehouse Licensing Board, TCDC, MITI		
		50 percent of all farmer groups registered and eligible for financial resource applications by 2021	To accord investors in agribusiness services same incentives as 'strategic investor' status	To promote and encourage a clustering approach	2017 - 2021	150	70	80	MITI	ACT, TEOSA, EACG, TIC
				To identify foreign investors, National Entrepreneurs and agro-processors; and create platform for partnerships	2021	280	140	140	MITI	EPZA, NDC, TEOSA, PMO- RALG
				To provide training to farmers' associations on leadership, good governance practices and business plans	2018 - 2021	500	250	250	MITI	SIDO,SUA, TCCIA

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Modernize sunflower industry through strengthening coordination, institutional capacity and skills across the value chain	25 percent of sunflower farmers benefit from crop insurance and 50 percent of sunflower industry acquire crop weather/storage by 2021	To build up the system to operate a Weather Index Crop Insurance plan	2017 - 2020	500	100	400	MALF	TMA, MicroEnsureTDCD
		To pilot an insurance scheme based on yield thresholds, before expanding to a nationwide scheme	2017 - 2020	150	50	100	Insurance	TEOSA, ANSAF
	75 percent of sunflower processors in the target regions use modern technologies by 2021	To promote Weather Index Crop Insurance plan, storage and warehouse insurance to organized AMCOs by bundling insurance products	2017 - 2021	30		30	National Farmers Association	Insurance companies
		To promote the adoption of appropriate processing technologies	2017 - 2020	1,500	500	1,000	MALF	Regional sunflower associations, TEOSA, TASUPA
	80 percent of farmers sell grains using weighing scales by 2021	To organize learning visits at national and international levels in various agricultural exhibitions/shows	2017 - 2019	1000	350	650	MALF	TEOSA, sunflower sector associations
		To provide training in GMP to oil refiners	2017 - 2021	150	0	150	MALF	CEZOSOPA, TOSA, sunflower sector associations
	Modernize sunflower industry through strengthening coordination, institutional capacity and skills across the value chain	To develop and disseminate a simple and clear code of conduct concerning the best practices along the value chain	2017 - 2021	100	20	80	MALF	TEOSA Cereals and Other Produc
			To promote the use of standard scales and measures for sunflower	2018 - 2021	300	150	150	MITI
		To set-up mandatory permits for buying sunflower seeds; permit holders to supply data on their transactions & confirm status and performance of existing market information	2019 - 2021	170	20	150	MALF	PMO-RALG, TEOSA
			To raise awareness on arbitration through the National Construction Council	2019 - 2021	8	4	4	MALF

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
At least two models for contract farming developed and adopted by buyers and farmers by 2020	Sunflower stakeholders database established by 2021	To develop crops contract farming laws and regulation	2018 - 2019	30	30	0	MALF	LGAs, other Stakeholders
		To build capacity of sunflower farmers on contract farming	2017 - 2020	300	100	200	MALF	TEOSA, TASUPA MVIWATA TCDC
		To develop at least two contract models	2017 - 2019	80	40	40	MALF	TEOSA, EAGC, MALF, MITI, TCDC, COPB
		To review TEOSA and TASUPA institution capacity	2017 - 2018	40	10	30	MALF	TEOSA / TASUPA, MITI
		To establish stakeholders database in the sunflower value chain	2017 - 2018	100	20	80	MALF	TEOSA / TASUPA, MITI
		To mobilize voluntary registration of membership from all levels of the sunflower value chain	2018 -2021	130	70	60	MALF	EAGC, ANSAF, SNV, LIC
		To appoint a lead Government agency for the coordination of edible oilseed-related issues	2017 - 2018	50	25	25	MALF	CEZOSOPA TASUPA, MBESOP, IONESA, EAGC, TEOSA
		To create strategic alliances with other stakeholders	2017 - 2019	200		200	MALF	TanTrade, EAGC, SIDO
		To strengthen capacity of staff in TBS, TFDA and that of ARIs through research	2017 - 2021	1,500	750	750	MALF	Naliendele ARI, Ilonga ARI, TEOSA, TBS
		To strengthen capacity of SIDO and TIRDO (infrastructure & trainings)	2017 - 2021	1,500	1,000	500	MITI	MITI, TBS, TEOSA,
		To develop curriculum on sunflower oil processing and machinery	2017 - 2021	200	100	100	MALF	MEVT, TEOSA, VETA
		To build the capacity of PO-RALG (extension services) through trainings	2018 - 2021	1,500	750	750	PO - RALG	MALF
		To build capacity of investment promotion agency on agribusiness promotion	2018 - 2021	80	60	20	MITI	TIC

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
	Targeted sunflower oil promoted in at least 10 electronic and three print media by 2021	To co-finance key sunflower value chain actors in national and international agricultural shows	2018 - 2021	500	250	250	MALF	TEOSA, MITI, TASUPA
		To initiate media programmes on the use of sunflower as a healthy edible oil product	2018 - 2021	150	75	75	MALF	TEOSA, ANSAF, EAGC, MITI,
	Seventy-five per cent of registered farmer groups receive training by 2021	To provide specialized training and mentoring on business/ financial planning	2019 - 2021	670	400	270	MEVT	TASUPA, MEVT
		To take inventory of all villages, district and regional warehouses and rehabilitate to make them operational	2017 -2019	1,600	550	1,050	MALF	TADB, COPB MALF, TIC, EPZA
Improve the quality of sunflower products to comply with national and international standards	50 percent of sunflower grains are stored/sold at village warehouses by 2020	To develop and enact by-laws that requires sunflower farmers to use storage facilities	2017 -2019	30	10	20	PO-RALG	TEOSA
		To develop a chart of premiums/ discounts based on quality of grains as an indicative price premium system	2017 - 2018	10	0	10	MITI	MVWATA, MITI
	50 percent of sunflower is sold following the chart of premiums/discounts by 2021	To promote the use of premiums/ discounts system to value chain operators	2018 -2021	20	0	20	MALF	MVWATA, PMO-RALG
		To create a mechanism for testing smaller lots from traders	2019 - 2021	20	10	10	MALF	TEOSA
		To establish and strengthen the capacity of laboratories (CEZOSOPA, TIRDO) as multi-user testing labs for quality	2017 -2019	50	5	45	MALF	TEOSA TIRDO

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Stimulate growth in the sunflower industry by implementing coherent and supportive policies in line with national development objectives.	20 percent of larger and small sunflower producers and oil processors certified in organic production by 2021	To map and establish a database of organic sunflower producers, processors and traders/ exporters - link with domestic & international markets	2017 -2018	100	50	50	MALF	TEOSA, ACT, MVIWATA
		To map field plots for organic farming through GIS in order to provide information for insurance systems	2017 -2021	800	400	400	MALF	TEOSA, TASUPA
		To provide a mentoring and accompaniment programme for farmers' associations and oil crushers	2018 -2021	100	50	50	MALF	TEOSA International Guarantee System
Provide timely and appropriate market entry support for effective market development	National market profiles of oil and cake developed, accessed and implemented by 2021	To analyse edible oil imports and tariff regime vs local edible oil production and prepare a policy proposal	2017 -2018	60	15	45	MALF	MVIWATA, ANSAF, TASUPA, TCCIA SUA, ARIs, ACT
		To develop electronic monitoring system of recording volumes of sunflower produced and traded	2017 -2019	50	25	25	MALF	TEOSA, NBS ACT, EAGC, TASUPA
Provide timely and appropriate market entry support for effective market development	Sunflower crop deliberately promoted in 50 percent of drought-prone regions of Tanzania by 2021	To develop a market profile for sunflower (oil & cake) and importers from India, China, European and Regional Markets and use e-commerce to trade products	2017 -2019	130	45	85	MITI	TanTrade, TEOSA, EAGC, TASUPA, ACT
		To promote sunflower as a climate-change-resilient crop and participate in call - in interviews with the electronic media	2018 - 2021	50	25	25	MALF	ASA, SNV, AMDT, LIC
		To develop a support system to encourage processors to participate in regional and international fairs	2018 - 2021	1,000	500	500	MALF	TEOSA, TASUPA
		To develop brand that reflects Tanzanian sunflower products	2017 -2018	40	10	30	MITI	TASUPA, TanTrade, MALF

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS		
					Govt	Pty	Lead	Others	
	Sunflower clusters established in five regions by 2019	To establish sunflower clusters in the targeted regions To promote PPP in the identified clusters	2017 -2019 2017 -2019	35,000 50	1,250 20	33,750 30	PO-RALG MITI	TEOSA, TCCIATASUPA, MALF TASUPA, TEOSA, EAGC, PO-RALG	
B. PULSESES									
To enhance the effectiveness of the sector for forward planning and market development	Network of institutions to improve sector coordination developed by June, 2020	To develop MoUs among value chain institutions	2017-2018	40	10	30	EAGC	MALF, MITI, COPB	
		To establish a sector coordination unit (for planning & information dissemination and promote partnerships	2017-2018	190	20	170	EAGC	MALF, MITI	
		To develop pulses database and Create portal	2017-2019	50	0	50	MITI	TIC, EAGC, TanTrade	
	50% of pulses traded through forward contracts by 2021	To organize annual pulses platform for business matchmaking and information sharing & promotion	2017-2021	2,600	1,120	1,480	MITI MALF	NARS SUA, MALFTanTrade, COPB, TIC, MITI, MVIWATA, NARS, (AGRA), EAGC	
		To participate in national international trade fairs	2017-2021	100	25	75	MALF	TASO, MVIWATA, TIC, TanTrade, TCCIA, MITI, MALF	
		To facilitate the development of contract farming	2017-2019	500	250	250	MITI	MALFEAGC, TanTrade, TCCIA	
25 percent of medium and large scale investment in the pulses value chain increased by 2021	To facilitate dialogue between Government and the private sector on investment	2018	40	10	30	MITI	MITI, MALF, TIC EAGC, ASA, NEEC, EPZA, TPSF, SAGCOT		
	To ensure compliance with international market standards	2017-2020	60	30	30	MITI	TBS MALF, ASA, TFDA, EAGC, Killimo Market		
		To provide pulses market information on volume, quality and supply quantities	2017 - 2021	10	5	5	MALF	TBS, TFDA, NARS, MITI, MAL TCCIA	

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Scaling up production and trade by strengthening PPPs for seed development, access to finance, technology transfer and farmer support services	Quality of pulses and cost management for traders enhanced by 2018	To strengthen capacity of ARIs to breed & test new improved crop varieties	2017-2021	2,500	1,000	1,500	MALF	Selian ARI, Uyole ARI, Ukuriguru MITI, ASA
		To review seed certification process at TOSCI to ensure timeliness of the seed certification	2017-2018	1,000	500	MALF	NARS, LGAs, ASA, ICRISAT, CIAT	
		To develop Kenya market profile with a specific focus on common beans	2017 - 2018	60	10	MITI	TIC, MITI, MALF, TanTrade, TCCIA,TPSF	
	Quality of pulses and cost management for traders enhanced by 2018	To ensure application of price differentiation based on quality	2017 - 2018	130	100	30	MALF	ASA, ICRISAT, CIAT
		To develop a plan for integrated pest management process	2017-2018	150	100	50	MALF	MITIASA, ICRISAT, CIAT
	25 percent of improve seed available and 50% of farmers have increased in technology uptake by 2021	To encourage /stimulate public or PPP investment in higher-yielding seed development	2017-2021	400	200	200	MALF	NARS, ICRISAT, IITA, AGRA
		To revise the Seed Act supporting seed development	2017-2019	50	25	25	MALF	EAGC, ASA, MVIWATA, ACT,
		To promote QDS through identification of existing structured farmers' associations	2017-2021	1,500	750	750	MALF	NARS, LGA, ASA,
		To develop a number of demonstration plots for newly released seed varieties (Sari, Ilonga, Ukuriguru, Naliendele and Uyole)	2017-2019	1,200	600	600	MALF	ICRISAT, IITA, AGRA, ASA, LGA, MVIWATA

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
	Efficiency in seed distribution increased by 50 percent by 2021	To review and develop a working model for agro-dealers/private companies for effective distribution of inputs and strengthening capacity of ASA	2017-2019	1,250	620	630	MALF	MVIWATA, ASA, NARS,
		To introduce and promote agribusiness services' provision of mobile units, mechanization, hermetic cocoons, silos and threshers	2017-2021	400	200	MALF	National Food Reserve Agency, MVIWATA, RUDI, MITI, EAGC	
	Efficient storage, warehousing and logistics system developed by June, 2021	To take inventory of all rural storage units and warehouses and do a detailed assessment of existing trading platforms in districts/villages	2017-2019	60	30	30	MALF	EAGC, MVIWATA, RUDI, MALF, SAGCOT, MITI, TWLB, LGA,
		To propose the refurbishment of storage centres and warehouses or Rehabilitation	2017-2019	4,000	2,000	2,000	MITI	MALF, PORALG
		To improve links between warehouses and village traders for price, location and supply/ demand information	2017-2019	120	50	130	MALF	MVIWATA, MITI, RUDI, LGA, TIGA, VODAPHON, AIRTEL
		To review feasibility for revising the 5,000 tonnes size on the warehouse receipt system, in order to increase volume	2017-2021	45	25	20	MITI	MALF, PORALG

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Improving skills along the value chain to professionalize the sector.	National training programme for GAP on pulses updated by 2021	To review and update a standard national training programme on GAP (bringing in business skills aspect)	2017- 2018	150	75	75	MALF	SUA, MALF- Training Institutes
		To undertake training needs assessment among extension officers and develop modules that focus on demand	2017-2018	450	200	250	MALF	SUA
		To establish pulse-specific Farmer Field Schools (Manyara, Simiyu, Arusha, Dodoma, Katavi and Mtwara)	2017-2018	600	300	300	MALF	LGAs, NARS, MVIWATA, RUDI, BRITEN
		To prepare an agribusiness model	2017-2021	200	100	100	MITI	MITI, CoPP, PMO-RALG, Farm Concern
		To mobilize farmers into groups for training and providing training of trainers (lead farmers) for pulses	2017-2018	300	150	150	MALF	RUDI, MVIWATA, EAGC
		To invite international partners to participate in GAP trainings and sharing technologies	2017-2021	150	75	75	MALF	ICRISAT, IITA, AGRA
		To conduct an assessment/ mapping/ baseline survey of harvesting losses and technology options	2017 - 2018	100	50	50	MALF	SUA, NARS, MITI, EAGC, MVIWATA
		To develop training modules that cover reduction of pre and post harvest techniques	2017-2020	75	40	35	MALF	EAGC, SUA, MITI, CARMATEC,
		To undertake mapping and profiling for pulses farmers' organizations	2017-2020	60	30	30	MRA	EAGC, MVIWATA,
		To encourage association/co-ops/ AMCOS for ease access of markets, finance, & targeted support including training	2017-2020	1,120	530	590	MVIW	TCDC, TFC, RUDI, BRITEN, MALF

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
C. GRAPES								
Increase grapes production and productivity through the adoption of modern production techniques	Availability, distribution and accessibility of agricultural inputs improved by June, 2021	To support production of improved variety of vine grapes cuttings in the research centres (ARI Makutupora)	2017-2021	100	50	50	MALF	LGAS
		To train 200 lead farmers and 20 District extension officers on Grapes agronomic practices	2017 - 2018	100	50	50	MALF	LGAs
		To facilitate availability and accessibility of water for drip irrigations	2017-2021	300	100	200	MWI	MALF, LGAS
		To provide subsidized inputs	2017 - 2021	200	100	100	MALF	LGAs
		To facilitate credits/loan accessibility to farmers to enable them to invest in irrigation	2017-2021	100	50	50	MALF	TaDB, CRDB, LGAs
		To support small scale farmers to establish block farms (Chinangali)	2017-2021	500	300	200	MALF	TaDB, CRDB, LGAs
		To encourage contract farming and formulate cooperatives among small wine processors so as to access fund	2017-2021	1,100	800	300	MALF	LGAs, MITI
		Investment in bulk wine processing factories enhanced by June, 2021						

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
D. SISAL								
Improving sisal production and productivity	Sisal production and productivity increased to 218,721 tonnes from 36,753 tonnes by 2021	To review and put in place policies for development of sisal	2018	89,000	89	0	MALF	Sisal Board
		To regulate and control the quality, marketing and export of sisal	2018 - 2021	1,389.	1,389	0	MALF	MALF TSB
		To produce quality planting materials and introduce new sisal variety resistant to KLS	2017 - 2021	2.6	1.3	1.3	MALF	Universities and other research institutes, MALF, ARI Mlingano
		To develop business case for the sisal sector to access finance	2017 - 2019	20.3		20.3	TADB	Financial institutions, TADB
	Production of sisal products increased to 21,996 tonnes by 2021	To put in place a price mechanism that offers fair prices to producers as per world market price	2017 - 2019	892.737	90.737	802	MITI	Traders, TSB
		To review and put in place policies that favours the sisal spinners	2017 - 2019	2.737	1,368	1,368	MALF,	Spinners
		To disseminate information on various sisal products and promote their use	2018-2021	1.3	1.3	0	MALF	Tanzania Sisal Board (TSB)
	Participation of smallholder and out grower farmers increased to 4,440 households by 2021.	To prioritise and promote sisal crop as an alternative cash crop into district and conduct fertilizer trials	2018 -2021	601.2	300	1.2	MALF	Tanzania Sisal Board (TSB), Universities and other research institution, ARI Mlingan, TSB,
		To establish projects that will utilize research results	2018 - 2021	89.737	89.737	0	MALF	Tanzania Sisal Board (TSB)
		The utilization of the sisal plant increase from 2 percent to 50 percent by 2021	2018 - 2021	1,300	1,300	0	MALF	Universities and other research institutes, ARI Mlingano, TSB
Increasing sisal utilization plant in Tanzania		To install machines that can extract and produce various products from sisal	2018 - 2021	20,367		20,367	MALF	Sisal stakeholders

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Improving country's locally consumed goods to expand both domestic and international market	The utilization of the resources currently available within the industry increased to 65 percent by 2021.	To incorporate the use of land in between rows of young sisal to grow food crops	2018 - 2021	21.3	1.3	20	MALF	Sisal producers, TSB
		To analyse and consider waiving taxes on agricultural inputs, implements and other resources used in sisal production	2018 - 2021	89.737	89.737	0	MALF	MALF TSB
		To collaborate with technological centres to produce affordable and durable machines for large and small scale sisal farmers	2018 - 2021	9.500	9.500	0	MITI	SIDO, CARMATEC, TIRDO
		To introduce new technology compatible to sisal growing conditions in Tanzania	2018 - 2021	20.367	0	20.3	MALF	TSB, Sisal Producers
		To conduct research on diseases that affect sisal (KLS)	2018 - 2021	10.300	0.300	10	MALF	ARI Mlingano, TSB,
		To advise producers to add value to increase their incomes through installing machines and renovating existing ones	2018 - 2021	110.037	89.737	20.3	MALF	Tanzania Sisal Board (TSB)
		To put in place policies and regulations which support sisal export	2018 - 2021	0.646	0.646	0	MALF	TSB
		To collaborate with donors in conducting market research for the sisal products	2018 - 2021	1.300	1.3	0	MALF	Tanzania Sisal Board

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
E. MAIZE								
Enhancing production and productivity of maize value chain	Average maize production increased from 6.15 million tons to 10 million tons by June, 2021	To equip extension officers and led farmer with good agriculture practices packages in morogoro, Iringa, Njombe, Mbeya Rukwa nad Kigoma (bread basket regions)	2018-2021	80	40	40	MALF	PO- RALG, NARIS, IITA, SAGCOT, ACT
		To enhance the capacity of ASA, TOSCI and TFRA to ensure availability of quality agricultural inputs	2018 - 2021	200	80	120	MALF	MALF, PO- RALG Agro-dealers TFRA, TOSCI, ASA
		To equip extension officers and led farmer with good agriculture practices packages in bread basket regions	2018 -2021	80	40	40	MALF	PO- RALG, NARIS, IITA, SAGCOT, ACT
		To improve and establish new agricultural implements service centers in collaboration with private partners	2017 - 2021	4,000	2,000	2,000	MALF	MoF, SIDO Private sector, LGAs
		To promote establishment of well equipped soil healthy service centres (Soil doctors) on major maize producing zones	2018 - 2021	200	100	100	MALF/DPS	SUA, Mlingano, ARIS PO-RALG
		To increase the use of irrigation in maize production through promotion of simple affordable water harvesting technologies	2017 - 2021	600	300	300	MOW, MALF	TOSCI, MALF, ARIS,

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS		
					Govt	Pty	Lead	Others	
	Pest and Diseases management guide prepared by June, 2021	To improve rural infrastructure and networking	2018 -2021	3000	1000	2000	MALF	Financial institution, LGAs, DPS	
		To develop guidelines for pest and disease management	2018 -2019	10	5	5	MALF	ARIs, LGAs	
		To conduct pest surveillance, diagnostic and carryout awareness creation to stakeholders	2018 -2020	80	30			FAO, LGAs, NARIs	
Strengthen and improve postharvest handling to reduce losses and a flatoxin levels	Best post-harvest technology available by June, 2021	To strengthen and retooling plant health clinic services in major maize growing areas	2018 -2021	300	100	200	MALF	FAO, LGAs, NARIs,	
		To promote cost effective storage technologies (Silos)	2018 - 2021	80	50	30	MALF	SIDO, MITI, USAID, NARIs, IITA	
		To train 500 maize stakeholder on best post harvest technology practices and standards	2018 - 2020	100	80	20	MALF-DNFS	FAO, MITI, USAID, NARIs,, IITA LGA, TBS	
Strengthen maize breeding and research program to ensure availability of market oriented technologies along value chain	New market variety and package to combat MLD developed and availed to farmer by June, 2021	To screen and develop high yielding and drought tolerant varieties	2018 - 2021	80	60	20	MALF- DRD	NARIs, IITA; USAID, DPS, LGAs	
		To develop germplasm and tools for control of maize lethal Necrotic Disease (MLD)	2018-2021	200	60	140	MALF	NARIs, IITA; USAID, DPS, LGAs -DRD	
		To determine genetic diversity, Geographic distribution and epidemiology of MLD and associated vector	2018- 2021	2000	1000	1000	MALF-	NARIs, IITA; USAID, DPS, LGAs, DRD	
		To screen and develop high yielding and drought tolerant varieties	2018 - 2021	80	60	20	MALF- DRD	NARIs, IITA; USAID, DPS, LGAs	

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Strengthen, sustainable and effective maize market system for local, Regional and International market	New market centers and maize market system established by June, 2021	To organize maize traders and exporters in order to improve market efficiency	2018 -2020	100	80	20	MALF	NARIS, IITA; USAID, DPS, LGAs MITI
		To establish and rehabilitate Warehouse receipt systems (WRS)	2018 -2021	2000	1000	1000	MALF/ MITI	IITA; IFAD, USAID, DPS, LGA
		To improve existing and establishing new strategic maize market centers	2018 -2021	3000	2000	1000	MALF/ MITI	IITA; USAID, DPS, LGA
		To facilitate Cereal and other Produce Board (CPB) to increase its capital	2018 -2021	1000	800	200	MALF	LGAs, MITI, CPB
Enhancing sustainable and quality seed systems	13 new rice varieties introduced to smallholder farmers by June, 2021	To conduct consultations and supervise the demonstrations	2018-2019	414.6	414.6		MALF	KATRIN, LGA, ASA,
		To visit Farmer Field Days and Exchange Visits do the programmes in TV /Radio	2018-2021	780.5	780.5		MALF	ASA ASA/HGCU, KATRIN. LGA
		To do participatory approach for crop breeding institutions in variety testing	2018-2019	44.6	44.6		MALF	LGA, ASA, KATRIN
		To provide the pre-basic seed and certified Seed	2017-2021	2400	2400		MALF	ARI-Dakawa, MAFC Seed Unit
		To rehabilitate seed laboratory and seed quality control	2018-2021	878.7	878.7		MALF	ASA
	Seed quality control strengthened by June, 2021	To test periodic genetic purity of contaminated varieties	2018-2019	66.9	66.9		MALF	ARI - Mikochehi

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Improving crop productivity through better irrigation and crop management	Irrigation infrastructure expanded and rehabilitated by June, 2019	To design topographical, hydrological and studies for Njage, Msolwa, Mvumi, Kilangali, Kigugu and Mbogo irrigation schemes and Kilangali seed farm	2018-2019	13,023.646	13,023.646		MALF	ASA (for Kilangali farm LGAs, ZIU - Morogoro
	Improved agronomic practices promoted by June 2021	To identify farmers to host demonstration trials and beneficiaries for the input subsidy program	2017-2021				MALF	MALF-PIT, LGAs
Innovative Marketing Strategies Component enhanced to access market and value addition	Marketing infrastructure provided by June, 2019	To do studies and Designs for 5 warehouses, constructions and supervision	2018-2019	2,432.63	2,432.63		MALF	LGA
	Market Linkages and Market Information strengthened by June, 2021	To design and start construction of the Roads for Njage & mvumi	2017 -2018	695.76	695.76		MALF	LGA
		To support the creation of market information by conducting seminars/workshops and disseminations of information	2017-2021	44.6	44.6		MALF	LGA
		To train farmers in leadership management & marketing	2017-2021	209.62	209.62		MALF	LGA, PRIV. SECTOR
		To support marketing arrangement, value addition and post harvest management	2017-2021	490.6	490.6		MALF	LGA, PRIV. SECTOR
Total Costs				127,571.61	6,980.41	70,591.14		

Table BIV: LIVESTOCK SUB-SECTOR

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Improvement of Research of Research Development, extension services and training for improved livestock productivity	Research Development for Livestock enhanced by June, 2021.	To facilitate TALIRI to conduct research by:- Retooling seven (7) TALIRI centres (vehicles, office facilities); Repair and rehabilitation of farm structures; Purchasing of experimental animals; Purchasing of veterinary medicine and equipments; and Capacity building to TALIRI staffs (40 Masters and 20 PHD levels)	2017 - 2019	10,000	7,000	3,000	MALF	TALIRI, SUA
		To conduct research on proper breeding technology for efficient livestock productivity	2017 - 2021	300	300	00	TALIRI	MALF, SUA
		To conduct capacity building to extension officers on research findings	2017 - 2021	500	500	00	MALF	TALIRI, PO-RALG, SUA
		To conduct applied research on animal health and production	2017 - 2021	230	230	00	LITA	MALF
		To conduct research on animal diseases and vaccines	2017 - 2021	3,000	1,000	2,000	TVLA	MALF, SUA
		To employ 10,200 extension officers	2017 - 2021	7,000	7,000	00	PO - PSM	MALF, PO - RALG
		To establish four farmers training centre at Tengeru, Madaba, Kikulula and Mabuki campuses	2017 - 2019	968	968	00	MALF	PO-RALG
		To strengthen five existing farmers training centres (Morogoro, Mpwapwa Buhuri, Rorya and Lugoba) by Constructing (Rorya Lugoba) and rehabilitation of infrastructures (Morogoro, Mpwapwa, Buhuri) and equipping with new training technological facilities	2017 - 2019	935	935	00	MALF	PO-RALG, LITA

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
		To prepare and air 12 TV and 52 Radio Livestock Education Programs annually	2017 - 2021	232	150	82	MICAS	MALF, PO-RALG,
		To provide extension kits and working facilities (office (50) and motorcycles (200)	2017 - 2021	3,800	3,800	00	MALF	PO-RALG,
		To provide short (100) and long term training (50) to extension officers	2017 - 2021	2,650	1,650	1,000	MALF	PO -RALG, LITA, SUA, Private Sectors
		To train 7,500 key livestock farmers	2017 - 2021	3,000	200	100	MALF	PO -RALG, LITA, SUA, Private Sectors
		To operationalize Livestock Identification and Traceability System (TANLITS) in 184 LGAs	2017 - 2021	170	170	00	MALF	PO -RALG
		To conduct research on community early warning annually and disseminate findings	2017- 2021	1,000	1000	00	TALIRI	MALF, PO-RALG TALIRI,
	Community early warning system enhanced by June, 2021	To sensitize livestock farmers on emerging and trans boundary diseases	2017 - 2021	200	200	00	MALF	TALIRI, PO- RALG,
		To Sensitize livestock farmers on sustainable and economic use of water harvesting techniques	2017- 2021	200	200	00	MALF	MWI, PO- RALG
		To construct 8 lecture halls, 16 seminar rooms, 8 hostels, 7 laboratory and 8 libraries with e-library	2017 - 2021	14,113	14,113	00	LITA	MALF
	Number of enrolled student in LITA campuses increased from 2,500 to 3,500 by June, 2021.	To install 4 dairy milking and processing facilities at Tengeru, Morogoro, Mpwapwa and Buhuri campuses	2017 - 2021	1,488	1,488	00	LITA	MALF
		To employ 64 Tutors and 30 supporting staffs	2017 - 2021	146.64	146.64	00	PO - PSM	MALF, LITA

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS		
					Govt	Pty	Lead	Others	
Improvement of Animal Health services	Livestock training improved in LITA campuses by June, 2021.	To review livestock training curriculum	2018 - 2019	300	300	00	LITA	MALF	
		To conduct special short courses according to the needs of the customers	2017 - 2021	432	332	100	LITA	MALF, PO -RALG	
		To establish 8 new practical training units and rehabilitate the existing 26 practical training units	2017 - 2021	789	789	00	LITA	MALF	
	Important infectious and non-infectious diseases and vectors controlled and/or eradicated by June, 2021.	To retool 8 LITA Campuses with office facilities and Motor vehicles.	2017 - 2021	2,622	2,622	00	LITA	MALF	
		To provide capacity building to LITA staffs (Degree 36, Masters 25 and Phd 8)	2017 - 2021	793	693	100	LITA	MALF	
	Vaccines and biological for protecting against and diagnosis of animals diseases developed, produced and distributed by June, 2021.	To conduct research to establish pathogenesis, transmission, economic impact and methods for control and/or eradication and their vectors	2017 - 2021	3,000	1,500	1,500	TVLA	MALF, SUA	
		To Develop and produce three vaccines against CBPP, PPR and Rabies diseases	2017 - 2021	970	970	00	TVLA	MALF	
			To develop and produce three technological packages for control of vector and vector borne diseases	2017 - 2021	360	360	00	TVLA	MALF
			To purchase filling, capping and labeling machines to increase vaccine production	2017 - 2021	650	650	00	TVLA	MALF

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
		To build and equip three Veterinary diagnostic laboratories in Kigoma, Tanga and Sumbawanga	2017 - 2021	1,050	1,050	00	TVLA	MALF
	Diagnostic services enhanced by June, 2021	Purchase HPLC for analysis of strength of acaricides and contaminants or adulterations in foods of animal origin	2017 - 2021	200	200	00	TVLA	MALF
		To sensitize livestock farmers on behavior of diagnosis of animals diseases before treatment	2017 - 2021	230	230	00	TVLA	MALF, PO - RALG
	Laws and regulations regarding mandate of TVLA, TFDA and TPRI reviewed by June, 2021.	To review laws and regulations regarding mandate to regulate veterinary drugs, vaccines, pesticides, and quality assurance of animal products (eggs, milk, meat)	2017 - 2021	72	72	00	TVLA	MALF, TFDA, TPRI
	Regulatory Framework for Animal Health services enhanced by June, 2021	To establish seven (7) zonal Veterinary Council offices (Eastern, Northern, Lake, Central, Northern Highlands and Southern) equip them and provide capacity building to staff	2018 - 2019	1,300	1,300	00	VCT	MALF, TFDA, TVLA
		To control and regulate safety of animal feeds, animal products and veterinary inputs	2017 - 2021	800	800	00	MALF	TVLA, PORALG, VCT, TFDA
	Disease Free Compartments (DFZ) established and maintained by June 2021	To establish three Disease Free Compartments (Kongwa, Ruvu and Sumbawanga ranch) to increase compliance in meat exportation	2017 - 2021	200	200	00	MALF	TVLA, PO – RALG, NARCO,
		To construct double fence, charco dams/bore holes, dips/spray race and veterinary equipment and its related facilities in all DFCZ	2018-2021	6,000	6,000	00	MALF	TVLA, PO – RALG, NARCO,

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
		To improve quarantine stations and zoosanitary inspectorates through capacity building to inspectors and equipping zoosanitary inspectorates stations.	2017 - 2021	2,000	2,000	00	MALF	PO – RALG, TVLA
		To review and formulate Control Strategies and Plans for CBPP, FMD, ND,RVF, LSD, ASF, PPR, AI, Vector and Vector borne Diseases	2017 - 2019	100	100	00	TVLA	MALF
		To purchase and distribute subsidized vaccine to LGAs for TADs (CBPP, RVF, PPR)	2017 - 2021	1,000	500	500	MALF	TVLA, private sectors
	Control Strategies and Plans for CBPP, FMD, ND, RVF, LSD, ASF, PPR,AI, Vector and Vector borne Diseases formulated, reviewed and Implemented by June 2021	To strengthen 8 Zonal Veterinary Centers (ZVC) in carrying out epidemic surveillance activities by purchasing veterinary equipments,chemicals,Protective gears	2017 - 2021	1,000	1,000	00	MALF	TVLA ,PO-RALG
		To purchase and distribute subsidized acaricide and ECF vaccine to LGAs	2017 - 2021	1,000	500	500	MALF	PO - RALG
		To purchase veterinary chemicals, and traps targeting sensitization on participatory suppression of Tsetse and Trypanosomosis	2017 - 2021	500	500	00	MALF	PO - RALG
	Prevalence of endemic diseases including Zoonotic diseases reduced by June 2021	To conduct technical backstopping to livestock farmers and public awareness on control of endemic diseases including Zoonotics (TB, Brucellosis and Rabies)	2017 - 2021	500	500	00	MALF	PO – RALG, TVLA

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS		
					Govt	Pty	Lead	Others	
Promotion of milk marketing and drinking culture	School Milk drinking Programme in 100 LGAs enhanced by June, 2021.	To formulate, review and disseminate School Milk drinking Program guidelines	2017 - 2021	120	80	40	TDB	MALF, Private Sector	
		Acquisition and provision of milk to 151,500 children	2017 - 2021	19,695	10,695	9,000	TDB	MALF, PO-RALG, Private Sector	
	Milk processing and marketing improved by June, 2021.	To coordinate and monitor school milk drinking program	2017 - 2021	50	40	10	TDB	MALF, PO-RALG, Private Sector	
		To organize and participate milk promotion week	2017 - 2021	500	200	300	TDB	MALF, PO-RALG, Private Sector	
	Improvement of livestock marketing and related infrastructures	Secondary markets improved by June, 2021	To establish 75 milk collection centres in six zones (Eastern zone 15, Southern Highlands 15, Northern zone 15, Lake zone 15, Western zone 10 and Central zone 5)	2017 - 2021	3,750	2,812.5	937.5	MALF	PO-RALG, Private Sector, TDB
			To renovate and retooling (cooling tanks, testing equipments) 60 existing milk collection centre's out of 215	2017 - 2021	600	400	200	TDB	MALF, PO-RALG, Private Sector
			To strengthen TDB by employing dairy processing technologist, train milk inspectors and acquire milk inspecting tools	2017 - 2021	2,000	1,000	1,000	MALF	TDB, Private Sector,
			To rehabilitate 12 Secondary markets (Pugu, Kizota, Weruweru, Themi, Korogwe, Igunga, Mhunze, Nyamatala, Meserani, Ipuli, Lumecha and Sekenke)	2017 - 2021	5,400	5,400	00	MALF	TMB, PO-RALG,
	Improvement of livestock marketing and related infrastructures	Border markets improved by June, 2021	To rehabilitate of 9 Border markets (Mutukula, Kirumi, Buhigwe, Kileo, Waso, Mtuwala, Mpemba, Kakonko, Longido and Lukole)	2017 - 2021	3,600	3,600	00	MALF	TMB, PO-RALG,

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Improvement of Meat industry	Meat quality improved by June, 2020. Livestock feedlotting promoted in 12 regions (Simiyu, Shinyanga, Tabora, Mwanza, Mara, Geita, Rukwa, Katavi, Singida, Dodoma, Manyara and Morogoro) by June, 2021	To construct Kasesya border market	2018 - 2019	640	640	00	MALF	TMB, PO-RALG,
		Acquisition of 14 weighing scales to 4 secondary markets and 10 border markets	2017 - 2019	280	280	00	MALF	TMB, PO-RALG,
		To renovate and equip Kwala -Tarime and Murusagamba Livestock quarantine station (Export)	2017 - 2020	800	800	00	MALF	PO-RALG,
		To develop pictorial livestock and meat grades guideline	2017 - 2018	200	200	00	TMB	MALF, TFDA, TBS
		To develop and implement Tanzanian meat quality standard codes and quality control mechanism	2017 - 2018	700	700	00	TBS	MALF TMB
		To enforce laws and regulations imposed on livestock and meat grading	2017 - 2018	800	800	00	TMB	TFDA MALF, TBS
		To conduct capacity building to meat stakeholders on livestock grades , meat grades, meat cuts and meat packaging	2017 - 2021	700	500	200	TMB	TFDA MALF, TBS
		To regulate meat production and outlets facilities for meat quality and safe standards compliance in 187 LGAs	2017 - 2021	500	500	00	TMB	MALF, PO - RALG
		To establish farmers demonstration plots of improved pasture and seeds to the identified regions	2017 - 2021	1,200	1,200	00	MALF	PO-RALG, TALIRI
		To demarcate land for grazing to the identified regions	2017 - 2021	1,200	1,000	200		
		To sensitize on the use of cross breeds for better body weight gain and on the use of crop residues and by products	2017 - 2019	400	400	00	MALF	TMB, PO-RALG,

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
		To organize and conduct discussions with meat importers to source within the country	2017 - 2021	500	400	100	TMB	MALF, PO - RALG
		To identify potential livestock producers and link them with processors for improved supply of slaughter stocks	2017 - 2021	300	300	00	TMB	MALF, PO - RALG
		To conduct capacity building and sensitization to 6 National stakeholder's associations to take active role in meat industry improvement (TALIMETA, CCWT, TANZEBBA, TAPIFA, TAMEPA)	2017 - 2021	600	300	300	TMB	MALF, PO - RALG, TALIMETA, CCWT, TANZEBBATAPIFA, TAMEPA.
		To organize, develop and implement strategic plans for TAMEPA, TALIMETA and CCWT	2017 - 2020	400	200	200	TMB	MALF,PO-RALG, TALIMETA, CCWT, TANZEB TAPIFA, TAMEPA.
		To develop and implement capacity building programme to 5,000 livestock producers (Pig, Poultry, Goat, Sheep, and Cattle) on Agribusiness and feedlotting technologies	2017 - 2021	700	500	200	TMB	MALF, PO - RALG
		To review NARCO management structure for effective and efficient performance	2017 - 2021	20	20	00	TR	MALF, NARCO, MoFP
		To capitalize NARCO to maximize its resources utilization	2017 - 2021	10,000	10,000	00	MoFP	MALF, NARCO,TR
	Production in National Ranch Company (NARCO) increased by June, 2021.	To implement the plan of setting NARCO pilot ranches	2017 - 2021	100	100	00	NARCO	MALF, MoFP ,TR
		To identify and co-ordinate livestock and livestock products markets for all NARCO ranches and other stakeholders	2017 - 2021	400	300	100	NARCO	MALF, MoFP ,TR

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Improvement of poultry value chain	Poultry production and investments increased by June, 2021.	To conduct capacity building on commercial chicken production (Dar es salaam, Morogoro, Arusha, Dodoma and Mbeya) and to all poultry associations on entrepreneurship skills	2017 - 2021	650	650	100	MALF	PO-RALG TPBA, TCPA,
		To formulate regulations and guidelines for Animal Feed Resources Acts by June 2021	2017 - 2019	60.5	60.5	00	MALF	TMB, PO-RALG,
		To review VAT, tax and regulation imposed on hatchery equipments, machineries and facilities	2017 - 2021	200	200	00	MALF	MoFP, TPBA,TCPA
		To establish linkage between poultry stakeholders and financial institutions	2017 - 2018	250	200	50	MALF	PO-RALG, TPBA, TCPA, TIIB, TADB
		To construction of 4 chicken markets with slaughtering slabs at Dar es Salaam, Dodoma, Arusha and Mbeya	2017 - 2021	185	85	100	MALF	TMB, PO-RALG,
		To establish poultry producers associations at 50 districts	2017- 2019	150	50	100	MALF	TMB, PO-RALG, TPBA, TCPA
		To create inventories and categorize poultry breeding farms producing DOC	2017 - 2021	300	250	50	MALF, TALIRI	PO-RALG,
		To develop and adopt a National livestock breeding policy, breeding Act and Regulation	2017 - 2021	200	200	00	MALF, TALIRI	PO-RALG,
		To establish formal eggs and DOC collection centres in Dar es salaam, Arusha, Mbeya, Dodoma and Pwani.	2017 - 2021	1,000	500	500	MALF	PO-RALG,
		To develop and Monitor chicken industry bio-safety program	2017 - 2021	250	250	50	MALF	PO-RALG,

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Improvement of dairy cattle value chain	National Commercial Day Old Chicks Multiplication centers established in Dar es salaam, Arusha, Mbeya Dodoma and Pwani by June, 2021.	To solicit land for investment	2017 - 2018	300	300	00	MALF	TALIRI, PO-RALG,
		To conduct feasibility study	2017-2-18	400	400	00	MALF	TALIRI, PO-RALG
		To construct 5 hatchery units and procure its related hatchery equipment's, machineries and facilities	2017 -2021	800	800	00	MALF	TALIRI, PO-RALG
Improvement of dairy cattle value chain	Number of dairy cattle and milk production increased by June, 2021	To establish 3 chicken feed processing plants at Arusha, Mbeya and Pwani	2017-2021	3,000	3,000	00	MALF	TALIRI, PO-RALG PO-PSM
		To undertake extensive dairy breeding through massive Artificial Insemination	2017 - 2021	800	800	200	MALF	PO-RALG, AI – centres
		To strengthen government dairy breeding farms by procurement of breeding female, purchasing of agricultural farm implements and machineries and establishment of improved pasture and pasture seeds	2017 - 2021	1,200	1,200	00	MALF	PO-RALG,
Enhancing Grazing land management, animal feeds production, water and utilization	Grazing land and water management improved by June, 2021	To sensitize the use of improved dairy animals and improved pasture	2017 - 2021	500	50	00	MALF	PO-RALG,
		To identify, demarcate and gazette grazing lands in villages of districts with increased incidences of conflicts between land users in Kilosa, Ngorongoro, Mvomero, Handeni, Bagamoyo, Iramba, Kiteto, Morogoro rural, Hanang and Rufiji districts	2017 - 2020	4,500	2,500	2,000	MALF	PO-RALG, MLHS
		To strengthen pasture production and conservation for sustainable livestock productivity by rehabilitating 4 pasture seed farms and equip with farm implements	2017 - 2020	760	760	00	MALF	

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
		To conduct feasibility study on site selection for dam construction in dry regions	2018 -2019	250	250	00	MALF	MWI, PO- RALG
		To construct 3 dams in dry regions and areas with large number of livestock population	2018 - 2021	7,500	7,500	00	MALF	MWI, PO- RALG
		To enforce Legislation of animal feeds resources (Grazing-land and Animal Feeds Resources Act No. 13 of 2010)	2017 - 2019	20	20	00	MALF	PO-RALG,
		To build capacity to 200 Animal feed inspectors and feed millers (equipments)	2017 - 2021	770	520	250	MALF	PO-RALG, TVLA, TFDA
		To inventorize and inspect quality of animal feeds/mills	2017 - 2021	600	560	40	MALF	TFDA ,TVLA,
		To formulate regulations and guidelines on the Grazing land and animal feed resources	2017 - 2020	90	90	00	MALF	TMB, PO-RALG, MLHSD
		To review policy and tax regulation imposed on animal feed industry	2017 - 2019	200	200	00	MALF	TRA
		To conduct international forum and local meetings of animal feeds stakeholders annually.	2017 - 2021	1,500	500	1,000	MALF	TPSA, TFDA
TOTAL				157,174	130,764	26,410		

Table BV: FISHERIES SUB – SECTOR

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	TIME FRAME	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Improvement of Research Development, extension services and training for improved fisheries productivity and sustainability	Fisheries Research for Development enhanced by June, 2021.	To facilitate TAFIRI to conduct research by: retooling TAFIRI centres; rehabilitating five centers, equipping with laboratory equipments and reagents	2017 - 2019	1,450	1,000	450	TAFIRI	MALF, SUA, UDM, COSTEC Private Sectors
		To purchase 1 and repair TAFIRI research vessels	2018-2020	600	600	0	TAFIRI	MALF, DPs, Private Sectors
		To employ technical and supporting staff (50) and capacity building to staff	2017 - 2021	400	400	0	TAFIRI	MALF, DPs, Private Sectors
		To conduct research on catch assessment in minor and major water bodies	2018 - 2020	430	430	00	TAFIRI	MALF,SUA, UDM, COSTEC Private Sectors
		To sensitize; build capacity and give feedback on research findings to extension officers	2017 - 2021	350	300	50	TAFIRI	MALF, PO - RALG
		To conduct research on fish diseases, seeds and fish feed formulation.	2018 - 2021	400	200	200	TAFIRI	MALF, PO - RALG Private Sector, COSTECH
		To employ 11,250 extension officers and train them	2017 - 2021	3,930	3,930	00	PO - PSM	MALF, PO-RALG, TAFIRI, SUA
		To establish five demonstration ponds in Morogoro, Arusha, Mwanza, Ruvuma, Dar es Salaam and Kagera	2017 - 2021	335	335	00	MALF	PO-RALG,
		To prepare and air 12 TV and 52 Radio Fisheries Education Programs	2017 - 2021	263	263	00	MICAS	PO - RALG, MALF
		To provide extension kits and working facilities (office and motorcycles)	2017 - 2021	175	175	00	PO-RALG	MALF

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	TIME FRAME	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Promotion of aquaculture development, management and environmental conservation	Number of enrolled student in FETA campuses increased from 1,500 to 2,500 by June, 2021.	To construction of 8 lecture halls, 16 seminar rooms, 8 hostels, 7 laboratory and 8 libraries with e-library	2017 - 2019	10,115	6,000	4,115	FETA	MALF
		To retool FETA centres with vehicles, furniture and computers	2017 - 2021	320	320	00	FETA	MALF
		To purchase one and repair three training vessels and machineries (fishing boat and cold rooms)	2017 - 2021	5,550	5,550	00	FETA	MALF
		To employ 64 Tutors and 30 supporting and technical staff	2017 - 2021	160	120	40	PO- PSM	MALF FETA
		To conduct Capacity building to FETA staffs	2017 - 2021	160	120	40	MALF	TAMISEMI, PRIVATE SECTOR
		To review fisheries training curriculum and conduct special short courses related to aquaculture	2018 - 2020	190	190	00	FETA	MALF
		To establish 3 FETA campuses with new practical training units (Kibirizi - Kigoma, Mikindani – Mtwara and Sota – Mara)	2017 - 2021	1,300	1,300	00	FETA	MALF
		To develop national aquaculture development programme	2017- 2018	500	500	00	MALF	SUA, UDM, COSTEC, FETA, Private Sectors
		To review national aquaculture development strategy of 2012	2018- 2019	400	200	200	MALF	SUA, UDM, COSTEC, FETA, Private Sectors
		To disseminate the developed programme and reviewed strategy	2018 - 2019	500	500	00	MALF	PO- RALG

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	TIME FRAME	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
	Five (5) freshwater aquaculture centres (Nyamirembe-Chato, Nyengedi-Lindi, Mwamapuli-Tabora, Ruhila-Songea and Kingolwira-Morogoro) and three mariculture centre (Machui-Tanga, Mbegani-Bagamoyo and Mtwara) strengthened by June, 2021	To construct, rehabilitate and equip aquaculture hatcheries	2018 - 2020	1,000	1,000	00	MALF	PO - RALG
		To install fish feed machine and accessories	2017 - 2020	1,000	1,000	00	MALF	PO - RALG
		To construct and rehabilitate fish ponds infrastructures	2017 - 2020	700	700	00	MALF	PO - RALG
		To identify, map, conduct SEA and digitalize areas for cage culture in Lake Victoria, Lake Nyasa, Lake Tanganyika and Indian Ocean	2018 - 2019	600	600	00	MALF	SUA, UDM, COSTEC, FETA, Private Sectors
	Involvement of private sectors in aquaculture investment increased by June, 2021.	To review policy and tax regulation imposed on aquaculture inputs	2017 - 2018	200	200	00	TRA	MoFP, MALF, Private Sector
		To identify and conduct feasibility study on areas earmarked for seaweed processing plant	2018 - 2019	600	600	00	MALF	SUA, UDM, COSTEC, FETA, Private Sectors
	Man-made water bodies (irrigation scheme, and charcoal dam) effective utilized for aquaculture production by June, 2021	To stock fish seeds in irrigation schemes, charcoal dams and other man made water bodies.	2017-2021	220	120	100	MALF	PO-RALG,
		To provide farmers with subsidized fish feed	2017 - 2021	900	900	00	MALF	PO-RALG,
	Fish farmers empowered by June, 2021	To establish automatic monitoring and reporting system and identify baseline conditions suitable for aquatic life	2017 - 2021	460	240	220	MALF	NEMC
		To empower (train on value addition and subsidize) seaweed farmers especially women and youth groups in the coastal region	2017-2021	315	110	205	MALF	PO-RALG

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	TIME FRAME	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Strengthening Fisheries sector by increasing Resource development, protection, management, conservation, and utilization for improved livelihoods and national economy	Fisheries Resource Development, protection, management, conservation, and utilization improved by June, 2021	To train SMMEs dealing with fishing processing industries on modern fish farming technology	2017-2020	70	10	60	MALF	PO-RALG,
		To provide education on management, protection and conservation for sustainable fisheries to stakeholders	2017 - 2021	950	700	250	MALF	PO-RALG DPs
		To review of Fisheries Master Plan	2017 - 2019	450	100	350	MALF	DPs
		To train fishing community on alternative livelihood and entrepreneurship skills	2017-2021	182	72	110	MALF	PO-RALG DPs
		To strengthen surveillance units by providing equipment's, train on monitoring, control and surveillance (MCS) techniques to fisheries officers, judiciary, police and BMU members	2017 - 2021	9,000	4,000	5,000	MALF	PO - RALG,MHA, MCLA, MDNS
		To support and facilitate patrols in all water bodies to combat illegal fishing practices and fish border trade	2017 - 2021	6,000	4,000	2,000	MALF	PO - RALG,MHA, MCLA, MDNS
		To create awareness on Ecosystem Approach to Fisheries (EAF) Management and Co-management concepts to fishing communities and BMUs	2017 - 2021	350	150	200	MALF	PO-RALG DPs
		To establish BMUs Networking and developing BMUs Management Plans	2017 - 2021	800	600	200	MALF	PO-RALG
		To combat Illegal, Unreported and Unregulated (IUU) fishing, trade and environmental destruction	2017 - 2021	542	212	150	MALF	PO-RALG
		To strengthen and support Deep Sea Fishing Authority (DSFA)	2017 - 2021	1,000	1000	0	MoF,	MALF, MANRF
To enhance establishment of Coast guard which will manage and control illegalities in territorial and EEZ	2018 - 2021	600	500	100	MALF	Private Sector		

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	TIME FRAME	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Investment in EEZ fishing and fisheries processing industries increased	Fisheries Information Management improved by June, 2021 Fisheries Laws and Regulations reviewed and harmonized by June, 2021 Investment in EEZ fishing promoted by June, 2021	To construct and rehabilitate the existing marine parks buildings and related infrastructures to promote ecotourism	2017 - 2021	4,500	3,000	1,500	MPRU	MALF, PO-RALG, MNRT
		To identify critical habitats, endangered, threatened species and sensitize to fisheries stakeholders on conservation	2017 - 2021	1,800	1,000	800	MPRU	MALF, PO-RALG, MNRT
		To support and establish new Marine Protected Areas in collaboration with other stakeholders	2017 - 2021	2,800	2,000	800	MPRU	MALF, PO-RALG, Private Sectors; DPs
		To conduct frame and catch assessment surveys in major and minor water bodies	2017 - 2021	1000	700	300	MALF	PO-RALG, DPs, Private Sectors
		To strengthen capacity on fisheries and aquaculture data base and information system development and management to Fisheries Officers and BMUs	2017 - 2021	800	500	300	MALF	PO-RALG
		To review Fisheries Act No. 22 of 2003 and its Principle regulations of 2009	2017 - 2021	500	350	150	MALF	PO-RALG, DPs, Private Sectors
		To harmonize fisheries legislation with Regional and International laws and regulations	2017 - 2021	320	200	120	MALF	PO-RALG
		To conduct feasibility study on construction of fishing harbor	2017 -2019	1,800	800	1,000	MALF	PO-RALG, MoF, MIT, TPA, MTC
		To construct fishing harbor along Tanzanian coast	2018 - 2021	25,380	8,360	17,020	MALF	PO-RALG, MoF, MIT, TPA, MTC
		To sensitize potential investors to invest in EEZ fishing and fisheries processing	2017 -2021	540	350	190	MALF	PO-RALG, TIC, DSFA, MoF, MITIC
To establish two National Fishing Fleets (fishing vessels)	2018 - 2021	40,000	20,000	20,000	MALF	DSFA		

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	TIME FRAME	COST (MIII)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Strengthening fisheries and aquaculture products utilization and marketing	Ex - TAFICO operationalized by 2020 Fisheries and Aquaculture Quality Control, Marketing and Assurance Improved by June, 2021	To rehabilitate TAFICO infrastructures	2018 - 2020	300	300	0	MALF	MoF
		To construct cold storage facilities at RasMkwavi, TAFICO Dar es Salaam	2018 - 2020	900	900	0	MALF	PPF LAPF NSSF
		To construct ice processing machine at RasMkwavi, TAFICO Kigamboni	2018 - 2020	500	500	0	MALF	NSSF PPF LAPF
		To employ new twenty (20) staff to manage and operationalize	2018 - 2020	1,500	1,500	0	MALF	NSSF PPF LAPF
		To equip ex-TAFICO with motor vehicles and office facilities	2018 - 2020	400	400	0	MALF	NSSF PPF LAPF
		To strengthen inspection and surveillance of fish and fishery products by equipping fish laboratories & employing technical staff	2017-2021	900	750	150	MALF	PO-RALG Private Sectors
		To build capacity of fish inspectors, laboratory technicians and other stakeholders	2017-2021	800	700	100	MALF	PO-RALG Private Sectors
		To sensitize on eco-labeling certification of selected fish species to fisheries stakeholders	2017-2021	175	125	50	MALF	PO-RALG, COSTEC, MIT
		To improve, develop (Marine 2, Lake Victoria zone 3, Lake Tanganyika 2, Lake Nyasa 1, Minor water 3) landing sites and rehabilitate three market infrastructures of Kirumba, Ferryfish market, Kasenda (Chato), Muganza (Kagera) and Tanga market for increased domestic revenues and expanded market	2017-2021	12,400	8,000	4,400	MALF	PO-RALG, MoFP

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	TIME FRAME	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
	Value addition in fisheries and Aquaculture products increased by June, 2021.	To build capacity (train and technology) & sensitize on value addition in fish, fishery products and aqua products to stakeholders	2017-2021	650	510	140	MALF	PO-RALG, MIT COSTEC SUA, UDM, FETA, Private Sectors
		To construct Seaweed processing factory for value addition in Seaweed products	2017 - 2021	600	150	450	MALF	Private Sector
FISHERIES TOTAL COSTS					90,442	61,510		

Table B VI: TRADE

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	TIME FRAME	COST (Mii)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
National and International Market Access Enhanced to increase share of exports contribution to GDP from 19 percent in 2014 to 22 percent in 2021	Conclusion of two (2) on-going negotiations in implementation of EAC Common Market and Custom Union Protocol and SADC Protocol of Trade by June, 2021	To negotiate Market Access in EAC, SADC and market Access in CFTA	2017 - 2018	1,391.5	1,391.5		MITI	TPFS/TCCIA, CTI
	Five (5) trade attaches facilitated to work in strategic foreign Markets by June, 2021	To negotiate on Market Access and technical assistance in multilateral (including UNCTAD & ITC)	2017 - 2018	282.8	282.8		MITI	TPSF/CTI
	Five (5) trade attaches facilitated to work in strategic foreign Markets by June, 2021	Five (5) trade attaches attached in identified strategic foreign Markets	2017 – 2021	1,073.6	1,073.6		MITI	MFEAC
	Country's Agenda in the conclusion of on-going Doha Development Agenda negotiations, ratification and implementation of WTO TFA identified, disseminated and pursued by June, 2021	To establish country agenda, conduct national consultations, establish national position and participate in the WTO Ministerial Conferences	2017 – 2021	253	253		MITI	MFEAC
	Conclusion of five (5) Bilateral Trade negotiations by June, 2021	To conduct and host five (5) trade missions with strategic countries	2017 –2021	429.4	429.4		MITI	MFEAC
	Strengthening competitiveness of exports products by June 2020	To reduce number of existing Non-Tariff Barriers (NTBs) in the EAC Time Bound Matrix from 83 in 2014 to 10	2017– 2020	375.8	375.8		MITI	TPSF/TCCIA
	Strengthening mechanisms for coordination of key trade related stakeholder by June 2021	To identify four service sectors for exports under WTO Services waiver	2017 – 2021	268.4	268.4		MITI	MFEAC
	TOTAL			4,074.50	4,074.50			

Table B VII: INVESTMENT

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	TIMEFRAME	COST (Mii)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Investment Climate improved and sustained to increase the share of industry in GDP from 21.1 percent in 2015 to 25 percent in 2020.	The Investment Policy 1996 and Investment Act 1997 reviewed and Strategy developed by June, 2021	To finalize the review of Policy and Act and develop implementation Strategy	2017 - 2018	341.3	341.3		MITI	PMO, MoFP MEM, MFEAC MLHS, MoESTV AGC, PC, TIC, AGC
		Develop and implement Action Plan for fast tracking investment	2017 – 2021	375.8	375.8		MITI	Private sector
	Tanzania's business and investment regulatory framework improved by June, 2021	To undertake studies, harmonize and align policies, laws, regulations and institutional structures to improve investment climate	2017 – 2021	1,073.6	1,073.6		MTII	TIC, AG
	Fiscal and non-fiscal incentives in various sectors made predictable by June, 2021	To prepare guidelines on fiscal and non-fiscal incentives	2017 – 2021	805.2	805.2		MTII	TIC, TFSF, MoFP
	Seventy percent of projects registered by TIC evaluated and monitored by June, 2021	To design and implement National M&E Framework on Investment Projects	2017 – 2021	536.8	536.8		MITI	TIC
	Two regional investments forums facilitated by June, 2021	To prepare two (2) trade and investment forums	2017 – 2021	845.3	845.3		MITI	TIC
TOTAL				3,978.1	3,978.1			

Table VIII: MARKETING

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	TIME FRAME	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Market opportunities for commodities, goods and services increased and utilized	Capacities of market actors in meeting quality, grades and standards for domestic and international markets improved by June, 2020	To develop national guideline for quality, standard and grading of agricultural produce	2017 - 2018	275.3	275.3	-	MTII	MALF, PO-TAMISEMI, MNRT, MFA&EAC
		To provide education to farmers, entrepreneurs and the general public on quality, standards, and grades of agricultural crops in accordance with the national guideline	2017 – 2019	66	66	-	MITI	MALF, PO-TAMISEMI, MNRT, MFA&EAC
	Ten Strategic warehouses constructed and seven warehouses rehabilitated by June, 2021	To link farmers and entrepreneurs with domestic and external market opportunities	2017 – 2020	375.8	375.8	-	MITI	MALF, PO-TAMISEMI, MNRT, MFA&EAC
		To undertake strategic warehouses Need Assessment for cashew nut, maize, paddy and oilseeds growing areas	2017 - 2018	145.6	145.6	-	MITI	MALF, PO-TAMISEMI, MNRT, MFA&EAC
	Ten Strategic warehouses constructed and seven warehouses rehabilitated by June, 2021	To rehabilitate and retool seven warehouses in the identified areas	2017 – 2021	608.7	608.7	-	MITI	MALF, PO-TAMISEMI, MNRT, MFA&EAC
		To construct and retool ten strategic warehouses in the identified areas	2017 – 2021	4,975	4,975	-	MITI	MALF, PO-TAMISEMI, MNRT, MFA&EAC

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	TIME FRAME	COST (Mii)	FINANCE		PLAYERS						
					Govt	Pty	Lead	Others					
	The use of Warehouse Receipt System on cashew nut, coffee, maize, paddy, and oilseeds up-scaled by June, 2021	To establish Warehouse Receipt System in new areas based on selected crops	2017 – 2021	536.8	536.8			MALT, PO-TAMISEMI, MNRT, MFA & EAC					
		To scale up the use of Warehouse Receipt System based on selected commodities	2017 – 2021							MITI			
	Commodity Exchange Market established by June 2021	To develop electronic system to facilitate linkage between strategic warehouses, commodity exchange and consumer	2017 – 2021										
		To finalize the development of Commodity Exchange Market	2017 – 2019										
		To sensitize stakeholders on Commodity Exchange Mkt operationalization	2017 – 2021										
	Enhance market compliance on quality requirements for domestic and international markets by June, 2021	To develop National Quality Policy and Strategy	2017 – 2019										
		To develop National Consumer Protection Policy and Strategy	2018 – 2020						442.9	442.9		MITI	MALT, PO-TAMISEMI, MNRT, MFA&EAC
		To build capacity of market actors in quality, standards and grades for domestic and international markets	2017 – 2021										
	Integrated Market Information System established by June, 2021.	To support and improve market information systems for crops and livestock	2017 – 2021						1,402.4	1,402.4			
		To conduct market research / review on six traditional and five non-traditional cash crops	2018 – 2019						50	50			MALT, PO-TAMISEMI, MNRT, MFA&EAC
To conduct market research / reviews on four livestock and three livestock-by-products		2017 – 2019	985	985			MITI						
To conduct marketing study on livestock feeds		2017 – 2019	385	385									
Total				10,248.50	10,248.50								

Table B IX: NATURAL RESOURCES AND TOURISM

Objectives	Output/Target	Activities	Time Frame	Financing cost (Tsh millii)			Implementer	
				Total	Gvt	Private	Lead	Supporting
Capacity Building on Conservation of natural and cultural resources Enhanced	Sensitization and Promotion of conservation activities at community level including Education session and Village game scout programs by June, 2021	To conduct workshops, meetings and seminars to raise level of awareness on conservation to community surrounding National Parks, Game Reserves and PA's	2017-2021	3,800	3,800		TAWA, TANAPA & NCAA	MNRT
	Capacity building in National Parks, Game Reserve and PA's by June, 2021	To conduct training to communities and staff on enhancing conservation of natural resources and Development of Tourism	2017-2021	8,800	8,800		DW, NCAA, TAWA & TANAPA	MNRT
Stakeholder's participation in sustainable management and utilization of natural, cultural resources and tourism operations enhanced	Capacity building in National Parks, Game Reserve and PA's by June, 2021	To rehabilitate 58 existing housing structure in 27 game reserves	2017-2018	1,700	1,700		DW & TAWA	MNRT
	Sustainable Management in Natural Resources enhanced by June, 2021	To construct road networks, airstrips, staff housing, offices and visitor centers of TANAPA and NCAA	2018-2019	33,800	33,800		TANAPA & NCAA	MNRT
Stakeholder's participation in sustainable management and utilization of natural, cultural resources and tourism operations enhanced	Implementation of National tree planting strategy and Beekeeping enhanced by June 2020	To train and equip management of Tanzania Wildlife Authority to be able to regularly conduct assessment of potential areas for revenue investments and generation	2020-2021	11,600	11,600		DW & TAWA	MNRT
	Implementation of National tree planting strategy and Beekeeping enhanced by June 2020	To support 40 District authorities to perform at least two key functions in Land Use	2017-2021	12,900	12,900		DW & TAWA	MNRT
	Implementation of National tree planting strategy and Beekeeping enhanced by June 2020	To support 37 tree growers Association to plant trees	2017-2020	9000	9000		F&BD	MNRT
	Implementation of National tree planting strategy and Beekeeping enhanced by June 2020	To increase the number of bee reserves managed by the communities by 50% through involving 10,000 household engaged in modern technology	2017-2020	3,400	3,400		DFoB & TFS	MNRT
		To improve and upgrade infrastructures of the Forest Training Institute and planting trees in 12 Districts in Tanzania through Participatory Forest Management, REDD+ and Climate Change Initiative (ECOPRC)	2017-2019	9,600	9,600		FITI	MNRT

Objectives	Output/Target	Activities	Time Frame	Financing cost (Tsh millii)			Implementer	
				Total	Gvt	Private	Lead	Supporting
Development and promotion of tourism Products		To facilitate local community groups in management of Natural Resources (particular Kigoma)	2017-2019	7,700	7,700		F & BD	MNRT
	Number of International and domestic tourists increased from 1.28 Mil to 2Mil by June 2021	To develop the outdoor recreation facilities and advertisement	2017-2021	17,200	17,200		TTB	MNRT
		To oversee implementation of Marketing and Branding Strategies for the tourism Products by TANAPA, NCAA,TTB, etc.	2017-2021	19,200	19,200		TTB & DT, TANAPA & NCAA	MNRT
	High quality training in hospitality and tourism programme provided by June 2021	To facilitate 2,280 students training in hospitality	2020-2021	12,400	1,2400		NCT	MNRT
		To Provide technical advice, carry out applied research and build managerial and entrepreneurial capabilities in hospitality and tourism	2017-2021	1,1260	1,1260		NCT	MNRT
	Diversify /shifting from Wildlife Tourism to other kinds of tourism (Historical and Cultural Heritage) by June, 2021	To Gazette and Publicizes Mtwara – Mikindani as a heritage Tourist Centre	2017-2021	1,520	1,520		DoA	MNRT
		To renovate the Old buildings of Mtwara (Mikindani); Bagamoyo (Caravan Serai, Kaole Ruines and Old sort); Kiliwa kivinje and Kisiwani; Kalenga – Iringa and Olduvai.	2017-2021	2,500	2,500		DoA	MNRT
		To conserve and promote Amboni Caves, and Mbozi Meteorites	2017-2021	2,800	2,800		DoA	MNRT
		To prepare the establishment of Theme Park in Dar es Salaam City and promote beach Tourism as well as Construction of Utalii House phase II	2018-2019	1,500	1,500		TD & TTB	MNRT
	Strategy for Promoting Tourism in the Southern Circuit (Resilient Natural Resources Management for Growth REGROW) implemented by June 2021.		To strengthen management of natural resources and improve infrastructure in Protected Areas	2017-2021	130,000	130,000		MNRT

Objectives	Output/Target	Activities	Time Frame	Financing cost (Tsh millii)			Implementer	
				Total	Gvt	Private	Lead	Supporting
		To strengthen alternative livelihoods for targeted communities closer to PAs	2017-2021	20,000	20,000		MNRT	PPD, TAWA, TANAPA, TAWIRI TFS and TTB
		To strengthen landscape management and infrastructure investments in and up stream of Ruaha National Park	2017-2021	50,000	50,000			MNRT PPD, TAWA, TANAPA, TAWIRI TFS and TTB
		Institutional strengthening	2017-2021	20,000	20,000		MNRT	PPD, TAWA, TANAPA, TAWIRI TFS and TTB
Law enforcement in management of natural, cultural resources and tourism development strengthened	The National Strategy to Combat Poaching and illegal ivory trafficking operationalized by 2021	To facilitate members of wildlife Crime Unit to undertake wildlife protection and management patrols (8,000) man days and 30 aerial surveillances annual	2017-2021	9,600	9,600		MNRT	TANAPA, NCAA & TAWA
Management decisions based on clear policies, legislation, guidelines and researched information realized	Review and operationalize the existing policies and regulations to accommodate community benefit sharing in Tourism development and conservation of Natural Resources as well as Public Private Partnership by June, 2019	To conduct Surveillance coverage in and outside 27 game reserves, wetlands and Game Controlled Areas	2017-2021	4,900	4,900		MNRT	TAWA
Improved Revenue Collection System	Revenue accrued from natural, cultural resources and tourism operations increased from Sh. 150bn in 2016 to Sh. 180bn by 2021	To review National forest programme, Beekeeping policy, National Beekeeping programme and National Tourism Policy and Master Plan	2017-2018	8,815	8,815		MNRT	DW, DT, DfoB, DoA, TANAPA, NCAA, & TFS
		To strengthen Computerized revenue collection tracking systems	2017-2021	7,100	7,100		MNRT	NCAA, TANAPA, TAWA & TFS
		To design and develop MOU with Local government authorities and other relevant parties for revenue collection	2018-2019	2,400	2,400		MNRT	TFS, TAWA & TANAPA
		To strengthen electronic revenue collection services to outpost station	2017-2021	4,100	4,100		MNRT	TFS, DT TAWA, NCAA & TANAPA

Objectives	Output/Target	Activities	Time Frame	Financing cost (Tsh millii)				Implementer	
				Total	Gvt	Private	Lead	Supporting	
Opportunities and commitments from regional, bilateral and multilateral Agreements that Tanzania is a party are realized	Compliance to bilateral and multilateral treaties and agreements attained by 100% by June 2021	To Maintain Seven existing World Heritage Sites	2017-2021	1,600	1,600		MNRT	DoA	
	Develop and implement National Wetlands and 1972 UNESCO World Heritage Convention strategies by June, 2021	To improve Kilombero and lower Rufiji wetland system by increasing conservation mechanism of Rufiji River Basin	2018-2019	4,700	4,700		MNRT	WD	
		To register at least two new World Heritage Sites	2017-2021	600	600		MNRT	DoA	
Total				434,495	434,495				

Table B X: ENVIRONMENT AND CLIMATE CHANGE

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	COST Mil)	FINANCE			PLAYERS	
					Govt	Pty	Lead	Others	
Enhance policy implementation, institutional capacity, and implementation of the National Climate Change Strategy	Reviewing policy and institutional capacity enhanced by 2018	To finalize review of National Environmental Policy of 1997 and Strategy for implementation of the Policy	2017/2018	100	100	0	VPO	Development Partners NEMC MDAs, CSOs & LGAs	
	National Climate Change Strategy implemented by 2020	To prepare National Adaptation Plans	2017 -2019	1,000	1,000	0	VPO	Development Partners, NEMC MDAs, CSOs & LGAs	
		To rehabilitate Coastal Protection Infrastructures in Dar es Salaam, Zanzibar, Tanga and Bagamoyo	2017- 2020	20,000	20,000	0	VPO	Development Partners	
		To clean and rehabilitate drainage channels in Dar es Salaam	2017 2018	2,000	2,000	0	VPO	Development Partners, NEMC MDAs & LGAs	
		To restore natural coastal protections including mangrove forests rehabilitation in Pangani, Rufiji and Zanzibar	2017 2018	600	600	0	VPO	Development Partners, NEMC, MDAs, LGAs and Community groups	

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
	Enhance promotion of alternative to charcoal and renewable energy by 2021	To conduct national campaign on promoting alternative to charcoal	2017-2021	5,000	5,000	0	VPO	Development Partners, NEMC, MDAs, LGAs, and Community groups
	Tree planting and management strategy implemented by 2021	To plant and manage 100 million trees in 185 districts of Tanzania mainland	2017-2021	105,000	105,000	0	VPO	Development Partners, NEMC, MDAs, LGAs & CSOs
		To restore water resources ecosystems	2017-2021	10,000	10,000	0	VPO	Development Partners, NEMC, MDAs, LGAs & CSOs
	National Strategy for Reducing Emissions from deforestation and forest degradation, (REDD+) implemented by 2021.	To establish Forest Reference Emission Level (FREL) for monitoring, reporting verification (MRV) system of greenhouse gas	2017-2021	9,277.75	0	9,277.75	VPO	Development Partners, NCMC, NEMC, MNRT, LGAs & Media
	Participation of Sectors and LGAs in Environmental Management Enhanced by 2021	To provide guidelines for mainstreaming Environment and Climate Change into Sectors and LGAs Plans and Budget	2017/-2021	300	300	0	VPO	Development Partners NEMC, MDAs, LGAs
		To raise awareness and conducting capacity building programs on environmental issues	2017-2020	2,000	2,000	0	VPO	Development Partners NEMC, MDAs, LGAs & Media
Enhance Implementation of Environmental Management Act 2004	Implementation of Environmental Management Act Enhanced by 2021	To prepare relevant regulations and guidelines	2017-2021	500	500	0	VPO	Development Partners, NEMC, MDAs, LGAs & CSOs
		To monitor and audit the Environmental	2017-2021	4,000	4,000	0	VPO	Development Partners, NEMC,MDAs &LGAs
		To review and monitor SEA and EIA	2017-2021	3,000	3,000	0		Development Partners, NEMC,MDAs &LGAs,
Strengthening Environmental Information generation and management	Environmental information generation and management strengthened by 2021	To collect and process environmental statistics for preparation of State of Environment Report	2017-2021	1,000	1,000	0	VPO	Development Partners NEMC, MDAs, LGAs & CSOs
		To prepare state of the Environment Report	2017-2021	1,000	1,000	0	VPO	Development Partners NEMC, MDAs, LGAs & CSOs
TOTAL				164,827.75	155,550	9,277.75		

Table B XI: SCIENCE TECHNOLOGY AND INNOVATION

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Invest in local research and industrial development focusing on value addition	A total of 107 research projects supported by June 2021	To support research projects in minerals sector (7); industries (12); Health (10); ICT (12); Education (6); Land use (10); Agriculture and Livestock (15); Blue economy (15); Climate change (6); Emerging technologies (7); and Energy sector (7)	2017 - 2021	9,340	5,765	3,575	MEST	COSTECH, HLIs, R&Ds, DPs/NGOs/CSOs, NBR, TARI, TALIRI, TVLA, TAFIRI,
Build competent and competitive human capital in areas relevant to industrial development	Capacity of higher learning institutions through Human resource development enhanced by June 2021	To support capacity building to researchers and scientists at SUA (80 researchers and scientists) and MUHAS (29)	2017 - 2020	7,630	7,630	0	MEST	COSTECH, SUA, MUHAS
	Capacity of R&Ds institutions through Human resource development enhanced by June 2021	To support capacity building of researchers and scientist at TAFIRI (11); TALIRI (12); and TPRI (11)	2017 - 2020	2,380	2,380	0	MEST	COSTECH, TAFIRI, TALIRI, TPRI
		To sponsor 30 researchers / scientist (post doctoral fellowship)	2017 - 2020	7,500	7,500	0	MEST	COSTECH
		To support infrastructure rehabilitation of research centres: TIRDO; TPRI; TALIRI; Malisho, Kongwa; TARI, Mlingano (Tanga); TARI, Seriani at Tanga; TAWIRI; NIMR, TAFIRI, SUA; Ardhi University; CoET; (DUCE); Mkwawa (DUCE); OUT; and UDOM	2017 - 2020	78,567	78,567	0	MEST	COSTECH
Develop and equip research infrastructure for higher learning and R&D institutions	Infrastructure facilities in research institutions improved by June 2021	To support Accreditation of Laboratory at - Tropical Pesticides Research Institute- TPRI) – Arusha by supporting the application and the laboratory management process	2017-2021	601	0	601	MEST	COSTECH, TPRI
		To purchase laboratory equipment for Multiple Ovulation Embryo Transfer at TALIRI, for meat analysis at TALIRI Mabuki, Mwanza and biotechnology at TARI in Makotopora, Dodoma	2017-2021	1,532	1,532	0	MEST	COSTECH

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS		
					Govt	Pty	Lead	Others	
Acquire, Adopt and adapt technologies for building technical capabilities for industrial development	Technology development and transfer increased by June 2021	To support preparation of technology roadmap	2017-2021	500	500	0	MEST	COSTECH	
		To support establishment, familiarization, advocacy and M&E of virtual incubators in Mwanza, Arusha, Mbeya and Dodoma	2017-2021	3,500	3,500	0	MEST	COSTECH	
		To support establishment of technology station for engineering and agro processing.	2017-2021	2,400	2,400	0	MEST	COSTECH	
	Dissemination of knowledge from research increased by June 2021	To Support establishment of Innovation Space (pre-incubation) in 10 Higher learning Institutions	2017-2021	600	600	0	MEST	COSTECH	
		To support data collection survey of indicators for STI	2017-2021	300	300	0	MEST	COSTECH	
		To support dissemination of knowledge products from research and innovation in line with national priorities to policy and decision makers and the general public.	2017-2021	4,500	4,500	0	MEST	COSTECH	
	Development of the Bagamoyo Technology Park by potential investors by 2020	Dissemination of knowledge from research increased by June 2021	To support annual STI conference, exhibitions, ICT platform, etc.	2017-2021	2,773	2,773	0	MEST	COSTECH
			To acquire land in Bagamoyo SEZ and carry out land survey and topographic mapping to demarcate the plo	2016-2019	1,300	1,300	0	MEST	COSTECH
		To formulate Special Purpose Vehicle (SPV) to run the Technology Park effectively and efficiently	To develop Master Plan for the Technology Park	2016-2019	800	800		MEST	COSTECH EPZA/ TANESCO DAWASCO TANROADS
				2019-2020	700	700		MEST	COSTECH/ MESTVE/MOFP

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE			PLAYERS		
					Govt	Pty	Lead	Lead	Others	
Promotion of Innovation initiatives at Local Government Authorities (LGA) through supporting SMEs, Clusters, and startups	15 clusters to be promoted and studied in order to provide evidence for LGA to use innovative cluster initiative as platform for technology transfer and economic growth by 2020	To develop Innovation policy & governance	2017-2018	400	0	400	COSTECH	SIDO, Swedish Partner		
		To develop technology need assessment	2017 - 2019	400	0	400	COSTECH	SIDO, Swedish Partner		
		To design implementation program, M&E, and reporting system	2017 - 2020	2,000	0	2,000	COSTECH	SIDO, Swedish Partner		
		To evaluate Cluster innovation	2019-2020	400	0	400	COSTECH	SIDO, Swedish Partner		
STI SUB TOTAL				128,123	120,747	7,376				

Table B XII: ICT

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time frame	COST(Mill)	FINANCE			PLAYERS		
					Govt	Private	Lead	Lead	Others	
Establish ICT equipment manufacturing, E - waste recycling and Software development Centers	ICT equipment, manufacturing, E - waste recycling and Software development Centers established by June, 2021	To develop project proposal for establishment of ICT equipment, manufacturing, E - waste recycling and software development centers	2017 - 2019	5,000	0	0	MWTC	ICTC, TCRA		
		To establishing ICT incubators	2018 - 2021	20,000	0	0	MWTC	ICTC, COSTECH		
		To establish a computer and /or radio manufacturing/ assembling plants; and recycling centers for ICT and electronic hardware	2018 - 2021	30,000	0	0	MWTC	ICTC, TCRA		
Build National ICT Broadband Backbone Phase III	Construction of National ICT Broadband Backbone Phase III completed by June 2021	To expand Backbone Network	2017 - 2021	150,000	0	0	MWTC	TTCCL, TCRA, ICTC, TANROADS, PORALG		

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time frame	COST(Mill)	FINANCE		PLAYERS		
					Govt	Private	Lead	Others	
Enhance Tanzania to be a telecom HUB in Southern East Africa	Tanzania to be a telecom HUB in Southern East Africa by June 2021	To Construct Regional Transmission Networks	2017 - 2021	88,700	88,700	0	MWTC	TTCL, TCRA, ICTC	
		To enhance contribution of ICT industry and make Tanzania a telecom HUB in South and East Africa	2017 - 2021	50,000	50,000	0	MWTC	TTCL, TCRA, ICTC	
Strengthen Postal Communication through Postcodes and National Addressing System in 92 districts	Stakeholders educated and involved by June 2021	To Construct International Data Centre in Dodoma	2017 - 2021	100,000	100,000	0	MWTC	TTCL, TCRA, ICTC	
		To educate stakeholders in 92 districts	2017 - 2021	5,000	5,000	0	MWTC	TPC, POPS, PORALG, TCRA	
Enhance Advanced Cyber Security Training Services	Increased CYBER security in all sectors by June 2021	To collect statistics of buildings and streets in all wards	2017 - 2019	15,000	15,000	0	MWTC	TPC, POPS, PORALG, TCRA	
		To install infrastructures in 92 districts	2017 - 2021	20,880	20,880	0	MWTC	TPC, POPS, PORALG, TCRA	
Enhance Advanced Cyber Security Training Services	Increased security in industrial infrastructure by June 2021	To issue National Address codes	2017 - 2021	12,000	12,000	0	MWTC	TPC, POPS, PORALG, TCRA	
		To conduct Monitoring and evaluation of impacts of Postal Communications and National addressing systems	2017 - 2021	5,000	5,000	0	MWTC	TPC, POPS, TCRA	
ICT SUBTOTAL		To conduct training on cyber security issues to raise awareness	2017 - 2021	100	100	0	MWTC	TCRA, TPF	
		To establish security measures in industries	2017 - 2021	150	150	0	MWTC	TCRA, TPF, TIRDO	
		To develop Industrial application software	2017 - 2021	250	250	0	MWTC	ICTC, TIRDO, TCRA	
ICT SUBTOTAL				502,080	502,080	0			

Table B XIII: E-GOVERNMENT

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST(Mill)	FINANCE		PLAYERS		
					Govt	Private	Lead	Others	
Strengthen Open Government and Open data	Open Government and Open data operations improved by June, 2018	To develop standards and guidelines for data quality To establish common infrastructure for Open Government and Open Data	2017 - 2018 2017 - 2018	2.3 3.45	2.3 3.45	0 0	NBS e-GA	PO-PSM, MoFP, eGA PO-PSM, MoFP, NBS	
Strengthen e-governance and institutional Framework	Effective coordination of e - Government initiatives in Public Institutions enhanced by June, 2019	To develop e-Government Competence Framework	2017 - 2019	6.9	6.9	0	e-GA	PO-PSM, MoFP, MEST	
Ensure availability of e-Government Infrastructure to all Public Institutions	Government shared systems and infrastructures upgraded and deployed to Public Institutions by June, 2021	To connect Public Institutions to the Government Communication Network	2018 - 2021	30.3	30.3	0	e-GA	PO-PSM, MoFP, MEST	
Establish e-Government Innovation, Research, Development and Support Centre	Four centers (Innovation, Research, Development and Support) operationalized by June, 2020.	To develop Innovation, Research, Development and Support Centre	2017 - 2020	45.54	45.54	0	e-GA	MoFP, PO-PSM & Korea Government through EXIM BANK	
Enhance Government Cyber Security	Research activities on cyber security with other major players harmonized by June, 2020	To establish Government Cyber Security Center	2017 - 2019	3.45	3.45	0	e-GA	PO-PSM, MoFP, MEST, MWTC,	
	Government Information Systems Assessment Plan developed and operationalized June, 2018	To conduct research in the area of cyber security	2018 - 2020	2.3	2.3	0	e-GA	PO-PSM, MoFP, MEST, MWTC.	
	ICT Security Infrastructure established and operationalized by June, 2019	To develop and Operationalize Government Information Systems Assessment Plan To develop and operationalize ICT Security Infrastructure	2017 - 2018 2018 - 2019	1.15 1.15	1.15 1.15	0 0	e-GA e-GA	PO-PSM, MoFP, MEST, MWTC. PO-PSM, MoFP, MEST, MWTC	

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST(Mill)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
Establish e-Government Delivery Channels	Government Mobile Platform enhanced by June 2019	To develop and deploy mobile services through the Government Mobile Platform	2017 - 2019	5.98	5.98	0	e-GA	PO-PSM, MoFP MEST, MWTC.
	Technical support and advisory services provided to 250 Public Institutions by June 2021	To provide technical support to Public Institutions to enable them to offer mobile services	2018 - 2021	0.92	0.92	0	e-GA	PO-PSM, MoFP MEST, MWTC.
Establish e-Government Application Platforms and Government Data Exchange Platform	New five services in mobile platform for public institutions developed by June, 2019	To develop and operationalize New five services in mobile platform for public institutions	2017 - 2019	4.6	4.6	0	e-GA	PO-PSM, MoFP MEST, MWTC.
	Government Enterprise Service Bus Developed and Operationalized by June 2021	To develop Government Enterprise Service Bus	2018 - 2021	1.84	1.84	0	e-GA	PO-PSM, MoFP MEST, MWTC.
SUBTOTAL eGA				109.88	109.88	0		

Table B XIV: CREATIVE INDUSTRY

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST(Mill)	FINANCE		PLAYERS		
					Govt	Private	Lead	Others	
Improve access to quality and equity games and Sports services	National Sports Complex Constructed by June, 2021.	To construct Indoor Stadium, Sports Theatre and Sports Field	2016 - 2021	227,292.874	227,292.874	0	MICAS	MOFP, MWTC, MEST	
		To construct sports Village/College and Hotel	2016 - 2021	122,206.926	122,206.926	0	MICAS	MOFP, MWTC, MEST	
		To construct Olympic Swimming pool	2016 - 2021	9,771.684	9,771.684	0	MICAS	MOFP, MWTC, MEST	
	Dodoma Sports Complex constructed by June 2021	To facilitate acquisition and compensation of Land for the Construction of Dodoma Sports Complex	2016 - 2021	1,820	1,820	0	MICAS	MOFP, PO-RALG	
		To construct Dodoma Sports Complex	2016 - 2021	88,180	8,180	80,000	MICAS	MOF.GOV.T. OF MOROCCO	
		To establish 6 Sports centres	2016 - 2021	2,500	2,200	300	MICAS	MOF PO-LOCAL GOVT MOVET	
	Malaya Sports College Constructed by June, 2021.	To construct Sports Stadia (volleyball, tennis, basketball, netball, football, handball and athletics), classrooms, hostel and expand library	2016 - 2021	19,000	19,000	0	MICAS	MOFP, MWTC, MEST	
		To rehabilitate Indoor Stadium, staff house and water well	2016 - 2021	2,500	2,500	0	MICAS	MOFP, MWTC, MEST	
		To construct swimming pool and health centre	2016 - 2021	2,200	2,200	0	MICAS	MOFP, MWTC, MEST	
		To construct Administration Block, dining hall and classrooms dormitories	2016 - 2021	5,000	5,000	0	MICAS	MOFP, MWTC, MEST	
Improve access to quality and equity in Arts Development and Art works	Bagamoyo College of Arts rehabilitated by June, 2021	To construct library, fence and strengthen studio	2016 - 2021	2,000	2,000	0	MICAS	MOFP, MWTC, MEST	

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST(Mill)	FINANCE		PLAYERS		
					Govt	Private	Lead	Others	
	Culture Complex (Kilomo – Bagamoyo) Constructed by June, 2021.	To identify plot bicorn	2017 - 2018	5	5	0	MICAS	MOFP, MWTC, MEST	
		To construct Culture Theatre, Auditoria, Art gallery, Administration block, Restaurants, Information center and Police station	2017 – 2021	139,022	139,022	0	MICAS	MOFP, MWTC, MEST	
		To construct Shopping Center, Library, Hotel and Hostels	2007 – 2021	130,000	130,000	0	MICAS	MOFP, MWTC, MEST	
		To construct Workshops and Studios, Dispensary, Cultural theme Village and Sports facilities	2007 – 2021	100,000	100,000	0	MICAS	MOFP, MWTC, MEST,	
		To build capacity to Tanzanian Artists	2016 – 2021	800	800	0	MICAS	MOFP, MEST	
		To acquire an area for construction of African Liberation Heritage Programme Headquarter in Tanzania	2016 - 2021	83,000	83,000	0	MICAS	MOFP, MWTC, MEST, MOLHS	
		To construct the headquarter	2016 - 2021	120,000	120,000	0	MICAS	MOFP, MWTC, MEST, MOLHS	
		To rehabilitate AU building and other infrastructures for liberation heritage sites previously used by African Liberation Committee	2016 - 2021	1,000	1,000	0	MICAS	MOFP, MWTC, MEST, MODF, MNT	
		To identify, documents, maintain, preserves, protect and safeguard liberation heritage sites	2016 - 2021	1,800	1,800	0	MICAS	MOFP, MWTC, MEST, PO-RALG, MFAEC, MNT	
		To promote the African Liberation Heritage Sites.	2016 - 2021	7,800	7,800	0	MICAS	MOFP, MWTC, MEST, MFAEC, MNT	
TOTAL				935,298.48	854,998.48	80,300			

Table B XV: EDUCATION AND CAPABILITY

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	COST(mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Access and quality at all levels of education and training strengthened	Access and quality of Basic Education improved by June, 2021	Construction of 7,360 preprimary, primary and secondary school classrooms	2017-2021	147,200	147,200		PO –RALG	MoEST
		Construction of dormitories for advanced level secondary school's pupils and pupils with special needs	2017-2021	23,437.5	23,437.5		PO –RALG	MoEST
		Rehabilitation of 89 National Secondary Schools, 274 primary schools and 13 secondary schools	2017-2021	97120	97120		PO –RALG	MoEST
		Distribution of laboratory equipment to 1,908 secondary schools	2017-2021	10,000	10,000		PO –RALG	MoEST
		To procure and distribute teaching and learning materials for pre-primary, primary, secondary schools and children with special needs twice a year	2017-2021	40,000	40,000		PO -ALG	MoEST
		To conduct general monitoring and evaluation including of Basic equipment and Facilities for Secondary School Students with Disabilities	2017-2021	3,300	3,300		PO -ALG	MoEST
		To strengthen 40 COBET centres per LGA to address issues of Out of School Children annually	2017-2021	7,360	7,360		PO -ALG	MoEST
		Track enrolment of pupils/students at Basic education	2017-2021	12715	12715		PO -ALG	MoEST
		To collect, analyse and disseminate basic education statistics annually	2017-2021	2,000	2,000		PO -ALG	MoEST
		To assure quality of 3Rs implementation at Regional level	2017-2021	1,453.2	1,453.2		MoEST	PO –RALG
Access and quality at all levels of education and training strengthened	National Education Qualifications and Assessment Frameworks development improved by June, 2021	To develop Education Sector Quality Assurance System	2017-2021	1,393.488	1,393.48		MoEST	PO –RALG
		To review schools inspectorate tools to incorporate 3Rs, pre-testing and consolidation meeting	2017-2021	50.400	50.400		MoEST	PO –RALG

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	COST(mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
		To provide motorbikes for WECs to conduct close to school/learning center inspection and M&E.	2017-2021	8,578.60	8,578.6		MoEST	CE/DSQA /TCU/ NECTA/ TIE and VETA
		Communities sensitized to ensure provision of school meals	2017-2021	11,514	11,514		MoEST	PO –RALG
		To review pre service curriculum to incorporate 3RS	2017-2021	1,219.643	1,219.643		MoEST	PO –RALG
		To conduct training whole school inspection	2017-2021	7,804.40	7,804.4		MoEST	PO –RALG
		STI 1-IV SNE Teachers on the revised curriculum	2017-2021	2,166.96	2,166.9		MoEST	PO –RALG
		To train management committees on whole school planning	2017-2021	2,684.5	2,684.5		MoEST	PO –RALG
		To organize Reading Week at Regional levels	2017-2021	396	396		MoEST	PO –RALG
		To provide grants to CSOs to provide support in establishment and monitoring of 3Rs activities at regional level	2017-2021	1,113.12	1,113.1		MoEST	PO –RALG
		To conduct additional training for Std 1 & II teachers + rollout of SB CPD	2017-2021	5,324.18	5,324.188		MoEST	PO –RALG
		To conduct endline Assessments for Std II	2017-2021	1,014.314	1,014.314		MoEST	PO –RALG
		Conduct Action Oriented and Academic Researchers	2017-2021	1,460.339	1,460.339		MoEST	PO –RALG
		Documentation of 3Rs activities	2017-2021	110.589	110.589		MoEST	PO –RALG
		Sensitization through media on enrollment in both Formal and Non Formal	2017-2021	234.152	234.152		MoEST	PO –RALG
		Conduct outreach visits to sensitize communities about enrollment	2017-2021	120.5	120.5		MoEST	PO –RALG

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	COST(mill)	FINANCE		PLAYERS	
					Govt	Pty	Lead	Others
Nuclear Technology Promotion and Regulation Enhanced	Technical training and awareness campaign in areas of Radiation hazards and measurements conducted by June, 2021	To improve Technical capability of TAEC staff	2017-2021	5,720	5,720		MoEST	PO -RALG TCU NECTA TIE VETA
		To expand Nelson Mandela Institute of Science and Technology	2017-2018	1,000	1,000		MoEST	PO -RALG /TIE/TET
Strengthening and expansion of STI institutions	5 STI institutions expanded by 2018	To construct DIT Tower	2017-2018	1,500	1,500		MoEST	PO -RALGTIE/ TET
		To construct and expand Mbeya Institute of Science and Technology	2017-2018	3,000	3,000		MoEST	PO -RALG /TIE/TET
		To support Research and Development	2017-2018	10,000	10,000		MoEST	PO -RALG /TIE/TET
		To construct specialized Human Lab at Tanzania Atomic Energy Commission	2017-2018	1,500	1,500		MoEST	PO -RALG /TIE/TET
TOTAL (TSHS.)				129,321.68	129,321.68	-		

Table B XVI: SKILLS DEVELOPMENT

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	COST (Mii)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
Strengthen and promote apprenticeship and internship in the country	Two guidelines developed by June 2021	To develop, disseminate and monitor implementation of National Apprenticeship and Internship Guidelines	2016 -2020	2,055.00	2,055.0		PMO -LYED	ATE, TUCTA,TPSF, VETA, NACTE
		To strengthen collaborations with international organizations and friendship countries with apprenticeship system experiences such as ILO, Germany and Canada	2016 -2021	190.00	190.00		PMO -LYED	ILO,ATE,TUCTA
		To employ apprenticeship expertise	2017-2021	3,052.55	3,052.5		VETA	VET
Increase the number of internship and apprenticeship programme in collaboration with employers and trade unions	Train 20,000 apprentices and 230,000 interns by June, 2021	To convince more employers from various sectors to participate in implementing the programme and increase spaces for training opportunities	2016-2021	663.06	663.06		PMO -LYED	ATE, TUCTA,TPSF
		To prepare and implement the technicalities/ arrangements to rebate employers contributing on skills development	2018-2021	7,326.12	7,326.1		PMO -LYED	ATE, TUCTA,TPSF
		To provide internship training for graduates at the working places	2017-2021	100,156.10	100,156		PMO -LYED	ATE, TUCTA,TPSF
Formalization of skills acquired through informal system of Learning	Recognise and certify 200,000 people by June 2021	To provide apprenticeship training for students at the working places	2016-2021	24,420.40	24,420.		PMO -LYED	ATE, TUCTA,TPSF, VETA, NACTE
		To coordinate and monitor work place training programs	2016-2021	2,126.00	2,126.0		PMO -LYED	ATE, TUCTA,TPSF
		To develop 10 modules for skills certification	2016-2019	1,000.00	1,000.0		PMO -LYED	VETA, NACTE
		To identify people with skills obtained through informal system of learning for six priority sectors	2016-2021	20,210.20	20,210.		PMO -LYED	VETA
		To provide training and certificates that is recognized by the labour market.	2016-2021	5,714.8	5,714.8		PMO -LYED	VETA
		To coordinate and monitor skills certification programs	2016-2021	2,126.00	2,126.00		PMO -LYED	ATE, TUCTA,TPSF

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	COST (Mil)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
Strengthening the Labour Market Information System	National Labour market information system in place by June, 2020	To develop and strengthen the national labour market information collection system	2016-2019	6,105.10	6,105.		PMO -LYED	NBS,PO-RALG, TaESA
		To initiate and strengthen the availability of labour market information in all regions of the country	2016-2020	3,834.10	3,834.1		PMO -LYED	NBS,PO-RALG, TaESA
Strengthen in-house training in collaboration with employers and workers	Re-skill and up skill 500,000 workers by June, 2021	To conduct the Labour Force and Manpower Surveys in every two years.	2018-2019	20,841	20,841		PMO -LYED	NBS,MDAs
		To develop In-house training guidelines in collaboration with employers and workers	2017-2018	1,000.00	1,000.00		PMO -LYED	ATE, TUCTA,TPSF
		To develop procedures for employers to provide in-house training information of their employees	2017-2018	1,000.00	1,000.00		PMO -LYED	ATE, TUCTA,TPSF
		To identify groups of workers and types skill for upgrading	2017-2021	5,315.00	5,315.00		PMO -LYED	ATE, TUCTA,TPSF
		To conduct training to workers in various occupation to improve productivity	2017-2021	9,315.30	9,315.30		PMO -LYED	ATE, TUCTA,TPSF
		To conduct training on productivity and work oriented culture in various cadres	2017-2021	10,000.20	10,000.20		PMO -LYED	ATE, TUCTA,TPSF
		To coordinate and monitor re-skilling and up skilling programs	2017-2021	3,261.00	3,261.00		PMO -LYED	ATE, TUCTA,TPSF
Total			227,685.7	227,685.7	227,685.7			

Table B XVII: HEALTH

OBJECTIVE	OUTPUT/ TARGETS	ACTIVITIES	Time Frame	COST (Milli)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
Health service delivery systems strengthened to improve livelihood	Enhance health services delivery by June 2021	To expand and rehabilitate the existing health colleges	2017 - 2020	4,000	3,000	1,000	MoHCDGEC	DPs, Private sector
		To arrange PPP modality for the establishment of new health colleges	2017 - 2021	1,000	250	750	MoHCDGEC	DPs, Private sector
		To purchase and provide furniture, essential health learning materials in schools	2017 - 2019	2,000	1,500	500	MoHCDGEC	DPs, Private sector
		To recruit tutors and other staff for the health colleges	2017 - 2021	900	330	570	MoHCDGEC	DPs, Private sector
		To review training curriculum and conduct supportive supervision	2017 - 2018	1,500	500	1,000	MoHCDGEC	DPs, Private sector
		To increase the number of students' enrollment	2017 - 2021	7,000	5,000	2,000	MoHCDGEC	DPs, Private sector
		To increase THPs registration from 13,000 to 60,000	2017 - 2021	240	240	0	MoHCDGEC	DPs, Private sector
		To increase registration of traditional and alternative health facilities from 112 to 672	2017 - 2021	240	240	0	MoHCDGEC	DPs, Private sector
		To conduct traditional medicine awareness to conventional health practitioners increased from 10% to 30%	2017 - 2021	50	50		MoHCDGEC	DPs, Private sector
		To develop traditional and Alternative Medicine Referral Guidelines and capacity building	2017 - 2021	195	195		MoHCDGEC	DPs, Private sector
		To conduct training to 208 TAM Coordinators from 26 Regions and 182 Councils	2017 - 2021	180	180		MoHCDGEC	DPs, Private sector
		To develop traditional and Alternative Medicine marketing strategy	2017 - 2021	65	65		MoHCDGEC	DPs, Private sector
		To produce and register 5 Medicinal products	2017 - 2021	48	48		MoHCDGEC	DPs, Private sector
		To promote 5 medicinal resources for use domestically	2017 - 2021	25	25		MoHCDGEC	DPs, Private sector

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Milli)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
		To sensitize 75% of registered TAHIP's on prevention of diseases	2017 - 2021	240	240		MoHCDGEC	DPs, Private sector
		To conduct 2 nd STEPS survey to ascertain burden of Risk Factors for NCDs	2017 - 2021	500	100	400	MoHCDGEC,	NBS, WHO
		To disseminate STEPS survey report	2017 - 2021	300	50	250	MoHCDGEC,	WHO
		To procure and maintain radiological equipment	2017 - 2021	628,512	628,512		MoHCDGEC	MoFP, DPs
		To review National radiology standards guideline	2017 - 2018	20	20		MoHCDGEC	DPs
		To develop radiography training curriculum for degree course	2017 - 2018	50	50		MoHCDGEC	MUHAS, Ifakara Health Institute
		Recruit tutors and other staff for the radiography colleges	2017 - 2021	1000			MoHCDGEC	MUHAS, Ifakara Health Institute
		To conduct supportive supervision to all National, Specialized, Zonal, and Regional Hospitals annually	2017 - 2018	20	20		MoHCDGEC	MUHAS, DPs
		To attend four international professional workshops	2017 - 2019	120	120		MoHCDGEC	DPs
		To strengthen the use of E Government in the provision of health services	2017 - 2020	261,000	261,000		MoHCDGEC	eGovt, LGAs, DPs
		To conduct sensitization on maternal health to 239 District Executive Directors	2017 - 2019	52	43	9	MoHCDGEC	LGAs, DPs
		To develop and disseminate maternal waiting home guidelines	2017 - 2021	80	50	30	MoHCDGEC	AMREF, UNFPA
		To construct 139 councils Maternity Waiting homes	2017 - 2021	20,850	20,850		MoHCDGEC	PORALG

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Milli)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
Strengthening of referral System	Control of Communicable and Non - communicable diseases by June, 2021 Strengthening health systems (primary and referral) by June, 2021	To strengthen school health programmes especially on adolescents behavior	2017 - 2021	1,000	170	830	MoHCDGEC	DPs, Private sector
		To invest on preventions campaign on communicable diseases	2017 - 2021	3,000	800	2,200	MoHCDGEC	DPs, Private sector
		To integrate diseases control programmes with other sectors	2017 - 2021	7,000	5,000	2,000	MoHCDGEC	DPs, MDAs, LGAs, Private sector
		To strengthen leadership, governance, multispectral collaboration and accountability for prevention and control of NCDs	2017 - 2021	4,000	2,000	2,000	MoHCDGEC	WHO, DPs, Private sector
		To scale up NCDs services at primary and higher supporting levels	2017 - 2021	3,000	1,000	2,000	MoHCDGEC	WHO, DPs, Private
		To construct 8,743 dispensaries and 2,751 health centres	2017 - 2021	3,369	3,000	369	MoHCDGEC	DPs, Private sector
		To construct 29 new District Hospitals for new District Hospitals	2017 - 2021	610	300	310	MoHCDGEC	DPs, Private sector
		To construct 5 Regional Hospital for new regions	2017 - 2021	415	415	-	MoHCDGEC	DPs, Private sector
		To construct zonal Hospitals in Southern, Western, Eastern and Lake Zones.	2017 - 2021	400	200	200	MoHCDGEC	DPs, Private sector
		To construct regional satellite blood bank in the five BRN regions (Kigoma, Mara, Mwanza, Simiyu and Geita)	2017 - 2021	500	250	250	MoHCDGEC	DPs, Private sector
		To complete 2 storey X-ray building at Mbeya Referral Hospital	2017 - 2021	3,000	2,600	400	MoHCDGEC	DPs, Private sector
		To construct new ward and rehabilitate the existing buildings at Kibong'oto infectious centre	2017 - 2021	2,000	1,300	700	MoHCDGEC	DPs, Private sector
		To renovate, rehabilitate and equip 21 regional hospitals	2017 - 2021	126,000	100,000	26,000	MoHCDGEC	DPs, Private sector
		To construct and rehabilitate infrastructures at Mirembe and Isanga Institutes of Mental Health	2017 - 2021	17,000	17,000	-	MoHCDGEC	DPs, Private sector

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Milli)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
HIV and AIDS Infections Reduced and Supportive Services Improved		To complete office building at National AIDS Control Programme (NACP)	2017 - 2021	15,000	3,000	3,000	MoHCDGEC	DPs, Private sector
		To construct National Laboratory	2017 - 2019	11,000	7,000	4,000	MoHCDGEC	DPs, Private sector
		To equip Referral, Specialized and National Hospitals with modern equipments	2017 - 2021	424,700	120,000	304,700	MoHCDGEC	DPs, Private sector
	Improve availability of specialized services by June, 2021	To procure and maintain medical equipments for Regional and District Hospitals through ORIO project	2017 - 2021	25,000	25,000	-	MoHCDGEC	DPs, Private sector
		To conduct training (Short and Long) to health staff in Referral Specialized and National Hospitals	2017 - 2020	63,400	50,000	13,400	MoHCDGEC	DPs, Private sector
	Total of 1,154,122 people Living with HIV will be reached with quality services by June, 2021.	To ensure universal access to combination prevention services designed to reduce new HIV infections, HIV-related mortality, stigma and discrimination	2017 - 2021	145,000	35,000	110,000	MoHCDGEC	DPs, Private sector
		To ensure 90% of people living with HIV know their status thru testing; enrolled, followed up and receive timely and efficacious HAART and receive ART	2017 - 2020	40,500	6,750	33,750	MoHCDGEC	DPs, Private sector
		To ensure the capacity of health system is strengthened to support quality HIV and AIDS interventions	2017 - 2021	7,000	2,000	5,000	MoHCDGEC	DPs, Private sector
	Mainstream AIDS issues in core sectors by June, 2021	To conduct testing campaign for children under 15 years	2017 - 2021	4,000	1,000	3,000	MoHCDGEC	DPs, Private sector
		To conduct women awareness on HIV/AIDS	2017 - 2021	500	300	200	MoHCDGEC	DPs, Private sector
		To increase donation and safe blood supply at all levels of health sector	2017 - 2021	1,500	500	1,000	MoHCDGEC	DPs, Private sector

OBJECTIVE	OUTPUT/ TARGETS	ACTIVITIES	Time Frame	COST (Milli)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
Strengthening of Training Institutes to ensure availability of human resources	Health students' enrolment increased from 11,807 in 2015/16 up to 15,000 by June, 2021	To recruit tutors and other staff for the health colleges	2017 - 2020	900	900	-	MoHCDGEC	DPs, Private sector
		To review training curriculum and conduct supportive supervision	2017 - 2021	1,500	500	1,000	MoHCDGEC	DPs, Private sector
		To increase budget by 20% annually to accommodate increase of students' enrolment	2017 - 2019	7,000	3,000	4,000	MoHCDGEC	DPs, Private sector
		To ensure allocation of funds for Postgraduate Students studying abroad and other health professionals	2017 - 2021	50,600	41,000	9,600	MoHCDGEC	DPs, Private sector
		To rehabilitate, redesign, remodeling of old buildings and construction of new buildings in 77 Health training institutions	2017 - 2020	27,500	22,500	5,000	MoHCDGEC	DPs, Private sector
		To expand and rehabilitate the existing health colleges	2017 - 2021	4,000	1,000	3,000	MoHCDGEC	DPs, Private sector
		To procure and provide Essential Health Learning Materials in schools	2017 - 2021	2,000	1,800	200	MoHCDGEC	DPs, Private sector
		To provide counter part Funds for construction of Health infrastructures	2017 - 2020	3,000	3,000	-	MoHCDGEC	DPs, Private sector
		To conduct trainings in health institutions by Global Fund	2017 - 2021	2,000	-	2,000	DPs, Private sector	MoHCDGEC
		GRAND TOTAL				1,937,581.00	1,380,963.00	546,618.00

Table B XVIII: FOOD AND NUTRITION

Objective	Output/Target	Activities	Time Frame	Finance (Millions' Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Promote optimal intake of essential micronutrients	Enhanced services for Vitamin A supplementation among children aged 6-59 months by June, 2021	To train health care providers on Child Health and Nutrition Month through Supplementation of Vitamin A and Deworming; anthropometric measurement and nutrition Counselling	2016-2021	6210	5586	621	PORALG	TFNC, DPs, MOHCDGEC, LGA
		To conduct public campaigns on Vitamin A supplementation	2016-2021				TFNC	TFNC, MOHCDGEC, MOALF, TFDA, LGA
		To orient on Planning and Management of Child Health Days (At regional and District levels)	2016-2021				PORALG	TFNC, MOHCDGEC, LGA
	Increased access to fortified food (home and mass) for children aged 6-23 months, women of childbearing age and pregnant women by June, 2021	To advocate and develop guidelines for multiple micronutrients supplements	2017-2019	71480	64332	7148	TFNC	MOHCDGEC, PORALG, MoALF, MOEST, MOI, Private Sector, DPs
		To procure Micronutrient sachets for Scaling-up of Home fortification Programme in 3 Regions	2017-2021				MOHCDGEC	PO-RALG, TFNC, TFDA, TBS; DP; Private Sector
		To conduct public campaigns through radio and TV programmes on the importance of consumption of micronutrient rich/fortified foods	2017-2021				TFNC	NFFA, TFDA, TBS, MOALF, MOHCDGEC, DPs, Private Sector.
Increased availability of adequately iodized salt by June, 2021	Sensitize community on importance of consuming adequately iodized salt through community social gatherings	2017-2019	5140	4626	514	TFNC	PORALG, MOHCDGEC, DPs, MEM, TASPA, TBS, TFDA, MITI	
	To sensitize LGA on the importance of consumption of iodized salt and enforcement of the salt law and regulations	2017-2021				TFNC	MOHCDGEC, TASPA, PORALG, DPs, TBS, TFDA	
	To conduct regular salt monitoring and inspections according to the Act and salt regulations	2016 - 2020				PORALG	MOHCDGEC, TASPA, TBS, TFDA, TFNC	

Objective	Output/Target	Activities	Time Frame	Finance (Millions' Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Enhance integration and management of acute malnutrition (IMAM)	Improved anaemia prevention and control interventions among women of childbearing age and children under 5 years old by June, 2021	To conduct public campaigns through mass media on the importance of consumption of iron/folate rich foods and deworming	2017-2021	4430	3987	443	TFNC	MOHCDGEC, PORALG, NGOs, DPs
		To conduct training of HSPs and CHWs on control and prevention of anaemia in pregnant women, adolescent girls and children under five (at regional and district level)	2017-2021				MOHCDGEC	TFNC, PORALG, NGOs, DPs
		To conduct sensitization meetings with community leaders on importance of production and consumption of iron/folate rich foods, use of bio-fortified food crops and raising small animals	2017-2021				TFNC	MOHCDGEC, PORALG, NGOs, DPs
	Improved quality of services for management of severe and moderate acute malnutrition to at least 75 percent of health facilities by June, 2021	To train Team of Trainers (TOT's) on treatment of severe acute malnutrition (At regional Level)	2018-2019	9300	8370	930	TFNC	UN, DPs, MUHAS, SUA, NACTE, TCU, MOHCDGEC
		To train two Health service providers per lower facility level (OTC) and 4 at hospital level on IMAM on use of anthropometric equipment for regular nutrition assessment	2017-2021				PORALG	
	At least 75 percent of children under five years old are reached through screening for severe and moderate acute malnutrition at health facility level and at community level by June, 2021	To conduct quarterly supportive supervision of health service providers on application of the IMAM protocol	2017-2021	20100	18090	2010	PORALG	PORALGRS, LGA, NGOs,
		To train community health workers on IMAM community outreach and mobilization package	2016-2021				TFNC	
		To conduct quarterly screening and timely referral for eligible SAM and IMAM children at all levels.	2016-2021				LGA	

Objective	Output/Target	Activities	Time Frame	Finance(Millions'Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Strengthened integration of management of severe and moderate acute malnutrition at the national and sub national level by June, 2021	To conduct advocacy with the Government and Development Partners to ensure adequate funding and prioritization of IMAM in Tanzania	To support the National Consultative Group on IMAM	2016-2021	150	135	15	TFNC	PORALG, MOHCDGEC, DPs,
							TFNC	UN
Strengthen nutrition sensitive health and HIV/AIDS interventions	Improving the nutrition sensitive health for vulnerable groups by June, 2021	To conduct public campaigns through mass media on immunization, Family planning, management of Malaria, diarrhoea and pneumonia, access to safe drinking water, promotion of good hygiene and access to sanitation facilities and practices	2017-2021				MOHCDGEC	TFNC, PORALG, MEDIA/LGA
				6522100	5869890	652210	TFNC	UN, DPs, MUHAS, SUA, NACTE, TCU, MOHCDGEC, Private Sector
							TFDA	
							MOHCDGEC	TFNC, PORALG, NGOs, TACAIDS
		To provide nutrition care for people living with HIV, AIDS and TB	2017-2021					
	Improve nutritional care and support for people living with HIV and AIDS and their households by June, 2021							

Objective	Output/Target	Activities	Time Frame	Finance (Millions' Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Promote Maternal, Infant, Young Child and adolescent Nutrition practices (MIYCAN)	Improved human resources and capacities for nutrition by June 2021	To employ regional and district nutrition officers in all regions and councils and nutrition officers at the central level	2017-2021	27040	24336	2704	MOHCDGEC	PO-PSM, TFNC, PORALG
		To review in-service training programme for Regional and District Nutrition Officers	2017-2018				TFNC	PORALG, MOHCDGEC, PO-PSM, LGA
		To provide nutrition in-service training to all district & Regional nutrition, extension officers and nutrition focal persons from the key line sectors	2017-2020				TFNC	PORALG, RS, LGA, SUA, DPs
	Increased coverage and quality of MIYCAN services at the community level by June 2021	To deliver Services to Children and Support Early Childhood Programmes to Vulnerable Children	2016-2021	145400	130860	14540	TFNC	MOHCDGEC, PORALG UN, PANITA, NGOs
		To promote and enhance awareness to Community on Early Child Development (ECD), including Coordination, Monitoring and Evaluation of ECD	2017-2021				PORALG	LGA, NGOs TFNC
		To conduct in-service training to health service providers (HSPs) on SBCC, IYCF, WASH, ECD and health at district level for MIYCAN and Growth Monitoring using the New WHO Growth charts/cards.	2016-2021				MOHCDGEC	TFNC, PORALG, UN, Academia, NGOs
Quality of MIYCAN services at the health facilities improved by June, 2021	To conduct Team of Trainers (TOT's) on SBCC, IYCF, WASH, ECD and Health (at regional level)	2017-2019	45800	41220	4580	MOHCDGEC	TFNC, PORALG, NGOs, UN, Academia	
	MIYCAN is promoted at all levels through mass-media and the use of new technologies by June 2021	2016-2021				TFNC	MOHCDGEC, PMO, PORALG, Media houses, PANITA, NGOs	
TOTAL				6,877,320	6,189,558	687,722		

Table B XIX: WATER SUPPLY, SANITATION AND IRRIGATION

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS		
					Govt	Private	Lead	Others	
Develop and manage water resources in the country	To rehabilitate existing dams and construction of new water storage dams in all nine water basins	To construct Kidunda strategic dam <ul style="list-style-type: none"> Finalization of compensation Finalization of Feasibility study and detailed design Consultancy Services-Supervision Construction work 	2017 - 2021	700,000	200,000	500,000	DWR/MoWI	DPs	
			2017 - 2021	480,000	180,000	300,000	DWR/MoWI	DPs	
	3 Strategic Dams constructed and 20 medium dams rehabilitated by June, 2021	Farkwa Strategic dam <ul style="list-style-type: none"> Detailed design and ESA Construction work 	2017 - 2021	365,000	265,000	100,000	DWR/MoWI	DPs	
			2017 - 2021	441,000	200,000	241,000	DWR/MoWI	DPs	
	To rehabilitate 20 medium dams	Ndembera strategic dam <ul style="list-style-type: none"> To complete feasibility study; Detailed design and ESA; Construction work 	2017 - 2021	500,000	250,000	250,000	DWR/MoWI	DPs	
			2017 - 2021	350,000	100,000	250,000	DWR/MoWI	DPs	
	158 water sources and recharge areas demarcated and gazetted by June, 2019	To drill 150 groundwater monitoring boreholes and rehabilitate 120	To demarcate and gazette 158 water sources and recharge areas	2017 - 2021	100,000	20,000	80,000	DWR/MoWI	DPs
				2017 - 2021	50,000	15,000	35,000	DWR/MoWI	DPs
	170 Water User Association established and 90 existing WUAs strengthened by 2020	To prepare inventory of water sources and water users	To establish 170 Water User Associations	2017 - 2021	4,056	3,000	1,056	DWR/MoWI	DPs
				2017 - 2021	4,168	4,100	68	DWR/MoWI	DPs
	18 Catchment Committees and 36 sub catchment committees established and fully functional by 2019	To establish 18 Catchment Committees and 36 sub-catchment committees	2017 - 2021	4,100	2,000	2,100	DWR/MoWI	DPs	

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
Implement Water Quality Management for Compliance	9 Water Basins IWRMD Plans operational by June, 2020	To prepare and operationalize Water Basins IWRMD Plans	2017 - 2021	600	150	450	DWR/MoWI	DPs
		To construct and rehabilitate offices for 9 Basin water Board	2017 - 2021	200,000	100,000	100,000	DWR/MoWI	DPs
	Trans-boundary WRM implemented by June, 2021	To implement agreements on Shared Waters for the best interest of the country	2017 - 2021	500	300	200	DWR/MoWI	DPs
		To conduct capacity building module on negotiation skills, finance and project management	2017 - 2021	500	200	300	MoWI	DPs
	Create public awareness campaign on Non-Revenue Water (NRW) O & M, Water resources management by June, 2021	To sensitize community on NRW, O&M, Water resources management	2017 - 2021	800	240	560	DWR/MoWI	DPs
		To provide reading materials on NRW, O&M, Water resources management	2017 - 2021	300	50	250	DWR/MoWI	DPs
	9 existing laboratory buildings rehabilitated and 8 new water laboratories constructed by 2021	To rehabilitate 9 existing laboratory buildings	2017 - 2021	100,000	60,000	40,000	MoWI/DWQ	DPs
		To construct 8 new water laboratories	2017 - 2021	150	70	80	MoWI/DWQ	DPs
	Support to Water Quality Management provided by June, 2021	To develop Laboratory information system and water quality map	2017 - 2020	120	48	72	MoWI/DWQ	DPs
		Develop comprehensive fluoride database and maps in fluoride belts	2017 - 2019	200	55	145	MoWI/DWQ	DPs
	Implement Water Quality Management for Compliance	To accreditate 5 water laboratories	2017 - 2020	150	70	80	MoWI/DWQ	DPs
		To implement Laboratory Quality assurance and Quality control Programmes	2017 - 2021	3,646	2400	1246	MoWI/DWQ	DPs
		To provide operational equipments and chemicals	2017 - 2021	500	365	135	MoWI/DWQ	DPs
		To institute field and Laboratory Safety Programmes	2017 - 2021	400	140	260	MoWI/DWQ	DPs
		Coordinate and implement water quality management interventions	2017 - 2021	500	250	250	MoWI/DWQ	DPs
	To conduct water quality monitoring of all important water sources	2017 - 2021	700	240	460	MoWI/DWQ	DPs	

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS		
					Govt	Private	Lead	Others	
Universal access to adequate, safe and clean water improved	Water supply coverage in rural areas increased from 72.58% in March 2017 to 85% by June 2021	To construct 38,759 new water points	2017 - 2021	500,000	400,000	100,000	MoWI/DRWS	DPs	
		To rehabilitate 19,889 non-functioning water points	2017 - 2021	378,500	150,000	228,500	MoWI/DRWS	DPs	
		To install 17,686 water points from extension of existing infrastructure	2017 - 2021	350,000	300,000	50,000	MoWI/DRWS	DPs	
			Implement Same- Mwanga - Korogwe water supply and sanitation project	2017 - 2021	50,000	11,000	39,000	MoWI/DRWS	DPs
			To complete on-going strategic projects of Lower Ruvu, Upper Ruvu, Kimbiji and Mpera Boreholes drilling	2017 - 2021	220,000	65,000	155,000	MoWI/DUWS	DPs
			To rehabilitate and expand water supply systems in Dar es Salaam	2017 - 2021	100,000	30,000	70,000	MoWI/DUWS	DPs
		Water supply access in Dar es Salaam (DAWASA Service area) increased to 95% by June, 2021	To complete construction of 76 km access road to Kidunda dam	2017 - 2021	86,000	10,000	76,000	MoWI/DUWS	DPs
			To drill 26 boreholes and construct 10 kiosks in low income areas	2017 - 2021	143,000	55,000	88,000	MoWI/DUWS	DPs
			To construct 11 water storage tanks	2017 - 2019	75,000	25,000	50,000	MoWI/DUWS	DPs
			To implement interventions to reduce NRW from 38% to 25%	2017 - 2020	900	300	600	MoWI/DUWS	DPs
			To construct 7 water treatment ponds and 156 km of the public sewer line	2017 - 2021	138,000	18,000	120,000	MoWI/DUWS	DPs
			To rehabilitate and expand Water Supply Schemes in Regional Centers (Sumbawanga, Lindi, Kigoma, Mtwara, Babati, Bukoba, Musoma, Arusha)	2017 - 2020	400,000	250,000	150,000	MoWI/DUWS	DPs
		Water supply access in Regional centres increased from 86% in June, 2017 to 95% by June, 2020; National Projects, District Headquarters and Small Towns increased from 60% in June, 2017 to 75% by June, 2020	Implement Lake Victoria - Nzega, Igunga, Tabora, Sikonge na Uyui Water Supply and sanitation project	2017 - 2020	600,000	350,000	250,000	MoWI/DUWS	DPs
			Improvement of Water Supply Schemes in New Regional Centers (Mpanda, Bariadi, Njombe)	2017 - 2020	300,000	250,000	50,000	MoWI/DUWS	DPs

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
Universal environmental sanitation improved	National average for sewerage services coverage increased from 20% in June 2017 to 30% in June, 2021.	To implement River Ruvuma – Mtwara/Mikindani water supply and sanitation project	2017 - 2020	425,000	200,000	225,000	MoWI/DUWS	DPs
		Lake Victoria - Busega, Bariadi, Lagangabilli, Mwanhunzi, Maswa Water Supply and sanitation Project	2017 - 2020	783,000	350,000	433,000	MoWI/DUWS	DPs
		To implement River Malagarasi - Nguruka, Kaliua, Urambo Usoke Water Supply and sanitation Project	2017 - 2020	600,000	300,000	300,000	MoWI/DUWS	DPs
		To improve water supply and sanitation in Wang'ombe, Maswa, Mugango-Kiabakari, Handeni Trunk Main (HTM) Chalinze, Makonde, Masasi/Nachingwea, Orkesumet projects	2017 - 2020	500,000	300,000	200,000	MoWI/DUWS	DPs
		To improve water supply and sanitation in District HQ, and Small Towns	2017 - 2020	230,000	120,000	110,000	MoWI/DUWS	DPs
		To connect 15,000 new house connections to the public sewer systems	2017 - 2020	150,000	76,000	74,000	MoWI/DUWS	DPs
		To construct 887 Km of sewer lines	2017 - 2020	400,000	158,000	242,000	MoWI/DUWS	DPs
		To construct 60 waste water treatment ponds for on/off-grid sanitation	2017 - 2021	100,000	30,000	70,000	MoWI/DUWS	DPs
		To construct 4,200 improved latrines in primary and secondary schools	2017 - 2021	20,000	8,000	12,000	MoWI/DUWS	DPs
		To rehabilitate WASH facilities in 1,000 health centres	2017 - 2021	15,000	3,000	12,000	MoWI/DUWS	DPs
		To conduct National Sanitation Campaign in rural communities	2017 - 2021	10,000	5,000	5,000	MoWI/DUWS	DPs
		To implement Action Plan for Climate Change adaptation	2017 - 2021	300	100	200	MoWI/DWR	DPs, VPO
		To mobilize resources including finance to adequately address climate change	2017 - 2019	500	200	300	MoWI/DPP	DPs, VPO
		To enhance information management on climate change at all levels	2017 - 2020	250	50	200	MoWI/DWR	DPs, VPO
		Implement Climatic change mitigation measures	Strategic Action Plan for Climate Change adaptation implemented by June, 2021					

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
To deploy and intensify human resources to LGAs and capacity development	Enhancement of environmental friendly ways on water sources management by June, 2021	To curb pollution of water sources	2017 - 2021	600	250	350	MoWI/DWR	DPs, VPO
	Ministerial Capacity Development Plan implemented by June 2021	To enhance public awareness and participation on climate change	2017 - 2021	400	100	300	MoWI/DWR	DPs, VPO
To strengthen institutional and sector capacity	Water sector Communication Strategy operational by June, 2020	Recruitment and deployment of 386 Water Engineers and 3,338 Water Technicians to LGAs up to the ward level	2017 - 2021	400	100	300	MoWI/DAHR	DPs
		To equip WSDP -IAs with working tools, equipment and facilities	2017 - 2019	152,000	29,000	123,000	MoWI/DAHR	DPs
		To construct office buildings in Dodoma	2017 - 2021	12,000	8,500	3,500	MoWI/DAHR	DPs
		To construct 16 new office buildings (BWBs)	2017 - 2021	200,000	110,000	90,000	MoWI/DAHR	DPs
Strengthen institutional and sector capacity	Effective ICT systems in place by June, 2021	To create awareness of communities on the importance of community contribution to capital investments	2017 - 2021	500	100	400	MoWI/HCEU	DPs
		To strengthen O&M and conservation of water resources	2017 - 2021	500	150	350	MoWI/DPs	DPs
Promote private sector involvement and PPP initiatives in the water sector	5 PPP Projects developed by June 2021	To prepare water resources database so as to capture real time data and information as well as development of water quality database system and quality yearbook	2017 - 2021	900	250	650	MoWI/HICTU	DPs
		To enhance MIS to produce contracts and other sector's M&E reports	2017 - 2021	200	100	100	MoWI/HICTU	DPs
		To promote private sector involvement and PPP initiatives in the water sector	2017 - 2021	200	100	100		DPs
		To develop and implemented 5 major PPPs projects of Makambako WSSA, Mbalizi, Mombo, Kilwater Company, Kahama(Sanitation component)	2017 - 2021	1,000	300	700	MoWI/DPP	DPs
		To employ Transaction Advisor for designing of 5 PPPs projects	2017 - 2021	352	242	110	MoWI/DPP	DPs
		To conduct 2 major water sector investment forums for private sector	2017 - 2021	500	100	400	MoWI/DPP	DPs
	Total			10,395,392	5,079,120	5,316,272		

IRRIGATION SECTOR

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
		To complete on-going irrigation projects (131,675 hectares)	2017 - 2021	1,285	285	1,000	NIRC	DPs, MoWI
		To rehabilitate less efficient irrigation infrastructure/scheme (150,239 hectares)	2017 - 2021	152,764	132,764	20,000	NIRC	DPs
		To improve less efficient irrigation infrastructure/scheme (66,881 hectares).	2017 - 2021	98,484	70,000	28,484	NIRC	DPs
		To review National Irrigation Master Plan (NIMP) 2002	2017 - 2018	500	155	345	NIRC	DPs
		To conduct and accomplish feasibility studies, designs and preparation of tender documents (540,000 hectares)	2017 - 2020	52,245,	28,245	24,000	NIRC	DPs
		To increase irrigated area by constructing new irrigation infrastructure	2017 - 2021	5,224	3,224	2,000	NIRC	DPs
		To develop and apply water efficient technology in irrigation and promote use of underground water for irrigation	2017 - 2021	294,531	200,000	94,531	NIRC	DPs
		To establish, develop, supervise/manage irrigation researches (<i>applied research</i>) in order to increase water utilization efficiency	2017 - 2021	1,599	590	1009	NIRC	DPs
		To establish and register IOs from 442 to 2,258 in small-scale schemes	2017 - 2021	11,290	11,290	0	NIRC	
		To capacitate farmers in irrigators organizations to increase efficiency in production and management of irrigation schemes	2017 - 2021	12,800	2,800	10,000	NIRC	DPs
		To capacitate NIRC to support implementation of planned activities	2017 - 2021	53,717	20,000	33,717	NIRC	DPs
		To complete construction of on-going 21 dams	2017 - 2021	29,833	25,000	4,833	NIRC	DPs
		To construct new 44 dams	2017 - 2021	100,000	88,500	11,500	NIRC	DPs
		To rehabilitate 33 non-functional dams	2017 - 2021	24,605	22,000	2,605	NIRC	DPs
		To conduct feasibility studies in 82 potential areas for dams construction	2017 - 2021	41,000	18,000	23,000	NIRC	DPs
Total				879,877	622,853	257,024		

Construction of rainwater harvest dams for irrigation and other water use purpose

100 dams constructed/rehabilitated by 2021

Irrigation infrastructures improved and area under irrigation increased

Irrigated area increased from 461,326 ha in June 2017 to 1,000,000 ha by June, 2021

Table B XX: LAND, HOUSING AND HUMAN SETTLEMENT DEVELOPMENT

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS		
					Govt	Private	Lead	Others	
Security of land tenure guaranteed	7,500 villages and 25 district sustainable land use plans prepared by June, 2021	To survey villages and districts boundaries and issue certificates	2017 – 2019	75,712.50	75,712.50	-	MLHHSD	MoFP NLUPC LGAs	
		To prepare land use plans	2017 – 2020						
		To prepare 5 district land use framework plans	2017-2021						
	2,500,000 Customary Certificates Right of Occupancy (CCROs) prepared by June, 2021	To procure land use planning equipment	2017-2021	2017 – 2020	34,907.48	-	MLHHSD	NLUPC MoFP LGAs & Private companies	
		To prepare detailed plans	2017 – 2021						
		To coordinate preparation and implementation of detailed land use management plans	2017 – 2021						
	2,000,000 Certificate Right of Occupancy (CROs) prepared by June 2021	To survey land parcels	2017 – 2021	2017 – 2018	10,000	10,000	-	MLHHSD	MoFP LGAs & Private companies
		To allocate and register CCROs	2017 – 2021						
		To provide CCROs to the villagers land owners	2017 – 2021						
	250 Village and District Land Registries rehabilitated and constructed country wide by June 2021	To prepare and approve Town Plans (TP) drawings	2017 – 2018	2017 – 2018	1,250	-	-	MLHHSD	MoFP, LGAs, DPs
		To survey land parcels (plots and farms)	2017 – 2021						
		To allocate and register CROs	2017 – 2021						
		To rehabilitate 30 Districts Land Registries	2017 – 2018	1,250	-	-	MLHHSD	MoFP, LGAs, DPs	
		To construct 10 District Land Registries	2017 – 2021						
		To construct 80 Village Land Registries in Malinyi, Ulanga and Kilombero	2017 – 2021						
		To rehabilitate 130 Village Land Registries countrywide	2017 – 2021						

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
	Lands for investment identified, marked and planned by June, 2021	<p>Auditing of registered but abandoned lands from different LGAs for investment</p> <ul style="list-style-type: none"> To revoke, re-plan and reallocate to respective LGAs and TIC To identify potential lands for investment and establish mechanism for acquisition <p>To identify unregistered farms with a size of >50 acres from LGAs and prepare inventory for unregistered lands from district councils and villages</p>	2017 – 2021	500	500	-	MLHSD	LGAs, TIC, MoFP
	Land Compensation Fund operationalized by June, 2018	To administer and compensate land for various uses including land bank and industrial development and undertake regular review of compensation schedule	2017 – 2021	100,000	100,000	-	MLHSD	MoFP
	Ardhi House Dar es Salaam, Tabora land use zone office rehabilitated, and NLUPC head office Dodoma and 7 zonal office buildings constructed by June, 2021	To rehabilitate Ardhi House (DSM zone)	2016 - 2019	1,000	1,000	-	MLHSD	MoFP
		To construct 7 Zonal Land Offices of Central, Western, Lake, Northern, Southern Highlands, Simiyu and Southern zones)	2018 - 2021	14,000	14,000	-	MLHSD	MoFP PORALG
		To construct NLUPC head office in Dodoma and rehabilitate one zonal office in Tabora zone	2018-2020	17,000.00	17,000.00		MLHSD	NLUPC
	Land conflicts solving mechanism strengthened by June, 2021	To establish and operationalize National Land Advisory Council	2017 - 2018	80	80	-	MLHSD	MoFP & PORALG
		To create awareness on land laws and on Land use Planning Act No 6 of 2007, National land use Framework Plan and Land use planning guidelines	2017 – 2021	650	650	-	MLHSD	MoFP, PORALG, NLUPC & Media
	50 District Land and Housing Tribunals operationalized by June, 2021	To construct 12 District Land and Housing Tribunals offices and rehabilitate 38 District Land and Housing Tribunals offices	2017 – 2021	15,000	15,000	-	MLHSD	MoFP & PO-PSM,

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
Geo information (survey and mapping) in the country improved	Rehabilitate National Land Information Centre (NLIC) building	To design and install ILMIS system	2016 - 2017	1,500	-	1,500	MLHHSD	MoFP
			2017 - 2018	32,048.6	-	32,048.6	MLHHSD	MoFP
	2017 - 2019	14,000	-					
	2018 - 2021			2,000	-	-	MLHHSD	MoPF & LGAs
	2016 - 2021	230	-					
	2017 - 2021			4,000	-	-	MLHHSD	MoFP
	2018 - 2020	450	-					
	2017 - 2021			150	-	-	MLHHSD	LGAs & MoFP
	2017 - 2021	220	-					
	2017 - 2018			220	-	-	MLHHSD	MoFP
2017 - 2018	220	-	-					

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
		To strengthen 7 international boundaries between Tanzania and neighboring countries by surveying and adding control points	2017 – 2021	53,060	53,060	-	MLHHS	Foreign Affairs, Neighbouring countries
		To update small scale base maps for 500 towns	2017 – 2021	700	700	-	MLHHS	LGA
		To carry out ground photo control for 500 towns	2017 – 2021	19,000	19,000	-	MLHHS	
		To survey 500 villages and district boundaries	2017 – 2021	300	300	-	MLHHS	PO-RALG
Proper and adequate Housing and Sustainable Human Settlement Development improved	National Human Settlements Development Policy, 2000 reviewed, National Housing Policy formulated, laws and regulations formulated and adopted by June, 2019	<ul style="list-style-type: none"> To finalize the review of the National Human Settlements Development Policy, 2000 and the Land use Planning Act No 6 of 2007 To prepare National Housing Policy and National land use planning policy 	2017 – 2018	1077	500	577	MLHHS	AG & NLUPC
		<ul style="list-style-type: none"> To review the Real Estate regulatory environment and regulate it. To conduct stakeholders meetings To conduct awareness on the Tanzania Real Estate Act 	2017 - 2019	660	-	660	MLHHS	AG, Private Sector
		<ul style="list-style-type: none"> To establish and capacitate Housing Cooperatives and individuals to construct decent and affordable housing 	2017 – 2021	105	105	-	MLHHS	NHBRA, Media
		<ul style="list-style-type: none"> Preparation of Housing standards and guidelines Establish housing information Centre Creating public awareness on construction of decent and affordable houses 	2017 - 2018	600	-	600	MLHHS	MoFP
		Monitoring the operations of the revolving Housing Loan Fund for Civil Servants to ensure effectiveness	2017-2021	212	212	-	MLHHS	MoFP
		Promotion of appropriate technology for affordable housing	2017 - 2021	6,811	6,811	-	MLHHS	NHBRA

OBJECTIVE	OUTPUT/TARGETS	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
	Regularization of 1,200,000 houses in unplanned settlements by 2021	<ul style="list-style-type: none"> To conduct awareness campaign on regularization at all levels in all LGAs To update base maps To identify and demarcate 1,200,000 parcels in unplanned settlements To prepare schemes of regularization for all unplanned settlements To issue CROs to all land owners 	2017- 2021	828,000	828,000		MLHSD	PO-RALG
	Preparation of 20 Master Plans for Mbeya City, Lindi, Kigoma, Sumbawanga, Morogoro, Moshi, Songea, Bukoba, Shinyanga, and Mpanda Municipalities and Master Plans for Bariadi, Geita, Babati, Njombe, Tunduma, Mahenge, Malinyi, Ifakara, and Mafinga and Vwawa prepared by 2021	To acquire base map and updating; conduct data analysis and synthesis; draft and prepare Master Plan and carry-out the approval procedures	2017- 2021	14,000	14,000		MLHSD	PO-RALG
TOTAL				1,236,753.58	1,186,747.78			50,005.60

Exchange rate 1USD = Tshs. 2,200; 1EURO = Tshs. 2,600

Table BXXI: DODOMA CAPITAL CITY DEVELOPMENT

Objectives	Output/Target	Activities	Time Frame	Finance Costs (Tsh mills.			Responsible	
				Total	Govt.	Private	Lead	Others
1. Improving National Capital City to embrace the Capital City elements	To identify the development requirement for the government in the capital city of Dodoma	To map regional Development Potential for the Capital city and its impacts regions	2017-2018	102	102	-	DMC	DUWASA, TANESCO, DMC, PRIVATE SECTORS, PO-RALG
			2017-2018	213	213	-	DMC	MLHSD, PO-RALG, DMC, PRIVATE SECTORS, PMO
	Detailed Review of the National Capital City Master Plan completed by June, 2018	To detail the Capital City Master Plan	2017-2018	686	686	-	DMC	
			2017-2018	300	300	-	DMC	PMO, PO-RALG, DUWASA, TANESCO, PMO, PRIVATE SECTORS, MOFP
		To establish the Development control mechanisms for managing implementation of the master plan	2017-2018	4,849	4,849	-	DMC	
			2017-2018	112	112	-	DMC	
		To establish the financing modality strategy for the implementation of the Master Plan	2017-2019	310	310	-	DMC	Private sectors, PMO, PO-RALG,
			2017-2018	1,900	1,900	-	DMC	
	Unplanned areas Redeveloped in the capital city by June 2021	To define areas for resettlement and evaluate properties required for resettlement	2019-2021	198,793.7	-	198,793.7	Private Sectors	DMC, MLHSD, PO-RALG
			2019-2021	73,963.5	-	73,963.5	DMC,	MLHSD, PO-RALG, Private Sector

Objectives	Output/Target	Activities	Time Frame	Finance Costs (Tsh mills).			Responsible		
				Total	Govt.	Private	Lead	Others	
	CBD area redeveloped to become the commercial city/hub by June 2021	To conduct feasibility study on redevelopment areas	2017-2019	680	1,130	-	DMC	PO-RALG	
		To determine appropriate urban land use development for the central business and transportation hub	2017-2021	202	1,130	-	DMC	PO-RALG, Private sectors	
		To Prepare Redevelopment implementation plan	2017-2019	1130	1,130	-	DMC	PO-RALG DODOMA MUNICIPALITY, MoFP Private Sectors	
	Municipal Infrastructures Capacity Improved by June 2021	To mobilize resources for redevelopment of CBD	2018-2021	198,793.7	59,638.1	139,156	DMC		
		To prepare Resettlement Action Plan	2017-2018	6,963.5	3,000	3,963.6	DMC		
	Safety and Vibrant security of the Capital City Administrative pole strengthened by June 2021	To upgrade Infrastructures (sewer, water network, transportation network, electricity)	2018-2021	250,000	250,000	-	DMC		
		To define security hierarchical system for the capital city	2017-2018	78	78	-	MHA	TANROADS, DUWASA, Private sector, PO-RALG, MoFP, TBA, MLHSD, MOFP, LGA, PMO	
		To acquire land for 12 major sites of 30,000 Sqm (360,000sqm)	2017-2018	720	720	-	DMC		
	Development of new government city for the capital transfer program by June 2019	To allocate land and titling	2017-2018	130	130	-	DMC		
		To design City Security System infrastructures	2017-2018	96	96	-	MHA,		
		To construct the City security System and manage	2017-2020	12,530	12,530	-	DMC		
		To develop Government City detailed Plan	2016-2018	690	690	-	DMC		
			To prepare a Detailed 3D plan of the Government City	2016-2017	230	230	DMC		
			To evaluate property and acquisition of 3569 ha land for Government establishment, and infrastructures.	2016-2019	71,380	23,180	48,200	DMC	

Objectives	Output/Target	Activities	Time Frame	Finance Costs (Tsh mills.			Responsible	
				Total	Govt.	Private	Lead	Others
Preparations for developing Satellite Towns of Nala, Mitumba, Mkonze, Hombolo, and Veyula completed by June 2021	To determine the social economic potentials of each Centre to complement the Dodoma National Capital city	To prepare structure and Land use development Plans	2017-2021	360	360	-	DMC	TANROADS, DUWASA, DMC, PO-RALG, MoFP, PMO, MLHSD
				300	300	-	DMC	
				760	760	760	DMC	
				870	870	870	DMC	
	To demarcate and Cadastral survey of infrastructure Corridors	To communicate the land secured for major infrastructure and their importance	2017-2018	48,720	48,720	-	DMC	MoFP, Po –RALG, TANROADS, MWTC, MoE, MLHSD
				152,580	152,580	-	DMC	MoFP, Po –RALG, TANROADS, MWTC, Private Sector
	To open up the 1,392 km infrastructures alignment to be visible (@ 35 mil to earth surface)	To design road infrastructures	2017-2018	48,720	48,720	-	DMC	PO-RALG
				70,395	70,395	-	DMC	TANROADS, PO-RALG, MWTC
	Dodoma Municipal Authority strengthened by June 2021	To streamline legal and institutional management role and responsibility	2017-2018	230	230	-	DMC	Ministry of Justice, PMO, PO-RALG, AG, MLHSD
				330	330	-	DMC	Ministry of Justice, PMO, PO-RALG, MLHSD
To harmonize National policy and legal framework specifically for the capital city		2017-2018	330	330	-	DMC	Ministry of Justice, PMO, PO-RALG, MLHSD	
			260	260	-	DMC	Ministry of Justice, PMO, PO-RALG	
To enforce the Capital City Act	To enforce the Capital City Act	2017-2018	387	387	-	DMC	PO-RALG AG,PMO	

Objectives	Output/Target	Activities	Time Frame	Finance Costs (Tsh mills.)			Responsible	
				Total	Govt.	Private	Lead	Others
	Urban development control Mechanisms strengthened by June 2021	To recruit development control personnel: 8 Development control Officers; 24 Building Inspectors; 72 Land Rangers	2017-2018	387	387	-	DMC	PO-PSM, PO-RALG
	Dry Port at Ihumwa Village constructed by June, 2021	To construct Dry Port at Ihumwa village	2017-2021	TBA*			MWTC	TPA, TRA, MOFP, TANROADS
2. Promotion of industrialization in the capital City to improve Income	Sufficient hierarchical industrial land bank for development of Eastern, Northern and Western industrial area development in place by June 2021	To identify the Industrial types and hierarchy in the capital city to cater for employment	2017-2018	230	100	130	MITI	DMC, Private Sector
		To acquire 9,774 Ha of land bank for Industrialization	2017-2021	195,480	-	195,480	DMC	MITI, EPZA, MLHSD, Private Investors
Total				915,216.4	364,059.6	551,156.8		

Note: The prices are based on estimated construction area; they might change when a detailed design and feasibility study is done.

Table BXXII: MWANZA CITY DEVELOPMENT

Objective	Target/Outputs	Activities	Time Frame	Financing (Tshs. Mil)			Responsible		
				Total	Gvt	Pvt	Lead	Others	
1. Development of Mwanza City as an efficient, safe, convenient, productive and competitive city in East Africa enhanced (Phase I)	Redevelopment of Mwanza City by June, 2021	To conduct feasibility study for Mwanza City redevelopment	2017/18	51,040	25,520	25,520	MCC/ PRIVATE	JPA, MPIU, TRC, SUMATRA, MoFP, MLHHD, SPV, PO-RALG, MWI, TANESCO, MWTC, TBA, PPP, NHC, TIC, TIB, TANROADS	
		To rehabilitate 1,100 Housing units, 66,000 m ²	2017-2021	5,060	-	5,060	PRIVATE SECTOR		
		To survey, value and compensate land for redevelopment	2017-2020	2,552	-	2,552	PRIVATE SECTOR		
		To develop and Transfer Development Area 20ha in Igogo for resettlement	2018/19	7,541.6	-	7,541.6	PRIVATE SECTOR		
		To develop and construct Road Network (1:15km)	2018/19	6,160	6,160	-	MCC		
		To establish areas for public facilities (5,000m ² GFA- Community Centre, Health Centre, Religious Building, Community Park , Play field, Parking lots)	2019/20	20,394	12,237	8,158	MCC/ PRIVATE		
		To sale areas for Commercial complex, hotel, condominiums (196,000m ² GFA)	2017/18	2,552	2,552	-	MCC		
		To construct new central market, Daladala terminal, retail, and parking areas.	2018-2020	60,544	18,163	42,381	MCC/ PRIVATE		
		To construct Central Market Square	2017-2019	1,518	1,518	-	MCC		
		To construct Souvenir shopping complex	2018 - 2021	7,568	-	7,568	MCC		
Unplanned City areas (Igogo informal settlement) redeveloped by June 2021	To develop City Centre park with skywalk phase 1 by June 2021	2018 - 2021	15,136	12,109	3,027	MCC/ PRIVATE			
	To establish pedestrian priority street	2019-2021	4,554	4,554	-	MCC			
	To construct new railway station, offices, retail and parking	2018 - 2021	5,449.40	27,247	27,247	MCC/ PRIVATE			
Existing central market square Improved by June 2021	To construct river front plaza	2018 - 2021	7,568	-	7,568	PRIVATE			
	To construct BRT Corridor infrastructure (Nyamanoro – Nyakato-Mahina – Mkuyuni – City Centre)	2018-2020	38,214	22,928.4	15,286	MCC/ PRIVATE			

Objective	Target/Outputs	Activities	Time Frame	Financing (Tshs. Mil)			Responsible		
				Total	Gvt	Pvt	Lead	Others	
		To construct Inner Ring Road Kenyatta Rd – Makongoro Rd – Nyerere Rd	2017-2019	10,208	10,208	-	MCC		
		To construct roads at Luchehele Township and Mhonze Satellite	2018/19	15,290	7,645	7,645	MCC/IMC		
		To construct Regional Bus Terminal to Express way at Igoma, Mkyuni to Expressway at Buhongwa and Collector roads	2018/19	19,118	19,118	-	MCC		
		To conduct feasibility study, design and construction, operations and maintenance	2017/18	792	396	396	MCC/IMC/ PRIVATE		
		To lease developable Area of 9 ha Leasable GFA 180,000 m ² and land development 26 ha	2018/19	1,980	990	990	MCC/ PRIVATE		
		To establish and construct Public Promenade 14 ha (3km long)	2018/19	3,960	3,960	-	MCC/IMC	JPA, MPIU, TRC, SUMATRA, MoFP, MLHHD, SPV, PO-RALG, MWI, TANESCO, MWTC, TBA, PPP,TPA,MCC, MARINE SERVICES	
		To construct road and Infrastructure network 2 km	2018/19	1,188	1,188	-	MCC/IMC		
		To expand Mwanza International airport	2017-2019	15,840	15,840	-	TAA		
		To construct BRT terminal, office and retail and parking	2018-2020	7,920	2,970	5,544	TBA/PRIVATE		
		To conserve the existing railway station building	2018/19	1,980	1,980	-	TRC		
		To develop Kamanga ferry and promenade	2017-2019	5,940	2,970	2,970	TPA		
		To construct Mwanza Conventional centre, retail and parking spaces	2018-2021	14,300	-	14,300	PRIVATE	JPA, MPIU, TRC, SUMATRA, MoFP, MLHHD, SPV, PO-RALG, MWI, TANESCO MWTC, TBA, PPP,	
		To construct 3 iconic towers	2018-2021	13,860	-	13,860	PRIVATE		
		To rehabilitate and construct Nyamagana stadium, function hall, retail and parking by June 2021	2019-2021	9,350	-	9,350	PRIVATE		

Objective	Target/Outputs	Activities	Time Frame	Financing (Tshs. Mil)			Responsible	
				Total	Gvt	Pvt	Lead	Others
	Industrial park developed by June 2021	To undertake river reclamation Phase 1 (Canal Length: Mirongo 1.8km, Kirumba 1.4km and Canal width: Mirongo 20m; Kirumba 15m)	2018/19	2,420	2,420	-	MCC/IMC	
		To construct 2 Detention ponds	2019-2021	4,708	4,708	-	MCC/IMC	
		To develop land grading Infrastructure network and utilities	2018/19	462	462	-	MCC/IMC	
		To develop Road Network (14.6km)	2018-2020	2,354	2,354	-	MCC/IMC	
		To brand and market the Central Market Square	2020/21	400	400	-	MCC/IMC	
		To survey, value and compensate 546ha of land for redevelopment	2017-2020	65,450	32,725	32,725	MCC/ PRIVATE	
		To survey, value and Market land sale acquisition area of 581ha at Buhongwa Industrial area	2017/18	22,440	2,244	20,196	MCC/ PRIVATE	
		To develop cost recovering strategy	2017/18	400	400	-	MCC/IMC	JPA, MPIU, TRC, SUMATRA,
		To distribute clean and safe water in 82km	2018-2020	37,400	37,400	-	MWAUWASA	MoFP, MLHHD, SPV, PO-RALG,
		To distribute electric power	2017-2020	37,400	37,400	-	TANESCO	MWI, TANESCO, MWTC, TBA,
		To construct and distribute communication infrastructures	2017-2021	28,050	-	28,050	PRIVATE/ TTCL	TIC, TIB, TCCRA, TANROADS PPP,
		To construct Outer Ring roads phase 1 (Buswelu – Buhongwa Expressway), igoma RC – Buhongwa Industrial area, Airport – Sangabuye, Mkuyuni – Luchelele and Mkuyuni – Buhongwa Industrial area phase 1 by June 2021	2018-2021	44,594	44,594	-	MCC/IMC	

Objective	Target/Outputs	Activities	Time Frame	Financing (Tshs. Mil)			Responsible	
				Total	Gvt	Pvt	Lead	Others
	Satellite town established by June 2021	To construct new roads: Secondary Arterial: 2.9km (30m ROW) and Collector: 22.5km (25m ROW) at Luchelele township and Collector Roads: 11.4km (25m ROW) at Muhonze To construct Bus stops of 400-500m apart To construct water jetties to supports tourism and enables Luchelele accessible by inte-city water transport	2018-2020 2018-2020 2019-2021	12,936 6,468 2,156	12,936 6,468 -	- - 2,56	MCC / TANROADS MCC MCC	JPA, MPIU, TRC, SUMATRA, MoFP, MLHHID, SPV, PO-RALG, MWI, TANESCO, MWTC, TBA, MoFP (PPP), TPA
GRAND TOTAL				672,699	384,764	287,935		

Note: The prices are based on estimated construction area; they might change when a detailed design and feasibility study is done.

1SUD = 2200 TSH

Table BXXIII: ARUSHA CITY DEVELOPMENT

Objectives	Outputs/Targets	Activities	Time Frame	Cost (Mill)	Finance		Players		
					Govt	Prvt	Lead	Others	
Ensure reliable water supply and integrated solid waste management	Water production increased from 45,800 m ³ /d up to 8 times by June 2021	To build reservoirs at 3 suitable sites in the metropolitan.	2017 - 2021	6000	2000	4000			
		To design regularization schemes	2017-2018	-	-	-			
	Regularization schemes in 17 urban wards where unplanned settlements exist implemented by June 2021	To construct 17 km length of water pipe network in the 17 wards	2019- 2021	17000	15000	2000			
		To reduce unaccounted-for water loss to 20%	2017 - 2020	300	100	200			
		To provide recycling bin at the community centres	2017 - 2018	150	75	75			
		To create conducive environment for investment in material recovery industries	2017 - 2019	400	120	380			
		To increase recycling rate in 3 wards around CBD	2017 - 2018	20	-	20			
		To increase the number of private contractors to collect waste	2017 - 2018	500	500	-		*ACC	**ADC ***MDC Private Sector
		To increase the service coverage by deploying enough trucks and subsidizing the private contractors	2017 - 2019	1700	1000	700			
		To prepare afforestation plan	2017 - 2018	2	2	-			
Conserve forests, wetlands, water bodies and green space	100% wetland, rivers and environmentally sensitive areas restored by June 2019	To prepare tree nursery centers and distribution of seedlings	2017 - 2019	8	-	8			
		To prepare citywide management plan for sensitive areas: streams, national parks, watershed and water bodies	2017 - 2018	10	10	-			
	1/3 of total city land developed green by June 2021	To develop green corridor network	2017 - 2021	320	170	150			
		To develop City Parks and hierarchy of park system in the satellite towns.	2017 - 2021	5000	3000	2000			
		To create iconic public spaces within the city	2017 - 2021	350	170	180			
		To devise policies and regulations to promote urban green	2017 - 2019	5	5	-			

Objectives	Outputs/Targets	Activities	Time Frame	Cost (Mill)	Finance		Players		
					Govt	Prvt	Lead	Others	
Diverse economic specialization and efficient transport network	To allocate additional commercial spaces to provide working space for 10,000 people in the CBD	To allocate additional commercial spaces to provide working space for 10,000 people in the CBD	2017 - 2021	500	200	300			
		To design and allocate 200 ha of land for industrial development in each of the 3 satellite town	2017 - 2018	10	10	-			
		To develop 50 ha of land in each of the 3 satellite towns	2017 -2021	900	200	700			
	250,000 jobs in services and manufacturing sectors created by June 2021	To allocate land for Agro SEZ, and expand horticulture industry	2017 - 2018	10	10	-			
		To plan Strategic Land Banking to ensure adequate land availability for new housing and commercial activities	2017 - 2021	10	10	-			
		To design drainage systems along the road network in the CBD	2017 - 2021	30	20	10			
	30 km road network rehabilitated in the Central Business District (CBD) by June 2021	To deploy contractors for construction	2017 - 2021	3000	2000	1000			
		To design road network	2017 - 2018	30	20	10			
	150 km road network constructed in the 3 satellite towns June 2021	To deploy contractors for construction	2017 - 2021	150000	145000	500			
		Total		186,345	169,622	16,723			

Key:*Arusha City Council, ** Arusha District Council, *** Meru District Council

Table BXXIV: DAR ES SALAAM CITY DEVELOPMENT

Objectives	Outputs/Targets	Activities	Time Frame	Cost (Mill)	Finance		Players	
					Govt	Pvt	Lead	Others
1. Reform the Institutional and governance arrangements to improve coordination accountability and service delivery	To review the laws and regulations which defines the roles and responsibility of the administrative authorities	To restructure Dar es Salaam administrative structure	2017-2021	1,093	-	PO-RALG	DSM, LGAS	
			2017-2021	2,893	-	PO-RALG		
			2017-2021	19,933	-	DSM RS	DSM RS, DSM, LGAS	
	To update Dar es Salaam City Master Plan	To strengthen Operations and Maintenance Systems in Dar es Salaam Local Authorities (DLAs)	2016-2018	-	-	DCC	DSM RS, MoLHHSD DSM LGAs, Private Sector	
			2017 - 2018	-	-	PO-RALG	MoLHHSD	
			2017 - 2021	238,869	-	DSM LGAs	DSM RS,	
2. Diverse economic specialization and efficient transport network	Dar es salaam city Traffic decongested by June 2021	To construct feeder and local roads supporting public transit, mobility, and connectivity to low income communities	2017 - 2021	366, 436	-	TANROADS	DCC, RC DSM DLAs, MLHSD, PO - RALG	
			2018-2021	25,200	-	TANROADS		
			2017 - 2021	1000	300	DSM LGAs	DSM RS, , MLHSD, PO - RALG Private Sector	
	100,000 jobs in services and manufacturing created by June 2021	To design and allocate 300 ha of land for industrial development in each of the 5 satellite town of Pugu, Kimbiji, Kawe, Luguruni and Burju.	To develop two satellite towns of Kawe	2017 - 2021	30	-	NHC	RC DSM DLAs, MLHSD, PO - RALG
				2017 - 2021	8,050	-	NHC	
				2017 - 2021	5,060,000	1,000,000	NHC	

Objectives	Outputs/Targets	Activities	Time Frame	Cost (Mill)	Finance		Players	
					Govt	Prvt	Lead	Others
3. Regularize the informal settlements and promote affordable houses for low income people	Regularization schemes in all urban wards where unplanned settlements exist implemented by June 2021 Waste collection rate for 17 urban wards increased by June 2021	To plan Strategic areas and create Land Banking to ensure adequate land availability for new housing and commercial activities.	2017 - 2021	25	25	-	DSM RS, MLHSD, PO - RALG	
		To improve 20,000 housing unit by WATUMISHI Housing Company	2017 - 2021	744,797	744,797	-	WATUMISHI Company	
		To invest 10 new project of housing by NHC	2017 - 2021	434,400	434,400	-	NHC	
		To design regularization schemes	2017 - 2019	200	150	50		
		To construct water pipe network in the wards	2019- 2021	2,000	1,500	500		
		To supply recycling bin at the community centers in all DLAs	2017 - 2019	300	100	200		
		To improve Sinza river area and surrounding environment	2017 - 2021	4,797	4,797	-	DSM RS, MLHSD, PO - RALG Private Sector	
		To increase recycling rate in wards around CBD	2017 - 2018	100	70	30		
		To increase the number of private contractors to collect waste	2017 - 2019	700	700	-		
		To improve Pugu Kinyamwezi dump site	2017 -2021	3,000	3,000	-		
		To construct sludge management at Pugu Kinyamwezi	2017-2021	3,000	3,000	-	DAWASA	
		To prepare citywide management plan for sensitive areas: streams, and water bodies	2017 - 2018	50	40	10	DCC Private Sector	

Objectives	Outputs/Targets	Activities	Time Frame	Cost (Mill)	Finance		Players	
					Govt	Prvt	Lead	Others
	1/4 of total city land developed green June 2021	To develop green corridor network	2017 - 2021	400	310	90	DSM LGAS	MLHSD, PO – RALG, Private Sector
		To preparing tree nursery centers and distribution of seedlings	2017 - 2019	30	5	25		
		To develop City Parks and hierarchy of park system in the satellite towns.	2017 - 2021	6,000	4,000	2,000		
		To improve iconic public spaces within the city	2017 - 2021	500	400	100	DCC	Private Sector
		To device policies and regulations to promote urban green	2017 - 2019	10	10	-	DCC	Private Sector
		To construct portable, foul and drainage along primary and secondary roads	2017 - 2019	400	400	-	DSM LGAs,	DSM RS, MLHSD, PO - RALG
		To construct Msimbazi Sewerage system (phase 1) with pumping station, sewerage network and house connections	2017 - 2019	198,198	198,198	-	MoWI	DAWASCO, DCC
		To construct Mbezi sewerage system (phase 1 & 2) with pumping station, sewerage network and house connections	2017 – 2021	132,000	132,000	-	MoWI	DAWASCO, DCC
		To expand Dar es Salaam Airport	2017 – 2018				MoWI	PO - RALG
		TOTAL			6,917,975	5,914,670	1,000,305	

*USD 1= TSHS 2,300

Table B XXV: MTWARA (MIKINDANI) MUNICIPAL DEVELOPMENT

Objectives	Outputs/Targets	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					GOVT	PRVT	LEAD	OTHERS
Reliable water supply and integrated solid waste management	Increase water production from 10,257m ³ to 120,000m ³ of the existing capacity per day by 2021	Increase of boreholes at Mikindani and Mchunchu catchment area and implementation of water project from Ruvuma River by Ministry of Water (MoW)	2017 - 2021	18,000	17,800	200	MTUWASA	MMMM MDC, MoW Private Sector
	Implement regularization schemes in 3 urban wards where unplanned settlements exist by 2020	Design regularization schemes, survey and issue certificate of occupancy	2017-2020	300	200	100		
		Construct 39 km length of water pipe network in the 18 wards of MMMC and 33.5km in MDC	2017- 2020	1,500	1,000	500		
		Provide recycling bin at the community centres by construction of waste collection center	2017 - 2018	400	300	100		
	Increase waste collection rate from 67.12 % to 95% for 18 urban wards by 2020	Create conducive environment for investment in material recovery industries and Sanitary Land Fill	2017 - 2019	3000	2000	1000		MMMM Private Sector
		Completion of Sanitary Land Fill at Mangamba area	2017 - 2018	4,000	0	4,000		
		Increase the number of community waste groups	2017 - 2018	200	150	50		
	Conserve forests, wetlands, water bodies and green space	Increase the service coverage by deploying 6 trucks and 5 compacting equipments	2017 - 2020	1,700	1,000	700		
		Prepare afforestation plan	2017 - 2018	15	14	1		MDC
		Preparing tree nursery centers and distribution of seedlings	2017 - 2020	10	6	4		MDC
Conserve the forests, develop green corridor network		2017 - 2021	200	150	50		MMMM MDC	
	Develop 5 City Parks and hierarchy of park system in the Municipality	2017 - 2021	5,000	5,000			MMMM	
	Create iconic public spaces within the city	2017 - 2021	50	35	15		MMMM	
	Devise policies and regulations to promote urban green	2017 - 2019	5	5	0		MMMM	

Objectives	Outputs/Targets	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS		
					GOVT	PRVT	LEAD	OTHERS	
Diverse economic specialization and efficient transport network	50,000 jobs created in services and manufacturing sectors by 2021	Allocate additional commercial spaces to provide working space for people in the CBD	2017 - 2021	500	200	300	MMMC	MDC Private Sector	
	Allocating Land Bank for new housing and economic activities by 2021	Strategic Land Banking planned to ensure adequate land availability for new housing and commercial activities	2017 – 2021	3000	2000	1000	MMMC	MDC Private Sector	
		Planning and survey of new areas	2017 – 2020	500	400	100	MMMC	MDC Private Sector	
		Payment of compensation for customary occupants	2018-2021	2500	2500	0	MMMC	MDC Private sector	
		Planning, land acquisition, survey and land allocation	2015 - 2021	15,300	8,300	7,000	MMMC	MLHHS, MoFP, RSM	
		Development of infrastructures	2017- 2019	1,700	1,700		MMMC	MLHHS, TANESCO TARURA, MoFP, RSM	
		Supervision of ordered development	2015 - 2021	45	45		MMMC	RS, MLHHS	
		20 km road network rehabilitated in the Central Business District (CBD) by June,2021	To design and construct drainage systems along the road network in the CBD	2017 – 2021	12,000	11,500	500	MMMC	TARURA PO-RAGL Private Sector
		120 km road network constructed in the Municipality by June, 2021	To design road network in Mtwara Municipal	2017 – 2018	30	25	5	TARURA	MMMC MDC Private Sector
		To construct 25Km by-pass road from Mtwara Port to Msijute Industrial Park by June,2021	To deploy contractors for construction of new roads in the Municipality	2018 – 2021	12,000	11,500	500	TARURA	MMMC, MDC Private Sector
		To design the by-pass road from Mtwara Port to Msijute Industrial Park	2017-2019	4000	3,800	200	TANROADS	MMMC, TARURA, MoICT	
		To construct by-pass road	2019-2021	25,000	25,000	0	TANROADS	MMMC, TARURA, MoICT	

Objectives	Outputs/Targets	ACTIVITIES	Time Frame	COST (Mill)	FINANCE		PLAYERS	
					GOVT	PRVT	LEAD	OTHERS
Reliable Industrial and other related medium and large investment management	Survey and allocation of 4,000 hectares of Land for industrial and other related medium and large investment allocated by June, 2021	To design, survey and allocate 4000 ha of land for industrial development in Msijute, Mtawanya and Mtepwezi Industrial Parks	2017 - 2020	550	500	50	MDC	MMMC, RS-Mtwara MLHHS Private Sector
		To provide basic infrastructures: roads, electricity, water supply and gas supply systems	2017 - 2021	8,000	2,000	6,000	MDC	MMMC, RS, TPDC, TANESCO, MTUWASA Private Sector
		To supervise orderly development of the industrial park	2017-2021	100	100	0	MDC	MMMC, MLHSD, RS- Mtwara
Boosting Tourism sector in the Southern Zone	Promoting tourism activities in the municipality and southern zone by June, 2021 Stimulate inter-linkage mechanisms between tourism and other sectors by June 2021	To gazette Mikindani Old Town as town for conservation	2016-2017	10	10	0	MNRT	MMMC, MLHSD
		To advertise the tourist attractions in the southern corridor	2017-2021	100	20	80	MMMC	MDC, MNRT, Private Sector ,
Total				121,245	97,935	23,490		

Table B XXVI: SOCIAL PROTECTION

Objectives	Outputs/Targets	Activities	Time Frame	Cost (Million)	Finance		Players	
					Govt	Private	Lead	Others
Improving and extending social security coverage in both formal and informal sectors	Social security coverage extended from 27% to 40% of the population by June, 2020	To develop and implement the strategy to extend social security coverage including vulnerable groups	2018-2019	610	610	0	PMO	SSRA, PO-RALG, MoH, Social security schemes, LGAs
Extending coverage of health insurance to the uncovered population	Health insurance Services extended from 34.7% to 50% of the population by June, 2021	To implement government strategy on health financing and strengthening capacity of NHIF and CHF	2017 – 2021	610	610	0	MoH	PO-RALG, PMO, LGAs, NHIF, CHFs, SSRA
Ensuring income security to eligible elders	Universal Social Pension framework in place by June, 2021	To develop and implement a framework for elderly social pension provision	2017 – 2021	3,400	3,400		PMO	Move, Mohr, AG's-Office, TR, SSRA, eGA, LGAs, CSOs
Developing a harmonized delivering system of social assistance	A harmonised social assistance delivering system in place by June, 2020	To establish a single registry of programs and beneficiaries	2017-2020	2,560	2,560	0	PMO	SSRA, OSHA, NIDA, Social Security Schemes
		To coordinate merging of 5 pension schemes						
		To develop automated social security registration system						
		To assess and review registration requirements, processing time and inspection						
TOTAL				7,180	7,180	0		

Table B XXVII: GENDER AND WOMEN ECONOMIC EMPOWERMENT

Objectives	Outputs/Targets	Activities	Time Frame	Cost (Tshs. millions)			Players	
				Total	Govt.	Private	Leader	Others
Community Participation in Development Initiatives and Social Welfare Enhanced	Community Development Training Institutes and Colleges to provide quality training, consultancy and conduct research capacitated by June, 2021	To facilitate construction and rehabilitation of infrastructures in 9 Community Development Training Institutes and Colleges	2017 - 2021	10,000	10,000	-	CDTIs	MOHCDGEC MOEST
		To facilitate research on community development training institutes and social welfare institutes on women, elderly and children	2017- 2021	500	500	-	CDTIs	MOHCDGEC MOEST
		To facilitate provision of teaching and learning materials in CDTI and TICD	2017- 2021	9,000	9,000	-	CDTIs TICD	MOHCDGEC MOEST
	Social Welfare Institutes and Colleges to provide quality training, consultancy and conduct research capacitated by June, 2021	To facilitate training of academic and supporting staff in Community Development Training Institutes and Colleges	2017- 2021	240	240	-	MOHCDGEC	PO PSMGG
		To facilitate construction and rehabilitation of infrastructures in Social Welfare Institutes (SWI) and Colleges	2017- 2021	15,000	15,000	-	SWI	MOHCDGEC
		To facilitate research on social welfare training Institutes	2017- 2021	200	200	-	SWI	NBS MOHCDGEC
		To facilitate provision of teaching and learning materials in SWI and College	2017- 2021	80	80	-	MOHCDGEC	
		To sensitize women entrepreneurs to establish economic empowerment groups (VICOBA and SACCOS)	2017- 2021	352	352	-	MOHCDGEC	NEEC MOTII
		To facilitate linkage of women members of VICOBA and SACCOS with Financial Institutions	2017- 2021	39	39	-	MOHCDGEC	NEEC MOTII
		To facilitate provision of entrepreneurship training to women entrepreneurs	2017- 2021	500	500	-	MOHCDGEC	NEEC MOTII
Gender Equality in the Society and Women Empowerment Enhanced	Women participation in economic development initiatives promoted by June, 2021	To facilitate provision of soft loans to women through TWB, WDF including advising and establishing WDF website	2017- 2021	20,725	20,725	-	MOHCDGEC	NEEC MOTII
		To facilitate establishment of women business centres in LGAs	2017- 2021	1,000	1,000	-	MOHCDGEC	RALG

Objectives	Outputs/Targets	Activities	Time Frame	Cost (Tshs. millions)			Players	
				Total	Govt.	Private	Leader	Others
		To facilitate women entrepreneurs participation in the International Trade Fairs	2017- 2021	300	300	-	MOHCDGEC	MOHCDGEC
		To advertise TWB and facilitate establishment of TWB branches in five regions	2017- 2021	20,040	20,040	-	TWB	MOHCDGEC
		To facilitate land plots ownership to women entrepreneurs	2017- 2021	106	106	-	TWB	MOHCDGEC
		To strengthen coordination of Child Help Line services	2017- 2021	129	-	129	C - Sema	
		To raise awareness to the community on Police Gender Desks services	2017- 2021	100	-	100	MOHCDGEC	
		To scale up One Stop Centres to quality response services for survivors of violence	2017- 2021	293	-	293	Hospitals	
		To develop women and child online protection programme	2017- 2021	250	-	250	MOHCDGEC	MOHCDGEC UNWOMEN
	Violence Against Children reduced by 50% (from 1,549 in 2015) by June, 2021	To train front line workers (SWOs, Police, Health Workers, Teachers, Magistrates, Anti-Human Trafficking Officers)	2017- 2021	988	-	988	MOHCDGEC	UNICEF C - Sema MOHA
		To coordinate provision of supportive services (food, legal services) to victims of VAC	2017- 2021	2,000	-	2,000	MOHCDGEC	
		To build the capacity of legal sector institutions (LSIs) to respond to VAWC at all levels	2017- 2021	500	-	500	MOHCDGEC	
		To facilitate establishment and strengthening community owned ECDs and crèches in work place	2017- 2021	100	-	100	MOHCDGEC	UNICEF

Objectives	Outputs/Targets	Activities	Time Frame	Cost (Tshs. millions)			Players	
				Total	Govt.	Private	Leader	Others
Care, support and protection services to Most Vulnerable Children (MVC) promoted by June, 2021		To facilitate basic services to children in children homes, approval school and retention homes	2017- 2021	2,073	2,073	-	MOHCDGEC	UNICEF
		To expand, construct and rehabilitate buildings and infrastructures at children homes and approval school	2017- 2021	25,000	25,000	-	MOHCDGEC	
		To facilitate registration of children homes	2017- 2021	100	100	-	MOHCDGEC	
		To facilitate vocational and skill training for street children	2017- 2021	510	510	-	MOHCDGEC	
		To remove, rehabilitate and re-integrate street children with their family	2017- 2021	2,000	2,000	-	MOHCDGEC	
		To facilitate education and vocational training programmes to children in approved schools	2017- 2021	10,000	-	10,000	MOHCDGEC	PACT
		To capacitate fit persons to provide emergency alternative care for children victims	2017- 2021	500	500	-	MOHCDGEC	
		To establish accessible, child-friendly and quality juvenile courts in every region	2017- 2021	40,000	-	40,000	MOHCDGEC	
		To develop guidelines for establishment and management of resettlement, rehabilitate centres and foster care and adoption	2017- 2021	410	410	-	MOHCDGEC	
		To provide marriage reconciliation services	2017- 2021	220	220	-	MOHCDGEC	
To gazette Fit Persons Regulations	2017- 2021	10	-	10	MOHCDGEC	PLAN INTER-NATIONAL		

Objectives	Outputs/Targets	Activities	Time Frame	Cost (Tshs. millions)			Players	
				Total	Govt.	Private	Leader	Others
<p>Accessibility of social welfare services to elders in society promoted by June, 2021</p> <p>Access to Early Childhood Development (ECD) services in the society promoted by June, 2021</p> <p>Harmful practices, such as child, early and forced marriage and female genital mutilation eliminated by June, 2021</p> <p>Gender based violence incidences reduced by 50%(from 10,451 in 2015) by June, 2021</p> <p>Legal and regulatory framework for community development and welfare services improved by June, 2021</p>	To facilitate access to basic services to aged persons in elders' homes	2017- 2021	1,000	1,000	-	MOHCDGEC		
	To expand, construct and rehabilitate buildings and infrastructures	2017- 2021	3,000	-	3,000	MOHCDGEC		
	To scale up ECD services in work places, business centres and community level	2017- 2021	510	-	510	MOHCDGEC		
	To establish Grant Support Fund to facilitate ECD services to children from poor families	2017- 2021	40	40	-	MOHCDGEC		
	To review Early Childhood care and development and child care workers training institution curriculum	2017- 2021	410	410	-	MOHCDGEC	USAID	
	To develop curriculum for Child care workers	2017- 2021	729	729	-	MOHCDGEC		
	To rehabilitate and retool ECD	2017- 2021	150	150	-	MOHCDGEC		
	To facilitate establishment of community owned ECDs and crèches in working places	2017- 2021	15	15	-	MOHCDGEC		
	To facilitate registration of day care centre and crèches	2017- 2021	60	60	-	MOHCDGEC		
	To establish grant to facilitate cash transfer to girls from poor families	2017- 2021	2,000	-	2,000	MOHCDGEC	UNFPA	
	To create awareness on impact of harmful practices to community	2017- 2021	440	-	440	MOHCDGEC		
	To conduct advocacy campaign on positive norms and values to protect women and children	2017- 2021	50	50	-	MOHCDGEC	UNWOMEN	
	To establish a pilot emergency safe home for women at risk and victims in a selected region	2017- 2021	500	70	430	MOHCDGEC	UNICEF	
	To facilitate provision of legal services to vulnerable women and children	2017- 2021	550	50	500	MOHCDGEC	UN WOMEN UNICEF	
	To coordinate process of amendment of Marriage Act of 1977	2017- 2021	300	50	250	MOHCDGEC	UN WOMEN UNICEF	

Objectives	Outputs/Targets	Activities	Time Frame	Cost (Tshs. millions)			Players	
				Total	Govt.	Private	Leader	Others
Contribution of Non-Governmental Organizations in Development Agenda enhanced	Registration and coordination of NGOs for effective and efficient service delivery managed by June, 2021	To facilitate registration of NGOs	2017- 2021	200	200	-	MOHCDGEC	NGOs
	Transparency and accountability of NGOs to the community be promoted by June, 2021	To monitor 7,000 NGOs in all regions of Tanzania Mainland	2017- 2021	500	500	-	MOHCDGEC	MoHA
		To facilitate undertaking of the NGOs Coordination Board	2017- 2021	100	100	-	MOHCDGEC	MoHA
Sub Total				173,819	111,884	61,935		

Table B XXVIII: GOOD GOVERNANCE

OBJECTIVES	OUTPUTS/ TARGETS	ACTIVITIES	Time Frame	COST (mill)	FINANCE			PLAYERS	
					GOVT	PRIV	LEAD	OTHER	
Attained good working and living environments for Fire and Rescue Force staff	Completion of 5 storey Fire and Rescue Head quarter building at Tazara DSM by June, 2020	Construction of walls for 4 th and 5 th floor in the main building	2018-2020	8,000	8,000	-	FRF	MoHA, MoFP	
	Availability of 17 new sufficient Fire tenders by June, 2021	To procure 17 fire fighting vehicles (fire tenders)	2017-2021	14,000	14,000	-	FRF	MoHA	
	Fire and Rescue Institute at Chogo – Handeni rehabilitated and expanded by June, 2021	To rehabilitate the office buildings and construct classes and drilling water well	2018 -2021	5,000	5,000	-	MoHA	FRF	
	8 new Fire stations constructed in 8 Districts (Kongwa, Kondo, Ubungo, Rungwe, Nyamagana, Mbozi, Chato, Ilemela) by June, 2021	To start Procurement procedures and construct 8 new fire stations in 8 districts	2018-2019	3,000	3,000	-	MoHA	FRF	

National & Personal Security and Safety of properties ensured	Increased capacity of enrolment at Moshi Police academy from 2000 to 6000 by June, 2021	To conduct feasibility study for the expansion of Moshi Police Academy	2017-2018	300	300	-	TPF	MoHA
		To carry out building designing	2017-2018	300	300	-	TPF	MoHA
		To manage implementation of the project	2017-2021	200	200	-	TPF	MoHA
	Increased professional capacity of the 9000 police officers by June, 2021	To expand classes, halls as well as dormitories	2018-2021	7,000	7,000	-	TPF	MoHA
		To conduct Close Quarter Battle (CQB) training to 9000 police officers	2018-2021	2,295	2,295	-	TPF	MoHA
	Number of zonal laboratories for crime offense investigation increased from one (1) to two (2) in order to speed up sample tests for crime offences by June, 2021	To conduct feasibility study and start detail design	2018-2019	500	500	-	TPF	MoHA
		To construct one (1) central zone laboratory in Dodoma region	2019-2021	4,400	4,400	-	TPF	MoHA
	Increased Police residential houses to 10,244 from the existing 10,154; and police stations increased to 324 from 321 by June, 2021	To construct 8 new Regional Commander's offices in Simiyu, Songwe, Rufiji, Geita, Njombe, Katavi, Mara and Kaskazini Pemba Police regions	2018-2021	24,000	24,000	-	TPF	MoHA
		To continue with the construction of office block for CID headquarter in Dar es Salaam	2018-2021	12,910	12,910	-	TPF	MoHA
		To accommodate 80 police officers by constructing four (4) mahanga in Rufiji	2018-2021	860	860	-	TPF	MoHA
	Increased Police residential houses to 10,244 from the existing 10,154; and police stations increased to 324 from 321 by June, 2021	To complete construction of Police residential houses in Kagera, Musoma, Ludewa and Mwanza regions	2018-2021	3,351.3	3,351.3	-	TPF	MoHA
		To complete construction of three (3) police stations in Mtambaswala (Mtwara-class C), Mkokotoni (Unguja – class A) and Ludewa (Njombe –class A)	2017-2021	746.8	746.8	-	TPF	MoHA
		To construct 18 Police residential houses for the RPC, OCD and OCS at Simiyu, Songwe, Rufiji, Geita, Njombe and Katavi police regions	2018-2021	540	540	-	TPF	MoHA

One (1) Police health center advanced into a police referral centre by June, 2021	To upgrade Kilwa Road police health centre into a police referral hospital	2018-2021	6,000	1,200	4,800	TPF	MoHA
Increased motor vehicles from 1,255 to 1,775; increased speed boat to 21 from 20; and increased airplanes and helicopters for police patrols by June, 2021	To acquire 500 new motor vehicles (400 pickups, 50 station wagon, 30 lorries, 15 buses and 5 Armored Person Carriers)	2018-2021	43,513.5	43,513.5	-	TPF	MoHA
	To acquire one (1) new patrol speed boat	2018-2021	3,000	3,000	-	TPF	MoHA
Adequate state of arts security equipments in place by June, 2021	To acquire one (1) new fixed wing aircraft.	2018-2021	6,600	6,600	-	TPF	MoHA
	To acquire one (1) new helicopters	2018-2021	14,000	14,000	-	TPF	MoHA
Existence of Police Headquarter office building in Dodoma by June, 2021	To acquire various operational and intelligence based equipments	2018-2021	11,540	11,540	-	TPF	MoHA
	To construct Police HQ office building in Dodoma						
Increased number of police stations linked to Fiber optic network by June, 2021	Construction of Dodoma barracks, parade ground, health centre, canteen, main store, FFU, signal unit as well as vehicle maintenance unit	2017-2021	9,435	9,435	-	TPF TPF	MoHA MoHA
	Install last miles connectivity to 64 District police stations	2018-2021	2,176	2,176	-	TPF	MoHA
All eligible citizens and non-citizens issued with ID's and National ID system interfaced with key stakeholders by June, 2021	Acquisition of modern working tool equipment and facilities such as card readers, scanners and computers	2017 - 2021	6,800	6,800	-	NIDA	MoHA
	Operationalize and set up communication between 30 regions and 150 district centers and 3000 wards with NIDA HQ	2017 - 2021	2,250	2,250	-	NIDA	MoHA
Establishing Common Gateway Interface between NIDA and Stakeholders	Rehabilitation of 90 district registration centers for Tanzania mainland and Zanzibar	2017 - 2021	900	900	-	NIDA	MoHA
	Establishing Common Gateway Interface between NIDA and Stakeholders	2017 - 2021	2,750	2,750	-	NIDA	MoHA

Build a base for transforming Tanzania into a semi-industrialized Nation	Start procurement process for the main contractor of NIDA HQ building in Dodoma	2017-2018	8,450	8,450	8,450	-	NIDA	MoHA
		2018 - 2021	400	400	400	-	NIDA	MoHA
		2017 – 2021	46,500	46,500	46,500	-	NIDA	MoHA
		2017 – 2021	2,000	2,000	2,000	-	NIDA	MoHA
		2018 – 2021	10,000	10,000	10,000	-	ISD	MoHA
		2018 – 2021	40,000	40,000	40,000	-	ISD	MoHA
		2018 – 2021	10,000	10,000	10,000	-	ISD	MoHA
		2018 - 2021	2,678	2,678	2,678	-	TPS	MoHA
		2018 - 2021	498.3	498.3	498.3	-	TPS	MoHA
		2018 - 2021	498.3	498.3	498.3	-	TPS	MoHA
Border management systems in 31 Regions, 36 Districts and 56 entry points acquired and integrated by June, 2021	To install border control system	2018 – 2021	10,000	10,000	10,000	-	ISD	MoHA
310 special operations for apprehending persons engaging in migration related offences conducted by June, 2021	To acquire 270 vehicles, 12 boats and 300 motor cycles	2018 – 2021	40,000	40,000	40,000	-	ISD	MoHA
	To conduct surveillances and covert operations	2018 – 2021	10,000	10,000	10,000	-	ISD	MoHA
	Renovate structures (for salt processing industry at Machole - Lindi and cloth production factory in Mwanza and Arusha) as well as construction of structure for maize flour milling - Songwe /Mollo- Rukwa	2018 - 2021	2,678	2,678	2,678	-	TPS	MoHA
	Acquisition of new plant and modern machines, equipment for salt processing industry at Machole - Lindi and Maize flour plant for Songwe - and Mollo - Rukwa	2018 - 2021	498.3	498.3	498.3	-	TPS	MoHA
	Acquisition of Machines for uniform and cloth production Factory in Mwanza and Arusha	2018 - 2021	498.3	498.3	498.3	-	TPS	MoHA
	Upgrading technical staff through training and increasing capacity of production through training more staff in tailoring skills	2018 - 2021	498.3	498.3	498.3	-	TPS	MoHA

Establishment and utilization of five (5) irrigation schemes and infrastructure for agriculture by June, 2021	Construction of Irrigation schemes at Idete - Morogoro, Kitengule- Kagera, Mang'ola – Arusha, Songwe and Pawaga – Iringa	2018 - 2021	3,533.5	3,533.5	3,533.5	-	TPS	MoHA
	Acquisition of ten (10) tractors and five (5) trucks for transportation services to the five (5) irrigation schemes							
Establishment of five (5) Zonal Prisons Vocational Training and ability to add value in agricultural products by June, 2021	Acquisition of machines and farm implements for irrigation agriculture and vehicles							
	<ul style="list-style-type: none"> To construct vocational training at Mwanza, Mtwara and Dodoma To equip Prisons Driving School and Building Brigade by Revitalizing Ruanda Vocational College - Mbeya, Prisons Driving School and Wami vijana- Morogoro 	2018 - 2021	2,495	2,495	2,495	-	TPS	MoHA
Quarry production in three (3) regions improved by June, 2021	To construct a building and installing machines for commercial Agriculture (oil crops) at Kimbiji, Kongwa, Ushora, Kwitanga, Wami Kuu and Kilimo Urambo	2018 - 2021	2,282.4	2,282.4	2,282.4	-	TPS	MoHA
	Acquisition of machines and working tools and vehicles for Mtwara, Mwanza Morogoro, Mbeya, and Dodoma vocational training centres							
Availability of furniture workshop by June, 2021	Purchase of Trucks and vehicles for quarry production in Morogoro and Kwitanga-Kigoma regions	2018 - 2021	2,515.68	2,515.68	2,515.68	-	TPS	MoHA
	Construction of office and acquisition of machines for of quarry production in Tanga region							
Availability of furniture workshop by June, 2021	To Construct a building for Furniture production workshop in Dodoma	2018 - 2021	569	569	569	-	TPS	MoHA
	Acquisition of machines and working tools for furniture production in Dodoma workshop							

Ensuring Systems and Structures of Governance to uphold the rule of law are effective, accountable, transparent, inclusive and corruption free at all levels	Availability of six (6) issuance immigration document system by June, 2021	To acquire and install passport printing system for issuance of e - passport	2017 – 2021	28,109.2	28,109.2	-	ISD	MoHA
		To procure printing materials for issuance of Immigration document	2017 – 2021	10,800	10,800	-	ISD	MoHA
		To install permit issuance system	2018 – 2021	3,800	3,800	-	ISD	MoHA
		To develop citizenship issuance system	2018 – 2021	800	800	-	ISD	MoHA
		To install Emergency Travel Document (ETD) system	2018 – 2021	436	436	-	ISD	MoHA
		To maintain border control systems (VAS, PISCES & PIRS)	2018 – 2021	1,000	1,000	-	ISD	MoHA
		To complete construction of five (5) Regional Immigration offices in Lindi, Mtwara, Geita, Pwani and Manyara as well as starting construction of four (4) new Offices in Dodoma, Songwe, Njombe and Simiyu regions (feasibility study, design, procurement of contractor and construction)	2017 – 2021	19,232.6	19,232.6		ISD	MoHA
		To complete construction of five (9) residential buildings at Dar es Salaam, Mwanza and Kigoma regions	2017 – 2021	1,404.52	1,404.52		ISD	MoHA
		To conduct feasibility study for the construction of immigration basic training Academy at Mkinga–Tanga	2017-2018	150	150		ISD	MoHA
		To carry out detail design of the project	2018-2018	150	150		ISD	MoHA
		To start construction of Immigration basic training Academy at Mkinga–Tanga	2019 – 2021	14,700	14,700	-	ISD	MoHA
		To rehabilitate 50 immigration buildings located in Dar es Salaam (HQ and Kijichi), Dodoma, Moshi (TRITA) and Tabora	2017 – 2021	4,000	4,000	-	ISD	MoHA
		To acquire 200 residential houses in Dodoma, Ruvuma, Shinyanga and Singida regions	2017 – 2021	20,000	20,000	-	ISD	MoHA
To acquire land and title deed for Immigration buildings	2018 – 2021	1,000	1,000	-	ISD	MoHA		
Attaining good working and living environments for immigration staff by 2021	Five (5) Regional Immigration offices, four (4) new Offices 207 residential houses and one (1) training Academy constructed by June, 2021							

	Acquiring of plot, surveying, prepare and approval of drawings	2017- 2018	1,200	1,200	-	PCCB	
	To procure consultant for pre contract Services	2017- 2018	500	500	-	PCCB	
	To undertake Contract execution and commencing construction	2018- 2021	8,631	8,631	-	PCCB	
TOTAL			677,672	471,521.86	4,800		

Table B XXIX: POWER/ ENERGY

Objective	Output/Target	Activities	Time Frame	Finance (Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Increase electricity generation to 4,915 MW	Kinyerezi I Extension (CCGT) 185MW completed by June, 2019	To complete financial closure and access funds from financiers	2017 -2018				MOFP	MoE, TANESCO
		To expedite extension of contract with Ms Jacobsen Electro Ltd	2017-2018	410,000	410,000	-		TANESCO
		To install power plant machineries for the extension of Kinyerezi I and plant commissioning	2018-2019				MoE	
	Kinyerezi II (CCGT) 240MW completed by August, 2018	To install water supply infrastructure from Kinyerezi I Chiller Units	2017-2018	794,984	794,984	-	MoE	TANESCO
		To install power plant machineries and commission the plant	2017 - 2018					
	Kinyerezi III (CCGT) 600MW, phase I (300MW) completed by June 2021	To formulate EPC + F framework for PPP power projects	2017-2018				MoE	MOFP
		To procure EPC + F Contractor	2017-2018				MoE	TANESCO
		To negotiate and conclude terms and condition with EPC + F Contractor	2017-2018	792,900	560,000	232,900	MoE	MOFP, TANESCO
		To issue legal permits and licences	2017-2018				VPO	NEMC, EWURA, OSHA
		To construct and commission the plant	2018-2021				EPC+F Contractor	TANESCO

Objective	Output/Target	Activities	Time Frame	Finance (Millions Tshs)			Implementers		
				Total	Govt.	Private	Leader	Others	
	Kinyerezi IV (CCGT) 330MW completed by June 2021	To procure EPC + F Contractor	2017-2018				MoE	TANESCO	
		To negotiate and conclude terms and condition with EPC + F Contractor	2017-2018	797,900	565,000	232,900	MOFP	MoE, TANESCO	
		To issue legal permits and licences	2017-2018				VPO	NEMC, EWURA, OSHA	
		To construct and commission the plant	2018-2021				EPC+F Contractor	TANESCO	
		To fast track detailed design	2017-2018				Geo Wind	MITI, MoE	
		To fast track release of No Objection	2017-2018				MOFP	TR	
	Singida Geo wind phase I (50MW) completed by June 2021.		To negotiate terms and conditions for PPP engagement with private partner Acciona Energy of Spain and approval of JV agreement	2017-2018	302,870		302,870	MOFP	Geo Wind, MITI, Private partner
			To source financing	2017-2018				Private Partner	MITI, Geo Wind
			To procure consultant, contractor and power plant equipment	2017-2018				Private Partner	TANESCO, NDC
	Somanga Fungu Gas Power Plant 300 MW in Lindi Region completed by Dec 2020		To construct and commission the Wind mill power station	2018-2021				Private Partner	MITI, MoE, TANESCO, NDC, Private partner
			To undertake feasibility study and detailed design	2016-2017					TANESCO
			To issue legal permits and licences	2017-2018	977,550	977,550	-	MoE	VPO, NEMC, EWURA, OSHA
		To source EPC & Financing for the project	2017-2018						
		To procure consultant	2017-2018						
		To construct and commission the power plant	2019-2020						

Objective	Output/Target	Activities	Time Frame	Finance (Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
	Somanga Fungu Gas Power Plant 240 MW in Lindi Region completed by December, 2020	To undertake feasibility study and detailed design	2016-2017	693,300	693,300	-	MoE	TANESCO
		To obtain legal permits and licences	2017-2018					
		To source EPC & Financing for the project	2017-2018					
		To procure consultant	2017-2018					
		To construct and commission the power plant	2019-2020					
	Mtwara Gas Power Plant 300 MW completed by June 2021	To undertake feasibility study and detailed design	2017-2018	977,550	977,550		MoE	TANESCO
		To issue legal permits and licences	2017-2018					VPO,NEMC, EWURA, OSHA
		To source EPC & Financing for the project	2018-2019					TANESCO
		To procure consultant	2018-2019					TANESCO
		To construct the power plant, 400kV transmission line from Mtwara to Somangafungu and commissioning	2019-2021					TANESCO
Kilwa Energy Gas power station 210 MW in Lindi Region completed by June, 2021	To solicit funds	2017-2018	484,000	-	484,000	MoE	Kilwa Energy (Private)	
	To negotiate PPA and Gas Supply Agreement	2017-2018					Kilwa Energy (Private), TANESCO, TPDC	
	To procure constant, contractor and power plant equipment	2018-2019					TANESCO	
	To construct and commission the power plant	2019-2021					TANESCO	

Objective	Output/Target	Activities	Time Frame	Finance (Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
	Malagarasi hydropower plant 45 MW in Kigoma Region completed by June, 2021	To prepare tender documentation to obtain consultant and EPC contractor	2017-2018	345,490	345,490		MoE	TANESCO
		To issue legal permits and licences	2018-2019					VPO, NEMC, EWURA, OSHA
		To solicit funds	2017-2018				MOFP	
		To construct and commission the power plant	2018-2021				MoE	TANESCO
	Kakono Hydro power plant 87 MW in Kagera Region completed by June 2021	To prepare tender documentation to obtain consultant and EPC contractor	2017-2018	876,790	876,790		MoE	TANESCO
		To issue legal permits and licences	2017-2018					VPO, NEMC, EWURA, OSHA
		To solicit funds	2017-2018				MOFP	
		To construct the plant and transmission line and commissioning	2018-2021				MoE	TANESCO
	Rusumo Hydro power plant 80 MW in Kagera Region completed by June 2020	To prepare tender documentation to obtain consultant and EPC contractor	2017-2018	785,740	261,143	524,597	MoE	TANESCO
		To obtain legal permits and licences	2017-2018					
		To construct and commission the power plant	2018-2020				MoE	
		To undertake feasibility study and detailed design	2017-2018					
Kiwira coal fired power station 200 MW in Mbeya Region completed by June, 2021	To issue legal permits and licences	2017-2018	1,016,840	5,000	1,011,840	MoE	STAMICO	
	To solicit funds	2017-2018					VPO, NEMC, EWURA, OSHA	
	To procure consultant, contractor and equipment for the power station	2017-2018				MOFP	TANESCO, MOE	
	To construct the plant and 400KV transmission line from Kiwira to Mwakibete (100km) and commissioning	2018-2019				MoE	MOFP, STAMICO	
			2019-2021				MoE	TANESCO

Objective	Output/Target	Activities	Time Frame	Finance (Millions Tshs)			Implementers		
				Total	Govt.	Private	Leader	Others	
Upgrade/construct new transmission lines and distribution networks to cope with the increased power generation	Ngaka coal fired Power Station (400MW), phase I of 200MW completed by June, 2020 Development of Ngozi Geothermal power plant (Mbeya) 200MW completed by June, 2021 REA phase III commenced and completed by June 2021	To undertake feasibility study and detailed design for the plant and transmission line 220kV from Ngaka to Songea (100km)	2017-2018	700,000	-	700,000	MITI	PRIVATE partner, NDC	
		To issue legal permits; licences; and finalize PPA agreement with TANESCO	2017-2018				MITI	NEMC, EWURA, OSHA, TANESCO	
		To solicit funds	2017-2018				MOFP	MITI, NDC, TANCOAL	
		To procure consultant, contractor and equipment for the power station	2017-2018				MITI	NDC, TANCOAL	
		To construct the plant and 220kV transmission line from Ngaka to Songea and commissioning	2018-2020					NDC, TANCOAL	
		To drill deep wells to establish steam reservoir properties	2017-2018						
		To expedite PPP process to acquire private partner	2017-2018					MoE	TGDC
		To procure consultant and contractor	2017-2018				204,720		NDC, TANCOAL PPP partner, TANESCO
		To procure power plant machineries, install and commission of the plant	2018-2021					MoE	PPP partner, TANESCO
		To utilize petroleum levy for the construction of distribution networks for electricity supply to rural areas	2017-2021					MoE	REA, MOFP
To prepare proposal for approval of increasing electricity charge/levy from 3% to 5% as required by the law	2017-2018		MoE	EWURA, TANESCO					

Objective	Output/Target	Activities	Time Frame	Finance (Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
	Dar-Tanga-Arusha transmission line 400Kv, 682km completed by June, 2021	To expedite financial negotiation with Exim Bank of China	2017-2018				MoFP	MoE
		To expedite payment of compensation for Project Affected People (PAP) in order to acquire way leave	2017-2018	1,600,000	1,600,000		MoE	TANESCO
		To procure consultant, contractor and equipment	2017-2018				MoE	TANESCO
		To construct and commission the power network	2018-2021				MoE	TANESCO
	Singida-Arusha-Namanga transmission line 400kV, 414 km completed by December, 2019	To expedite financial negotiation with AfDB and JICA	2017-2018				MOFP	AfDB, JICA
		To expedite valuation and compensation for Project Affected People (PAP) in order to acquire way leave	2017-2018	598,130	598,130		MoE	TANESCO
		To expedite procurement of consultant, contractor and equipment	2017-2018					
		To construct and commission the power network	2018-2019					
		To finalize feasibility study and complete detailed design	2017-2018				MoE	TANESCO
		To fast track compensation for PAP	2018-2019				MoE	TANESCO
Somanga Fungu-Kinyerezi transmission line 400kV, 203km completed by June, 2021	To expedite financial negotiation	2018-2019	182,000	182,000		MoE	TANESCO	
	To expedite procurement of consultant, contractor and equipment	2018-2019				MoE	TANESCO	
	To construct and commission the power network	2019-2021				MoE	TANESCO	
	To construct the power transmission and distribution lines to rural areas	2017-2018	42,000	42,000		MoE	TANESCO	

Objective	Output/Target	Activities	Time Frame	Finance (Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
	North-West Grid transmission line 400kV, 1,148km completed by June, 2021	To finalize feasibility study and complete detailed design	2017-2018			-	MoE	TANESCO
		To fast track compensation for PAP and ESIA (Environmental and Social Impact Assessment)	2017-2018				MoE	MOFP
		To expedite financial negotiation with EDCF of South Korea and AfDB	2017-2018	989,110	989,110	-	MoE	
	Chalinze-Dodoma transmission line 400kV, 350km completed by June, 2021	To expedite procurement of consultant, contractor and equipment	2017-2018			-	MoE	
		To construct and commission the power network	2018-2021			-	MoE	TANESCO
		To fast track compensation for PAP	2017-2018			-	MoE	TANESCO
	Bulyankulu-Geita-Nyakanazi transmission line 220kV, 199km completed by June, 2021	To expedite financial negotiation	2017-2018				MoFP	TANESCO
		To expedite procurement of consultant, contractor and equipment	2018-2019	148,990	148,990		MoE	TANESCO
		To construct and commission the power network	2019-2021				MoE	TANESCO
	Rusumo-Nyakanazi transmission line 220kV, 98km completed by June, 2020	To fast track compensation for PAP	2017-2018				MoE	MoFP, MLHHS
		To expedite financial negotiation for the segment of Geita - Nyakanazi	2017-2018				MoFP	MoE
		To expedite procurement of consultant, contractor and equipment	2017-2018	246,980	246,980		MoE	TANESCO
	To construct and commission the power network	2018-2021				MoE	TANESCO	
	To fast track valuation and compensation for PAP	2017-2018				MoE	MOFP	
	To expedite financial negotiation	2017-2018	125,000	125,000		MoFP	MoE	
	To expedite procurement of consultant, contractor and equipment	2017-2018				MoE	TANESCO	
	To construct and commission the power network	2018-2020				MoE	TANESCO	

Objective	Output/Target	Activities	Time Frame	Finance (Millions Tshs)			Implementers	
				Total	Govt.	Private	Leader	Others
Develop Natural Gas Infrastructure for domestic supply	Domestic gas supply infrastructure in Dar es salaam constructed by June, 2021	To expedite financial negotiations and compensation for the way leave	2017-2021	424,930	424,930		MoE	TPDC, RS, LGA
	Domestic gas supply infrastructure in Mtwara constructed by June, 2021	To expedite financial negotiations and compensation for the way leave	2017-2021	34,140	34,140		MoE	TPDC, RS, LGA
	Domestic gas supply infrastructure in Bagamoyo constructed by June, 2021	To expedite financial negotiations and compensation for the way leave	2017-2021	2,400	2,400		MoE	TPDC, RS, LGA
	Domestic gas supply infrastructure in Lindi constructed by June, 2021	To expedite financial negotiations and compensation for the way leave	2017-2021	6,240	6,240		MoE	TPDC, RS, LGA
TOTAL				21,560,554	18,071,447			3,489,107

Table B XXX: TRANSPORTATION

CENTRAL RAILWAY

OBJECTIVES	OUTPUTS/TARGETS	ACTIVITIES	Time Frame	FINANCE (Million Tshs)			PLAYERS		
				Total	Govt	Private	Lead	Others	
Improve hauling capacity of Tanzania Railway Limited (TRL) in servicing freight and passengers.	Procurement and repair of rolling stock to increase capacity of operating equipment and improve availability of train services by June, 2021	To procure 50 new high horsepower locomotives	2017-2021	380,217	380,217	0	TRC	MoWTC, MoFP	
		To procure 1,960 wagons	2017-2021	470,964	470,964	0	TRC	MoWTC, MoFP	
		To procure 25 Ballast Hopper wagons	2017-2021	5,919	5,919	0	TRC	MoWTC, MoFP	
		To procure 30 Brake Vans	2017-2021	8,632	8,632	0	TRC	MoWTC, MoFP	
		To procure 22 new Passenger Coaches	2017-2021	39,267	39,267	0	TRC	MoWTC, MoFP	
		To procure 30 new Motorized Gang Trolleys	2017-2021	9,846	9,846	0	TRC	MoWTC, MoFP	
		To remanufacture 18 existing shunting Locomotives	2017-2021	34,860	34,860	0	TRC	MoWTC, MoFP	
		To procure 4 sets of Diesel Multiple Unit (DMU) for DSM City train	2017-2021	13,868	13,868	0	TRC	MoWTC, MoFP	
		To remanufacture 14 existing 88xx class Locomotives	2017-2021	64,653	64,653	0	TRC	MoWTC, MoFP	
		To rehabilitate 728 existing freight Wagons	2017-2021	34,216	34,216	0	TRC	MoWTC, MoFP	
		To rehabilitate 50 existing passenger Coaches	2017-2021	9,120	9,120	0	TRC	MoWTC, MoFP	
		To rehabilitate 3 Workshops machineries (Dsm, Mor & Tbr)	2017-2021	16,300	16,300	0	TRC	MoWTC, MoFP	
		TOTAL				1,087,865	1,087,865	0	

TAZARA RAILWAY

Objective	Output/Target	Activities	Time Frame	Tshs. (Mill)	Finance		Players	
					Govt	Private	Lead	Others
Restructuring of Tanzania Zambia Railway Authority (TAZARA)	Operations of TAZARA improved by June, 2021	To review TAZARA Act 1995 to allow PPP participation, open access	2017 - 2018	300	300	0.00	TAZARA	MoWTC MoFP
		To reform management and organization structure	2017 - 2018	500	500	0.00	TAZARA	MoWTC MoFP
		To review and implement Chinese feasibility study on improvement of TAZARA operations	2017 -2021	364,460	364,460	0.00	TAZARA	MoWTC MoFP
Improvement of the existing railway infrastructure and services	Conduct feasibility study - Chikola – Magamba (20Kms) by June, 2019	To prepare tender documents for procurement of consultants to conduct feasibility study	2017 - 2018	600.1	600.1	0.00	TAZARA	MoWTC, MoFP
		To conduct feasibility study	2018 - 2019			0	TAZARA	MoWTC,
	Conduct feasibility study- Mlimba Mchuchuma/Liganga (360Kms), by June, 2021	To prepare tender documents for procurement of consultants to conduct feasibility study	2017 - 2018			0	TAZARA	MoWTC
		To acquire a consultant	2017 - 2018	10,817	10,817		TAZARA	MoWTC
	Spotted areas along Permanent way 975Kms rehabilitated by June, 2021	To conduct feasibility study	2020 - 2021				TAZARA	MoWTC
		To procure 3,000 pcs of Wooden sleepers and rehabilitate railway line, bridges, culvert and tunnels	2017 - 2021	350.00	350.00		TAZARA	MoWTC
	Procure and rehabilitate Rolling stock by June, 2021	To procure (17 Locomotives, 400 wagons, 25 Coaches and rehabilitation of 150 wagons	2017 - 2021	338,402	338,402		TAZARA	MoWTC
		To procure and installing S&T and MIS Systems	2017 - 2021	216,916	216,916		TAZARA	MoWTC
	Signaling, Telecommunication (S&T) and Management Information System(MIS) improved by June, 2021	To negotiate with potential investors / Financiers	2017 - 2021	100	100		TAZARA	MoWTC
		Total		932,445	932,445	0	0	

Objective	Output/Target	Activities	Time Frame	Tshs- Mill	Finance		Players	
					Govt	Private	Lead	Others
Development of Power Plan for electrification of Commuter Rail Operations	Power plan for electrification of commuter trains developed by June, 2018	To formulate key stakeholders' task force to undertake the assignment	2017 - 2018	-	-	0	TRC	MoWTC, MOFP, MoE, TANESCO
		To prepare Power Plan document for electrification of commuter train and include the plan in TANESCO's Power Systems Master Plan	2017 - 2018	80.00	80.00	0	TRC	MoWTC, MOFP, MoE, TANESCO
Acquisition of land for railway right of way in identified routes	Land for construction of railway lines on identified routes acquired and compensation of project affected peoples (PAPs) paid by June 2021.	To identify and demarcate land required for construction of railway lines on new identified routes	2017 - 2018	1,200	1,200	0	TRC	MoWTC, MOFP, PO – RALG, MoLHSD
		To compensate project affected people (PAPs) along the identified right of way	2018 - 2021	30,000	30,000	0	TRC	MoWTC, MOFP, MoLHSD
TOTAL				185,665	185,665	0		

ROAD AND CONSTRUCTION SUBSECTOR

Objectives	Outputs/ Targets	Activities	Time Frame	COST (Billion)	FINANCE		PLAYERS	
					Govnt	Private	Lead	Others
Construction of roads in strategic areas	Dar es Salaam – Chalinze – Morogoro Express way (Km 228) constructed by June, 2021	To Procure a Concessionaire for construction of the Dar es Salaam – Chalinze Express way	2017 - 2018	6.5	6.5	0	TANROADS	MoWTC
	Dar es Salaam – Chalinze – Morogoro Express way (Km 228) constructed by June, 2021	To construct the Dar es Salaam – Chalinze Express way	2018 - 2021	3,100	281	2,819	TANROADS	MoWTC
		To conduct feasibility study and detailed design of Chalinze – Morogoro express way	2019 - 2020	6.5	6.5	0	TANROADS	MoWTC
		To construct the Chalinze – Morogoro express way	2020 - 2021	2,150	150	2,000	TANROADS	MoWTC
		To widen and rehabilitate Sakina – Tengeru (14.1km) and Construct Arusha bypass (42.4km)	2017 - 2018	150.0	150.0	0	TANROADS	MoWTC
		To rehabilitate the Tengeru- Moshi – Himo section to dual carriageway	2017 - 2021	400.0	400.0	0	TANROADS	MoWTC
		To construct the Malagarasi- Uvinza (51km) to bitumen standard.	2017 - 2020	76.0	76.0	0	TANROADS	MoWTC
		To construct the Chagu-Kazilambwa (36km) to bitumen standard.	2017 - 2021	54.0	54.0	0	TANROADS	MoWTC
		To Construct the Itoni – Mkiu - Ludewa – Manda road (Lusitu – Mawengi section (50km) to bitumen standard	2017 - 2018	162.00	162.0	0	TANROADS	MoWTC
		To construct to bitumen standard the Nyahua - Chaya (85km) Section.	2017 - 2021	118.0	118.0	0	TANROADS	MoWTC
		To upgrade Tabora – Ipole – Koga – Mpanda Road to bitumen standard (340km)	2017 - 2021	510.0	510.0	0	TANROADS	MoWTC

Objectives	Outputs/ Targets	Activities	Time Frame	COST (Billion)	FINANCE		PLAYERS	
					Govnt	Private	Lead	Others
Decongestion of Dar es Salaam City	Sumbawanga – Mpanda – Nyakanazi (Km 346.6) constructed by June 2021	To conduct feasibility study and detailed design of Sumbawanga – Mpanda – Nyakanazi road (Nyakanazi-Kasulu-Manyovu (250km)	2017 - 2018	0.10	0.10	0	TANROADS	MoWTC
		To upgrade Sumbawanga – Mpanda – Nyakanazi Road (Mpanda-Mishamo-Uvinza road (195km)	2017 - 2021	292.0	292.0	0	TANROADS	MoWTC
		To upgrade Uvinza - Kanyani (Kibaoni - Kanyani section; 30 km)	2017 - 2021	45.0	45.0		TANROADS	MoWTC
		To upgrade Kidahwe - Nyakanazi (Kasulu - Kibondo Section) including Kasulu - Manyovu/Mugina Road (258km)	2017 - 2021	375.0	375.0		TANROADS	MoWTC
		To upgrade Mbinga-Mbamba Bay road (67km) to bitumen standard.	2017 - 2021	99.0	99.0	0	TANROADS	MoWTC
		To upgrade Chunya – Makongorosi, Rungwa – Itigi - Mkiwa road (km 300) to bitumen standard.	2017 - 2021	450.0	450.0		TANROADS	MoWTC
		To Upgrade Bagamoyo – Saadani – Tanga road (Makurunge) – Saadani – Tanga road to bitumen standard.	2017 - 2021	356.0	356.0	0	TANROADS	MoWTC
		To develop Rural road maintenance system	2017 - 2018	1	1	0	TARURA	PORALG
		To disseminate operational guideline for management of district and rural roads	2017 - 2021	1	1	0	TARURA	PORALG
		Ubungo Interchange constructed by June 2021	• To finalize Compensation • Construction of Ubungo Interchange	2017 - 2021	170	170	0	TANROADS
TAZARA Flyover Constructed by June 2018.	• To construction of TAZARA Flyover.	2017 - 2018	87.0	87.0		TANROADS	MoWTC	

Objectives	Outputs/ Targets	Activities	Time Frame	COST (Billion)	FINANCE		PLAYERS		
					Govnt	Private	Lead	Others	
Increase local participation in Construction Sector.	Uhasibu Fly over constructed by June 2021.	<ul style="list-style-type: none"> Construction of Fly over. To finalize design. Compensation. Procurement of Contractors, 	2017 - 2021	40	40	0	TANROADS	MoWTC	
	Chang'ombe Fly Over constructed by June 2021	<ul style="list-style-type: none"> To finalize design. Compensation. Procurement of Contractors. Construction of Fly over. 	2017 - 2021	40	40	0	TANROADS	MoWTC	
	Gerezani road widened by June 2021 (1.3 Km)	To conduct evaluation and settle compensation in Gerezani area	2017 - 2018	1	1	0	TANROADS	MoWTC	
	New Selander Bridge Constructed by June, 2021.	To construct the Gerezani road	2017 - 2021	80	80	0	TANROADS	MoWTC	
	DSM Outer Ring Road (Bunju – Mbezi Mwisho (Morogoro road) – Pugu (34km) constructed by June 2021.	To construct New Selander Bridge	2017 - 2021	110	110		TANROADS	MoWTC	
		To conduct feasibility study and detailed design for upgrading of (Bunju – Mbezi Mwisho (Morogoro road) – Pugu (34km) to 6 lanes dual carriageway	2017 - 2018	3.0	3.0		TANROADS	MoWTC	
		To construct the road to 6 lanes dual carriageway	2017 - 2021	500.0	500.0	0	TANROADS	MoWTC	
		Solicit fund and Strengthening Contractors Assistance Fund (CAF), undertake Capacity Building for Local Contractors and Consultants, Strengthening Morogoro Works Institute (MWI) and Mbeya Appropriate Technology Training Institute (ATTI).	2017 - 2021	17.7	17.7	0	TANROADS	MoWTC, CRB, ERB, AQRB, NCC	
		Promoting hire purchase mechanism and strengthening of Contractors Assistance Fund by June 2021	To prepare a mechanism that will promote hire purchase mechanism	2017 - 2019	10	10	0	TANROADS	MoWTC

Objectives	Outputs/ Targets	Activities	Time Frame	COST (Billion)	FINANCE		PLAYERS	
					Govnt	Private	Lead	Others
	Conditional partnerships between local and domestic companies enhanced by June 2021	To prepare system for conditional partnerships between local and domestic companies	2017 - 2021	167.7	167.7	0	ERB, CRB	TANROADS, MoWTC
	Internship program to students in domestic and foreign construction companies enhanced by June, 2021	To allocate engineering students in domestic and foreign construction companies to acquire skills	2017 - 2021					
Total				9,582.5	4,763.5	4,819.0		

PORTS INFRASTRUCTURE

Objectives	Output/Targets	Activities	Time Frame	COST (bill)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
Development of Dar es Salaam Maritime Gateway Project (Berth 1 – 7, RoRo terminal and dredging of entrance channel)	Ro-Ro berth of 260m and depth of 14m CD at the Gerezani Creek constructed by June 2019	To construct a Ro-Ro berth of 260m long and depth of 14m CD at the Gerezani Creek	2017 - 2019	336	336	TPA	MoWTC, WB, DIFD and TMEA	
	Deepening and Strengthening of berth 1-7 completed by June, 2019	To strengthen quay at berths 1-7	2017- 2019					
	Entrance channel at Dar es Salaam port widened and deepened up to 15m Chart Datum completed by June, 2019	To procure a consultant for dredging the entrance channel with length of 180 m and depth of up to 15m Chart Datum	2017 - 2019					
Development of Ruvo dry port	Ruvo Dry port constructed by June, 2019	To undertake leveling works and construction preliminary basic infrastructures	2017- 2018	15	440	TPA	MoWTC, WB, DIFD and TMEA	
		To commence construction works	2017 - 2018					
		To complete construction of dry port	2018 - 2019					

Objectives	Output/Targets	Activities	Time Frame	COST (bill)	FINANCE		PLAYERS	
					Govt	Private	Lead	Others
Expansion and Modernization of Mtwara Port	One (1) additional berths of 300m long constructed by June 2019	To commence construction of a quay (300m)	2017 - 2018	137	137		TPA	MoWTC
		To complete quay construction	2018 - 2019					
Modernization of Kigoma Port	Rehabilitation of quays and operational yards at Kigoma port completed by June 2021	To procure a contractor	2017 - 2018	14	14		TPA	MoWTC
		To commence and complete rehabilitation works	2017 - 2021					
Development of Mbegani Port -Bagamoyo	Construction of Mbegani port -Bagamoyo completed by June, 2021	To conclude negotiation between CMPort, Oman and URT	2018 - 2019	1,000	1,000		TPA	MoWTC CMPort and SGRF OF Oman
		To commence and complete construction works	2019 - 2021					
Development of Mwambani Port-Tanga	Development of Mwambani Port completed by June, 2021	To procure a contractor	2018 - 2019	280	280		TPA	MoWTC
		To commence and complete construction works	2019 - 2021					
Construction of berths 12 – 14 at Dar es Salaam Port	Container berths with 700m long and 15m CD and yards with 135 m ² completed by June, 2021.	To procure a contractor	2019 - 2020	800	800	0	TPA	MoWTC
		To commence and complete construction works	2020 - 2021					
TOTAL				3,036	1,742	1,294		

LAKE TRANSPORTATION

Objectives	Outputs/targets	Activities	Time Frame	FINANCE (Million Tshs)			PLAYERS	
				Total	Govt	Private	Lead	Others
Revamp marine transportation through procurement and rehabilitation of Marine Vessels	Procurement of 3 ships and rehabilitation of 3 ships for Lake Victoria; Procurement of 2 ships and rehabilitation of 3 ships for Lake Tanganyika; and Procurement of 2 ships and rehabilitation of 2 ships for Lake Nyasa by June, 2021	To Design and build one new Passenger cum cargo vessel at Lake Victoria with capacity to carry 1200 pax/400tons.	2017-2019	58,200	58,200		MSCL	MoWTC TPA SUMATRA
		To design and build one new Passenger cum cargo catamaran at Lake Victoria with capacity to carry 600pax/50tons	2018 – 2021	19,646	19,646		MSCL	MoWTC TPA SUMATRA
		To design and build one new container Ro-Ro Ship at Lake Victoria with capacity to carry 100 TEUS	2018 – 2021	36,981	36,981		MSCL	MoWTC TPA SUMATRA
		To design and build one new Passenger cum cargo vessel at Lake Tanganyika with capacity to carry 600pax/400tons	2017- 2019	30,510	30,510		MSCL	MoWTC TPA SUMATRA
		To design and build one new container Ro-Ro Ship at Lake Tanganyika with capacity to carry 100 TEUS	2019 – 2021	36,981	36,981		MSCL	MoWTC TPA SUMATRA
		To rehabilitate Mv Victoria in Lake Victoria	2016 - 2018	20,407	20,407		MSCL	MoWTC TPA SUMATRA
		To rehabilitate Mv Butiama in Lake Victoria	2016 – 2018	4,379	4,379		MSCL	MoWTC TPA SUMATRA
		To rehabilitate Mv Liemba in Lake Tanganyika	2016 – 2018	8,445	8,445		MSCL	MoWTC TPA SUMATRA
		To rebuild and rehabilitate of Mv Umoja in Lake Victoria	2017- 2019	15,717	15,717		MSCL	MoWTC TPA SUMATRA
		To rebuild and rehabilitate Mv Serengeti in Lake Victoria	2017- 2019	10,632	10,632		MSCL	MoWTC TPA SUMATRA
		To rehabilitate Mv Sangara in Lake Tanganyika	2018- 2020	210.9	210.9		MSCL	MoWTC TPA SUMATRA
		To design and build one new Passenger cum cargo vessel at Lake Nyasa with capacity to carry 200pax/200 tons	2016-2018	9,000	9,000		TPA	MoWTC MSCL SUMATRA

Objectives	Outputs/targets	Activities	Time Frame	FINANCE (Million Tshs)			PLAYERS		
				Total	Govt	Private	Lead	Others	
		To rehabilitate Mv. Iringa in Lake Nyasa.	2018- 2020	620.4	620.4		MSCL	MoWTC TPA SUMATRA	
		To rehabilitate Mv. Songea in Lake Nyasa	2019-2021	554.7	554.7		MSCL	MoWTC TPA SUMATRA	
TOTAL				252,284	252,284				

AIRPORTS

Objectives	Outputs/ Targets	Activities	Time Frame	COST (TShs. Bill)	FINANCE			PLAYERS		
					Govnt	Private	Lead	Others		
Upgrading and Rehabilitation of 26 Airports	Upgrading and Rehabilitation of Kigoma Airport by June, 2020	To upgrade and rehabilitate Kigoma Airport	2017 - 2020	45	5	40	TANROADS	MoWTC		
	Upgrading and Rehabilitation of Tabora Airport by June, 2019	To upgrade and rehabilitate Tabora Airport	2017 - 2019	27	2	25	TANROADS	MoWTC		
	Upgrading and Rehabilitation of Sumbawanga Airport by June, 2019	To upgrade and rehabilitate Sumbawanga Airport	2017 - 2019	55	10	45	TANROADS	MoWTC		
	Upgrading and Rehabilitation of Shinyanga Airport by June, 2019	To upgrade and rehabilitate Shinyanga Airport	2017 - 2019	66	10	56	TANROADS	MoWTC		
	Upgrading and Rehabilitation of Iringa Airport by June, 2020	To upgrade and rehabilitate Iringa Airport	2017 - 2020	35	35	0	TANROADS	MoWTC		
Construction of five (5) New Airports	Upgrading and Rehabilitation of Musoma Airport to Code 3C by June, 2020	To upgrade and rehabilitate Musoma Airport	2017 - 2020	21	21	0	TANROADS	MoWTC		
	Upgrading and Rehabilitation of Songea Airport by June, 2020	To upgrade and rehabilitate Songea Airport	2017 - 2020	21	21	0	TANROADS	MoWTC		
	Upgrading and Rehabilitation of Mtwara Airport to Code 4E by June, 2019	To upgrade and rehabilitate Mtwara Airport	2017 - 2019	53	53	0	TANROADS	MoWTC		

Objectives	Outputs/ Targets	Activities	Time Frame	COST (TShs. Bill)	FINANCE		PLAYERS	
					Govnt	Private	Lead	Others
	New Greenfield Airport at Msalato-Dodoma constructed by June, 2021	To conduct feasibility study and detailed design of new Msalato Airport	2017 - 2018	3	0	3	TANROADS	MoWTC
		To construct new Msalato Airport	2018 - 2021	450	50	400	TANROADS	MoWTC
	New Greenfield airport for Geita region constructed by June 2019	To construct new airport for Geita region	2017 - 2019	39	39	0	TANROADS	MoWTC
Julius Nyerere International Airport (JNIA) to be a Hub	Upgrading and Rehabilitation of JNIA to attain Hub status by June, 2021	To conduct Feasibility study and detailed design of a new Code 4F Parallel Runway at JNIA	2017 - 2019	1.5	1.5	0	TANROADS	MoWTC
		To construct new Code 4F parallel Runway at JNIA	2019 - 2021	30	5	25	TANROADS	MoWTC
Improving aviation safety and operations	Four (4) primary surveillance radars procured by June 2021	To extend, rearrange and rehabilitate Terminal II passenger building and its associate facilities at JNIA	2018 - 2021	130	0	130	TANROADS	MoWTC
		To construct buildings for installing radar	2017 – 2018	618	618	0	TCAA	MoWTC
		To procure four (4) radar for Dar es Salaam, Mwanza, and Songwe	2017 – 2021	52	52	0	TCAA	MoWTC
		To install and commission the procured radar	2017 – 2021	1.93	1.93	0	TCAA	MoWTC
		To conduct training on operationalization and maintenance	2017 – 2021	1.21	1.21	0	TCAA	MoWTC
TOTAL				1,037.82	313.82	724.00		

Table B XXXI: METEOROLOGY

Objectives	Outputs/Targets	Activities	Time Frame	FINANCE			PLAYERS	
				Total	Gov't	Private	Lead	Others
Modernization and development of meteorological infrastructure, instruments and equipment to support delivery of efficient and reliable services	Central Forecasting Office building with all CFO facilities constructed by June 2021	To design CFO building To construct CFO building To procure and install CFO required facilities	2017 - 2018 2018 - 2021 2018 - 2021	1,000 19,210 9,000	1,000 19,210 9,000	0 0 0	TMA TMA TMA	MoWTC MoWTC MoWTC/ WMO
	5 weather radars in place by June 2021	To acquire sites for establishing 5 weather radar stations To construct Radar supporting infrastructure including access road, electricity, fencing, water, fire system, guard house	2017 - 2018 2017 - 2021	1,000 7,500	1,000 7,500	0 0	TMA TMA	MoWTC MoWTC
	64 non-mercury thermometers and 50 non-mercury barometers in place to comply with Minamata agreement that prohibited the use of mercury based instruments by June, 2018	To procure and install 5 weather radars To procure and install 64 modern thermometers	2018 - 2021 2017 - 2018	16,500 1,350	16,500 1,350	0 0	TMA TMA	MoWTC MoWTC
	Infrastructure of Kigoma National Meteorological Training Centre improved by June 2021	To procure and install 50 modern barometers. To construct students hostel To rehabilitate classrooms and administration blocks	2017 - 2018 2018 - 2021 2018 - 2021	850 1,000 300	850 1,000 300	0 0 0	TMA TMA TMA	MoWTC MoWTC MoWTC
	Capacity building for 110 staff on meteorology and related studies conducted by June 2021	To facilitate training of 110 staff on meteorology and related studies	2017 - 2021	1,200	1,200	0	TMA	MoWTC
	20 researches on climate variability and changes conducted by June 2021	To facilitate research on climate variability and change To procure and install Climate change monitoring and projection tools	2017 - 2021 2018 - 2019	600 400	600 400	0 0	TMA TMA	MoWTC MoWTC
	Enhancement of human resources capacity in order to provide efficient and quality weather and climate services to the public.							
	Research and climate change issues addressed for climate resilient development and adaptation.							

Objectives	Outputs/Targets	Activities	Time Frame	FINANCE			PLAYERS		
				Total	Gov't	Private	Lead	Others	
Public awareness on importance of weather and climate services.	Awareness on weather and climate services enhanced by June 2021	To conduct awareness seminars to various stakeholders on importance of weather and climate services and disseminate weather information	2017 - 2021	500	500	0	TMA	MoWTC	
GRAND TOTAL				60,410	60,410	0			

Table B XXXII: DOING BUSINESS

Objectives	Outputs/Targets	Activities	Time Frame	FINANCE			PLAYERS		
				Total	Gov't	Private	Lead	Others	
Streamlining the process for starting and registering business entities increased efficiency in public service delivery	Processes and procedures for obtaining a business license enhanced by June, 2020.	To integrate the National Business Portal with other Government Institution electronic systems	2017-2020	900	900	00	MITI	BRELA, LGAs	
		To integrate National Business Portal with Electronic payment systems	2017-2020	435	435	00	MITI	BoT, TCRA, TRA	
		To improve service delivery to private sector by installing and make use of Electronic Office at MITI	2017-2020	400	400	00	MITI	MITI, e Government	
		To enhance capacity of Government Officers, BRELA and LGAs to issue License (particularly Group A and B online)	2017-2020	1,600	1,600	00	MITI	BRELA, LGAs	
		To Support Implementation of Blueprint for Regulatory Reforms to Improve the Business Environment and coordination	2017-2020	3,000	3,000	00	MITI	PMO, BRELA, EWURA, SSRA, TBSWMA, TFDA,	
		To transfer the Business license Group A issuance mandate from MITI to BRELA and strengthen capacity of MITI for M&E of licence issuance and compliance at BRELA &LGA	2017-2020	120	100	20	MITI	BRELA, LGAs	

Objectives	Outputs/Targets	Activities	Time Frame	FINANCE			PLAYERS	
				Total	Gov't	Private	Lead	Others
	Online registrations of companies and business names systems in place by 2020.	To develop an integrated online registration system with a single combined form for all requirements for starting up a business To expedite/automate company registration processes & migration of data into the new system	2017-2019	3,250	3,250	00	MITI	BRELA
		To expedite the process and sensitize stakeholders on the availability of the online name clearance service and electronic payment system	2017-2020	3,256	3,256	00	MITI	BRELA
		To complete the Guideline for issuance of building permit and management of building construction in LGAs	2017-2020	1320	1320	00	MITI	BRELA
Improve the processes and procedures for obtaining construction and other related permits by businesses;	Local industrial and economic development promoted at all levels by 2019	To link customer identification number from NIDA/passport number with TANESCO data base to have one stop centre	2017-2018	0.907	0.907	00	MITI	PO - RALRG
		To link legal contractors from CRB & EWURA with TANESCO's website to obtain competent contractors	2017-2019	120	120	00	MITI	NIDA, Immigration, PORALRG, TANESCO
		To amend the Tanzania Investment Act consistent with the VAT Act in order to rationalize tax exemptions	2017-2018	15	15	00	MEM	EWURA, TANESCO
		To combine all taxes with the same tax base	2017-2019	10	10	00	MOFP	TRA,TIC
		To prepare framework for automation of TIN and VAT parallel with business / company registration	2017-2019	5	5	00	MOFP	TRA,TIC
	Tanzania Investment Act 1997 and VAT Act 2014 harmonized by June, 2019	To review the VAT refund process with a view of reducing the time limits within which to issue VAT refunds to businesses	2017-2019	6	6	00	MOFP	TRA,TIC
		To create awareness creation on Capital Gains Tax to be paid once	2017-2019	5	5	00	MOFP	TRA,TIC
			2017-2019	10	10	00	MOFP	TRA,TIC

Objectives	Outputs/Targets	Activities	Time Frame	FINANCE			PLAYERS		
				Total	Gov't	Private	Lead	Others	
Improve business access to credit and other crucial financial services		To reduce time to obtain capital gains tax certificate from Tanzania Revenue Authority.	2017-2019	10	10	00	MOFP	TRA,TIC	
	Transaction Act to facilitate MSMEs to access finance prepared by June, 2019	To prepare concept Paper on Secured Transaction Law & Collateral Registry	2017-2018	14	14	00	MITI	MoFP,TIC,MLW	
		To conduct a study on the Credit Market	2017 - 2018	110	110	00	MITI	MoFP,TIC,MLW	
		To draft the Secured Transaction Law and doing stakeholders workshop	2018 - 2019	75	75	00	MITI	MoFP,TIC,MLW	
	Securities legislation and Stock Exchange Rules improved by 2019.	To conduct review of the existing Capital Markets and Securities Act and its Regulations with a view to improve business environment.	2017- 2018	70.9	70.9	00	MOFP	CMSA, MOF, DSE	
		To conduct review of the existing Stock Exchange Rules and approval of the same by the CMSA.	2017- 2019	45	45	00	MoFP	DSE & CMSA	
		To improve continuous disclosure requirements for listed companies.	2017- 2018	94	94	00	PMO	CMSA,DSE, MoFP	
	Establishment of a centralized electronic registry for movable collateral by June, 2020	To ensure that the Capital Markets Tribunal commences operations.	2017- 2018	88	88	00	MoFP	CMSA,DSE,	
		To develop the Design and Specifications of the Registry	2017-2018	27	27	00	MITI	MoFP	
		To procure the Hardware and Software	2017-2018	550	550	00	MITI	MoFP,	
			To do public awareness and capacity Building	2017-20120	250	250	00	MITI	MoFP

Objectives	Outputs/Targets	Activities	Time Frame	FINANCE			PLAYERS		
				Total	Gov't	Private	Lead	Others	
Compliance to labour laws and standards	Labour laws and regulations amended by June, 2020	To engage stakeholders to identify, assess and amend business/ investment hindering provisions or requirements in the Non-citizens' (Employment Regulation) Act, No. 1 of 2015 and its regulations	2017-2019	170	170	00	PMO-LEYD	TPSF TUCTA ATE	
		To design and introduce the implementation of self-regulatory system/mechanism for employers and employees	2017-2019	220	220	00	PMO-LEYD	TPSF TUCTA ATE	
		Simplify work permit application, processing, issuance and renewals for non-citizens	2017-2018	270	270	00	PMO-LEYD	PPRA	
		To harmonize and modernize workplace inspection services	2017-18	120	120	00	PMO-LEYD	OSHA, WCF, TUCTA,ATE	
		To identify and amend hindering provisions and regulations in the Employment and Labour Relations Act, No. 6 of 2004 and its regulations	2017 2019	90	90	00	PMO-LEYD	TPSF TUCTA ATE	
		To design and periodically publish a Labour Journal (Nguvu kazi Journal)	2017-2020	160	160	00	PMO-LEYD		
		To design and operate a Tripartite-Plus joint reward (motivation) mechanism for compliant employers and employees	2017 - 2019	70	70	00	PMO-LEYD	TPSF, ATE, TUCTA ILO, CBOs, OSHA WCF, SSRA TAESA	
		To design and conduct compliance best practices sharing mechanism at all levels and sectors	2017 - 2020	90	90	00	PMO-LEYD		
		To design and effectively implement workplace compliance enforcement system for all sectors	2018-2019	180	180	00	PMO-LEYD		
		To design and implement M & E Framework	2018-2019	220	220	00	PMO-LEYD	OSHA,WCF, SSRA,Labour	
GRAND TOTAL				33,337.81	33,317.81	20			

