THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE - PLANNING AND INVESTMENT

NATIONAL PLANNING COMMISSION

THE FOURTH FIVE-YEAR DEVELOPMENT PLAN (FYDP IV) 2026/27 - 2030/31

Reforms for Inclusive Economic Growth and Employment Creation

June 2026

THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE - PLANNING AND INVESTMENT
NATIONAL PLANNING COMMISSION

THE FOURTH FIVE-YEAR DEVELOPMENT PLAN (FYDP IV) 2026/27 - 2030/31

Reforms for Inclusive Economic Growth and Employment Creation

June 2026

Citation

United Republic of Tanzania. (2026). *The Fourth Five-Year Development Plan 2026/27–2030/31*. Dodoma: National Planning Commission.

Contact Information

National Planning Commission,
Kambarage Building 9th Floor, 1
Kambarage Street, P.O. Box 1324,
41104 Tambukareli
Dodoma, Tanzania

Tel: +255 26 2961722
Email: es@planning.go.tz
Website: www.planning.go.tz

Acknowledgement

The Government of the United Republic of Tanzania gratefully acknowledges the contributions of all stakeholders who participated in the preparation of this Plan.

FOREWORD

t is with deep humility and unwavering resolve that I present the Fourth Five-Year Development Plan 2026/27–2030/31 (FYDP IV), the first implementation phase of Dira 2050, Tanzania's long-term national development vision. This Plan is a strategic instrument for advancing inclusive growth, expanding opportunities, and laying the foundation for a prosperous, just, inclusive, and self-reliant nation, with the ambition of attaining a one-trillion-US-dollar economy by 2050.

It is a national call to action to broaden economic participation, create a fair and enabling environment for all citizens, raise national income, and ensure that the benefits of growth are shared across all segments of society. Our unity, social cohesion, and shared sense of purpose will remain the bedrock of our national prosperity.

FYDP IV places strong emphasis on reforms aimed at accelerating inclusive economic growth, expanding productive employment, and enhancing national competitiveness. The Plan prioritises reforms that modernise institutions, strengthen governance systems, improve the business and investment environment, and increase efficiency, accountability, and transparency across all sectors. It also seeks to unlock the productive potential of our people by promoting industrialisation, improving infrastructure, strengthening human capital development, and supporting innovation and enterprise development. Through these reforms, Tanzania will build a more dynamic, resilient, and diversified economy capable of creating decent jobs, especially for youth, women, and the growing labour force.

The successful implementation of FYDP IV requires collective commitment, shared responsibility, and coordinated national action. Every Tanzanian has a role to play, whether through entrepreneurship, innovation, investment, public service, or community engagement. Public institutions, the private sector, civil society organisations, development partners, community groups, and citizens must work together to advance our national development agenda. The private sector, in particular, will play a central role in driving growth, investment, productivity, innovation, and employment creation. The pace and success of our national transformation will depend significantly on the competitiveness, dynamism, and expansion of private enterprise. In this regard, the Government will continue strengthening the enabling environment for business, investment, and broad-based participation in productive economic activities.

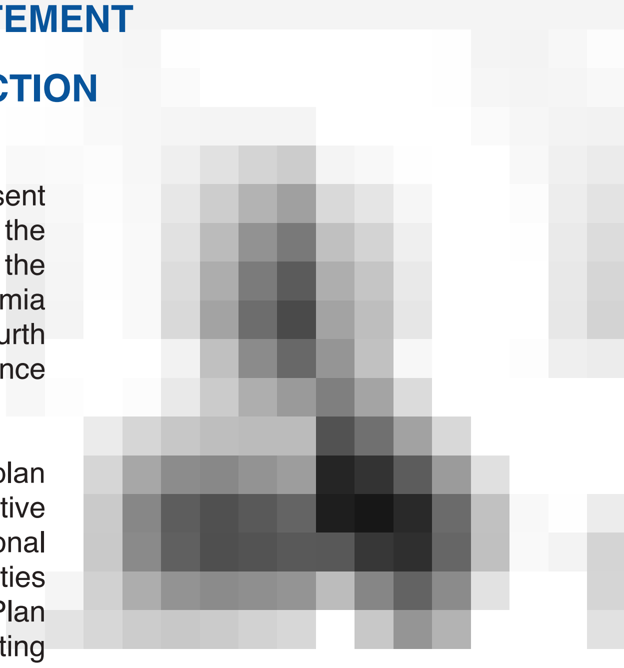
I therefore urge all Ministries, Departments, Agencies, Regional Administrations, and Local Government Authorities to act with urgency, commitment, and a strong sense of national duty. The implementation of this Plan must be guided by a culture of performance, innovation, accountability, and results. Integrity, discipline, and efficiency must define execution across all levels of Government. I call upon all public servants to implement reforms effectively and deliver quality public services that accelerate national development outcomes. This Plan reaffirms our principle of Kazi na Utu— achieving development through hard work anchored in dignity, ethics, patriotism, and humanity. It advances an employment-centred development agenda aimed at creating decent jobs, empowering youth, and strengthening the productive capacity of our economy. As I stated during the inauguration of the 13th Parliament, the true measure of our success will not only be the systems, projects, or infrastructure we build, but also the dignity, hope, and happiness reflected in the lives of the people we serve.

The Government remains fully committed to implementing the reforms and strategic priorities outlined in this Plan as we advance the aspirations of Dira 2050 and secure a prosperous future for present and future generations of Tanzanians.

H.E. Dr. Samia Suluhu Hassan
President of the United Republic of Tanzania

MINISTER'S STATEMENT

A CALL FOR ACTION



t is with great honour that I present this statement in reaffirmation of the Government's commitment, under the leadership of Her Excellency Dr Samia Suluhu Hassan, to the implementation of the Fourth Five-Year Development Plan (FYDP IV) as we advance towards the realisation of Dira 2050.

FYDP IV is the first operational development plan under Dira 2050 and the Long-Term Perspective Plan (LTPP) 2050. It translates our long-term national aspirations into practical and implementable priorities and actions for the period 2026/27–2030/31. The Plan also provides a strategic framework for consolidating the achievements of previous national development plans while accelerating Tanzania's transformation towards a resilient, competitive, inclusive, and prosperous economy.

On behalf of the President's Office – Planning and Investment, I reaffirm the Government's unwavering commitment to implementing this Plan with discipline, efficiency, accountability, transparency, and strong coordination across all levels of government. Successful implementation of FYDP IV requires the collective commitment of public institutions, the private sector, development partners, civil society, academia, and all Tanzanians.

Accordingly, all public institutions are required to align their plans, budgets, programmes, and investments with the priorities and strategic direction of FYDP IV. Greater emphasis will be placed on results-oriented implementation, institutional coordination, and effective service delivery from the national to the local government level.

FYDP IV is the outcome of an inclusive, participatory, and evidence-based process. Extensive national consultations were undertaken involving government institutions, the private sector, development partners, civil society organisations, academia, and other non-state actors. Through this broad engagement, Tanzanians collectively identified national priorities and contributed meaningfully to shaping the country's development agenda and future direction.

The National Planning Commission (NPC) will play a central role in coordinating the implementation of FYDP IV, overseeing economic planning and management, and monitoring progress towards the attainment of the Plan's targets and the broader aspirations of Dira 2050. The Commission will focus primarily on strategic national planning, while local-level planning functions will continue to be coordinated through the Ministry responsible for Regional Administration and Local Government.

In addition, the NPC will support the design and implementation of strategic national programmes and flagship projects, while serving as a national think tank through the provision of research, policy analysis, strategic foresight, and innovative solutions to inform evidence-based decision-making and long-term national development.

In collaboration with other key stakeholders, the NPC will operationalise the Results-Based Monitoring, Evaluation, Accountability and Learning (RBMEA&L) framework to strengthen implementation oversight, institutional accountability, and performance management. Regular progress reports will be published to ensure transparency, facilitate continuous learning, and maintain a strong focus on results throughout the implementation period.

The successful implementation of FYDP IV calls for renewed patriotism, hard work, innovation, integrity, and collective responsibility. Together, we must transform our national aspirations into tangible outcomes that improve the lives of Tanzanians and secure a prosperous future for generations to come.

Prof. Kitila Alexander Mkumbo
Minister of State, President's Office – Planning and Investment

LIST OF ABBREVIATIONS AND ACRONYMS

Acronym	Meaning
3i	Investment, Infusion, Innovation
4Rs	Reform, Reconciliation, Rebuilding, Resilience
ADPs	Annual Development Plans
AfCFTA	African Continental Free Trade Area
AfDB	African Development Bank
AI	Artificial Intelligence
ARISE	African Risk Capacity Initiative for Smart Early Warning Systems
ASM	Artisanal and Small-Scale Mining
ATCL	Air Tanzania Company Limited
BEMCIT	Bagamoyo Eco-Maritime City and Intermodal Transport
BIM	Building Information Modelling
BOT	Bank of Tanzania
BRELA	Business Registrations and Licensing Agency
BRT	Bus Rapid Transit
CAG	Controller and Auditor General
CAR	Capital Adequacy Ratio
CBD	Convention on Biological Diversity
CBHI	Community-Based Health Insurance
CBOs	Community-Based Organisations
CGCT	Credit Guarantee Corporation of Tanzania
CMSA	Capital Markets and Securities Authority
CNG	Compressed Natural Gas
COMESA	Common Market for Eastern and Southern Africa
COSOTA	Copyright Society of Tanzania
COSTECH	Commission for Science and Technology
COVID-19	Coronavirus Disease 2019
CPI	Consumer Price Index
CRVS	Civil Registration and Vital Statistics
CSOs	Civil Society Organisations
DARAJA	Developing Risk Awareness through Joint Action
DDI	Diaspora Direct Investment
DFIs	Development Finance Institutions
DLHTs	District Land and Housing Tribunals
DRC	Democratic Republic of Congo
DSA	Debt Sustainability Analysis
DSE	Dar es Salaam Stock Exchange
EAC	East African Community
EACOP	East African Crude Oil Pipeline
ECD	Early Childhood Development
ECE	Early Childhood Education
EEZ	Exclusive Economic Zone

EIA	Environmental Impact Assessment
EIB	European Investment Bank
EITI	Extractive Industries Transparency Initiative
EPI	Environmental Performance Index
EPZ	Export Processing Zone
EPZs	Export Processing Zones
ESDP	Education Sector Development Programme
ESG	Environmental, Social and Governance
ESIA	Environmental and Social Impact Assessment
ETS	Emissions Trading System
EV	Electric Vehicle
EVs	Electric Vehicles
EWS	Early Warning System
EWURA	Energy and Water Utilities Regulatory Authority
FAO	Food and Agriculture Organisation
FDI	Foreign Direct Investment
FDIs	Foreign Direct Investments
FID	Final Investment Decision
FIFA	Fédération Internationale de Football Association
FSDT	Financial Sector Deepening Trust
FSI	Financial Stability Indicator
FX	Foreign Exchange
FY	Financial Year
FYDP	Five-Year Development Plan
FYDP IV	Fourth Five-Year Development Plan
FYDPs	Five-Year Development Plans
FYPR	Five-Year Performance Report
GAM	Global Acute Malnutrition
GBV	Gender-Based Violence
GCF	Green Climate Fund
GDP	Gross Domestic Product
GePG	Government e-Payment Gateway
GERD	Gross Domestic Expenditure on Research and Development
GGGI	Global Gender Gap Index
GHG	Greenhouse Gas
GII	Gender Inequality Index
GIS	Geographic Information System
GL-SIBEH	Great Lakes Smart Industrial and Blue Economy Mega Hub
GNI	Gross National Income
GovESB	Government Enterprise Service Bus
GPP	Green Public Procurement
GST	Geological Survey of Tanzania
HEIs	Higher Education Institutions
HCMIS	Human Capital Management Information System
HIV	Human Immunodeficiency Virus

ICT	Information and Communication Technology
IFC	International Finance Corporation
IFC-DSM	International Financial Centre – Dar es Salaam
IFMIS	Integrated Financial Management Information System
ILFS	Integrated Labour Force Survey
IMF	International Monetary Fund
IP	Intellectual Property
ISO	International Organisation for Standardization
ITS	Intelligent Transport Systems
ITU	International Telecommunication Union
IUU	Illegal, Unreported and Unregulated
IYCF	Infant and Young Child Feeding
JNHPP	Julius Nyerere Hydropower Project
JNIA	Julius Nyerere International Airport
JV	Joint Venture
KAIZEN	Continuous Improvement Approach
KPI	Key Performance Indicator
KYC	Know Your Customer
LBW	Low Birth Weight
LED	Local Economic Development
LGA	Local Government Authority
LGAs	Local Government Authorities
LGMD	Local Government Monitoring Database
LLCIF	Lumpungu Large Commercial Irrigation Farm
LMIC	Lower-Middle-Income Country
LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas
LPI	Logistics Performance Index
LTPP 2050	Long-Term Perspective Plan 2050
M&A	Mergers and Acquisitions
M&E	Monitoring and Evaluation
MACMOD	Macroeconomic Model
MDAs	Ministries, Departments and Agencies
MFIs	Microfinance Institutions
MGov	Mobile Government Platform
MICE	Meetings, Incentives, Conferences and Exhibitions
MKUMBI	Blueprint for Regulatory Reforms
MLF	Ministry of Livestock and Fisheries
MLHHSD	Ministry of Lands, Housing and Human Settlements Development
MLHS	Ministry of Lands, Housing and Settlements
MMSCFD	Million Standard Cubic Feet per Day
MNRT	Ministry of Natural Resources and Tourism
MoEST	Ministry of Education, Science and Technology
MoF	Ministry of Finance
MoH	Ministry of Health

MoW	Ministry of Works
MRO	Maintenance, Repair and Overhaul
MRV	Measurement, Reporting and Verification
MSME	Micro, Small and Medium Enterprise
MSMEs	Micro, Small and Medium Enterprises
MTDS	Medium-Term Debt Strategy
MTEF	Medium-Term Expenditure Framework
MTPA	Million Tonnes per Annum
MUAC	Mid-Upper Arm Circumference
MVA	Manufacturing Value Added
MW	Megawatt
MWATEX	Mwanza Textile Mills
NAGITA	National Irrigation and Agro-Industrial Transformation
NAOT	National Audit Office of Tanzania
NBS	National Bureau of Statistics
NCD	Non-Communicable Disease
NCDs	Non-Communicable Diseases
NCF	National Climate Fund
NCMC	National Carbon Monitoring Centre
ND-GAIN	Notre Dame Global Adaptation Initiative
NDC	Nationally Determined Contribution
NDF	Net Domestic Financing
NEF	National Empowerment Fund
NEMC	National Environment Management Council
NESDP	National Education Sector Development Plan
NFIF	National Financial Inclusion Framework
NGOs	Non-Governmental Organisations
NH	Natural Heritage
NHC	National Housing Corporation
NICTBB	National ICT Broadband Backbone
NIDA	National Identification Authority
NIRC	National Irrigation Commission
NLIS	National Land Information System
NMNAP	National Multisectoral Nutrition Action Plan
NPC	National Planning Commission
NPL	Non-Performing Loan
eDelivery	National Project Management Information System
NSAs	Non-State Actors
NSS	National Statistical System
OTR	Office of the Treasury Registrar
PBR	Pupil-Book Ratio
PCCB	Prevention and Combating of Corruption Bureau
PCR	Pupil-Classroom Ratio
PE	Private Equity
PMO-RALG	Prime Minister’s Office – Regional Administration and Local Government

PO-PI	President's Office – Planning and Investment
PPP	Public–Private Partnership
PPPC	Public Private Partnership Centre
PSCs	Public and Statutory Corporations
PSSN	Productive Social Safety Net
PTR	Pupil-Teacher Ratio
PWP	Public Works Programme
REA	Rural Energy Agency
R&D	Research and Development
RBMEA&L	Results-Based Monitoring, Evaluation, Accountability and Learning
REDD+	Reducing Emissions from Deforestation and Forest Degradation Plus
REE	Rare Earth Elements
REITs	Real Estate Investment Trusts
ROE	Return on Equity
RTI	Rural Transformation Index
SACCOS	Savings and Credit Cooperative Societies
SADC	Southern African Development Community
SEZ	Special Economic Zone
SEZs	Special Economic Zones
SGR	Standard Gauge Railway
SME	Small and Medium Enterprise
SRH	Sexual and Reproductive Health
SSR	Self-Sufficiency Ratio
STAMICO	State Mining Corporation
STEM	Science, Technology, Engineering and Mathematics
STI	Science, Technology and Innovation
SWF	Sovereign Wealth Fund
TADB	Tanzania Agricultural Development Bank
TAHF	Tanzania Affordable Housing Fund
TANESCO	Tanzania Electric Supply Company
TANROADS	Tanzania National Roads Agency
TARURA	Tanzania Rural and Urban Roads Agency
TASAF	Tanzania Social Action Fund
TAZARA	Tanzania-Zambia Railway Authority
TBF	Tourism Basket Fund
TCRA	Tanzania Communications Regulatory Authority
TIB	Tanzania Investment Bank
TIC	Tanzania Investment Centre
TISEZA	Tanzania Investment and Special Economic Zones Authority
TMA	Tanzania Meteorological Authority
TNBC	Tanzania National Business Council
ToC	Theory of Change
ToD	Transit-Oriented Development
TPA	Tanzania Ports Authority
TPC	Tanzania Posts Corporation

TPDC	Tanzania Petroleum Development Corporation
TRA	Tanzania Revenue Authority
TRC	Tanzania Railways Corporation
TTCL	Tanzania Telecommunications Corporation Limited
TVET	Technical and Vocational Education and Training
TZ-CERT	Tanzania Computer Emergency Response Team
UHC	Universal Health Coverage
UMIC	Upper-Middle-Income Country
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNICEF	United Nations Children's Fund
VR	Virtual Reality
WB	World Bank
WTO	World Trade Organisation

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

EXECUTIVE SUMMARY

Introduction

The Fourth Five-Year Development Plan (2026/27–2030/31) is the first five-year Plan under *Dira 2050* and marks the commencement of implementation of the long-term national development vision. FYDP IV is the first plan designed to initiate the long-term transformation envisioned in *Dira 2050*. Its mandate is therefore distinctive and strategically focused: to elevate the country from the consolidation of earlier reforms toward a trajectory of higher productivity, competitiveness, inclusion, and climate resilience.

The Plan translates *Dira 2050's* aspirations for shared prosperity, justice, and self-reliance into a set of priority reforms and investments that strengthen the efficiency of markets, institutions, and production systems. Through the theme "Reforms for Inclusive Economic Growth and Employment Creation," the Plan emphasises that structural reforms are essential to expanding opportunities, improving economic governance, deepening industrial capacity, and generating sustainable employment for Tanzanians.

The Plan bridges the achievements of FYDP I–III under Vision 2025 and the forward-looking orientation of *Dira 2050*. It seeks to position Tanzania on a sustainable pathway towards upper-middle-income status by 2050. By 2030/31, key targets include a GDP of USD 118.052 billion, industrial value addition reaching 30 percent of nominal GDP, energy generation capacity surpassing 8,000 MW, near-universal broadband coverage, generation of 8.5 million new decent jobs, and a reduction in extreme poverty levels to below 5 percent of the population. These milestones reflect a deliberate focus on productivity, competitiveness, and broad-based participation in development.

Strategic Reform Agenda

FYDP IV is anchored in a comprehensive reform agenda aimed at strengthening and modernising state institutions, deepening governance systems, and enhancing national capacity to manage evolving development challenges. Governance reforms focus on strengthening the rule of law, accountability, efficiency, and citizen engagement, including revitalising the constitutional review process. Public finance reforms are directed at modernising the tax system, improving expenditure management, enhancing revenue mobilisation, and ensuring public debt sustainability.

Furthermore, digital governance reforms constitute a key component of the Plan. It prioritises the expansion of e-government, removal of bureaucratic inefficiencies, modernisation of the business registry and licensing systems, and promotion of digital service delivery. These interventions are essential for boosting productivity, lowering business costs, and improving transparency.

Industrial and private sector reforms focus on enhancing the business environment and investment climate, modernising SEZ and EPZ operations, expanding PPP frameworks, promoting SME competitiveness, and attracting high-quality domestic and foreign investment. Skills and human capital reforms aim to align Tanzania's labour force with a modern, knowledge-intensive economy by improving technical training, digital literacy, and innovation capacity. Reforms in urbanisation, land management, real estate development, and environmental governance will help ensure that Tanzania's spatial and demographic transformation is orderly and sustainable. At the same time, the Plan promotes deeper regional and global integration to enhance trade competitiveness within the East African Community (EAC), the Southern African Development Community (SADC), and the African Continental Free Trade Area (AfCFTA).

Non-State Actors

Private Sector

A defining shift in FYDP IV is the elevation of the private sector as the primary driver of economic transformation. The Plan positions it at the centre of production, investment, innovation, job creation, and technology diffusion. Sectors previously dominated by the state will be progressively opened to private investment through improved investment promotion, streamlined regulations, modernised Special Economic Zones (SEZs) and Export Processing Zones (EPZs), and more predictable Public–Private Partnership (PPP) arrangements. These measures aim to stimulate entrepreneurship, strengthen industrial capacity, expand value chains, and attract both domestic and foreign investment. The Government will continue to enhance the policy and regulatory environment to ensure transparency, predictability, and efficient service delivery.

Civil Society and Community Organisations

Non-Governmental Organisations, CSOs, and Community-Based Organisations (CBOs) contribute to national development through service delivery, research, capacity building, and community mobilisation across sectors such as health, education, water, agriculture, and social development. The Plan emphasises strengthened collaboration and coordination between the Government and these organisations to enhance resource mobilisation, improve implementation effectiveness, and ensure cost-efficient delivery of development interventions.

Pathways for Transformation

The 3i Pathway (Investment, Infusion, Innovation) provides a conceptual framework for accelerating structural transformation across priority sectors, including agriculture, manufacturing, mining, energy, construction, Blue Economy industries, tourism, financial services, and creative industries. Cross-cutting initiatives such as digitalisation, economic diplomacy, and the formalisation of the informal economy are expected to support the Plan’s implementation and enhance its development impact.

Strategic Flagship Programmes

FYDP IV introduces a set of integrated Flagship Programmes combining infrastructure development, spatial transformation, value chain development, and regional market connectivity. These programmes are intended to catalyse investment and support large-scale socio-economic transformation. Identified key Flagship Programmes include:

i. Bagamoyo Eco-Maritime City and Intermodal Transport – a deep-sea-port–anchored industrial, logistics, and tourism hub powered by modern Special Economic Zones framework connected with multimodal transport infrastructures;
ii. Liganga–Mchuchuma Integrated Iron and Steel Complex – enhancing domestic steel production, energy generation, and import substitution;
iii. Lindi Liquified Natural Gas project – strategically positioning Tanzania as a regional leader in gas monetisation, energy security, and industrial energy supply;
iv. Dodoma Critical Minerals and Technology Innovation Hub – high-tech ecosystem focused on mineral beneficiation, battery technologies, and advanced manufacturing, driving value addition and industrial innovation;

v. National Irrigation and Agro-Industrial Transformation Programme – modernising agriculture through irrigation expansion, agro-processing, and climate-resilient value chains;
vi. Great Lakes Smart Industrial and Blue Economy Mega Hub – a regional hub for mineral processing, agro-pharmaceuticals, blue economy industries, and cross-border trade facilitation; and
vii. Tanzania Urban Growth Nexus – transforming Tanzania's urban centres into climate-smart, digitally governed, and economically productive urban systems.

These flagship programmes are supported by investments in energy, water, ports, roads, SGR, and ICT infrastructure, ensuring coordinated and sustainable economic transformation. They also integrate value chains to mobilise private capital, supported by a proposed dedicated financing facility for:

i. Creating bankable projects under each flagship programmes by developing investable upstream, midstream and downstream value chains;
ii. Introducing anchor investors to attract supplier MSMEs, strengthen ecosystems and create predictable revenue streams;
iii. Establishing specialised financing windows for agro-processing, mineral beneficiation, blue economy and technology value chains;
iv. Allowing value-chain contracts (off-take agreements, supply contracts) to serve as collateral, reducing financing barriers;
v. Linking value chains to regional and global export markets to strengthen investor confidence and foreign exchange generation, and
vi. Strengthening SEZ/TISEZA regulatory advantages to reduce business costs and provide predictable investment conditions.

Development Financing Framework

The Plan adopts an innovative and resilient financing framework. Over five years, the Plan aims to mobilise USD 183 billion (TZS 477.7 trillion), with the private sector expected to contribute 70 percent. Private investment will be mobilised through a blended financing approach combining Foreign Direct Investment (FDI), Public–Private Partnerships (PPPs), domestic and regional capital markets, climate and green finance mechanisms, asset recycling, venture and equity capital, securitisation, and commercial investments by PSCs.

Public financing will emphasise domestic resource mobilisation, concessional borrowing, efficient allocation of public expenditure, and leveraging development partner support. Public and Statutory Corporations (PSCs), with combined assets exceeding TZS 92.3 trillion, are expected to undergo governance and operational reforms to improve commercial performance and attract diversified investment.

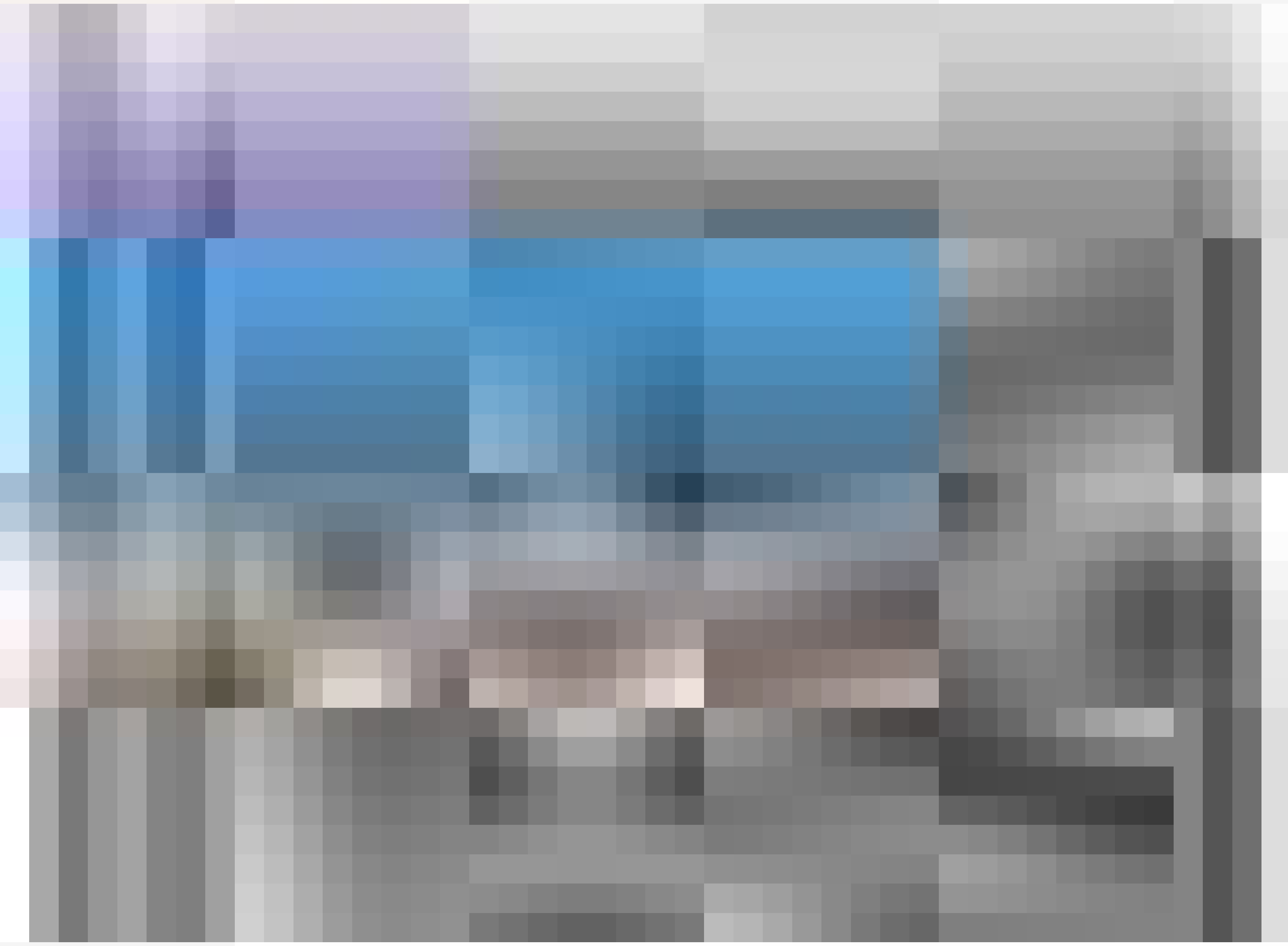
Values Underpinning Implementation

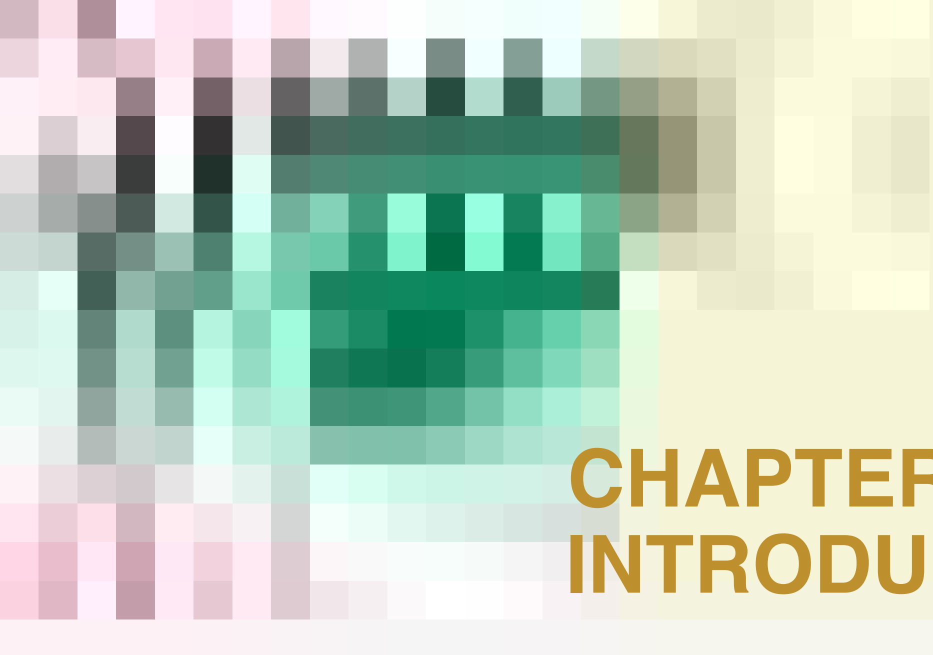
Implementation of the Plan will be guided by national values including integrity, accountability, sustainability, inclusiveness, innovation, and performance discipline. Mindset change within the public sector and broader society is recognised as an important enabler for improving productivity, strengthening citizen participation, and enhancing the effectiveness of public institutions.

Conclusion

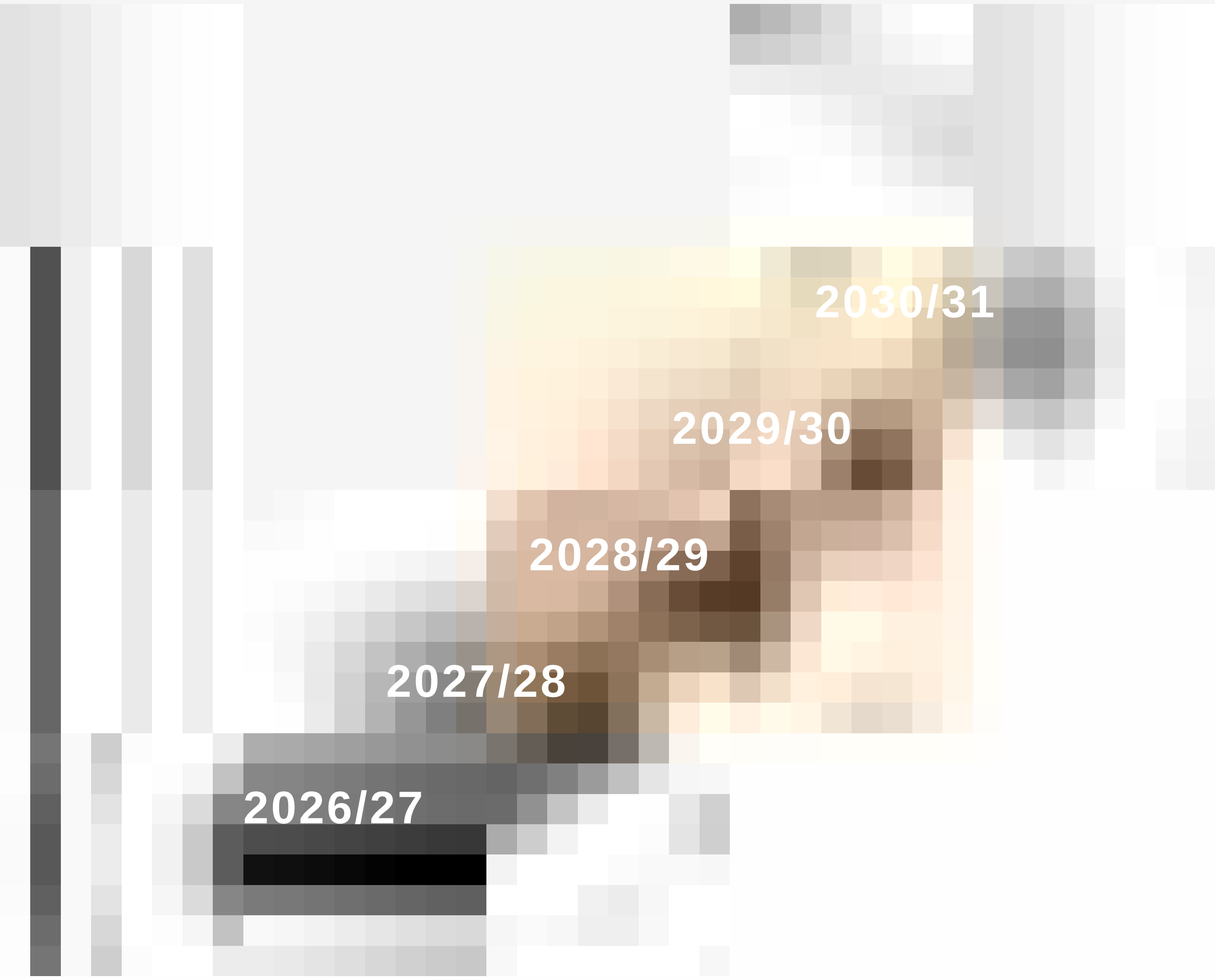
FYDP IV lays the foundation for Tanzania's emergence as a competitive, resilient, and innovation-powered upper-middle-income economy by 2050. The Plan prioritises reforms in logistics and industrialisation as key drivers of productivity growth, value addition, and employment. These reforms are supported by improvements in public service efficiency, transport and trade infrastructure, energy reliability, and domestic industrial capacity, alongside strategic public investment and strong private sector participation. Together, they will accelerate technological advancement, deepen economic integration, and drive structural transformation. Through this integrated approach, the Plan presents a clear and ambitious pathway toward sustained growth, industrial transformation, and inclusive development.

Dr. Tausi Mbaga Kida
Permanent Secretary - President's Office, Planning and Executive Secretary - National Planning Commission





CHAPTER ONE: INTRODUCTION



CHAPTER ONE
INTRODUCTION

1.1 Overview

The Fourth Five-Year National Development Plan (2026/27–2030/31) marks a decisive break from Tanzania's earlier planning cycle and inaugurates the first medium-term plan expressly crafted to implement the country's new long-term vision. During the Vision 2025 era, FYDP I, II and III focused on completing foundational reforms, such as expanding core infrastructure, advancing industrialisation, accelerating human capital development and deepening digital systems, FYDP IV assumes an elevated mandate. It is the first plan designed to initiate the transformative journey outlined in *Dira 2050* and the Long-Term Perspective Plan 2050 (LTPP 2050), shifting national planning from consolidation to long-term competitiveness, productivity, inclusion and resilience. Accordingly, the Plan translates *Dira 2050's* ambition for a prosperous, inclusive, just and self-reliant upper-middle-income country into a coherent, results-driven programme for 2026/27–2030/31. This chapter outlines the Plan's background, rationale, methodological approach and consultative process, as well as its overall structure, together forming the foundation for the chapters that follow.

1.2 Background

Tanzania's national development planning has, for more than two decades, been guided by long-term vision frameworks that articulate the country's aspirations for prosperity, social justice, self-reliance, and global competitiveness. Under Vision 2025, the country implemented three FYDPs, FYDP I, II and III which, despite their varying emphases, collectively contributed to building the foundations for economic growth, institutional strengthening, and improvements in human development. These plans achieved notable progress: sustained macroeconomic stability and economic growth, major infrastructure projects were initiated, and key social sectors recorded measurable gains. Yet the experience also revealed persistent gaps, including a slow pace of structural transformation, low productivity, limited economic diversification, financing constraints, and weaknesses in implementation and coordination.

The conclusion of Vision 2025 in June 2026 marks a pivotal transition for Tanzania. The country now enters a new era guided by *Dira 2050*, a comprehensive long-term development vision that situates Tanzania's transformation within a 25-year horizon. *Dira 2050* aspires to propel the nation toward upper-middle-income economy, a US dollar one trillion economy, and a Gross National Income (GNI) per-capita exceeding USD 7,000 by the year 2050. To achieve these ambitions, The Vision calls for deeper, deliberate and productivity-driven transformation anchored in three mutually reinforcing pathways: scaling up path dependence where foundations already exist, undertaking path departure where change is necessary, and embracing a transformative path that shifts the country's productive structure, technological capabilities, global integration, and institutional and corporate culture.

Dira 2050 recognises that Tanzania stands at a point where incremental progress is no longer sufficient. The country must pursue bold and transformative reforms, cultivate a new mindset of performance and innovation, and mobilise its rich endowments, including its geostrategic location, natural resources, demographic dynamism and longstanding political stability, to accelerate structural transformation. *Dira 2050* highlights the key inheritances that shape FYDP IV's starting point: stable macroeconomic fundamentals, broad social gains, and large-scale infrastructure investments, but also continued fiscal fragility arising from rising development expenditure, limited revenue mobilisation, inadequate export diversification, widespread informality, and execution bottlenecks within public institutions.

1.3 FYDP IV as the First Operational Phase of *Dira 2050*

1.3.1 A Bridge to *Dira 2050*

FYDP IV is the first in a sequence of five medium-term plans designed to operationalise the LTPP 2050. Accordingly, the Plan is not simply the next chapter in Tanzania's planning tradition but represents the decisive launchpad of a 25-year transformation journey. As the first inflection point of the LTPP 2050 Theory of Change (ToC), FYDP IV initiates the formative reforms, catalytic investments, and institutional restructuring required to reposition the economy on a higher-productivity, higher-competitiveness trajectory. It is the point where the lessons of the past are translated into the commitments of the future.

This Plan therefore represents a strategic transition from the closing aspirations of Vision 2025 to the forward-looking ambitions of *Dira 2050*. It marks a shift away from foundational growth toward accelerated, innovation-driven, and productivity-led transformation. FYDP IV embodies a new development paradigm in which the private sector assumes a central role in investment, production, technological upgrading, job creation, and economic diversification, while the public sector concentrates on enabling reforms, creating efficiency, and ensuring the predictability and transparency required for sustained private-sector dynamism. The Plan also introduces a deliberate break from business-as-usual through the national ethos of the 4Rs Philosophy supported by mindset transformation and strengthened public service discipline and professionalism. In doing so, this Plan is the first concrete step in Tanzania's march toward the structural transformation envisioned for 2050.

1.3.2 Planning Architecture Under *Dira 2050*

Dira 2050 introduces a planning paradigm that marks a decisive shift from the Vision 2025 era. Previously, national, regional and local planning processes operated with overlapping mandates, fragmented coordination and inconsistent alignment to national priorities. Regional and LGA plans were often prepared in parallel to national strategies, resulting in duplication, weak prioritisation, and limited integration, constraints that slowed spatial transformation, suppressed local economic dynamism and weakened accountability.

Under *Dira 2050*, a coherent and sequenced planning architecture is established to align national, regional and local efforts to a single long-term transformation vision. The NPC now focuses on national-level planning, macroeconomic management, long-term development strategy and oversight of major programmes and Flagship Programmes. Complementing this, the operational responsibility for regional and local planning is clearly delegated to the Regional Offices and Local Government Authorities.

The Prime Minister's Office – Regional Administration and Local Government (PMO-RALG) mandate is to facilitate, coordinate and capacitate LGAs, not to centralise authority. This ensures that regional and local plans become integral components of a unified planning hierarchy.

The new structure reflects *Dira 2050's* commitment to decentralisation as an engine of transformation, not merely an administrative principle. Regional administrations and LGAs are positioned as primary drivers of bottom-up planning, empowered to analyse local economies, nurture value chains, strengthen productive ecosystems, manage rapid urbanisation and champion place-based development. By bringing planning, budgeting and implementation closer to communities and enterprises, the system enhances responsiveness, execution speed and accountability.

This shift underpins *Dira 2050's* emphasis on spatial transformation, territorial development and local economic development (LED). Empowered LGAs and harmonised regional planning integrate local plans into national value chains, economic corridors and productive clusters. The framework reduces fragmentation and bureaucratic delays, strengthens subsidiarity, and builds institutional capabilities at the local level, creating the conditions for innovation, local investment and territorial grounded development.

By institutionalising this decentralised, territorially aligned planning system, *Dira 2050*, through the FYDP IV, positions Tanzania to achieve adaptive, integrated, and inclusive transformation. FYDP IV is the first major operational expression of this architecture, establishing a planning and implementation system that is coherent nationally, empowered locally and mutually accountable across all levels of government, laying the foundation for a spatially balanced and economically transformative Tanzania by 2050.

1.4 Methodology and Consultative Process

The preparation of FYDP IV was undertaken through an inclusive, evidence-based, and iterative process that built upon the extensive analytical groundwork of *Dira 2050* and LTPP 2050. Foundational analytical work, broad-based national consultations, and targeted thematic consultations were conducted to ensure inclusivity and relevance. The process drew on wide-ranging engagements with ministries, departments and agencies; regional and local government authorities; private-sector actors; civil society; academia; professional institutions; and development partners. These engagements provided nuanced insights into sectoral challenges, emerging opportunities, and cross-cutting priorities such as gender equality, governance reforms, climate resilience, digital transformation, and labour-market dynamics.

Analytical rigour was ensured through technical analysis, scenario modelling, macroeconomic modelling, demographic and spatial trend analysis, global benchmarking of countries that recently transitioned to upper-middle- income status, and comparative studies of industrial, social, and green-growth strategies as well as technical deep-dives and scenario analyses. The process also benefited from parallel analytical work undertaken under the President's Office – Planning and Investment (PO-PI), including the MKUMBI evaluations, investment policy reviews, and sector-specific assessments that informed the prioritisation logic of FYDP IV. Drafts of the Plan were subjected to iterative review, validation, and integration workshops, ensuring coherence, feasibility, and national ownership.

As Tanzania embarks on the first phase of its long-term transformation under *Dira 2050*, it becomes essential to identify the critical development challenges and opportunities that define the country's medium-term trajectory. The next chapter therefore provides a strategic diagnosis of the issues that must be addressed for Tanzania to transition towards a strong, inclusive, competitive, and climate-resilient upper-middle-income economy. It articulates the core elements of the national development philosophy, the *Dira 2050* pillars, the Theory of Change guiding the transformation process, and the prioritisation and sequencing logic that anchor the Plan. These elements form the conceptual architecture upon which the Plan's strategic pathways and interventions are constructed.

1.5 Document Layout and Structure

FYDP IV is structured to provide a coherent navigation framework for Tanzania's medium-term transformation.

The first chapter establishes the contextual foundation, articulating the historical transition from Vision 2025 to *Dira 2050* and explaining the methodological approach underpinning the Plan.

The second chapter then outlines the critical development issues that Tanzania must address to achieve the long-term aspirations of *Dira 2050*. It introduces the national development philosophy, the pillars and drivers of transformation, the Theory of Change guiding systemic reforms, and the prioritisation logic that informs sequencing of interventions.

Chapter Three presents the strategic pathways through which Tanzania will accelerate economic transformation, strengthen human capabilities, modernise governance systems and advance environmental sustainability. It outlines both catalytic interventions, those with the highest leverage, and the transformative sectors whose performance will determine the pace of structural change.

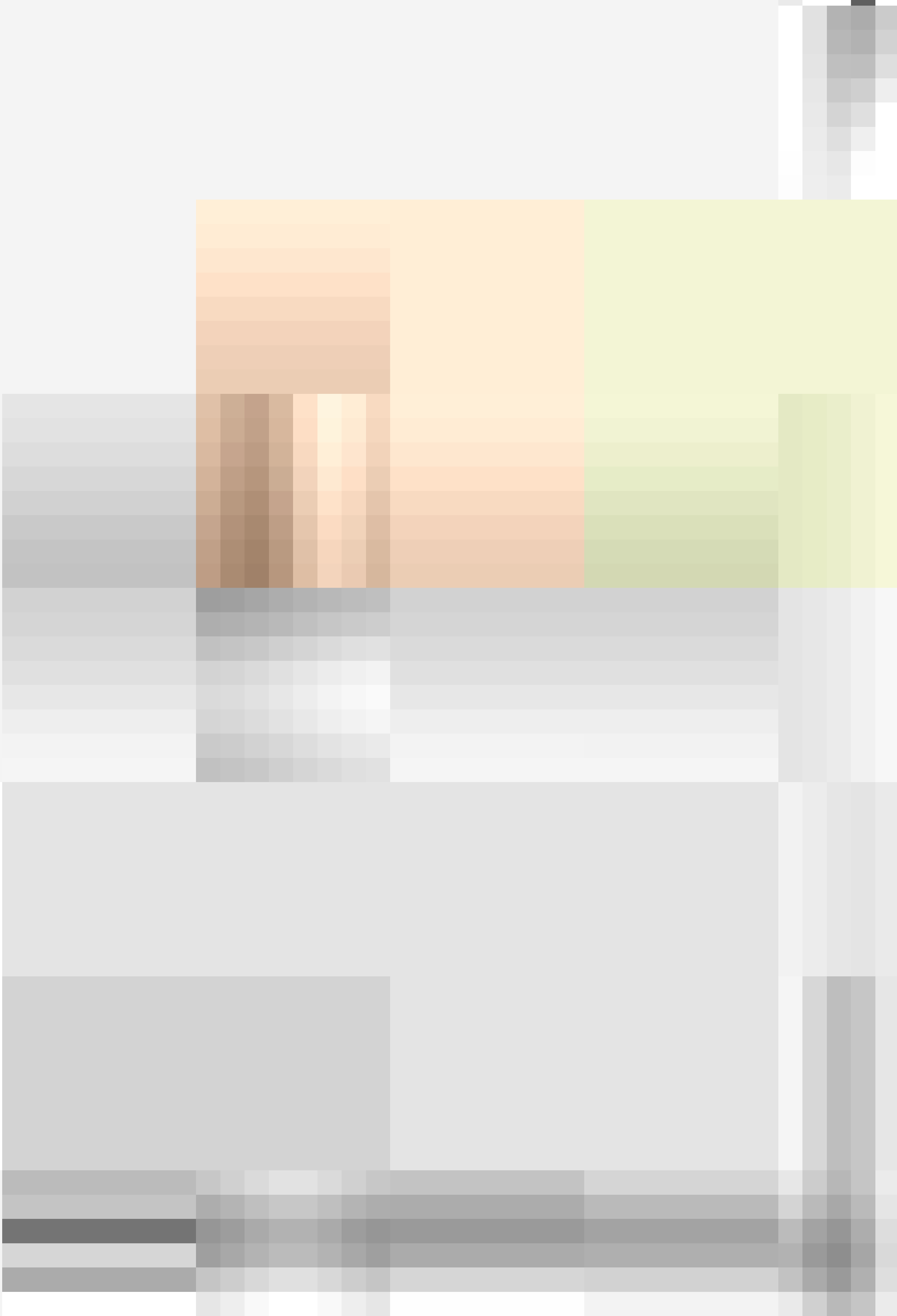
Chapter Four highlights the national flagship programmes that will anchor the spatial, industrial, and technological transformation envisaged during FYDP IV.

Chapter Five discusses the financing architecture required to deliver the Plan's ambitions, with particular attention to private sector financing, innovative investment instruments, and blended financing modalities.

Chapter Six outlines the implementation arrangements, institutional coordination mechanisms, and RBMEA&L framework that will ensure discipline, accountability and learning.

Chapter Seven concludes with an assessment of key risks and mitigation strategies essential for safeguarding the integrity, momentum and resilience of the FYDP IV agenda.

CHAPTER ONE - SUMMARY



CHAPTER TWO: CRITICAL ISSUES AND ALIGNMENT WITH DIRA 2050

CHAPTER TWO

CRITICAL ISSUES AND ALIGNMENT WITH DIRA 2050

2.1 Overview

This Chapter builds on the foundations laid in Chapter One by setting out the strategic framework that guides FYDP IV as the first operational phase of *Dira 2050* and Long-Term Perspective Plan 2050. Tanzania enters this new planning era with strong endowments, its demographic dynamism, natural resources, strategic geography and stable governance but also with deep structural challenges that must be addressed for the country to realise its long-term aspiration of becoming an inclusive, competitive and climate-resilient upper-middle-income economy by 2050.

The shift from Vision 2025 to *Dira 2050* marks a profound change in Tanzania's development trajectory. Whereas the Vision 2025 era focused primarily on laying foundational reforms and infrastructure, *Dira 2050* calls for a stronger emphasis on productivity, competitiveness, innovation, and long-term structural transformation. FYDP IV therefore operates at a critical inflection point where ambition and capability must converge through a coherent framework of reforms, investments and governance innovations.

This chapter articulates that framework. It begins with the thematic orientation of FYDP IV ***"Reforms for Inclusive Economic Growth and Employment Creation"*** which highlights the centrality of institutional reforms, industrial upgrading and productive job creation. It then introduces the structural architecture of FYDP IV, comprising three core pillars: a strong, inclusive and competitive economy; enhanced human capabilities and social development; and environmental integrity and climate resilience. These are driven by key enablers such as energy, logistics, science, technology and innovation, digital governance and a facilitative business environment, supported by foundational elements including good governance, decentralisation by devolution, national security and mindset transformation.

The chapter also presents Tanzania's development philosophy and the Theory of Change from *Dira 2050*, which outline how transformation is expected to unfold through a balance of path dependence, path departure, and transformative shifts. It identifies the critical development issues that must be addressed to achieve the Plan's thematic ambitions, clarifies the values and principles guiding the reform agenda, and outlines the logic behind the sequencing and prioritisation of interventions. Finally, it presents the medium- and long-term outcomes that define the strategic direction of FYDP IV. Taken together, these elements provide the analytic and strategic backbone of the Plan.

2.2 Critical Development Issues

One critical development issue in FYDP IV is structural economic transformation, driven by industrialisation, productivity enhancement, private-sector development, investment readiness, logistics and infrastructure modernisation. Realising Tanzania's vision as an industrial, logistical and business hub requires addressing challenges in sectoral efficiency, value addition and technological adoption. Achieving sustained economic growth therefore requires modernising production, formalising the informal economy, fostering entrepreneurship, boosting investment and business readiness, and strengthening governance and public service delivery through effective reforms. These measures are essential to ensure policy coherence, regulatory quality and effective resource management, enabling private sector growth, innovation, competitiveness and improvements in citizens' quality of life, while mitigating geoeconomic and geopolitical vulnerabilities that may affect trade, investment and national resilience.

Closely linked to this is the need for affordable, reliable and low-cost electricity, which stands as a critical development issue on its own. Electricity underpins industrialisation, economic productivity and the delivery of social services. Without a stable and cost-effective power supply, efforts to attract investment, expand businesses and modernise infrastructure risk being constrained, limiting both economic growth and improvements in citizens' quality of life.

A second major development issue concerns human capital development, social inclusion, environmental sustainability and mindset change. FYDP IV recognises that economic transformation must be complemented by quality education, skills development, healthcare, social protection, and inclusive rural development to fully harness the demographic dividend.

Concurrently, climate change resilience and sustainable resource management remain crucial, requiring proactive measures in land use, urban planning, disaster risk reduction and low-carbon development. Promoting a culture of innovation, discipline and service orientation among citizens and public officials is key to delivering reforms effectively, enhancing public-sector performance, fostering investment, strengthening business readiness and ensuring that growth is inclusive, environmentally sustainable, and improves the overall quality of life while safeguarding the country against external economic and geopolitical shocks. Taken together, these development issues underscore the need for a coherent national focus on building a productive, competitive, and well-connected economy, forming the basis for FYDP IV's thematic orientation.

2.3 FYDP IV Thematic Statement

The thematic statement of FYDP IV, *"Reforms for Inclusive Economic Growth and Employment Creation"*, reflects the Plan's emphasis on implementing bold, transformative reforms that enhance productivity, competitiveness, and connectivity across sectors. These are necessary for Tanzania to realise the *Dira 2050* ambition to become an industrial, logistical, and business hub. An industrial hub refers to a centre of manufacturing and value addition where goods are produced efficiently for domestic use and export. A logistical hub is a strategic point that facilitates the movement, storage, and distribution of goods, linking Tanzania to regional and global markets. A business hub denotes a dynamic environment that attracts investment, entrepreneurship, and services, fostering innovation and economic activity.

By developing Tanzania as an industrial, logistical, and business hub, the Plan aims to improve the quality of life for its citizens through increased employment opportunities, higher incomes, access to goods and services, and overall social and economic prosperity. In this context, the Plan seeks to position Tanzania as a regional leader in sustainable and inclusive development.

2.4 Strategic Direction

The strategic direction of this Plan is to drive inclusive, sustainable, and resilient national development by expanding economic opportunities, creating jobs, and strengthening high-impact value chains. The plan prioritises youth employment, private sector growth, domestic resource mobilisation, and infrastructure development, while enhancing human capabilities, social protection, national cohesion, connectivity, ICT capacity, environmental sustainability, economic diplomacy, and ensuring equitable and broad-based wellbeing and prosperity for all citizens.

(i) **Increased Youth Employment**: With over 60 percent of the population being young people, priority is given to policies and programmes that expand economic opportunities, create jobs, broaden social protection coverage, and build a better future, while also strengthening MSMEs, which play a significant role in generating employment, particularly for youth.

(ii) **Enhanced Economic Growth**: Sustaining economic growth is a central national responsibility. During this period, the private sector remains a key engine of development. Measures will be taken to improve the business environment and provide incentives for local industries to produce cost-effectively and supply both domestic and international markets. Fiscal and non-fiscal measures will be enhanced to stimulate production and strengthen the competitiveness of local products, alongside continued efforts to control inflation, which is essential for reducing the cost of living.

(iii) **Enhanced Domestic Resource Mobilisation Capacity**: The tax base will be broadened, tax and non- tax system will be simplified, leveraging technology for tax administration, and tapping on PPP and innovative financing like green bonds, while strengthening institutional capacity and tax compliance. Capital markets will be strengthened through the promotion of savings, domestic investment and the utilisation of national resources, such as minerals, to guarantee investment loans without placing a heavy burden on national debt. Efforts will also advance the nation's commitment to developing infrastructure, trade policy and investment frameworks that enable high-impact value chains to form and expand, thus contribute to generation of domestic resources.

(iv) **Enhanced Human Capabilities and Social Development**: Quality skills training and education, including STEM, together with comprehensive healthcare services covering both preventive and curative medicine will be enhanced.

(v) **Strengthened National, Regional and International Connectivity**: Significant investment in transport and logistics infrastructure will ensure better access for citizens and regional and international connectivity, particularly those without maritime entry and exit points. A Multimodal Transport System will be developed to integrate ports, airports and railway stations, enabling the efficient movement of passengers and cargo.

(vi) **Enhanced Information and Communication Technology (ICT) Capacity**: Interoperability across all systems, including newly established ones, will be ensured. The use of modern technologies, including Artificial Intelligence (AI), will be expanded to enhance efficiency and service delivery.

(vii) **Ensured Environmental Integrity and Climate Change Resilience**: Environmental stewardship remains a key priority for sustainable development. Carbon trade management will be strengthened to benefit local communities and the nation.

(viii) **Strengthened Economic Diplomacy**: Efforts will focus on expanding partnerships and economic opportunities for the country and its citizens, based on mutual respect and win-win principles.

(ix) **Strengthened National Unity and Cohesion**: Unity, solidarity, and the protection of peace and political stability will be promoted. The development of any nation is also reflected in its culture and civilisation. In today's world, culture is both a product and an economic asset; therefore, the national language, Kiswahili, will be elevated as a cultural and economic resource.

2.5 FYDP IV Framework

The Fourth Five-Year National Development Plan Framework is anchored on a transformative vision that seeks to accelerate inclusive and sustainable economic growth while strengthening national resilience and competitiveness. The framework is structured around three interconnected elements: pillars, drivers, and foundations, which collectively guide Tanzania's development trajectory. The pillars define the core strategic outcomes for economic transformation and human development; the drivers represent the key sectors and enablers that propel growth, innovation, and productivity; while the foundations provide the essential governance, institutional, and infrastructural base that sustains progress and ensures equitable benefits for all citizens. Together, these components form an integrated blueprint for Tanzania's planning framework as further elaborated below.

2.5.1 Pillars

Pillar 1: Strong, Inclusive and Competitive Economy

Tanzania places high priority on maintaining macroeconomic stability and predictability, and fiscal sustainability, while strengthening the resilience and diversification of its external sector. The country's structural economic transformation agenda is driven by the advancement of transformative sectors. Key focus is placed on enhancing productivity and value addition, and creating new value chains within real sectors, while simultaneously expanding and modernising the services sector.

A vibrant business environment enhanced bilateral and global engagement, and the formalisation of the informal economy are all vital to sustaining long-term growth and competitiveness. In this context, the Plan aims to promote effective and efficient economic expansion, enhanced economic productivity, and sound economic governance.

Economic Growth: Tanzania aims to accelerate broad-based economic growth by expanding its productive capacity, diversifying exports, and deepening industrialisation. Strategic investments in digital infrastructure, energy and logistics are critical drivers for scaling up the manufacturing and services sectors. Moreover, emphasis on harnessing the potential of the blue economy and increased participation in global carbon markets highlights Tanzania's efforts to capitalise on emerging economic frontiers.

Productivity Enhancement: Raising productivity across agriculture, industry, and services is fundamental to increasing incomes and economic competitiveness. This is to be achieved through the adoption of modern technologies, mechanisation, skills development, and value chain enhancement. Transforming real sectors to unlock productivity potential will be complemented by upgrading the service sector and integrating the informal economy into formal systems, thereby improving overall efficiency and market participation.

Economic Governance for Transformation: Effective governance serves as the cornerstone of structural transformation. It ensures policy coherence, regulatory quality, and institutional accountability. Strengthening governance systems at both national and local levels creates an enabling environment for private sector growth, investment attraction, and innovation. Digital governance and data-driven decision-making are essential for monitoring development progress, enhancing service delivery, and fostering a responsive public administration. This holistic approach ensures that economic expansion is both sustainable and inclusive, grounded in continuous productivity improvements and supported by strong governance frameworks that mitigate risks and build systemic resilience.

Pillar 2: Building Human Capabilities and Social Development

The development strategy places human capital at the centre of national progress, aiming to cultivate a well-educated, skilled, and adaptive society. Emphasis is given to harnessing the demographic dividend through quality education and labour market alignment. Comprehensive systems for social protection, along with improved healthcare, housing, food and nutrition security, water, and sanitation, are prioritised to ensure inclusive development. Furthermore, initiatives promoting inclusive rural development, cooperative transformation, and expansion of the middle-income class are key to enhancing social cohesion and livelihood resilience across the population.

Pillar 3: Environmental Integrity and Climate Change Resilience

Environmental integrity and climate change resilience are essential pillars in Tanzania's development journey. The strategic focus includes promoting well-managed urbanisation, advancing sustainable ocean and land use and reforms and strengthening institutional capacities for early warning systems and disaster risk reduction. Emphasis is also placed on implementing restoration initiatives to rehabilitate degraded lands and ocean, forests and water catchments while fostering a green transition that accelerates the shift towards low-carbon, resource- efficient and climate-smart development pathways. Safeguarding natural resources and ecosystems, mitigating the impacts of climate change and mainstreaming sustainable practices across all sectors will support long- term economic stability and community well- being.

2.5.2 Drivers of Transformation

Tanzania's structural transformation will be propelled by several key development drivers that enable rapid and inclusive growth:

i. **Energy:** Expanding access to affordable, reliable, and sustainable energy is vital to power industrialisation and economic transformation;
ii. **Integrated Logistics:** Investing in logistics infrastructure and regional connectivity enhances Tanzania's integration into regional and global value chains and improves trade competitiveness;
iii. **Science, Technology, and Innovation:** Promoting research, innovation, and the application of new technologies boosts productivity, efficiency, and sectoral diversification;
iv. **Digital Transformation:** Developing ICT infrastructure, digital public services, and data ecosystems strengthens governance, transparency, and economic modernisation; and
v. **Business Environment and Investment Promotion:** Creating a business-friendly regulatory framework and promoting public-private partnerships (PPPs) will attract investment and stimulate entrepreneurship, particularly among youth and women.

2.5.3 Foundations for Realising Results

To ensure the successful implementation of the Plan, Tanzania will be reinforcing foundational elements that underpin sustained transformation, including:

i. **Good Governance, Democracy, Security, and Stability:** Robust institutions, democratic governance, and national stability are imperative for fostering trust, ensuring rule of law, and facilitating long-term development;
ii. **Effective Local Governance:** Decentralisation and capacity-building at the local level are essential for improving public service delivery and encouraging citizen participation;
iii. **Digital Governance and Smart Data:** Institutionalising digital systems and building data capabilities support evidence-based planning, policy responsiveness, and improved government performance; and
iv. **Mindset Change and Public Sector Reforms:** Fostering a culture of innovation, discipline, and service orientation among both citizens and public officials is key to delivering effective reforms and achieving national development goals.

This integrated framework positions Tanzania on a deliberate and ambitious pathway towards becoming a prosperous, resilient, and inclusive nation by 2050. Through a strategic focus on structural transformation, human capital development, environmental stewardship, and strong governance, the country aims to harness its demographic dividend, natural resources and strategic geographical location, and emerging technological opportunities to drive equitable and sustainable growth.

2.6 Development Philosophy

Rooted in *Dira 2050* and the LTPP 2050, this Plan embodies a people-centred development philosophy aimed at building a prosperous, inclusive, just, and self-reliant nation. The Plan links economic growth with human development, social equity, and environmental sustainability, underpinned by good governance, accountability, and innovation. It provides a strategic pathway to drive value addition, strengthen institutions, enhance public service delivery and social welfare, accelerate digital and green transitions, and foster private sector growth and competitiveness. By integrating these priorities, the Plan lays the foundation for sustained inclusive growth, resilience, and shared prosperity, offering a coherent framework to consolidate achievements and advance Tanzania's medium-term development goals.

2.7 Theory of Change and Strategic Infusion

The LTPP 2050 Theory of Change (ToC) (Figure 2.1) provides a 25-year roadmap to guide the transformation of Tanzania into a prosperous, just, inclusive, self-reliant, and globally competitive Upper-Middle-Income Country (UMIC), with a nominal GDP of USD one trillion by 2050. It proposes that, by addressing Tanzania's core development challenges: low productivity, limited industrialisation, weak value chains, infrastructure constraints, environmental pressures, informality, and human capital deficits and by sequencing targeted interventions, the country can shift from a low-productivity path to a diversified, resilient and innovation-driven economy.

The ToC employs a three-pronged approach of 'Investment–Infusion–Innovation', hereafter referred to as the '3i' approach. Investment expands infrastructure, industries, and skills; infusion integrates resources into productive domestic value chains to raise competitiveness; and innovation accelerates technological upgrading, value addition, and knowledge creation. These are reinforced by governance reforms, efficient public services, civil service transformation, private-sector growth, environmental stewardship, and digital and green transitions. Over the long term, these shifts are expected to expand productive capacity, generate employment, raise value-added exports, deepen regional and global integration and improve livelihoods, equity and resilience.

The Inflection Point of FYDP IV: Aligned with the LTPP 2050 and its long-term ToC, the Plan focuses on the formative changes required in the first five years to unlock Tanzania's long-term transformation. While the 25-year plan targets major structural outcomes, the Plan emphasises foundational reforms and catalytic interventions that remove immediate constraints and prepare the economy for scaling. In the Plan period (2026/27–2030/31), the focus is on:

i. **Priority Areas for the Implementation of the Fourth Plan: The Fourth Five-Year** Development Plan is the first implementation phase of *Dira 2050*. Its success will depend on addressing, from the outset, the fundamental constraints that limit the efficiency of the economy and its capacity to attract, absorb and productively utilise investment. Both international experience and domestic assessments show that economic transformation depends not simply on the abundance of resources, but more fundamentally on the quality of governance systems, the capability and performance of public institutions, and the availability of reliable enabling infrastructure.

Against this background, the key challenges identified under FYDP IV have been directly linked to corresponding interventions and arranged in a strategic sequence that reflects the need to address the most binding constraints first. The sequencing is guided by the principle of *"starting with what unlocks the rest"*. It therefore gives priority to reforms in governance, regulation, public sector performance and service delivery, as these provide the foundation for investment, productivity growth and wider socio-economic transformation. Once these foundations are strengthened, greater emphasis can be placed on expanding investment, improving infrastructure, raising productivity in productive sectors, promoting formalisation and inclusion, and strengthening human capital and partnerships for development.

Accordingly, FYDP IV will give priority to the following strategic actions in order to lay a strong foundation for the implementation of *Dira 2050*, while creating an enabling business environment, strengthening economic competitiveness, and supporting inclusive and sustainable growth:

a) Strengthening governance, regulation and business environment reforms through the review and improvement of legal, regulatory and decision-making systems to enhance transparency, predictability and efficiency;
b) Advancing public service and service delivery reforms by transforming mindsets and performance systems to improve the speed, quality and accountability of services delivered to citizens and investors;
c) Strengthening the performance of public institutions and agencies in order to enhance efficiency, accountability and results across the public sector;
d) Improving enabling economic infrastructure through increased investment and efficiency in energy, transport, logistics and digital systems;
e) Enhancing the investment readiness of the economy by strengthening institutional coordination, investment systems and the capacity to implement strategic projects;
f) Expanding public–private partnerships to increase private sector participation in investment and in the delivery of development services;
g) Promoting efficiency and productivity in productive sectors by strengthening agriculture, industry, mining and tourism to increase value addition, employment and competitiveness;
h) Promoting the formalisation and inclusion of economic activities by creating a more conducive environment for micro, small and medium enterprises to participate effectively in the formal economy; and
i) Developing skills aligned with labour market needs through reforms in education and training systems to build a workforce with the competencies demanded by a modernising economy.

ii. **Achieving formative results**: measurable improvements in productivity, competitiveness and investment climate; stronger value chains; higher domestic and foreign investment; early gains in export diversification; improved fiscal balance; and accelerated formalisation and human capital upgrading.

Figure 21: LTTP 2050 Theory of Change

2.8 Strategic Objectives of FYDP IV

The Plan lays the institutional, infrastructural and human-capital foundations required for Tanzania to transition from low productivity toward sustained structural transformation. By improving the business environment, expanding reliable energy and logistics, promoting innovation and digitalisation, and shaping a skilled, ethical and responsive public service, the Plan positions Tanzania to advance decisively on its medium-term path towards shared prosperity and achieving the nominal GDP of USD 118.052 billion, real GDP growth of 10.5 percent and per capita GDP of USD 1,638 by 2031. In view of these, it is developed with four objectives as follows:

Objective 1: Strengthen Macroeconomic Stability and Deepen Structural Reforms to Accelerate Inclusive, Private-Sector–Led Growth.
Objective 2: Modernise Logistics, Infrastructure, and Trade Facilitation Systems to Position Tanzania as a Competitive Regional and Global Connectivity Hub.
Objective 3: Build Human Capabilities, Social Protection, and Green Resilience to Sustain Inclusive Employment and Long-Term Prosperity.
Objective 4: Accelerate Transformation of Productive Sectors to Generate Quality Jobs, Value Addition, and Export Competitiveness.

2.9 Prioritisation

The LTPP 2050 prioritisation (Figure 2.2) is guided by the principle ***"Do first what unlocks the rest,"*** emphasising the strategic sequencing of interventions to prioritise foundational reforms and catalytic sectors that can drive broad-based, sustainable transformation and accelerate Tanzania's transition to upper- middle-income status. It highlights the importance of governance and regulatory reforms, energy infrastructure, transportation and logistics, human capabilities and skills, and other social aspects ensuring quality of life, particularly in the first five years.

Likewise, continued development and modernisation of infrastructure, enhanced connectivity spanning roads, railways, ports, digital networks and regional linkages, and attention to social wellbeing are critical for underpinning economic growth, facilitating trade and ensuring inclusive access to services.In alignment with this logic, the Plan translates the *Dira 2050* into a phased, actionable roadmap. This roadmap is structured around four interconnected medium-term development aspects: governance and institutional reforms; energy, logistics, and digital infrastructure; industrial and productivity transformation; and human capability and social development. To operationalise these aspects, the Plan identifies priority areas essential for creating the foundation for Tanzania's long-term structural transformation. Each area is supported by targeted reforms, with particular attention to those that unlock subsequent progress. With this understanding, the following have been granted first-order priority.

i. **Governance and Regulatory Reforms**

To strengthen laws, institutional accountability, and regulatory frameworks to reduce the cost of doing business, enhance investor confidence, and promote private sector competitiveness. The focus will be on four key areas as follows:

- ✓ **Reforms:** To modernise policy and legal frameworks, protect property rights, strengthen accountability, and provide a stable environment for private sector growth, and sustainable development.
- ✓ **Public Service Delivery:** To prioritise reforms that enhance the efficiency and effectiveness of public institutions, ensuring policy implementation, supporting social welfare, fostering effective urbanisation, and creating an enabling environment for businesses, including MSMEs and larger private sector actors.

- ✓ **Strengthening Local Government:** To ensure that Local Government Authorities (LGAs) are independent, effective, and efficient in-service delivery to their communities.
- ✓ **Mindset and Behavioural Change:** To promote institutional and cultural reforms that foster accountability, innovation, and entrepreneurial mindsets, creating a business-friendly environment and supporting the effective implementation of the Plan interventions.

ii. **Energy, Logistics, and Transportation Infrastructure**
To focus on investments in energy, logistics, and transportation infrastructure, including domestic and regional connectivity. This focus is complemented by regulatory and institutional reforms designed to streamline project implementation, improve service delivery, and attract private sector participation and both domestic and foreign investment.

iii. **Skills and Human Capital Development**
To emphasise reforms in the education and skills development ecosystem to close workforce skills gaps, support technological adoption, foster innovation, improve productivity, and make the labour force more attractive to investors.

iv. **Industrialisation and Productive Sectors**
To advance reforms and investments targeting manufacturing, agriculture, and other productive sectors. The objectives are to modernise production processes, strengthen domestic value chains, integrate Tanzania into regional and global markets, and enhance overall competitiveness. This is complemented by robust support for MSMEs, startups, and innovation, ensuring that entrepreneurship, technology-driven ventures, and high-potential startups are nurtured through incubation, funding, mentorship, and reforms to the innovation ecosystem, thereby accelerating new business creation and economic diversification. Figure 2-2 presents the prioritisation and sequencing of LTPP 2050 investment areas, which inform the strategic ordering of FYDP IV interventions.

Figure 22: Prioritisation and Sequencing of LTTP 2050 Investment Areas

Sectoral prioritisation will be operationalised by implementing the strategic interventions outlined in Chapter Three mainly through the flagship programmes specified in Chapter Four. Successful execution will be ensured by the financing mechanisms and partnership arrangements detailed in Chapter Five.

2.10 Core Values and Principles

The realisation of Tanzania's development aspirations is grounded in a shared set of core values and guiding principles that define the nation's character, governance ethos and collective vision for sustainable transformation. The core values reflect the ethical standards, attitudes and behaviours that guide individuals and institutions towards integrity, accountability, inclusiveness and innovation. The guiding principles, derived from *Dira 2050*, articulate the foundational ideals of democracy, human dignity, peace and unity, cultural preservation, and the sustainable management of natural wealth and resources, ensuring that development remains people- centred, equitable and aligned with Tanzania's vision. The core values and principles are:

(i) **Dignity**: Recognising the inherent worth of every individual and promoting respect, equality, and social justice in all aspects of life;
(ii) **Peace and Unity**: Fostering national cohesion, harmony, and social stability, while encouraging constructive dialogue across communities;
(iii) **Culture and National Ethos**: Valuing and promoting Tanzania's diverse cultural heritage, shared traditions, and national identity as a foundation for pride and solidarity;
(iv) **Adaptability, Continuous Learning, and Competitiveness**: Encouraging agility, lifelong learning, skills development, and the drive to excel and remain globally competitive. It is also important to ensure that policies are consistent, evidence-based, focused on measurable outcomes and implemented responsibly;
(v) **Inclusiveness, Equality, and Diversity**: Embracing diversity, promoting equal opportunities, and ensuring that all citizens, regardless of background, can participate fully in social, economic, and political life;
(vi) **Stewardship of Natural Wealth and Resources**: The right to exercise sovereignty over the nation's natural wealth and resources as invaluable assets for the benefit of its citizens and future generations; and
(vii) **Duty to Work:** Every individual who is capable of working has the responsibility to do so. Therefore, no one should depend on the labour of others for their livelihood. In this context, the Plan underscores hard work and personal responsibility in contributing to development.

2.11 Expected High-Ends Outcomes

The Plan will prioritise a set of critical development outcomes that define the first phase of *Dira 2050* implementation. These include sustaining economic growth and stability, reducing poverty and vulnerability, strengthening human capital, and improving quality of life. They also require expanded access to quality education and healthcare, broader social protection coverage, universal access to clean water, energy and sanitation, and continued progress in gender equality. Together, these outcomes provide the strategic basis for aligning FYDP IV interventions with the long-term transformation agenda of *Dira 2050*. Table 2.1 sets out these expected high-level outcomes together with the corresponding *Dira 2050* targets that will serve as strategic benchmarks for implementation and progress tracking.

Table 2.1: High-End Outcomes

***Dira 2050* High Level Targets**	**Indicator**	**Baseline**	**Target (2030/31)**
Economic Performance and Stability			
An industrialised, knowledge-based, upper-middle-income country with a one-trillion-US-dollar economy and a per capita income of at least US dollars 7,000.	GDP current (USD Billion)	81.537 (2024)	118,052
	Per Capita GNI (USD)	1,343.91 (2024)	1,638
	Real GDP Growth (mp)	5.5% (2024)	10.5%
Extreme poverty eradicated, with a focus on women and people with disabilities	Extreme Poverty Rate (%)	8% (2017/18)	5%
	Basic Poverty Rate (%)	26.4% (2017/18)	22%
	Gini Coefficient (income inequality)	0.38	0.34
A leading food basket in Africa and among the top ten globally	Food Self-Sufficiency Level	128%	130%
	Ranking (Food Affordability in Africa)	5th	3rd
High-Quality of Life and Well-Being for All			
Elimination of maternal, newborn and child mortality	Infant Mortality Rate (per 1,000 live births)	33 (2022)	27
	Under-five Mortality Rate (per 1,000 live births)	43 (2022)	34
	Maternal Mortality Ratio (per 100,000 live births)	104 (2022)	85
Tanzanians are healthy, happy and live an average life expectancy of 75 years	Life Expectancy at Birth (years)	68.3 (2025)	70.4
A high quality and inclusive education and training system at all levels	Labour Force Participation Rate	73.2% (2024)	74.6%
	Employment to Population Ratio	68.7% (2024)	71.3%
	Unemployment Rate (15+)	6.2% (2024)	4.4%
All girls and boys have equitable access to quality early learning and pre-primary education, laying a strong foundation for lifelong learning and well-being.	Gross Enrolment	89.5% (2024)	100.0%
	Net Enrolment Ratio (Percentage of 5-year-olds in Pre-Primary Education)	51.2% (2024)	100.0%
All Tanzanians have high-quality basic education, and at least 25 percent attaining higher education and acquiring relevant skills	Pupil/Qualified Teacher Ratio (PTR)	105:1 (2024)	40:1
	Gross School Enrolment Ratio (Primary School Education)	98.2% (2023)	100.0%
	Gross Enrolment Ratio (Lower Secondary School Education)	51.7% (2024)	79.1%
	Higher Education Enrolment Rate	5.8% (2023/24)	7.0%

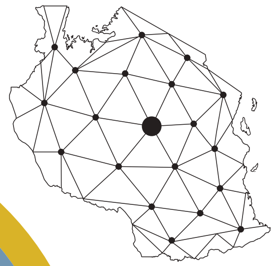
Dira 2050 High Level Targets	Indicator	Baseline	Target (2030/31)
All girls and boys are holistically nurtured and thriving, with at least 90 percent of all children are developmentally on track by the age of five	Nutrition Indicators - Prevalence of stunting in children aged 0–59 months	26.5%	20%
	Nutrition Indicators - Prevalence of wasting in children aged 0–59 months	3.0%	2.0%
	Nutrition Indicators - Prevalence of low birth weight (LBW) at birth	2.9%	2.0%
Social Protection Coverage			
Universal health coverage	Coverage of health insurance scheme	67.8% (2023/24)	100%
Universal access to comprehensive and inclusive social protection	Percentage Increase in social protection coverage	28.4% (2023/24)	42.60%
	Coverage of health insurance scheme	67.8% (2023/24)	100%
	Coverage of the social security scheme	10.1% (2023/24)	18.1%
Universal access to safe and clean water and sanitation, affordable clean energy and decent housing	Proportion of the households in Rural areas with improved sanitation facilities	72.0%	100.0%
	Access to clean water in rural areas (% of total)	79.6%	87.9%
	Access to clean water in urban areas (% of total)	90.0%	97.2%
At least 50 percent of Tanzanians holding decent jobs in the formal sector	Percentage of informal employment to total employment	94.2% (2024)	81
Total electricity consumption of at least 3,000 kWh per capita	Installed electricity capacity	4,504.5 MW (2025)	8,000 MW
	Per Capita Consumption	170 kWh (2025)	600 kWh
Tanzania leads Africa and ranks among the top ten countries globally in reducing the gender gap by at least 85 percent	Global Gender Gap Index (GGGI)	0.734 (2024)	0.660
	Global Ranking Based on GGGI	55^{th} (2024)	40^{th}
Environment and Climate Change			
Enhanced environmental performance and climate adaptation indices ranking among top ten countries in Africa.	Environmental Performance Index (Africa ranking)	19th (2022)	Top 15
	Climate Adaptation/ ND-GAIN Index (Africa ranking)	18th (2022)	Top 15
	Percentage share of GDP from sustainable utilisation of forest, water and marine resources	4.3 (2023/24)	7.53

Dira 2050 High Level Targets	Indicator	Baseline	Target (2030/31)
A Digitally Empowered Society			
At least 70 percent of citizens demonstrate digital literacy, enabling them to participate effectively in the digital economy and society	Percentage of Population using broadband internet	40% (2025)	>70%
	National Digital literacy level (%)	30% (2024)	>60%
	Internet penetration rate	79.3% (2025)	98%
	Proportion of rural population with internet access	<25% (2024)	at least 65%
Over 80 percent of government services are accessed through secure, inclusive, and user-friendly digital platforms.	Percentage of core government services accessible online	45% (2025)	95%
	Percentage of population with a functional digital ID linked to public e-services, disaggregated by rural	25%) (2025)	75%
	Percentage of population with a functional digital ID linked to public e-services, disaggregated by urban	40% (2025)	90%
	Percentage of sectors using interoperable data systems	20% (2025)	90%
	Proportion of MDAs and LGAs with interoperable ICT systems	20% (2024)	40%

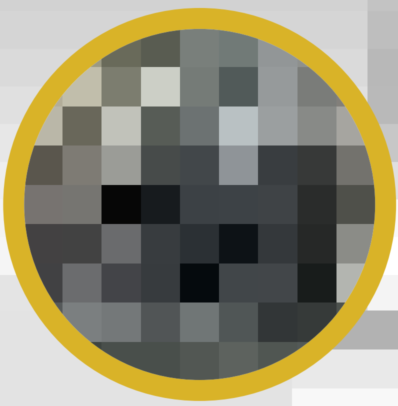
In general, Chapters One and Two have established the foundation for the Plan by outlining Tanzania's transition from Vision 2025 to *Dira 2050*, the updated planning architecture, and the evidence-based consultative process that shaped the Plan. They also defined the country's critical development issues, national development philosophy, a Theory of Change, and the prioritisation and sequencing logic that will guide medium-term reforms and investments. Together, these chapters position the Plan as the first operational step in a long-term transformation agenda centred on stronger governance, modernised logistics, human capital development, productivity growth, and industrialisation.

With this strategic orientation in place, the next chapter moves from what must change to how change will be executed. Chapter Three presents the strategic pathways through which Tanzania will strengthen institutional performance, drive economic transformation, support private-sector dynamism, expand productive capacity and advance environmental integrity and resilience. It translates the Plan's conceptual pillars into clear priorities, catalytic interventions, and sequenced actions that will shape FYDP IV implementation.

CHAPTER TWO - SUMMARY



CHAPTER THREE: STRATEGIC PATHWAYS



CHAPTER THREE
STRATEGIC PATHWAYS

3.1 Overview

This Chapter builds on the critical developmental issues outlined in Chapter Two, translating them into a coherent set of strategic interventions that guide the implementation of FYDP IV. It responds to the key challenges and opportunities shaping Tanzania's long-term transformation, including productivity gaps, limited economic diversification, weak export competitiveness, human capability constraints, governance and institutional inefficiencies, spatial disparities, and climate-related vulnerabilities. In this context, the chapter sets out the priority reforms, catalytic investments, and institutional actions required to position the first five-year plan on a trajectory aligned with the long-term aspirations of *Dira 2050*.

The interventions presented in this chapter are directly anchored in the developmental outcomes and targets articulated in Chapter Two. Each intervention cluster is deliberately structured to advance the overarching national aspirations of prosperity, inclusivity, justice, and self-reliance, while addressing the systemic constraints that hinder Tanzania's transition toward an upper-middle-income economy, competitive, and climate-resilient economy. Accordingly, the chapter outlines the strategic logic and policy pathways through which FYDP IV will accelerate economic growth, deepen structural transformation, strengthen institutions, and enhance human development.

The prioritised interventions also form the substantive basis for the Key Performance Indicators (KPI) and targets detailed in Annex II. While Chapter Two defines the key development priorities, Annex II specifies how progress will be measured throughout the Plan period. Positioned between these components, Chapter Three translates development priorities into actionable and measurable policy interventions. Together, these elements—(i) the critical issues in Chapter Two, (ii) the strategic interventions in Chapter Three, and (iii) the KPI and targets in Annex II—establish an integrated results chain that guides the implementation, monitoring, and evaluation of FYDP IV.

3.2 A Strong, Inclusive and Competitive Economy

Long-term transformation hinges on building a strong, inclusive and competitive economy capable of sustaining high growth, supporting industrialisation, and positioning the country as a regional logistics and business hub. The Plan prioritises reforms that strengthen macroeconomic stability, enhance fiscal sustainability, deepen external sector resilience, and accelerate the transformation of productive sectors. These reforms will expand value addition, reduce transaction costs, boost export competitiveness, and enable the integration of country products and firms into regional and global markets. Modern monetary policy and financial stability reform will advance the transition to an interest-rate based framework, enhance liquidity management, and deepen policy transmission. Complementary measures will expand domestic capital markets including green, blue and infrastructure bonds improve debt management transparency, external sector resilience and diversifications, and strengthen digital tax systems to boost revenue. These reforms will ensure sufficient fiscal space to support industrialisation, logistics development, and innovation.

3.2.1 Macroeconomic Stability and Predictability

Status: Tanzania enters FYDP IV with a strong foundation of macroeconomic stability sustained over the past decade. The stability is characterised by low inflation, steady growth, and a resilient financial system. Inflation averaged 3.1 percent during the period and remained anchored within the 3–5 percent target range in 2024 and 2025, supported by prudent monetary policy and improved food supply conditions. Gross official foreign exchange reserves were maintained within the statutory benchmark at 4.4 months of import cover, while the shilling remained broadly stable despite global price pressures. Real GDP grew by 5.5 percent in 2024, primarily driven by infrastructure investment, tourism recovery, and services expansion. Domestic revenue performance was at 14.9 percent of GDP, with the tax-to-GDP ratio standing at 13.1 percent.

Nevertheless, this performance was below the average for Lower-Middle-Income Country (LMIC) comparator countries, reflecting the need for continued structural enhancement in tax administration and addressing economic informality.

Challenges: Despite this stable foundation, the economy remains vulnerable to external shocks due to heavy reliance on primary commodities exports and imported intermediate and capital goods. The economy also experiences underinvestment, reflected in low private-sector credit, which stood at around 16 percent of GDP in 2025, and in limited long-term financing for industrial expansion and innovation. Fiscal pressures stemming from elevated recurrent spending and rapid population growth of 3.2 percent annually continue to limit fiscal space for strategic investment.

Productivity constraints in key sectors, compounded by global price volatility, weaken external resilience and place pressure on exchange-rate stability. Collectively, these productivity constraints and episodes of global price volatility contributed to weaker external resilience, exchange-rate pressure, and the economy's failure to meet the FYDP III real GDP growth target 8 percent, reaching 5.5 percent by 2024.

Strategic Areas of Intervention: Building on the strong macroeconomic foundation, the transition into *Dira 2050* under FYDP IV (2026/27–2030/31) demands a shift beyond stability maintenance to transformative growth acceleration. This requires a strategic commitment to sustain macroeconomic stability as a catalyst for a predictable, pro-investment environment that unlocks opportunities in export-oriented manufacturing, clean energy, and technology-driven reforms.

Key interventions include reinforcing policy credibility through sound fiscal and monetary policies, deepening international cooperation to strengthen surveillance and shock mitigation, and implementing targeted structural reforms to modernise supply chains, stabilise food prices, and expand digital payment platforms to reduce transaction costs and enhance financial inclusion. Table 3.1 presents the key macroeconomic indicators, while annex I (3.2.1) presents the detailed interventions and sequencing, while Annex II (3.2.1) provides the detailed KPI framework.

Table 3.1: Key Performance Indicators for Macroeconomic Stability and Predictability

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
GDP current (USD Billion)	81.537 (2024)	118.052
Real GDP Growth	5.5% (2024)	10.5%
GDP Per Capita (USD)	1,343.91 (2024)	1,638
Public debt to GDP ratio (benchmarked to Debt Sustainability Analysis (DSA) targets)	48.9% (2025)	<55%

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
CPI Inflation (Period Average)	3.1% (2024)	3–5%
Private Sector Credit (Annual Growth)	15.9% (2024)	22.4%
Domestic credit to private sector (Share to GDP)	16.3% (2025)	25%
Annual Headline Inflation Rate (end of period)	3.1% (2024)	3–5%
Annual Core inflation rate	3.4% (2024)	3–5%
Non-Performing Loans (Share to Gross Loans)	3.3% (2024)	<5%
Financial inclusion (adults)	72.76% (2023)	90%
Adults with transactional accounts	72% (2023)	85%
Adults using digital payments	13% (2023)	40%

3.2.2 Enhancing Fiscal Sustainability

Status: Tanzania enters FYDP IV with strengthened fiscal discipline, having maintained macro-fiscal stability despite global shocks and growing financing needs. During FYDP III (2021/22 - 2025/26), the fiscal deficit was contained at 3 percent of GDP in 2025/26, consistent with EAC and SADC convergence criteria while Government implemented a large-scale public investment programme worth TZS 27–29 trillion (USD 10.7–11.3 billion) focused on agriculture, infrastructure and social services. Monthly revenue collections reached TZS 2.1 trillion by April 2025, and public debt remained sustainable at 46.3 percent of GDP, below both the SADC (60 percent) and DSA (55 percent) thresholds. These outcomes reflected continued fiscal prudence, efficient debt management and prioritisation of high-impact public investments.

Challenges: Despite progress, fiscal space remains constrained by a narrow tax base, informality, and limited revenue buoyancy. Rising recurrent expenditures to a level of 69 percent of total budget, particularly for wages, goods and services, and social obligations, continue to reduce resources available for development spending culminating to its budget execution by around 67 percent for the last five-year term, weakening the impact of public investment. Elevated debt services against moderate revenue mobilisation which fell short of targets at 14.9 percent of GDP versus a target of 16.9 percent, and tax revenue at 13.1 percent versus target of 14.4 percent, constrained by informality and narrow tax base. Operational and governance challenges in Public and Statutory Corporations continue to reduce dividend performance and increase fiscal risks, capacity constraints in project appraisal and implementation continue to affect the effectiveness of some public investments. Performance of local government revenue systems remains uneven across jurisdictions, and elevated tax exemptions above its threshold of 1 percent of GDP reduce potential revenue. At the same time, global shocks such as commodity price volatility and tightening financial conditions pose risks to external borrowing costs and debt sustainability.

Strategic Areas of Intervention: Tanzania has a significant opportunity to transform its fiscal landscape by building a modern, broad-based revenue system that leverages digitalisation and formalisation to create sustainable domestic resources. This enhanced revenue base, combined with expenditure rationalisation, creates fiscal space to shift from high recurrent costs towards high-impact public investment. This will also require maintaining a strict fiscal stance, ensuring that debt-financed projects are productive, and strengthening fiscal risk management. These measures will enhance socio-economic resilience, unlock new growth potential from non- tax sources and state assets, and establish a virtuous cycle of growth, stability, and development. Table 3.2 presents the key indicators for enhancing fiscal sustainability and predictability. Annex I (3.2.2) presents the detailed interventions and sequencing, while Annex II (3.2.2) provides the KPI framework.

Table 3.2: Key Performance Indicators for Enhancing Fiscal Sustainability and Predictability

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Domestic revenue to GDP ratio	14.9% (2024/25)	20.0%
Tax revenue to GDP ratio	13.1% (2024/25)	18.0%
Non-tax to GDP ratio	2.7% (2024/25)	5.0%
Public Debt-to-GDP Ratio (benchmarked to DSA targets)	47.0% (2024/25)	<50.0%
PV of Public Debt to GDP	40.3 (2024/25)	19.6
PV of Public Debt Service to Domestic Revenue	44.3 (2023/24)	15
PV of Public External Debt to Export	123.8 (2024/25)	100.3
Fiscal Deficit (% to GDP)	-3.1% (2024)	-2.8%
Development expenditure (% of total budget)	31% (2024/25)	35%–40%
Interest payment to total revenue ratio (annual)	11% (2023)	≤8%
Gross financing needs (% of GDP)	35% (2024)	35%
Average debt maturity (years)	9 years (2023)	12 years
PSCs net dividends (% of GDP)	<0.2% (2023)	0.5–1%
Stock of guarantees (% of GDP)	2.8% (2023)	≤3%

3.2.3 External Sector Resilience and Diversification

Status: External sector has strengthened over the past five years, driven by rising exports, improved port performance and growing regional trade. Gold exports reached USD 3.84 billion, while manufactured goods, horticulture and services maintained steady growth. Tourism continued its strong recovery, boosting foreign-exchange inflows. The current account deficit narrowed from USD 3.45 billion in 2020 to USD 2.12 billion by May 2025, supported by higher annual exports growth of around 19 percent and stabilising imports. Foreign-exchange reserves remained adequate at 4.4 months of import cover, surpassing the target of 4 percent, helping maintain exchange-rate stability. Digital customs systems and port modernisation and enhanced border coordination also improved trade facilitation and transit competitiveness. Collectively, these developments have positioned the external sector as a key driver of growth, fiscal stability, and foreign exchange earnings.

Challenges: Despite the realised progress, trade structure remains narrow and vulnerable to shocks. Exports are concentrated in unprocessed commodities, suggesting the need for enhancing value addition and diversification. Current account gains have been undermined by relatively high import dependency, with petroleum products alone representing 25.9 percent of total imports and services payments 27 percent of the import bill. Relatively high logistics costs, limited value addition, inefficient trade-facilitation systems, and regional non-tariff barriers continue to constrain competitiveness and diversification. These gaps highlight the need to shift from a commodity-driven model to one anchored in manufacturing, services, and technology- based exports.

Strategic Areas of Intervention: The country has an opportunity to transition from a commodity-dependent economy to a diversified, value-added export powerhouse. By strategically developing its manufacturing and agro-processing sectors to add value to natural resources and substitute critical imports that the country has comparative advantage, the nation can capture a larger share of global value chains. This industrial transformation, underpinned by investments in modern trade facilitation and logistics infrastructure, positions Tanzania to become a competitive regional trade hub, reducing costs and boosting efficiency. Simultaneously, by promoting high-potential service exports like tourism and financial services, and deepening regional trade integration, the country can build a more resilient and balanced foreign exchange earnings structure. Collectively, these efforts will create a more robust external sector, less vulnerable to global shocks and better positioned for sustainable, inclusive growth. Table 3.3 outlines indicators for external sector resilience and diversification, while annex I (3.2.3) presents the detailed interventions and sequencing, while Annex II (3.2.3) provides the KPI framework.

Table 3.3: Key Performance Indicators for External Sector Resilience and Diversification

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Current Account Balance (% to GDP)	-2.6% (2024)	-2.1%
Foreign exchange official reserves (months of imports)	4.5 (2024)	5
FDI (Million USD)	1,717.6 (2024)	8,366.28
Share of Traditional Exports to Total Value of Exports	16.2% (2024)	11.05%
Share of Non-Traditional Exports to Total Value of Exports	79.2% (2024)	84.15%
Share of Export Value of Manufactured Goods to Total Non-Traditional Exports	18.6% (2024)	29.59%

3.3 Transforming Key Sectors

The transformation is anchored on a set of strategic sectors that collectively drive productivity, value addition and inclusive growth. These include agriculture as the foundation of food security and raw-material supply; industry and manufacturing as engines of value addition and innovation; construction, real estate and housing as drivers of urban modernisation; and infrastructure development; and mining and quarrying, and oil and gas as catalysts for energy security, domestic processing and integration to regional and global value chains. Tourism, sports and the creative economy expand service exports and national branding, while the financial sector acts as the economy's lifeblood by facilitating the flow of funds between savers and borrowers, managing risk, and enabling transactions. It drives economic growth by allocating capital to productive investments, providing liquidity, and supporting economic activity through banks, stock markets, and financial intermediaries. Trade, business and regional-engagement sectors strengthen market integration, investment and competitiveness. Together with business facilitation efforts, these sectors form the backbone of the country's shift towards a resilient, competitive and export-driven economy, as described below:

3.3.1 Agricultural Sector

Agriculture encompassing crops, livestock, fisheries and aquaculture, and forestry remains the backbone of the economy, contributing 26.3 percent of GDP in 2024 and employing 54.2 percent of the labour force. It underpins food security, industrial supply chains, export earnings and rural livelihoods across the country. Under FYDP III, progress was registered through expanded irrigation schemes, strengthened seed and breeding systems, improved livestock services, modernised landing sites, cold-chain upgrades and rapid growth of commercial forestry. However, the pace of transformation remained below potential due to limited mechanisation, low productivity, inadequate financing, climate vulnerability and weak value-chains integration. The Plan shifts agriculture from subsistence-based production toward a commercial, technology-enabled and export-oriented system anchored on flagship investments, climate-smart practices, agro-industrialisation and strengthened market linkages.

Status

Crops*:* Crop production remains the largest contributor within the agriculture sector, accounting for 16.1 percent of national GDP. Its dominance reflects its central role in supplying food, raw materials to domestic industries and export earnings. Despite productivity gains in selected corridors, the sector's overall performance continues to be shaped by rain-fed dependence and limited market structuring.

Livestock: The livestock subsector contributes 6.2 percent to GDP, underscoring its economic significance. While improvements have been registered in breeding, feed systems, and veterinary services, the sector's growth potential remains constrained by underdeveloped value chains and limited secondary processing capacity.

Fisheries and Aquaculture: Fishing and aquaculture contribute 1.6 percent to GDP. Despite infrastructure upgrades and increased supply capacity, the sector's growth is hindered by illegal and unregulated practices, dominance of artisanal fleets, and underdeveloped aquaculture systems.

Forestry: Forestry sector which includes beekeeping, contributes 2.4 percent to GDP, positioning it as a key driver of industrialisation. The sector supports energy supply and value- added industries such as sawmilling and furniture production. Available information shows that forests provide additional non-trade value addition of 16.7 percent of GDP through ecosystem services such as carbon capturing and storage and (sequestration), water regulation, soil fertility and pollination. However, environmental pressures and low adoption of advanced technologies continue to limit its expansion.

Challenges

Crops: Despite being the largest contributor to agricultural GDP, crop production faces persistent productivity constraints. Low mechanisation, poor soil fertility management, and limited irrigation access hinder output. High post-harvest losses driven by inadequate storage and processing facilities alongside restricted access to finance and climate-related shocks, continue to undermine the sector's stability and growth potential.

Livestock: Despite a large herd, productivity remains low and value chains for meat, dairy, and poultry are still underdeveloped. Secondary processing and cold-chain systems are limited, and value addition remains minimal. Slow uptake of improved breeds, weak veterinary and disease-surveillance systems, and shortages of modern abattoirs, dairy facilities, and feedlots constrain commercialisation. Export readiness is further held back by inadequate compliance systems and procedural inefficiencies.

Fisheries and Aquaculture: Fishing and aquaculture growth is curtailed by illegal, unreported, and unregulated (IUU) fishing, outdated marine infrastructure, and limited deep-sea capacity. Inadequate aquaculture inputs and weak compliance with international food-safety and certification standards restrict competitiveness and export potential.

Forestry: Forestry's sustainability and industrial growth are undermined by annual deforestation, frequent bush fires and continued reliance on charcoal. Outdated processing technologies, skills gaps, limited green financing and dependence on imported engineered-wood products widen the trade deficit and constrain sectoral transformation. Although not separately captured in GDP, beekeeping holds strong economic potential, but limited modern hives, weak extension services and poor market linkages restrict its commercialisation and contribution to rural incomes.

Strategic Areas of Intervention:
There is a potential opportunity to evolve agricultural sector from a producer of raw commodities into a competitive, value-added agro-industrial powerhouse. By systematically investing in modern processing infrastructure, industrial clusters, and skills development, particularly in high-potential areas like textiles and agro-processing, the nation can significantly curb post-harvest losses, boost export earnings, and create quality jobs. This industrial shift, underpinned by a comprehensive restructuring and modernisation of financial systems through de-risking instruments and blended finance, will unlock substantial capital for farmers and MSMEs, commercialising the sector and improving rural livelihoods. Furthermore, by strengthening regulatory frameworks, adopting digital technologies like traceability and e-extension, and focusing on climate-smart practices, Tanzania can enhance productivity, meet stringent international standards, and build resilience against climate shocks. This integrated approach will not only ensure food security but also position Tanzania as a regional granary with reliable and premium exporter of a diverse range of agricultural products, driving sustainable and inclusive economic growth. Table 3.4 **presents the key performance indicators for the agricultural sector. The detailed intervention matrix appears in** Annex I (3.3.1), while the KPI framework is set out in Annex II (3.3.1).

Table 3.4: Key Performance Indicators for Agricultural Sector

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Agriculture share of GDP at current prices	26.3% (2024)	25.6%
Agriculture Sector GDP real Growth of	4.1% (2024)	10%
Food Self-Sufficient Ratio	128 (2024)	130
Agriculture export value (USD in Billions)	3.54	5
Agriculture share to merchandise export earnings	24% (2023/24)	30%
Post-Harvest Losses	35%	10%
Agriculture credit (% to total credit)	14.9% (2023)	20%
Agriculture share to total employment	54.2% (2024)	50%

3.3.2 Industrial and Manufacturing Sector

Status: The industrial and manufacturing sector have continued to expand steadily, contributing significantly to economic transformation, job creation, and export diversification. As of 2024, the broader industry sector, which includes manufacturing, construction, mining, energy and water, grew by 5.5 percent and accounted for 30.4 percent of GDP, close to 31.1 percent FYDP III target. The registered growth was led primarily by construction (12.8 percent) and mining (10.1 percent), while manufacturing contributed 7.3 percent. These patterns underscore the need to deepen industrialisation, enhance competitiveness, and scale up value-added manufacturing in line with *Dira 2050* and the LTPP 2050.

Challenges: Despite progress, structural and institutional constraints continue to hinder industrial growth. Inadequate infrastructure, relatively high transport and logistics costs, and unreliable energy supply limit productivity. Firms face restricted access to long-term and affordable finance, coupled with low technology adoption and limited research and development investment. Weak integration between industry, agriculture and services hampers value chain development, while dependence on imported intermediate and capital goods suppresses competitiveness. Industrial skills gaps persist in engineering, digital manufacturing and applied innovation. Underdeveloped industrial clusters, modest participation in regional and global value chains and inconsistent regulatory enforcement further constrain the sector’s ability to scale and diversify.

Strategic Areas of Intervention: There is a pivotal opportunity to transform the industrial landscape from a low-value, resource-dependent sector into a competitive, high-tech manufacturing hub. Priority will be given to the development of specialised industrial clusters, the strengthening of innovation systems through technology parks, and the adoption of smart manufacturing practices to build a resilient and self-reinforcing industrial ecosystem. equal recognition and a level playing field will be ensured for existing foreign investors operating in the country, given their critical role in technology transfer, skills development, and the utilisation of highly specialised local labour. Retaining and expanding these investments will be essential for sustaining industrial upgrading and ensuring that domestic goods and services meet international quality standards. The ecosystem will be characterised by stronger integration between agriculture and industry, with local MSMEs empowered to participate in regional and global value chains, and domestic producers supported through targeted procurement, financing mechanisms, and market access initiatives. Measures will also be undertaken to strengthen linkages between foreign investors and local enterprises to facilitate technology diffusion, enhance productivity, and enable the absorption of skilled labour into the domestic labour market. A sustained focus on value addition, combined with adherence to international quality, safety, and environmental standards, will reduce import dependency and enhance the country's capacity to export high-value manufactured goods. These interventions are expected to expand employment opportunities, support inclusive economic growth, and strengthen Tanzania's position as a competitive industrial economy in the region. Table 3.5 provides the key performance indicators for industrial and manufacturing sector development. The supporting interventions are detailed in Annex I (3.3.2), and the KPI framework is presented in Annex II (3.3.2).

Table 3.5: Key Performance Indicators for Industrial and Manufacturing Sectors Development

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Overall industrial sector share of GDP at current prices	30.4% (2024)	36.5%
Overall industrial sector GDP real growth	5.5% (2024)	8.0%
Manufacturing GDP share	7.3% (2024)	8%
Manufacturing GDP real Growth	4.8% (2024)	9.9%
Manufacturing share of total goods export earnings	22%	30%
Manufacturing share of total export earnings	9%	15%
Industrial sector share to total employment	9% (2024)	15%
Manufacturing sector share to total employment	6% (2024)	10%

3.3.3 Construction Industry

Status: The construction industry has become a key driver of Tanzania's economic transformation. Its contribution to GDP rose to 12.8 percent in 2024, propelled by large-scale investments in transport corridors, energy infrastructure, industrial facilities and urban development. Beyond its direct output, the sector stimulates demand for cement, steel, glass, ceramics and logistics services, reinforcing linkages with manufacturing and services. Construction also plays a pivotal role in spatial transformation through housing expansion, industrial zones and new urban centres that support inclusive growth.

Challenges: Despite steady expansion, the sector's potential remains constrained by limited participation of domestic firms in large projects, restricted access to long-term finance and low adoption of modern construction technologies. Foreign contractors continue to dominate high-value contracts, reducing local value retention and technology transfer. The industry also depends heavily on imported inputs, while sustainability challenges emerge from rapid urbanisation, high energy intensity, and rising material waste and emissions highlighting the need for green and climate- smart construction solutions.

Strategic Areas of Intervention: There is a significant opportunity to transform the construction industry into a technologically advanced, sustainable, and locally led sector. This requires a supportive ecosystem built on targeted financing, well-structured public-private partnership frameworks, and enforceable local content measures[B1.1], including strengthened mechanisms to ensure timely payments to contractors and suppliers, and the introduction of payment assurance frameworks to address liquidity constraints within the sector. This transformation, underpinned by the mandatory adoption of modern technologies like Building Information Modelling (BIM) and the development of a skilled local workforce through dedicated academies and apprenticeships, will dramatically boost productivity, quality, and efficiency. By championing green building practices through codes and incentives, Tanzania can position itself as a regional leader in sustainable infrastructure, reducing its environmental footprint while creating a more resilient, inclusive, and value-retentive industry that serves as a true engine for national industrialisation and decent job creation. These interventions are expected to expand employment opportunities, support inclusive economic growth, enhance contractor sustainability through improved cash flow management, and strengthen Tanzania's position as a competitive industrial economy in the region. Table 3.6 summarises the key performance indicators for the construction industry. The corresponding interventions and implementation sequencing are elaborated in Annex I (3.3.3), while Annex II (3.3.3) presents the KPI framework.

Table 3.6: Key Performance Indicators for the Construction Industry

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Construction share of GDP	12.8% (2024)	15.5%
Construction GDP real growth rate	4.1% (2024)	8.5%
Percent of market share of domestic companies	40% (2023)	50%
Construction sector share to total employment	4% (2023)	6%

3.3.4 Mining and Quarrying Sector

Status: The mining and quarrying sector remains a key engine of Tanzania's transformation, contributing 10.1 percent of GDP. The sector's growth rate reached 8.3 percent in 2024, above 7.7 percent growth target for FYDP III. It generates nearly half of merchandise export earnings in recent years. Rich endowments in gold, gemstones, natural gas and critical minerals including graphite, lithium, cobalt, nickel and rare earths position the country to benefit from the global clean-energy and battery transition. Reforms under FYDP III, including mineral trading centres, stronger taxation and formalisation of Artisanal and Small-scale Mining (ASM), curbed smuggling, improved traceability and boosted domestic value retention, reinforcing the sector's role in industrialisation and export diversification.

Challenges: The performance sector remains below potential. Only 16 percent of national territory has detailed geological coverage, limiting new discoveries and investment. Exports are dominated by unprocessed ores, while domestic processing and refining capacity remain limited. Supplier links are shallow, ASM operations face financing and technology gaps, and coordination across institutions is weak. Environmental and safety compliance are uneven, and Tanzania's low Export Complexity Index (–1.09) underscores the urgency of shifting from extraction to value-added processing and manufacturing.

Strategic Areas of Intervention: There is an opportunity to advance the mining sector from a raw material exporter into a regional power hub for mineral-based industrialisation and value addition. By leveraging its rich endowments of gold, gemstones, and especially critical minerals for the global clean-energy transition, the nation can attract significant investment into downstream processing, smelting, and advanced manufacturing. The comprehensive plan to complete geological mapping, strengthen governance, and transform state entities like STAMICO will create a stable and transparent investment climate, unlock stalled projects and foster new Public-Private Partnerships (PPP). Greater emphasis will also be placed on large-scale mining (LSM), given its significant contribution to GDP growth, foreign exchange earnings, and government revenue, while strengthening local content frameworks to maximise domestic value capture. This industrial pivot, coupled with a strong focus on formalising and supporting ASM, empowering women, and engaging youth, will be complemented by a balanced approach that ensures both ASM and LSM contribute optimally to sector development and national economic objectives. Ultimately, by establishing dedicated technology hubs, developing a globally recognised "Gem Centre of Africa," and moving up the value chain from raw ores to finished products like batteries and jewellery, the country can capture significantly more value from its resources, drive economic diversification, and secure a more resilient and prosperous future. Table 3.7 sets out the key performance indicators for the mining and quarrying sector. The relevant interventions are detailed in Annex I (3.3.4), with the KPI framework provided in Annex II (3.3.4).

Table 3.7: Key Performance Indicators: Mining and Quarrying Sector

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Mining sector share to GDP at current prices	10.1% (2024)	12.5%
Mining sector GDP real growth	8.3% (2024)	9%
Mining exports (% of total export earnings)	46%	55%
Mining exports (% of merchandise export earnings)	55%	60%

3.3.5 Oil and Gas Industry

Status: Tanzania's oil and gas sector anchored by about 57 trillion cubic feet of proven natural-gas reserves remains a strategic driver of industrialisation, energy security and fiscal resilience. Over the past two decades, production from Mnazi Bay, Songo Songo and Kiliwani fields has expanded gas utilisation for power generation, industrial production, and growing residential and commercial demand. These developments have reduced dependence on imported petroleum products, stabilised electricity supply and promoted the shift toward cleaner, affordable domestic energy sources.

Challenges: Despite the progress achieved, the sector's full transformative potential remains unrealised. Negotiations on the development of flagship programmes, particularly the Lindi Liquefied Natural Gas (LNG) terminal, have taken longer than expected but are now at an advanced stage. Domestic refining and processing capacity remain limited, while downstream distribution networks cannot meet rising demand from industry, transport and households. Local participation across the value chain is modest, constrained by weak access to finance, limited technical capacity and shortage of skilled labour.

Strategic Areas of Intervention: A transformative opportunity to unlock the vast, unrealised potential of its oil and gas reserves, evolving from a domestic supplier into a regional energy power centre and a global LNG exporter is feasible. Ongoing initiatives of improving investment climate through streamlined regulations and a one-stop investment centre will accelerate Flagship Programmes like the Lindi LNG terminal, attracting the massive capital required for development, while deliberately engaging a broader range of strategic investors and industry players to ensure optimal value realisation, technology transfer, and adherence to international standards. This pivot towards commercialisation is complemented by a strategic focus on domestic industrialisation, where natural gas will power major industrial clusters, reducing reliance on imports and fostering downstream manufacturing. Furthermore, by developing cross-border infrastructure and harmonising regional trade policies, Tanzania can position itself as the premier gas trading hub for the EAC and SADC, securing long-term revenue streams. Critically, this transformation will be underpinned by the development of national capacity, transforming TPDC into a world- class corporation and establishing a Centre of Excellence to build a skilled local workforce, ensuring that the nation's natural wealth translates into broad-based, sustainable economic prosperity and energy security for its people. Table 3.8 presents the key performance indicators for the oil and gas industry. Further detail on interventions and sequencing is provided in Annex I (3.3.5), while Annex II (3.3.5) contains the KPI framework.

Table 3.8: Key Performance Indicators for the Oil and Gas Industry

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Natural Gas Production (million cubic feet)	69,538.30 (2024)	90,000
Coverage of Natural Gas Distribution Network (km)	177.82 (2024)	267.00
Share of natural gas in total electricity supply mix	63% (2024)	45%

3.3.6 Tourism Sector

Status: Tourism remains one of Tanzania's strongest economic pillars, accounting for an average of 17 percent of GDP, nearly a quarter of export earnings, and supporting millions of livelihoods. According to the National Bureau of Statistics International Visitors' Exit Survey, arrivals reached 1.8 million visitors in 2024, while receipts increased to USD 3.7 billion, underscoring solid recovery and sustained global appeal. The FYDP III Midline Evaluation shows that over half of sector indicators surpassed 50 percent of their end-targets, and several including real growth (8.7 percent) and employment (3.6 million) exceeded targets by wide margins. This performance is attributed to intensified destination promotion, improved conservation management, digital visibility efforts, and global exposure following the Royal Tour initiative. Tanzania's competitive advantage continues to be anchored in its exceptional biodiversity over 32 percent of its landmass is protected together with rich cultural and historical assets that position the country as one of Africa's premier wildlife destinations.

Challenges: Despite this strong progress, sector potential remains constrained by narrow product concentration around wildlife and northern circuits, resulting in limited value retention and weak linkages with local enterprises. Coastal and marine tourism, cultural and heritage tourism, cruise tourism, Meetings, Incentives, Conferences, and Exhibition

(MICE), sports tourism, and eco and agro-tourism remain underdeveloped. Inadequate air connectivity, especially the lack of functional airstrips in national parks reduces circuit efficiency. Skill shortages persist across tour guiding, hospitality, and specialised services, while only 315 hotels were star-rated in 2023. Complex licensing procedures continue to discourage MSMEs participation, resulting in continued dependence on imported goods and services.

Strategic Areas of Intervention: This sector has a promising opportunity to evolve from a wildlife-focused destination into a diversified, high-value global leader by intentionally expanding into coastal, cultural, and MICE tourism. This growth will be reinforced by infrastructure upgrades like improved airstrips and Special Economic Zones, and a major push for digitalisation through smart tourism platforms to enhance efficiency and personalised experiences. Critically, empowering local MSMEs through streamlined regulations and dedicated financing will ensure the growth is inclusive and retains local value. This comprehensive strategy, combining diversification, modernisation, and a focus on sustainability and luxury, aims to achieve 5 million annual visitors and substantially increase per-tourist revenue, solidifying Tanzania's position as a premier and resilient global destination. Table 3.9 provides the key performance indicators for the tourism sector. The detailed interventions are set out in Annex I (3.3.6), while the broader KPI framework is presented in Annex II (3.3.6).

Table 3.9: Key Performance Indicators for Tourism Sector

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Global Travel & Tourism Development Index ranking	81/119 (2021)	60/119
Share of accommodation to GDP	1.1% (2024)	1.4%
Accommodation GDP real growth	6% (2024)	8.7%
Tourism export earnings (USD billion)	3.7 (2024)	4.81
Tourism export earnings (% of total export earnings)	27%	35%

3.3.7 Financial Sector

Status: The financial sector remains a cornerstone of Tanzania's economic transformation, shaping how efficiently capital flows into productive activities that drive industrialisation, innovation, and inclusion. In 2024, the banking sector's total assets reached TZS 63.5 trillion, with net profits of TZS 2.15 trillion, reflecting strong growth momentum. Asset quality improved, with the non-performing loan (NPL) ratio declining to 3.2 percent, the lowest in recent years, supported by enhanced credit risk management and prudent provisioning. Financial inclusion continued to expand, driven by fintech, mobile and agency banking, and regulatory reforms that strengthened stability and investor confidence.

Challenges: Despite this progress, the sector still struggles to mobilise long-term finance for productive investment. Credit access remains limited for MSMEs, agriculture and rural households due to stringent collateral requirements, weak credit-information systems and low adoption of alternative scoring. Capital markets are shallow and dominated by government securities, constraining private investment. Private-sector credit is ranging from 15 to17 percent of GDP, compared with over 32 percent in some regional comparator countries. Insurance and pension penetration remain low, and financial-literacy gaps, especially among women, youth and rural communities limit the effective use of financial services.

Strategic Areas of Intervention: The transformation of Tanzania's financial sector from a stable, conservative system into a dynamic and deeply integrated engine for inclusive economic growth is a pivotal opportunity for the nation. Through leveraging digital technologies like AI and big data for credit scoring and risk management, the nation can dramatically expand access to finance for its underserved MSMEs, agricultural sector, and rural populations. This digital transformation, coupled with the strategic strengthening of Development Finance Institutions (DFIs) and the cultivation of a vibrant venture capital ecosystem, will channel long-term investment into the industries critical for industrialisation. Simultaneously, deepening capital markets, expanding insurance penetration, and launching national financial literacy programmes will build a more resilient, inclusive, and sophisticated financial landscape. This comprehensive evolution will not only increase the flow of capital to productive investments but also ensure that the benefits of economic growth are shared more broadly across society, solidifying the foundation for Tanzania's transition to a middle-income country. Table 3.10 outlines the key performance indicators for the financial sector. These are complemented by the intervention details in Annex I (3.3.7) and the KPI framework in Annex II (3.3.7).

Table 3.10: Key Performance Indicators for Financial Sector

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Capital Adequacy Ratio (CAR)	19.3% (2024)	≥16.5%
Deposit-to-GDP Ratio	27.3% (2024)	≥40%
Non-Performing Loans (NPL) Ratio	3.3% (2024)	≤5%
Digital deposits as % of GDP	27.2% (2024)	≥50%
Percentage of adults with formal financial access	50% (2024)	≥68%
DFIs' capital base (% of GDP)	0.4% (2024)	≥1.25%
NPL ratio of DFIs	11.4% (2025)	≤6.6%
DFI Credit-to-GDP ratio	22.5% (2024)	≥35%
Insurance penetration (% of GDP)	2.08% (2023)	≥2.6%
Percentage of MFIs digitised	55% (2024)	≥36%
Percentage of rural population with access to microfinance services	19% (2023)	≥80%
Percentage of MSMEs with active loans from formal providers	19% (2023)	≥40%
Financial inclusion (adults)	72% (2023)	85.26%

3.3.8 Sports and Creative Industry

Status: The sports and creative industry are among Tanzania's fastest-growing economic segments and a transformative driver of youth empowerment, innovation, and national branding. In 2024, the sector expanded by 17.7 percent, outperforming all other service subsectors, propelled by the global success of Tanzanian music, the rapid growth of film and fashion, and stronger performance in football, netball, and boxing. With 37 percent of the population being youth, the industry holds vast potential to generate employment, nurture talent, and expand export markets.
Challenges: Despite its potential the sector growth remains constrained by inadequate and outdated infrastructure, limited access to finance, weak institutional coordination, low market penetration, and poor enforcement of intellectual-property rights. Persistent challenges such as piracy, informality, and limited digital monetisation continue to affect artists and producers. Governance gaps and limited international exposure continue to affect the performance of sports federations.

Strategic Areas of Intervention: Under the Plan, the sector is recognised as a catalytic force for economic diversification, source of employment and national identity, with a focus on commercialisation, professionalisation, and monetisation of creative work. The Plan prioritises a series of transformative interventions that together establish an integrated value chain linking infrastructure, talent development, financing, and commercialisation. Central to these interventions are the National Sports Excellence and Innovation Park including a Sports Arena, which serves as an anchor project. This multi-purpose complex will integrate an international-standard stadium, a high-performance sports-science centre, coaching and officiating academies, and commercial facilities designed to strengthen sports tourism, event hosting, and branding. Complementing this anchor investment are the Regional Youth Talent Academies and National Sports Excellence and Innovation Park, classified as strategic projects, which will operate across all zones to train and mentor at least 100,000 young athletes and creatives by 2031, thus building a strong and inclusive national talent pipeline.

This foundation, coupled with strategic interventions to facilitate registration of digital content creators; and strengthen intellectual property rights and forge partnerships with global digital platforms. These will empower creators to monetise their work effectively, combat piracy, and capture international audiences. By fostering a business-friendly environment that attracts private investment and nurtures entrepreneurship through incubators and accelerators, Tanzania can unlock immense economic value. This holistic approach will not only drive significant job creation and GDP growth but also solidify Tanzania's cultural identity and enhance its global brand as a hub of sporting and creative excellence. Table 3.11 summarises the key performance indicators for sports and creative industry development. The associated interventions are elaborated in Annex I (3.3.8), while Annex II (3.3.8) sets out the KPI framework.

Table 3.11: Key Performance Indicators Matrix for Sports and Creative Industry Development

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Sector Annual Growth Rate	17.7% (2024)	≥20%
Number of Tanzania Music Artists Receiving International Awards	10 (2023/24)	≥15
Number of Film Stakeholders Receiving International Awards	86 (2024)	133
Film Projects Receiving Loans	152 (2024)	228

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Share of Content Accessible via Global Digital Platforms	<20% (2024 est.)	≥10%
Proportion of Creatives and Sports Organisations Receiving Royalties	<20% (2024 est.)	≥20%

3.3.9 Improved Housing, Human Settlements and Real Estate Development

Status: Tanzania has made significant progress in the housing, human settlements and real estate sector, driven by rapid urbanisation, increased infrastructure investment, strengthened land administration systems, and expanded housing delivery initiatives. The sector continues to serve as a key driver of industrialisation, urban development and employment, with its contribution to GDP reaching 2.7 percent in 2024. Notable achievements include improved issuance of residential licences in unplanned areas, establishment and strengthening of district land and housing tribunals, preparation of land use plans, as well as advancements in land surveying, mapping and allocation of serviced plots. Interventions by institutions such as the National Housing Corporation (NHC), Tanzania Building Agency, housing cooperatives and the Tanzania Mortgage Refinance Company have expanded access to affordable housing, supported the development of the mortgage market, and strengthened the foundation for planned, livable and climate-resilient settlements.

Challenges: Despite this progress, structural constraints continue to undermine sector performance. Tanzania still faces a housing deficit of approximately 3.8 million units, while rapid urbanisation continues to outpace land use planning, the supply of serviced land, and the provision of basic infrastructure. Limited access to long-term and affordable housing finance, high construction costs, low uptake of Real Estate Investment Trusts (REITs), fragmented land registration systems, and lengthy land titling procedures continue to constrain investment and housing delivery. Informal settlements and informal land tenure remain widespread, undermining orderly urban development, tenure security, and environmental sustainability. In addition, institutional overlaps among land, housing and financial authorities, challenges in building standards, limited adoption of sustainable building technologies, and exposure to environmental risks such as floods, erosion and drought continue to weaken settlement planning and resilience.

Strategic Areas of Intervention: Tanzania should pursue an integrated transformation of the housing, human settlements and real estate sector by strengthening land governance, expanding housing finance, and accelerating planned urban development. Priority should be given to securing land tenure rights, streamlining and digitising land administration and property transactions, and increasing the supply of surveyed, serviced and well-planned land. Priority will also be given to strengthening housing finance institutions, reduce mortgage costs, deepen the use of capital market instruments such as REITs, and promote cost-effective construction technologies alongside the use of locally produced building materials to accelerate the delivery of affordable housing. At the same time, the development of Smart Cities, transit-oriented development, business parks and logistics hubs should be accelerated to redirect urban growth away from informal settlements towards efficient, climate-resilient and technologically enabled urban centres. Table 3.12 presents the key performance indicators for real estate, housing and human settlements. The corresponding interventions are detailed in Annex I (3.3.9), with the KPI framework provided in Annex II (3.3.9).

Table 3.12: Key Performance Indicators for Real Estate, Housing and Human Settlements

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Contribution of real estate sector to GDP	2.6% (2024)	3.4%
Number of housing units	13,907,951 (2022)	17,659,090
Ratio of mortgage to GDP	0.5% (2025)	2%
Investment in SEZs, Smart Cities, business parks & logistics hubs (USD billion)	1 (2025)	3
Value of assets under REITs and Tanzania Affordable Housing Fund (USD billion)	1 billion USD (2025)	1.5
Share of real estate transactions conducted digitally	10% (2025)	50%
Percentage of land surveyed	36% (2025)	53.3%
Number of regularized properties in unplanned settlements	3,347,275 (2025)	5,584,224
Number of residential licenses issued to property owners in unplanned settlements	25,748 (2025)	296,295
Percentage of general land covered by informal settlements	59% (2025)	21.0%
Area of land (acres) allocated and protected for public uses	988,790 (2023/24)	1,672,519
Proportion of regions with Master Plan and Land Use Plan	81% (2025)	100%
Number of updated base maps for regions	23 (2023/24)	26
Number of allocated plots	3,951,890 (2023/24)	10,318,857
Number of towns with up-to-date general planning schemes (Master Plans)	26 (2023/24)	59

3.3.10 Transforming Trade and Commerce

Status: Tanzania's trade and commerce sector remains a cornerstone of economic transformation, serving as a vital driver of industrialisation, job creation and regional integration. Over the past decade, the sector has expanded through market liberalisation, participation in regional trade agreements, and investment in transport and logistics infrastructure that reinforce connectivity within the EAC and SADC. Implementation of FYDP III, recorded notable progress: export volumes rose, non-traditional exports diversified, and regional market access improved. These developments strengthened industrial linkages and employment generation, underscoring trade's pivotal role in inclusive economic growth.

Challenges: Despite the progress made, several structural and institutional constraints persist. Exports remain concentrated in a few commodities, with gold accounting for about 40 percent of export earnings in 2023/24, while manufactured exports contribute less than 20 percent of export earnings signalling limited value addition and diversification. Inadequate logistics infrastructure, high transaction costs, and inefficient customs procedures hinder competitiveness, while informality and weak access to affordable finance limit MSMEs growth. Low participation in global value chains, insufficient digital-trade infrastructure, and regulatory overlaps further constrain productivity, particularly for women and youth entrepreneurs.

Strategic Areas of Intervention: An opportunity is in place to revolutionise the country's trade and commerce sector, developing from a commodity-dependent exporter into a digitally driven, globally competitive hub for high- value goods. Capitalising on agro-processing hubs, advanced manufacturing, and R&D, the nation can significantly diversify its exports away from raw materials, capturing greater value and creating opportunities for quality and decent jobs. This industrial upgrade will be powered by a sweeping modernisation of logistics, leveraging AI, blockchain, and smart infrastructure to slash costs, streamline customs, and achieve a world-class Logistics Performance Index. Furthermore, by building cutting-edge e-commerce platforms and digital payment gateways, Tanzania can unlock massive growth in digital trade and cement its position as a central player in intra-African commerce. This holistic, tech- forward approach will not only enhance the sector's resilience and global integration but also foster inclusive growth by empowering MSMEs, women, and youth to participate in regional and international value chains. Table 3.13 sets out the key performance indicators for trade and commerce. The detailed interventions and sequencing are contained in Annex I (3.3.10), while Annex II (3.3.10) provides the KPI framework.

Table 3.13: Key Performance Indicators for Trade and Commerce

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Export value as percentage of GDP	17% (2023)	25%
Tanzania's share in intra-African trade	13% (2023)	25%
MSMEs using e-commerce platforms	15% (2023)	60%

3.3.11 Achieving a Robust Business Sector

Status: Tanzania's private sector remains a cornerstone of economic transformation, job creation, and wealth generation, supporting the country's industrialisation and competitiveness agenda. Over the past decade, reforms in trade, investment, and entrepreneurship have broadened private-sector activity, with the sector contributing an average of 75 percent of GDP and 70 percent of total capital formation between 2015 and 2025. Private investment has been strong, and MSMEs continue to play a dominant role in the economy, providing significant employment opportunities. These gains, together with ongoing regulatory and institutional reforms, have helped expand the space for business growth and fostered a more enabling environment for enterprise development.

Challenges: Despite these positive developments, the sector continues to face several structural constraints that hinder productivity and competitiveness. Business growth has relied more on fixed investment than on innovation or productivity gains. Compliance costs remain high, and regulatory inefficiencies, such as overlapping mandates and uneven policy enforcement continue to discourage formalisation. Many MSMEs struggle with limited managerial capacity, slow technological adoption, and weak integration into value chains. Access to long- term and innovation-oriented finance is inadequate, particularly for women and youth entrepreneurs. Low levels of digitalisation, weak logistics and infrastructure, protracted registration processes, a slow dispute- resolution system, and declining FDI during the COVID-19 period have further narrowed opportunities for competitiveness and market diversification.

Strategic Areas of Intervention: Tanzania can harness a pivotal opportunity to catalyse a transformative shift in its private sector, moving from a model reliant on fixed investment to one driven by innovation, efficiency, and deep global integration. By undertaking a comprehensive overhaul of its regulatory environment, aiming to compliance costs, streamlining processes, and providing targeted incentives, the nation can create a world-class business climate that attracts substantial private investment and reverses recent FDI trends.

This improved ecosystem, coupled with strategic investments in infrastructure and digital technology, will unleash the potential of MSMEs, integrating them into global value chains and fostering the growth of high-tech start-ups. Critically, by prioritising labour-intensive industries in underserved regions and mandating local equity in foreign projects, Tanzania can ensure this economic transformation is inclusive, creating mass employment and reducing spatial inequality, thereby building a robust, competitive, and equitable economy for all its citizens. Table 3.14 provides the key performance indicators for a robust private sector. The intervention package is elaborated in Annex I (3.3.11), and the KPI framework is presented in Annex II (3.3.11).

Table 3.14: Key Performance Indicators for Robust Private Sector

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Credit to the Private Sector (TZS billion)	32,057.6 (2023)	51,348.03
Private sector investment share to GDP at current prices	75% (2024)	81.3%
Private sector investment share to fixed capital formation	70% (2024)	87.5%
Credit to Private Sector (annual growth)	15.9% (2024)	22.4%
Number of Commercial PSCs Reporting Profits	65% (2023)	80%

3.3.12 Strategising Bilateral, Regional and Multilateral Cooperation

Status: Tanzania has strengthened its bilateral, regional, and multilateral cooperation over the past decade, positioning itself as an increasingly active player in regional integration and international cooperation. Participation in the EAC, SADC, AU, AfCFTA, International Conference on the Great Lakes Region, the Indian Ocean Rim Association (IORA), and the Non-Aligned Movement has expanded trade, improved connectivity, attracted investment, and enhanced policy harmonisation, contributing to peace, stability, and market access across the region. The country's commitment to multilateralism and South–South cooperation has reinforced its global competitiveness and deepened development partnerships. Strategic initiatives such as the BEMCIT and the Great Lakes Smart Industrial and Blue Economy Mega Hub further elevate Tanzania's role as an emerging logistics, trade, and blue-economy powerhouse. Collectively, these achievements reflect growing diplomatic influence, improved trade facilitation, and stronger regional positioning within an evolving global landscape.

Challenges: Despite notable progress, progress in eliminating non-tariff barriers remains slow, and alignment between national and regional policies is uneven. Private-sector participation in cross-border trade is limited, diplomatic missions are underutilised for investment promotion, and infrastructure gaps continue to reduce competitiveness. Regionally, Tanzania faces rising competition from peers, compounded by weak last-mile connectivity, slow digitalisation of ports, and inadequate logistics integration. Global economic volatility, inflationary pressures, costly financing across international financial markets have constrained fiscal space and increased debt-service obligations. Continued reliance on primary exports, limited innovation, and slow adoption of green and digital technologies further limit Tanzania's ability to fully participate in emerging global and low-carbon trade systems.

Strategic Areas of Intervention: Tanzania can assert itself as a formidable diplomatic and economic actor on the world stage by strategically deploying its unique geographic and cultural assets to build a resilient, diversified economy. This requires strengthening its economic diplomacy and coordination, optimising missions for investment promotion, and launching a global branding campaign-paired with a sweeping modernisation of trade and logistics infrastructure. By pioneering AI-powered smart ports, a blockchain-based digital trade ecosystem, and advanced diplomatic tools, Tanzania will not only drive competitiveness and integration into global value chains but also build a distinct and influential global identity. Table 3.15 outlines the key performance indicators for strategic bilateral, regional and multilateral cooperation. Further detail on interventions is available in Annex I (3.3.12), while Annex II (3.3.12) sets out the KPI framework.

Table 3.15: Key Performance Indicators for Strategic Bilateral, Regional and Multilateral Cooperation

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Stock of Foreign Private Investment (USD million)	23,042.5 (2023)	38,588.00
Stock of Foreign Direct Investment (USD million)	19,139.6 (2023)	28,752.53
Stock of Foreign Portfolio Investment (USD million)	204.3 (2023)	659.00

3.3.13 Formalisation of the Economy and Its Management

Status: Tanzania's informal economy remains extensive, providing livelihoods to most of the population but constraining productivity, fiscal efficiency and inclusive growth. It dominates sectors such as agriculture, trade, construction and small-scale manufacturing, accounting for between 72 and 80 percent of total employment. According to the 2020/24 Integrated Labour Force Survey, informality represents 96.6 percent of employment in Mainland Tanzania and 85 percent in Zanzibar, with women and youth most affected. While the informal sector sustains household incomes, it limits tax mobilisation, financial inclusion, and access to social protection. Key drivers include complex registration systems, limited market access, and weak institutional coordination.

Challenges: The persistence of informality is reinforced by cumbersome business registration and licensing processes, weak enforcement of regulations, low financial literacy, and inadequate access to credit. Informal enterprises often lack capacity to meet regulatory standards, remain excluded from formal banking systems, and operate without social security coverage. Overlapping institutional mandates increase compliance burdens and may discourage registration, while limited incentives undermine voluntary transition into formality. Data fragmentation across government agencies constrains policy coherence and monitoring. Consequently, informality continues to undermine labour productivity, equitable income distribution and effective fiscal management, reducing the government's ability to expand its revenue base and support economic diversification.

Strategic Areas of Intervention: Given the status and challenges, Tanzania can unlock the immense potential hidden within its vast informal economy, transforming it from a source of subsistence into a formalised engine of growth and productivity. This will require addressing regulatory complexity and overregulation that constrain business formalisation, including streamlining procedures in line with MKUMBI II reform priorities. By streamlining bureaucratic procedures and reducing financial and administrative barriers that limit business formalisation, the nation can integrate millions of entrepreneurs and workers into the formal economy, significantly boosting its revenue base and extending social protection. This transformation, driven by digital one-stop registration platforms, targeted incentives, and skills-upgrading programmes, will create a more equitable and efficient business environment. As informal enterprises gain access to formal supply chains, credit, and legal protections, they will scale up, create quality jobs, and become powerful contributors to Tanzania's broader goals of industrialisation, inclusive growth, and sustainable economic diversification. Table 3.16 presents the key performance indicators for formalisation of the economy and its management. The related interventions and sequencing are detailed in Annex I (3.3.13), with the KPI framework provided in Annex II (3.3.13).

Table 3.16: Key Performance Indicators for Formalisation of the Economy and its Management

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Percentage share of informal sector to GDP	55% (2023)	29%
Percentage of employment in the informal economy	94.2% (2024)	81%

3.4 Building Human Capabilities and Social Development

Human Capabilities and social development as foundations for a prosperous, inclusive, and just nation. It focuses on creating a well-educated, skilled, and motivated workforce, managing demographic dividends and addressing skills mismatches to expand employment opportunities. The Plan strengthens social protection, healthcare, housing, and access to clean water and sanitation to improve quality of life. It further promotes cohesive, responsible, and engaged communities through inclusive rural development and cooperative transformation. A central objective is to expand the middle- income class, which is essential for economic stability, social mobility, and sustained national prosperity.

3.4.1 A Well-Educated, Skilled and Learning Society

Status: Education and skills development form the backbone of Tanzania's economic transformation, underpinning its ambition to build a competitive, knowledge-driven and industrialised economy. Over the past decade, the country has recorded substantial gains in enrolment across all education levels, improved teacher-to-pupil ratios, expanded access to higher learning, and strengthened early childhood education. Notably, progress in Science, Technology, Engineering and Mathematics (STEM) disciplines has been supported through targeted scholarships, grants and institutional expansion. Despite these achievements, disparities persist in access to quality education, particularly in rural areas. Gaps in infrastructure, teacher distribution and the alignment between education outcomes and labour market needs remain significant.

Challenges: Tanzania's education sector faces persistent structural and systemic constraints that limit its ability to build a skilled and employable workforce. Inadequate and uneven coverage of early childhood and pre- primary services undermines school readiness, while shortages and unequal distribution of qualified teachers, combine with weak infrastructure, low digital readiness and limited connectivity to constrain teaching and learning. Skills mismatches persist due to weak industry linkages, and limited emphasis on practical competencies. Gender disparities remain pronounced at secondary and tertiary levels, while low investment in research and innovation hampers knowledge generation. The uneven distribution of teachers, particularly in STEM subjects, and the limited use of technology in instruction and management exacerbate regional inequalities and reduce overall learning outcomes.

Strategic Areas of Intervention: To secure its future as a knowledge-driven economy, Tanzania can architect a holistic learning ecosystem that aligns educational outcomes directly with the demands of a sophisticated, industrialised country. This transformation begins with a strong foundation, ensuring universal access to quality early childhood education to prepare all children for success. By strategically investing in teacher development, particularly in STEM and modernising learning environments with digital tools and advanced infrastructure, the nation can cultivate a highly skilled and adaptable workforce. In addition, the system will promote the development of GRIT, perseverance and sustained effort, alongside critical thinking and problem-solving skills to strengthen learner resilience and effective application of knowledge. Moreover, by forging strong partnerships between educational institutions and industries, and fostering a vibrant culture of research and innovation, Tanzania can eliminate skills mismatches, empower its youth with practical competencies, and become a regional hub for knowledge creation and technological advancement, ultimately driving sustainable and inclusive economic prosperity. Table 3.17 summarises the key performance indicators for a well-educated, skilled and learning society. The corresponding interventions are elaborated in Annex I (3.4.1), while Annex II (3.4.1) contains the KPI framework.

Table 3.17: Key Performance Indicators for a Well-Educated, Skilled and Learning Society

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Pre-Primary Education		
Gross Enrolment Ratio	89.5% (2024)	100.0%
Net Enrolment Ratio (Percentage of 5-year-olds in Pre-Primary Education)	51.2% (2024)	100.0%
Pupil/Qualified Teacher Ratio (PTR)	105:1 (2024)	40:1
Primary Education		
Gross School Enrolment Ratio	98.2% (2023)	100.0%
Net Enrolment Ratio (Percentage of Eligible)	81.7% (2022)	100.0%
Pupil/Teacher Ratio (PTR)	61:1 (2024)	53:1
Pupil/Textbook Ratio (PBR)	3:1 (2024)	1:1
Pupil/Classroom Ratio (PCR)	63:1 (2024)	50:1
Pupil/Latrine Ratio (Boys)	42:1 (2023/24)	25:1
Pupil/Latrine Ratio (Girls)	39:1 (2023/24)	20:1
Pupil/desk Ratio	4:1 (2023/24)	2:1
Percentage of Schools with clean water	54 (2023/24)	66.0%
Percentage of Schools with electricity	48 (2023/24)	66.0%
Completion rate	80% (2024)	95.0%
Dropout rate	6.2% (2024)	1.3%
Transition Rate from Std VII to Form I	73.3% (2024)	100.0%
Proportion of children with disability attending primary school (percent)	78.6% (2022)	98.0%
Lower Secondary School Education		
Gross Enrolment Ratio (Percent)	51.7% (2024)	79.1%

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Net Enrolment Ratio (Percent of Eligible)	43.2% (2022)	50.0%
Student/Teacher Ratio by Subject	26:1 (2024)	23:1
Student/Classroom Ratio	63:1 (2024)	40:1
Percentage of Student Passing Form IV Examination	92.37% (2024)	100.0%
Transition Rate from Form IV to Form V (Percent)	24.4% (2024)	29.0%
Student/Latrine Ratio	28:1 (2023/24)	20:1
Percentage of Schools with clean water	85% (2023/24)	100.0%
Percentage of Schools with electricity	69% (2023/24)	100.0%
Improvement in Maths Examination Pass Rate	25.4% (2024)	32.0%
Improvement in Science Examination Pass Rate	79.37% (2024)	85.0%
Upper Secondary School Education		
Gross Enrolment Ratio	9.1% (2024)	13.0%
Net Enrolment Ratio	7.7% (2022)	18.0%
Percentage of Students Passing Form VI Examinations	7.2% (2022)	100.0%
Higher Education		
Higher Education Enrolment Rate	5.8% (2023/24)	7.0%
Access to Higher Education	91.7% (2024)	92.7%
Percentage of Science and Mathematics Graduates among all University Graduates	19.6% (2024)	21.0%
Number of students with Disabilities in HEIs	1,498 (2023)	6,108
Number of Students Facilitated with Higher Education Loans	229,652 (2024)	312,235
Loan/Grant to Science Subjects	64% (2021)	70.0%
Number of academic staff	6,009 (2023)	11,854
Percentage of female staff	30% (2024)	50.0%
Number of graduates	56,520	64,998
Number of male graduates	27,574	31,710
Number of Female graduates	28,946	48,961
Technical Education		
Number of students enrolled in technical institutions	217,204 (2024)	289,605
Proportion of students (women/girls) enrolled in technical institutions	49% (2024)	50.0%
Proportion of students (with disabilities) enrolled in technical institutions	0.04% (2023/24)	0.1%
Technical Education gross enrolment rate	5.8% (2023/24)	7.0%
Annual number of students graduating from Technical Education	89,967 (2023/24)	192,786
Of whom science and engineering students	17.2% (2023/24)	28.0%
Of whom women/girls	35.7% (2023/24)	40.0%
Technical Education students with access to student loans	1.3% (2024)	2.0%

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Number of teaching staff	10,948 (2023)	15,559
Of whom female teaching staff	39.5% (2023/24)	50.0%
Vocational Education and Training		
Average annual number of students enrolled in vocational training centres	415,131 (2023/24)	1,296,705
Of whom women/girls	56.80% (2023/24)	60.0%
Of whom are students with disabilities	0.2% (2023/24)	0.33%
Number of teaching staff	2,723 (2023)	3,318
Of whom is female teaching staff	34.0% (2023/24)	44.0%
Employability Skills		
Number of people with internship training	30,000 (2021)	150,000
Number of People Attended Apprenticeship Programmes	46,200 (2021)	231,000
Youth Literacy Rate (15-35 years)	87.5% (2022)	100%

3.4.2 A Capable and Motivated Workforce

Status: Tanzania's workforce is a cornerstone of its economic transformation, supporting industrialisation, productivity and inclusive growth. Over the past decade, notable progress has been achieved in strengthening labour market systems, expanding access to technical and vocational education, and improving employability. Unemployment declined from 11.6 percent in 2006 to 8.9 percent in 2020/21, while employment among people with disabilities rose from 59.1 to 63.2 percent. However, job creation has been outpaced by population growth, with most employment concentrated in low-productivity sectors such as agriculture. Despite increasing training opportunities, persistent skills mismatches, limited career progression and uneven access to decent work continue to constrain economic competitiveness.

Challenges: The workforce faces structural and institutional constraints that hinder productivity and decent employment. Skills mismatches between education outputs and labour market needs remain pronounced, particularly in manufacturing, ICT, and renewable energy sectors. Limited access to quality and affordable Technical and Vocational Education and Training (TVET), underdeveloped apprenticeship systems and inadequate career guidance weaken youth employability. Informal employment continues to grow, especially among women and youth, characterised by low wages and poor social protection. Weak labour market information systems and insufficient coordination between training providers and industry reduce policy effectiveness. The public sector struggles to retain skilled professionals, while private enterprises face shortages of technically competent workers, undermining innovation and growth.

Strategic Areas of Intervention: Tanzania can forge a highly skilled and future-ready workforce by fundamentally realigning its education and training systems with the precise needs of a modern, industrialised economy. This transformation will be driven by a strategic overhaul of TVET, aligning curricula with global standards and embedding digital literacy at every level to ensure relevance and competitiveness. By forging strong industry partnerships through apprenticeships and using PPPs to modernise infrastructure, the nation can bridge the critical skills gap, particularly in technology and engineering. This holistic approach, which includes recognising prior learning from the informal sector and expanding access to underserved communities, will create a more dynamic, inclusive, and productive workforce capable of driving innovation and sustaining Tanzania's long-term economic competitiveness. Table 3.18 sets out the key performance indicators for a capable and motivated workforce. Supporting interventions are presented in Annex I (3.4.2), and the KPI framework is provided in Annex II (3.4.2).

Table 3.18: Key Performance Indicators for Capable and Motivated Workforce

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Proportion of workforce with high skills	3.0% (2011)	12.0%
Proportion of workforce with medium skills	13.0% (2011)	33.0%
Proportion of workforce with low skills	84.0% (2011)	55.0%

3.4.3 Managing and Harnessing the Population Demographic Dividend

Status: Tanzania's population dynamics offer a historic opportunity to accelerate growth through its large, youthful, and increasingly educated population. The population is projected to increase from 61.7 million in 2023 to about 118.1 million by 2050, with a rising share of working-age citizens and a gradual fertility decline. This demographic transition provides potential for a productivity-driven economy if effectively managed through investment in education, health and job creation. Gains in youth literacy, urbanisation, and women's participation indicate progress, yet the benefits of this transition remain unrealised due to uneven human capital development, underemployment, and limited access to productive economic opportunities.

Challenges: Despite favourable demographics, several structural constraints hinder Tanzania's ability to harness its population potential. High fertility rates, youth unemployment, and limited reproductive health coverage maintain a high dependency ratio. Skills mismatches between education outputs and labour market demands persist, while regional disparities in population growth and urbanisation pressure social infrastructure. Gender inequalities, early marriages, and limited participation of women in productive employment further reduce demographic gains. Weak institutional capacity for population planning, inadequate social protection systems for ageing populations, and insufficient integration of demographic data into development policy have also limited coordinated action to transform population dynamics into sustainable economic dividends.

Strategic Areas of Intervention: Regarding the status and challenges belonging to this sector, FYDP IV prioritises investment in education, skills development, employment creation, and reproductive health services to harness the demographic dividend more effectively. By decisively aligning its education and skills systems with the precise demands of a modern economy, the nation can cultivate a highly skilled, innovative, and employable generation. This transformation, supercharged by fostering a vibrant culture of youth entrepreneurship and integrating the digital gig economy, will create millions of decent jobs and reduce unemployment. Critically, by championing gender equity, empowering women and youth, and strategically engaging its global diaspora, Tanzania can ensure this demographic transition is inclusive and leverages the full spectrum of its national talent. This holistic approach, complemented by responsible reproductive health services and robust social protection for the elderly, will establish a virtuous cycle of sustainable, inclusive growth and shared prosperity for generations to come. Table 3.19 provides the strategic indicators for managing and harnessing the population demographic dividend. Annex I (3.4.3) presents interventions and sequencing, while Annex II (3.4.3) provides the KPI framework.

Table 3.19: Strategic Indicators for Managing and Harnessing the Population Demographic Dividend

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Age Dependency Ratio	87.4% (2025)	79.4%
Child Dependency Ratio (0–14)	80.5% (2025)	73.0%
Old-Age Dependency Ratio (65+)	6.8% (2025)	6.45

3.4.4. Labour Market and Employment Landscape

Status: Tanzania's labour market is undergoing structural transformation driven by demographic shifts, economic diversification, and digitalisation. With over 77 percent of the population under the age of 35, the country has a strong foundation for harnessing its demographic advantage. However, most employment remains informal, accounting for nearly 94.6 percent of total jobs, primarily in low-productivity sectors such as subsistence agriculture, petty trade, and services. Although unemployment declined modestly over the past decade, unemployment and job quality remain major concerns. The dominance of informal employment, limited access to vocational and technical training, and slow formal sector expansion continue to constrain inclusive and sustainable growth.

Challenges: Despite steady economic growth, Tanzania's labour market continues to face structural challenges that limit decent job creation. Youth and women remain disproportionately affected by unemployment and informality, while weak institutional coordination impedes labour market planning and monitoring. Persistent skills mismatches between education outputs and industrial needs reduce employability, particularly in manufacturing, ICT, logistics, and tourism. Inadequate social protection coverage, weak labour rights enforcement and limited occupational safety mechanisms constrain productivity. Furthermore, the absence of comprehensive labour market information systems hampers evidence-based decision- making. Regional disparities in employment opportunities and gender-based barriers to workforce participation further hinder equitable economic transformation.

Strategic Areas of Intervention: FYDP IV prioritises labour market transformation through enterprise development, targeted investment, skills alignment, and formalisation measures. This can be achieved by cultivating a vibrant ecosystem for startups and MSMEs, complemented by strategically magnetising large-scale, job- intensive investments into special economic zones and key sectors. By forging a direct nexus between skills development and the precise demands of high-growth industries through PPP, the nation can equip its workforce with future-ready competencies. This dual strategy of fostering homegrown enterprise and attracting targeted foreign investment, underpinned by incentives for formalisation, will not only create millions of quality jobs and employment opportunities but also elevate the overall structure and competitiveness of Tanzania's economy. Table 3.20 presents the key indicators for labour market and employment outcomes. The detailed interventions are contained in Annex I (3.4.4), with the broader KPI framework presented in Annex II (3.4.4).

Table 3.20: Key Indicators for Labour Market and Employment Landscape

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Labour Force Participation Rate	73.2% (2024)	74.6%
Employment to Population Ratio	68.7% (2024)	71.3%
Unemployment Rate (15+)	6.2% (2024)	4.4%
Youth Unemployment Rate (15–35)	8.3% (2024)	6.0%
Proportion of people with disability employed	32.5% (2024)	40.0%

3.4.5 A Socially Protected and Inclusive Society

Status: Tanzania's pursuit of inclusive and sustainable development is anchored in building a socially protected, equitable and cohesive society where all citizens, especially the poor, vulnerable and marginalised benefit from national progress. Over the past decade, FYDP III expanded social protection coverage through programmes such as TASAF, universal health insurance initiatives and strengthened pension and injury schemes. Cash transfers improved household welfare, while increased registration of day-care centres and free medical care for destitute elders enhanced inclusion. Gains in school attendance, child health and reductions in child labour further underscored progress. Collectively, these achievements reflect steady advances in strengthening human welfare, social resilience and national cohesion.

Challenges: Despite these achievements, significant challenges persist. Poverty and vulnerability remain widespread, particularly in rural and informal sectors dependent on low-productivity livelihoods. Access to social protection and economic opportunities remains unequal for women, children, persons with disabilities and informal workers. Gender-based violence, urban poverty, and rising inequality continue to strain social cohesion. Limited coordination across social protection programmes, weak data systems, and inadequate financing undermine efficiency and scalability. Furthermore, growing exposure to climate-related shocks, health emergencies and economic disruptions threaten progress. Addressing these gaps requires better targeting, sustainable funding, institutional capacity, and integrated responses linking social protection with employment, health and education systems.

Strategic Areas of Intervention: The Plan will strengthen social protection systems and inclusion mechanisms to improve welfare, reduce vulnerability, and enhance social cohesion. By enforcing anti-discrimination laws, guaranteeing equitable land access, and digitally integrating the vast informal workforce into social security systems, the nation can dismantle systemic barriers to inclusion. The modernisation of core social protection programmes, enhanced by private-sector partnerships and a focus on livelihood development, will elevate these systems from reactive safety nets into proactive engines for poverty reduction and sustainable economic empowerment. Furthermore, by mainstreaming critical services like mental health into education and community life, Tanzania can cultivate a truly resilient and cohesive society where every individual can thrive with dignity and contribute fully to national progress. Table 3.21 outlines the key indicators for a socially protected and inclusive society. The corresponding interventions and sequencing are elaborated in Annex I (3.4.5), while Annex II (3.4.5) provides the KPI framework.

Table 3.21: Key Indicators for Socially Protected and Inclusive Society

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Social Protection		
Percentage Increase in social protection coverage	28.4% (2023/24)	42.60%
Coverage of health insurance scheme	67.8% (2023/24)	100%
Coverage of the social security scheme	10.1% (2023/24)	18.1%
Youth in vulnerable employment	42.4% (2023/24)	28.8%
Proportion of children with disability attending primary school	95% (2023/24)	100%
Children aged 5–17 engaging in child labour	22% (2023/24)	0.0%
Number of reconciled children's maintenance	39,560 (2023/24)	163,905

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Number of Day Care Centres registered	6,900 (2023/24)	33,539
Number of destitute elders with health insurance cards for free medical services ('000)	268 (2023/24)	803
Percentage Increase in social protection coverage	28.0% (2023/24)	43.0%
Coverage of health insurance scheme	15.3% (2023)	58.0%
Coverage of the social security scheme	10.1% (2023/24)	18.12%
Youth in vulnerable employment	42.4% (2023/24)	28.84%
Productive Inclusion		
Beneficiary households participating in functional saving groups	42% (2023/24)	52.5%
Beneficiaries receiving information on livelihood enhancement services	1,500,000 (2023/24)	2,674,230
Eligible beneficiary households receiving enhanced livelihood support including appropriate basic and skill training and livelihood grant	155,400 (2023/24)	414,400
Livelihood Income Generating Activities (IGAs) with approved business plans that are set up within six months of receiving livelihood grant support	82.0% (2023/24)	100.0%
Trained members of beneficiary households reporting improved skills as a result of the training provided by the PSSN programme	68.0% (2023/24)	79.0%
Public Works		
Beneficiary households receiving transfer through public works	988,000 (2023/24)	4,828,930
PWP sub-projects/community assets created through PSSN Programme (cumulative)	21,200 (2023/24)	35,780
PW subprojects with clear maintenance plan and sustainability measures	65.0% (2023/24)	75.8%
Cash Transfer		
Beneficiary households receiving Cash Transfer (both conditional + unconditional)	1,203,000 (2023/24)	1,256,650
Proportion of children in beneficiary households aged 0–24 months old attending health facilities regularly	95.0% (2023/24)	96.0%
Proportion of children in beneficiary households aged 6–18 years enrolled in primary schools with more than 80% attendance a month	95.0% (2023/24)	96.0%
Proportion of eligible children in beneficiary households linked to secondary school	7.0% (2023/24)	8.0%
Proportion of beneficiary households receiving disability benefit	5.0% (2023/24)	7.5%

3.4.6 Improved Health Care for All

Status: Tanzania's long-standing commitment to universal access to quality healthcare has yielded notable gains over the past twenty- five years. Life expectancy increased from 66 years in 2019/20 to an estimated 68.3 years in 2025, while under-five mortality declined sharply from 112 to 43 per 1,000 live births. Maternal mortality fell to 104 per 100,000 live births and stunting among children under five dropped from 48 percent in 1999 to 30 percent in 2022. Health facility deliveries increased to 81 percent and the number of health facilities expanded to 8,881 nationwide. These achievements stem from strengthened primary healthcare, expanded immunisation and nutrition programmes, improved health worker training and increased investment in health amounting to 10–11.6 percent of public expenditure. Collectively, these gains reflect significant progress towards equitable, accessible and community-centred healthcare.

Challenges: Despite progress, significant constraints hinder universal health coverage. Geographic disparities persist, with rural and remote communities facing shortages of skilled health workers, limited access to essential medicines and inadequate diagnostic capacity. Health infrastructure gaps, weak referral systems and high out-of-pocket expenditures reduce service quality and access. Health insurance coverage remains low, only 15.3 percent in 2022 leaving many households vulnerable to financial shocks. The growing burden of non-communicable diseases, repeated disease outbreaks and climate-related health risks further strain the system. Persistent underinvestment in specialised care, uneven deployment of health professionals, limited digitalisation and weak emergency preparedness continue to hinder system resilience, efficiency and equity.

Strategic Areas of Intervention: Given the status and challenges facing the sector, Tanzania can achieve a landmark public health victory by making the nation malaria-free by 2028, a goal driven by aggressive nationwide campaigns and the systematic destruction of mosquito habitats. This proactive offensive against the disease, combining mass distribution of preventative tools with community-led environmental sanitation, will not only protect millions of lives but also demonstrate the nation's capacity for large-scale, coordinated action. This victory will set the stage for a broader transformation into a world-class, self-reliant health system, further driven by a strategic shift towards preventative health, digital innovation, and domestic production of essential medical commodities. This comprehensive approach, culminating in the goal of becoming a top medical tourism destination, will not only enhance the quality of life for all Tanzanians but also position the health sector as a powerful engine for national development and global recognition. Table 3.22 summarises the key indicators for universal health coverage and system strengthening. The detailed intervention package appears in Annex I (3.4.6), and the KPI framework is contained in Annex II (3.4.6).

Table 3.22: Key Indicators for Universal Health Coverage and System Strengthening

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Infant Mortality Rate (per 1,000 live births)	33 (2022)	27
Under-five Mortality Rate (per 1,000 live births)	43 (2022)	34
Total fertility rate (children per woman of reproductive age)	4.8 (2022)	4.11
Births attended by a skilled health worker	84% (2023/04)	89.3%
Maternal Mortality Ratio (per 100,000 live births)	104 (2022)	85
Life Expectancy at Birth (years)	68.3 (2025)	70.4
Health expenditure, public (% of Government expenditure)	11.6% (2023/24)	14.2%

3.4.7 Enhanced Food Security and Nourishment

Status: Tanzania has recorded notable progress in strengthening food security and nutrition, supported by FYDP III interventions. The Food Self-Sufficiency Ratio increased from 118 in 2019/20 to 128 in 2023/24, maintaining surplus levels for five consecutive years. Nutrition outcomes improved considerably: stunting among children under five declined from 31.8 to 26.5 percent, wasting fell from 3.5 to 2.6 percent, and global acute malnutrition dropped to 2.7 percent. Gains were also observed in iodine status among women, exclusive breastfeeding rates, vitamin A supplementation, reduced low-birthweight incidence, and declining anaemia among women of reproductive age. Growing recognition of Early Childhood Development (ECD) as a foundation for human capital has strengthened community-level nutrition awareness, supported by expanded health worker training, vaccination campaigns, and improved access to nutrition services.

Challenges: Despite progress, food and nutrition security gaps persist. Undernutrition coexists with rising diet-related non- communicable diseases such as hypertension, diabetes and obesity driven by urbanisation and changing consumption patterns. Anaemia, iron deficiency, and vitamin A deficiency remain high among women, children and pregnant mothers. Micronutrient fortification coverage is uneven, particularly among small-scale millers who dominate the food-processing landscape. Although Tanzania maintains food surpluses, the country annually imports USD 400–500 million worth of wheat, edible oils and suga, signalling persistent productivity and agro- industrial competitiveness challenges. Rain- fed dependence, post-harvest losses, weak value-chain integration and limited storage and processing facilities undermine food-system resilience. Climate change, recurrent droughts, floods and pests further threaten food availability and nutrition stability, especially among rural and vulnerable households.

Strategic Areas of Intervention: Tanzania can alter its agricultural abundance from a source of mere calories into a foundation for national health and economic resilience. This shift will be driven by a decisive assault on “hidden hunger” through nationwide food fortification and a strategic push for dietary diversity. By integrating nutrition services into healthcare and strengthening food safety standards, the nation can simultaneously combat the rise of diet-related diseases and boost the competitiveness of its local agro-industry. This holistic approach will not only ensure a consistently well-nourished population but also reduce reliance on costly imports, building a food system that is truly secure, sustainable, and a cornerstone of public prosperity Table 3.23 presents the key indicators for enhancing food security and nourishment. These are supported by the intervention details in Annex I (3.4.7) and the KPI framework in Annex II (3.4.7).

Table 3.23: Key Indicators for Enhancing Food Security and Nourishment

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Prevalence of stunting in children aged 0–59 months	26.5% (2023/24)	20.0%
Prevalence of wasting in children aged 0–59 months	2.6% (2023/24)	2.6%
Prevalence of low birth weight (LBW) at birth	3.1% (2023/24)	2.0%
Proportion of women aged 15–49 years with anaemia	23% (2023/24)	12.0%
Prevalence of global acute malnutrition among children 0–59 months	2.7% (2023/24)	2.0%

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Median urinary iodine concentration of women aged 15–49 years	100–299 (2023/24)	100–299
Prevalence of overweight among children aged 0–59 months	2.34% (2023/24)	2.0%
Prevalence of overweight among adults aged 15–49 years	22% (2023/24)	16.0%
Proportion of households accessing adequately iodized salt	78% (2023/24)	100%
Rate of Exclusive Breastfeeding	62% (2023/24)	100%
Prevalence of vitamin A deficiency among children aged 6–59 months (serum retinol level < 20 µg/dl)	18 µg/dl (2023/24)	10 µg/dl
Food Self-Sufficiency Ratio (SSR)	128 (2023/04)	128

3.4.8 Water and Sanitation Access and Connectivity

Status: Tanzania recognises water as a vital resource for life, health, ecological balance and socio-economic development. Under FYDP III, significant progress was achieved in expanding access to safe water and improved sanitation. Rural coverage increased through expanded piped and protected water points, while urban centres, particularly Regional Centres recorded rising household connections to conventional sewer systems and improved access to piped water. District capitals and small towns also benefited from upgraded water supply systems. Conservation efforts progressed through demarcation and gazetting of water sources, reinforcement of nine Basin Water Boards, and expansion of regional water-quality laboratories. These initiatives supported access to safe water for approximately 88 percent of urban households and 77 percent of rural households, while rural sanitation and hygiene also improved.

Challenges: Rapid population growth from 33.6 million in 2002 to nearly 61.7 million in 2022 combined with urbanisation and rising economic activity has significantly increased water demand. Per-capita water availability declined sharply from 3,678 to 2,105 cubic metres per year. Sanitation and hygiene lag behind, with only 26 percent of the population accessing adequate hygiene services and persistent open defecation in some regions. Infrastructure gaps, ageing systems, insufficient wastewater treatment, limited solid waste management and weak coordination constrain service reliability. Informal settlements, climate variability, groundwater depletion and financing shortfalls further challenge universal access, particularly in fast-growing urban corridors and arid regions.

Strategic Areas of Intervention: As one of the essential needs, Tanzania can secure its water future by shifting from a paradigm of simply expanding supply to one of intelligent, climate- resilient management. This involves not only modernising infrastructure and expanding access but also embedding digital technologies like smart meters and sensors to drastically reduce waste and optimize distribution. By championing solar-powered solutions for remote communities and pursuing universal sanitation, the nation can build a system that is both equitable and environmentally sustainable, directly enhancing public health and resilience. This comprehensive strategy will ensure that every Tanzanian has reliable access to this vital resource, reducing water borne diseases and laying the foundation for healthier communities, sustained economic activity, and protection of the nation's natural ecosystems for generations to come. Table 3.24 sets out the key indicators for universal access to water, sanitation and related services. Further details on interventions and sequencing are provided in Annex I (3.4.8), while Annex II (3.4.8) sets out the KPI framework.

Table 3.24: Key Indicators for Universal Access to Water, Sanitation, and Connectivity Services

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Proportion of households using improved sources of drinking water	69.5% (2022)	100%
Access to clean water in rural areas (% of total)	79.6% (2023/24)	87.9%
Access to clean water in urban areas (% of total)	90.0% (2023/24)	97.2%
Percentage of rural population with access to piped or protected water as main source	78.0% (2023/24)	94.7%
Percentage of regional centres' population with access to piped or protected water	92.0% (2023/24)	100.0%
Households connected to public sewer systems in regional centres	26.0% (2023/24)	60.0%
Proportion of households in rural areas with improved sanitation facilities	72.0% (2023/24)	100.0%
Percentage of Non-Revenue Water (NRW) for regional centres	14.0% (2023/24)	9.3%
Population in district capitals and small towns with access to piped/protected water	81.0% (2023/24)	98.4%
Dar es Salaam population with access to piped/protected water	90.0% (2023/24)	100%
Households connected to sewer systems in Dar es Salaam	22.0% (2023/24)	50.8%
Non-Revenue Water (NRW) for Dar es Salaam	28.0% (2023/24)	16.0%
Number of water sources demarcated and gazetted	180 (2023/24)	2,000

3.4.9 A Cohesive, Responsible and Engaging Society

Status: Tanzania's development trajectory is anchored in building a cohesive, responsible and engaging society that embodies national unity, shared values and collective responsibility. Progress has been driven by promotion of Kiswahili, expansion of civic education, youth engagement through national service and volunteerism, and strengthened gender inclusion. Media reforms, decentralisation and civil-society engagement have enhanced transparency and participatory governance. The 4Rs philosophy continue to guide national unity, civic responsibility and social stability.

Challenges: Despite gains, gaps persist in civic awareness, ethical conduct and community participation, particularly in rural areas. Gender and socio-economic inequalities persist, with women and marginalised groups still facing barriers to leadership. Youth unemployment, rapid urbanisation and shifting cultural norms weaken traditional support systems and social cohesion. Rising misinformation, polarisation and low media literacy threaten constructive dialogue and national unity. Generational divides and limited spaces for civic engagement further constrain inclusive participation.

Strategic Areas of Intervention: Tanzania has a profound opportunity to weave a stronger, more resilient social fabric by deliberately fostering a shared identity and unlocking the full potential of its entire population. This can be achieved by championing gender equity through decisive legal reforms and targeted leadership programmes, ensuring women are represented at the highest levels of decision-making across government, business, and education. By embedding national values of unity and responsibility into the education system and promoting them through community dialogue and the arts, the nation can build a powerful defence against misinformation and social division. This holistic approach will cultivate a more engaged, responsible, and harmonious society where every citizen feels a sense of belonging and is empowered to contribute to a collective national future. Table 3.25 provides the key performance indicators for a cohesive, responsible and engaging society. The associated interventions are detailed in Annex I (3.4.9), with the KPI framework presented in Annex II (3.4.9).

Table 3.25: Key Performance Indicators for Cohesive, Responsible and Engaging Society

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Average Crime Index Score	53.2 (2025)	47.8
Rate (%) reduction in road accidents	35.0% (2023/24)	40.0%
Prevalence of gender-based violence	38.9% (2022)	≤20%
Violence against children (Girls) – Sexual	11% (2024)	≤5.5%
Violence against children (Girls) – Physical	24% (2024)	≤14.0%
Violence against children (Girls) – Emotional	22% (2024)	≤13.2%
Violence against children (Boys) – Sexual	5% (2024)	≤2.69%
Violence against children (Boys) – Physical	21% (2024)	≤12.0%
Violence against children (Boys) – Emotional	16% (2024)	≤8.0%

3.4.10 Inclusive Rural Development

Status: Rural Tanzania remains a critical backbone of national economic transformation, with agriculture, livestock and rural industries supporting most livelihoods. Recent efforts under FYDP III contributed to improved rural infrastructure, expansion of rural water schemes, electrification, feeder roads, and increased access to financial and agricultural services. Digital financial inclusion expanded through mobile banking and microfinance initiatives, while community-level land-use planning and registration frameworks began strengthening tenure security. These measures have facilitated productivity improvements and growing participation in rural markets. However, progress remains uneven, and rural communities still face structural constraints that limit inclusive development and meaningful transformation.

Challenges: Rural areas continue to experience inadequate connectivity, low agricultural productivity, weak value-chain integration, limited financial inclusion, insecure land tenure, and technological gaps. post-harvest losses, insufficient irrigation, weak extension services and limited access to modern inputs reduce competitiveness. Youth migration to urban centres persists due to limited employment opportunities and low rural incomes, while gender inequality restricts women's participation in productive activities and land ownership. Vulnerability to climate change, land degradation and resource-use conflicts further affect rural livelihoods. Weak institutional capacity for coordinated rural development, limited investment, and slow adoption of digital and climate-smart technologies also constrain progress.

Strategic Areas of Intervention: The Plan will prioritise integrated interventions to transform rural areas into more productive, inclusive and climate-resilient economies. Priority will be given to strengthening land tenure security, expanding rural infrastructure, improving access to finance and modern inputs, and promoting climate-smart technologies to raise productivity, create jobs and improve rural livelihoods. This will require secure land rights supported by modern legal frameworks and community-led planning, together with strategic investment in irrigation, farm roads, post-harvest facilities and other productive infrastructure. These measures, complemented by expanded access to tailored microfinance and financial literacy, will empower rural entrepreneurs, particularly women and young people, while supporting enterprise growth and reducing distress migration to urban areas. Collectively, these interventions will strengthen food security and build a more self-reliant and prosperous rural economy capable of supporting national development. Table 3.26 presents the key performance indicators for inclusive rural development. The related interventions are elaborated in Annex I (3.4.10), while Annex II (3.4.10) contains the KPI framework.

Table 3.26: Key Performance Indicators for Inclusive Rural Development

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Rural Transformation Index	0.35 (Baseline)	0.42

3.4.11 Co-operatives Transformation

Status: Cooperatives continue to play a central role in Tanzania's rural and national development, facilitating access to credit, markets, inputs, and essential services. Under FYDP III, progress was made through the revitalisation of cooperative societies, the expansion of Savings and Credit Cooperatives (SACCOS), the strengthening of Agricultural Marketing Cooperatives, and the establishment of Coop Bank Tanzania in collaboration with community financial groups. These efforts improved access to financial services, enhanced market linkages and supported digital innovation for cooperative management. Cooperatives have become key platforms for women, youth and rural entrepreneurs to improve livelihoods and participate in the economy.

Challenges: Despite their importance, many cooperatives face governance weaknesses, low managerial capacity, outdated legal and institutional frameworks, poor record-keeping, weak accountability, and limited use of digital systems. Limited access to affordable capital and inadequate business professionalism constrains diversification, value addition and competitiveness. Many cooperatives remain concentrated in low-productivity primary agriculture, with limited penetration into manufacturing, services, mining and creative industries. Inadequate audit compliance, mismanagement and limited member education continue to undermine trust and sustainability. These challenges restrict cooperative transformation into dynamic, commercially oriented institutions capable of supporting inclusive industrialisation.

Strategic Areas of Intervention: Tanzania can catalyse a new era of grassroots prosperity by professionalising its cooperative subsector, building a foundation of trust and commercial acumen that empowers collective enterprise. This evolution from loosely structured networks into dynamic, accountable enterprises will empower smallholder farmers, artisans, and entrepreneurs to compete in larger markets. By establishing a robust legal framework that mandates transparent governance and accountability, the nation can build trust and unlock the immense potential locked within these collective enterprises. This new foundation, coupled with dedicated access to long-term, affordable capital for investment in equipment and value- added processing, will empower cooperatives to diversify beyond low-value agriculture. The result will be a new generation of dynamic cooperatives that not only drive equitable wealth distribution and empower their members but also serve as powerful catalysts for national industrialisation and inclusive economic growth. Table 3.27 outlines the key performance indicators for co-operatives transformation. The supporting interventions are set out in Annex I (3.4.11), and the KPI framework is provided in Annex II (3.4.11).

Table 3.27: Key Performance Indicators for Cooperative Transformation

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Number of industries owned by cooperatives	328 (2023/24)	530
Cooperatives using formal market systems	4,279 (2023/24)	5,759
Members in cooperative societies	8,358,000 (2023/24)	20,540,850

3.4.12 Expanding the Middle-Income Class

Status: Tanzania's ambition to consolidate its transition toward an inclusive and resilient middle-income economy is anchored in expanding the size and stability of its middle-income class. At present, only about twelve percent of the population is estimated to be middle income, significantly below the African average of thirty-four percent. This reflects a legacy of widespread informality, fragile livelihoods and limited asset-building opportunities, particularly in rural and peri-urban areas. Although steady growth and investments under Vision 2025, LTPP 2025 and earlier FYDPs have supported gradual improvements in welfare, many households remain vulnerable to income shocks that can quickly reverse gains. High living costs, constrained access to affordable housing, low pension and health-insurance coverage and uneven access to quality services continue to restrict upward mobility, especially for youth, women and informal workers.

Challenges: The expansion of Tanzania's middle class is constrained by structural and institutional barriers. A large share of employment is informal, characterised by low productivity, unstable earnings and limited social protection. Income inequality and regional disparities in access to quality jobs, infrastructure and services further limit the emergence of a broad, stable middle class. Weak financial inclusion, limited access to long-term credit, gaps in asset-building mechanisms such as homeownership and land titling, and inadequate coverage of contributory pension schemes expose many emerging middle-income households to economic downturns and health shocks. Inadequate integration of informal enterprises into formal value chains, skills mismatches in high-potential sectors, and slow diffusion of digital and green-economy opportunities also restrain upward mobility and inter-generational progress.

Strategic Areas of Intervention: Tanzania can build a robust and resilient middle class, which is the bedrock of a stable, consumer-driven economy. This can be achieved by creating multiple pathways for upward mobility, from digital livelihoods and e-commerce to asset accumulation through government-backed land titling and productive asset leasing. By strategically engaging its global diaspora for investment and expertise, and fostering new green and blue economy enterprises, the nation can create a diverse range of stable, well-paying jobs and creation of massive employment opportunities. This comprehensive approach anchored by developing economic growth centres beyond major cities, will not only expand the middle class but also create a more balanced, inclusive, and prosperous national economy. Table 3.28 summarises the key performance indicators for expanding the middle-income class. The corresponding interventions are detailed in Annex I (3.4.12), while Annex II (3.4.12) presents the KPI framework.

Table 3.28: Key Performance Indicators for Expanding the Middle-Income Class

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Proportion of middle-income class population	12% (2025)	18%

3.5 Environmental Integrity and Climate Resilience

Environmental integrity and climate resilience are central to Tanzania's long-term transformation, supporting industrialisation, urban growth, livelihoods and ecological stability. While FYDP III achieved gains in forestry restoration, biodiversity conservation, renewable energy and early- warning improvements, environmental pressures and climate risks continue to intensify. FYDP IV, therefore prioritises integrated actions that strengthen conservation, sustainable land and urban systems, low-carbon development and modernised early-warning capabilities, supported by strategic projects, digital monitoring and innovative climate financing including carbon markets. These efforts aim to safeguard natural capital, enhance resilience and anchor Tanzania's transition toward a green, climate- resilient economy aligned with *Dira 2050*.

3.5.1 Environmental Integrity

Status: Environmental integrity remains fundamental to Tanzania's long-term development, underpinning industrialisation, livelihoods and ecological stability. FYDP III, recorded notable gains: community woodlots expanded from 120,000 to 190,000 hectares, commercial plantations reached 510,000 hectares, and over 128 percent of large projects complied with EIA and audit regulations. Biodiversity conservation advanced through the national gene bank, community seed systems and improved breeding aligned with global treaties including the CBD, Nagoya Protocol and International Treaty on Plant Genetic Resources for Food and Agriculture. Community-Based Natural Resource Management reduced illegal forest use, while renewable-energy initiatives solar mini-grids, biogas and clean- cooking technologies lowered pressure on forests. Digital monitoring tools improved environmental surveillance and strengthened capacities for a greener industrial transition.

Challenges: Despite progress, environmental pressure remains significant. Tanzania loses nearly 469,000 hectares of forest annually, driven by rapid population growth, enforcement gaps, unplanned urbanisation, and unsustainable land use" This is less accusatory and more institutional. Biodiversity loss continues to affect ecological stability. Although 32 percent of land is protected, many ecosystems face encroachment and inadequate resources. Non-wood natural resources, including water, marine systems and renewable energy, remain underutilised, limiting green employment and ecosystem-based income. Coordination challenges across institutions continue to limit resilience and hinder the alignment of economic growth with environmental preservation.

Strategic of Area of Intervention: Given the global and local context, Tanzania can design a new development paradigm where environmental stewardship becomes the foundation of its national identity and economic competitiveness. This can be achieved through a decisive shift towards proactive, data-driven conservation and the integration of green principles into every sector. By leveraging satellite and drone technology to protect ecosystems, mobilising climate finance to fund large-scale restoration and embedding ESG criteria into the financial system to align investment with sustainability, the nation can turn its natural capital into a perpetual engine of wealth. This transformative move, which empowers local communities as stewards of their resources and fosters a vibrant green economy, will not only safeguard Tanzania's iconic biodiversity and combat climate change but also unlock new avenues for green jobs, sustainable infrastructure, and a global reputation as a responsible, forward-looking nation. Table 3.29 presents the key performance indicators for environmental integrity. The detailed interventions and sequencing are contained in Annex I (3.5.1), with the KPI framework set out in Annex II (3.5.1).

Table 3.29: Key Performance Indicators for Environmental Integrity

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Percentage share of GDP from sustainable utilisation of forest, water and marine resources	4.3 (2023/24)	7.53
Annual deforestation rate (Ha/year)	469,420 (2023/24)	234,710
Area under community plantations, forests and woodlots (Ha)	190,000 (2023/24)	253,333
Projects complying with Environmental and Social Impact Assessment	128 (2023/24)	170.67
Loss of biodiversity reduced	30 (2023/24)	20.0
Share of ecosystems under effective conservation and management	45% (2022)	≥60%
Environmental Performance Index (Africa ranking)	19th (2022)	Top 15
Climate Adaptation/ND-GAIN Index (Africa ranking)	18th (2022)	Top 15
National land under formal land use plans	15% (2022)	30%
Wetlands under conservation frameworks	25% (2023 est.)	40%
Priority genetic resources effectively conserved	30% (2022)	50%

3.5.2 Sustainable, Well-Planned and Managed Urbanisation

Status: Tanzania's urbanisation is advancing rapidly, with 35.76 percent of the population living in urban areas and the share projected to reach 36.93 by 2031 and nearly 40 percent by 2050. Cities have become key engines of growth, innovation and service delivery, supporting industrialisation and employment expansion. Residential licensing expanded and citizen satisfaction with land governance increased. These achievements establish a strong foundation for FYDP IV's targeted transition toward well-planned, inclusive and climate-resilient urban systems aligned with *Dira 2050*.

Challenges: Despite progress, urban growth continues to outpace planning capacity. The housing deficit, estimated at over three million units, remains high, while only a small share of land is formally surveyed, limiting secure documentation. Enforcement of zoning regulations remains uneven, while infrastructure gaps, unmanaged waste, and limited mobility systems continue to reduce urban efficiency. Climate- related risks, particularly flooding are projected to worsen, affecting low-income communities disproportionately. Institutional coordination across LGAs and planning bodies remains uneven, digital land systems are underutilised and financing gaps slow implementation. Without strengthened planning, enforcement and resilience measures, rapid urban expansion will continue generating congestion, informality and environmental degradation.

Strategic Area of Intervention: Given future trends, Tanzania can master its trajectory of rapid urbanisation by building a new generation of cities that are both engines of economic growth and beacons of sustainable living. This transformation will be driven by a new paradigm of digital-first urban planning, climate-resilient infrastructure, and innovative financing models like municipal green bonds. By implementing smart, electric public transport and non-motorized transport policies, the nation can create more efficient, liveable, and healthier urban centres. Furthermore, by using PPP to address the housing deficit and develop integrated industrial parks, Tanzania can build cities that are not only productive and environmentally sound but also inclusive, offering quality of life and opportunity for all their citizens. Table 3.30 sets out the key performance indicators for sustainable, well-planned and managed urbanisation. Further detail on interventions is provided in Annex I (3.5.2), while Annex II (3.5.2) provides the KPI framework.

Table 3.30: Key Performance Indicators for Sustainable, Well-Planned and Managed Urbanisation

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Percentage of land surveyed	36%	48%
Number of regularised properties in unplanned settlements	3,347,275	4,347,275
Number of residential licences issued in unplanned settlements	25,748	44,010
Percentage of general land covered by informal settlements	59%	25%
Proportion of regions with Master Plan and Land Use Plan	81%	100%

3.5.3 Sustainable Land Management and Reforms

Status: Sustainable land management remains central to Tanzania's transformation agenda, underpinning agriculture, urban growth, industrialisation and environmental stewardship. Under FYDP III, notable progress was achieved through the expansion of 139 DLHTs that strengthened dispute resolution and tenure security. Residential licensing in unplanned areas advanced, while early digitalisation of land registries improved transparency and accountability. Citizen surveys reflected growing satisfaction with land planning and protection, particularly in urban areas. These gains support *Dira 2050's* vision of equitable, secure and efficiently managed land systems for inclusive development

Challenges: Despite progress, significant structural constraints persist. Only about 20 percent of land is formally surveyed, leaving most households without secure documentation and increasing the risk of disputes, encroachment and unplanned settlements. Land-use enforcement remains uneven, while limited adoption of digital systems continues to affect transparency. Overlapping institutional responsibilities, financing constraints, and slow coordination continue to affect reform implementation. Land degradation, watershed depletion and climate-related risks including floods, droughts and erosion, further threaten productivity and environmental integrity. Gender inequality in land ownership remains pronounced, and the housing deficit exceeding three million units intensifies pressure on informal markets. These challenges require comprehensive reforms aligned with *Dira 2050* and LTPP 2050.

Strategic Areas of Intervention: Given the status and challenges engulf the sector, Tanzania can unlock the immense latent value trapped within its land by transitioning from a system of insecure, paper-based tenure to one of secure, digital, and strategically planned allocation. This transformation will be driven by comprehensive legal reforms that guarantee equitable access, especially for women, and by empowering local communities through village level planning and registration. The launch of a unified, digital e-governance platform, powered by GIS and blockchain, will revolutionize land administration, drastically reducing disputes, improving transparency, and attracting investment. By establishing a national land bank and developing specialised industrial-use plans, Tanzania can ensure that this precious resource is leveraged as a powerful catalyst for industrialisation, inclusive growth, and sustainable prosperity for all its citizens. Table 3.31 provides the key performance indicators for sustainable land management and reforms. The relevant interventions are elaborated in Annex I (3.5.3), and the KPI framework is presented in Annex II (3.5.3).

Table 3.31: Key Performance Indicators for Sustainable Land Management and Reforms

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Percentage of land formally registered with secure tenure rights	30% (2023 est.)	≥50%
Percentage of land allocated for industrial use	5% (2023 est.)	≥7%

3.5.4 Climate Change Resilience

Status: Climate change resilience has become an essential pillar of Tanzania's development, given the economy's dependence on climate- sensitive sectors including agriculture, water, energy and fisheries. Over the past decade, Tanzania has experienced recurrent droughts, floods, erratic rainfall and rising temperatures that affect livelihoods, food security and infrastructure. Progress under FYDP III included renewable-energy pilots, afforestation programmes, early warning system improvements, climate-smart agriculture and community adaptation projects. Engagement with global frameworks such as the Paris Agreement and the Sendai Framework strengthened national coherence. These achievements provide a critical foundation for the Plan which seeks to scale resilient systems consistent with *Dira 2050* and LTPP 2050.

Challenges: Despite notable progress, significant challenges limit resilience. Climate shocks continue to intensify, threatening productivity across sectors and increasing the vulnerability of rural and low-income households. Adoption of adaptive technologies remains low, while financing gaps and weak institutional coordination undermine the pace of implementation. Limited integration of climate risks into planning frameworks, inadequate early-warning coverage, persistent poverty and skills deficits further constrain resilience. Without decisive interventions, climate impacts could reduce Tanzania's GDP by up to four percent by 2050. Addressing these constraints requires scaling renewable energy, strengthening institutions, expanding adaptation systems and mobilising sustained climate finance to secure long-term resilience.

Strategic Areas of Intervention: Considering climate issues, Tanzania can forge a new development path where climate resilience becomes a cornerstone of its national prosperity. This will be achieved by embedding climate considerations into every facet of national planning and mobilising innovative finance like green bonds to fund a proactive agenda. By championing a sweeping transition to renewable energy and climate-smart technologies across agriculture, transport, and industry, the nation can drastically reduce its vulnerability while building a vibrant green economy. Furthermore, by establishing robust national systems for loss and damage response and expanding climate-risk insurance, Tanzania can protect its most vulnerable communities from inevitable shocks.

This comprehensive, forward-looking strategy will not only safeguard its development gains against a changing climate but also position Tanzania as a leader in sustainable, low-carbon growth in Africa. Table 3.32 outlines the key performance indicators for climate change resilience. These are complemented by the intervention details in Annex I (3.5.4) and the KPI framework in Annex II (3.5.4).

Table 3.32: Key Performance Indicators for Climate Change Resilience

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
GHG emissions reduction relative to 2025 baseline (MtCO2e)	209 MtCO2e (2023)	30–35% reduction
Share of renewable energy in national electricity generation	61.8% (2025)	75%
Cost incurred due to climate impacts reduced	1% (2023/24)	0.90%
Land degradation reduced	16% (2023/24)	14%
Consumption of alternative charcoal in urban areas (tonnes)	500 (2023/24)	500,000
Proportion of households using clean cooking solutions	15% (2022/23)	50%
Access to clean cooking	6.9% (2024)	75%

3.5.5 Early Warning Systems and Institutional Capacity

Status: Tanzania has made steady progress in strengthening early warning systems through improved meteorological services, expanded community-based preparedness initiatives and initial adoption of digital tools. The Meteorological Authority Act (2019) and Disaster Management Act (2022) improved coordination across institutions, while partnerships with platforms such as African Risk Capacity Initiative for Smart Early Warning Systems (ARISE) and DARAJA enhanced communication between national systems and local communities. FYDP III expanded multi-hazard capabilities, integrating climate, health and food-security alerts. These developments lay a critical foundation for the Plan, which seeks to modernise early warning architecture nationwide, ensuring timely, reliable and actionable information for safeguarding lives, infrastructure and economic systems.

Challenges: Despite progress, early warning systems remain limited in reach and effectiveness. Fewer than one-third of vulnerable districts have adequate coverage, and only around two percent of the population receives timely alerts. Risk forecasting remains fragmented, coordination arrangements continue to require strengthening, and public investment remains limited. Adoption of emerging technologies such as AI, satellite monitoring and integrated digital platforms is still low. Additionally, vulnerable groups in rural and informal urban areas face barriers accessing information, compounded by low trust in official channels. These weaknesses heighten exposure to climate shocks and threaten resilience.

Strategic Area of Intervention: In due course of implementation of the Plan, a new paradigm for national resilience can be achieved by transforming its early warning systems from a fragmented, reactive network into a unified, proactive shield for its citizens and economy. This evolution will be powered by the integration of cutting-edge technologies like AI and satellite monitoring to deliver real-time, accurate risk modelling, moving beyond simple alerts to actionable intelligence. By forging public-private partnerships to overcome financing gaps and actively engaging communities through trusted, integrated platforms, the nation can ensure that timely, life-saving information reaches every last mile. This comprehensive, multi-sectoral approach will not only drastically reduce the human and economic cost of climate shocks but also build a deeply ingrained culture of preparedness, safeguarding Tanzania's development gains and securing a more resilient future for all. Table 3.33 presents the key performance indicators for early warning systems and institutional capacity. The corresponding interventions are presented in Annex I (3.5.5), while Annex II (3.5.5) sets out the KPI framework.

Table 3.33: Key Performance Indicators for Early Warning Systems and Institutional Capacity

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Percentage of GDP allocated annually to disaster risk reduction and early warning systems	<0.05–0.1%	≥0.2%
Number of cities with operational DARAJA and community-based EWS platforms	2 (2023)	≥10 cities
Coverage of population with access to timely, inclusive early warning alerts	2% (2023)	≥30%

3.5.6 Enhancing Participation in Carbon Trade

Status: Tanzania's carbon-trade potential offers a transformative pathway for sustainable growth, environmental protection, and climate resilience while diversifying revenue sources. The country's vast forests, wetlands, ocean, coastal and agricultural ecosystems provide significant carbon-sequestration capacity across compliance and voluntary markets. Key progress includes the Environmental Management Act (2004), Reducing Emissions from Deforestation and forest Degradation (REDD+) initiatives, and establishment of the National Carbon Monitoring Centre (NCMC). Under FYDP III, the Carbon Trading Regulations (2022/23) and 2024 amendments strengthened governance, formalising NCMC as the national authority. Community- based projects in Yaeda Valley and Ntakata Mountains showcased verified carbon credit and livelihood gains. Technical capacity has advanced through carbon mapping, satellite monitoring, and renewable-energy pilots supported by international partnerships, notably the Joint Crediting Mechanism with Japan.

Challenges: Despite notable progress, Tanzania's participation in global carbon markets remains limited, generating only about USD 1 billion annually compared to the USD 20 trillion global market. An incomplete carbon registry, verification gaps, and inconsistent benefit-sharing reduce credibility and community incentives. Youth, women, and private investors are underrepresented, while weak financing instruments, low awareness, and limited institutional capacity hinder carbon accounting. Insufficient coordination, overlapping land-use policies, slow renewable- energy uptake, and ongoing deforestation continue to undermine long-term carbon- market sustainability.

Strategic Areas of Intervention: Tanzania can redefine the value of its immense natural heritage by transforming its forests, wetlands, ocean and sustainable practices into verifiable, bankable assets on the global stage. This will be achieved by building a world-class digital Measurement, Reporting, and Verification (MRV) system and a transparent national registry, guaranteeing the integrity needed to attract significant international climate finance. By re-engineering a robust pipeline of high-quality, certified projects across forestry, blue carbon, and sustainable agriculture, the nation can generate a sustainable revenue stream that directly supports community development and national budgets. Crucially, by establishing clear frameworks for community participation, local cooperatives, and benefit-sharing, Tanzania can ensure that this new green economy is profoundly inclusive, empowering its citizens as stewards of the environment and primary beneficiaries of the climate-resilient prosperity it creates. Table 3.34 summarises the key performance indicators for carbon trade. The associated interventions and sequencing are provided in Annex I (3.5.6), with the KPI framework contained in Annex II (3.5.6).

Table 3.34: Key Performance Indicators for Carbon Trade

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Community and local investor participation in certified carbon projects	<5% (2025)	≥10–15%
CO_2 sequestration capacity per annum ($MtCO_2$)	120 $MtCO_2$	160 $MtCO_2$
Annual revenue from certified carbon credit exports	USD 1 billion (2025)	USD 3 billion annually

3.5.7 Bolstering Benefits of the Blue Economy

Status: Tanzania's blue economy holds vast potential to accelerate sustainable growth, diversification, and climate resilience by harnessing its extensive maritime and freshwater resources. The sector spans fisheries, aquaculture, shipping, ports, marine tourism, offshore energy, and marine biotechnology. With 61,500 km² of freshwater, 64,000 km² of ocean waters, a 223,000 km² Exclusive Economic Zone (EEZ) and a 1,424 km coastline, the country commands one of Africa's largest aquatic resource bases. Recent progress in port modernisation, aquaculture promotion, and marine governance has strengthened the foundation for expansion, yet the sector's economic contribution remains modest relative to its potential and regional peers.

Challenges: Growth is constrained by inadequate marine infrastructure, limited deep-sea fishing and processing capacity, and weak research and innovation systems. Overfishing, illegal and unregulated activities, and marine pollution threaten biodiversity and long-term sustainability. Institutional overlaps, poor coordination, insufficient blue-finance mechanisms, and low technological capacity hinder investment. Climate-change vulnerability and limited local participation in high-value marine industries further constrain inclusive and sustainable development.

Strategic Areas of Intervention: Tanzania is well positioned to unlock the immense, untapped potential of its vast ocean and freshwater resources, architecting a new era of sustainable prosperity known as the "Blue Economy." Strategic initiatives such as the BEMCIT, Rufiji fishing port and the Great Lakes Smart Industrial and Blue Economy Mega Hub position Tanzania as an emerging regional blue-economy powerhouse. This transformation will be powered by a sweeping modernisation of its maritime infrastructure from world-class ports and AI- driven logistics to offshore renewable energy that positions the nation as a central hub for global trade. By enforcing science-based fishing practices and expanding marine protected areas, Tanzania can secure its invaluable ecosystems for current and future generations while ensuring the long-term viability of its fisheries. Moreover, by pioneering new frontiers in marine biotechnology and carbon credit generation, the nation can create high- value jobs, employment opportunities, attract cutting-edge investment, and ensure that the benefits of its natural wealth are shared by the coastal communities who are its stewards and the nation. Table 3.35 presents the key performance indicators for bolstering the benefits of the blue economy. Further intervention detail is provided in Annex I (3.5.7), while Annex II (3.5.7) presents the KPI framework.

Table 3.35: Key Performance Indicators for Bolstering Benefits of Blue Economy

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Share of fisheries and aquaculture in GDP	1.7% (2023)	3.5%
Marine trade volume handled (million tons/ year)	21 million tons (2023)	35 million tons
Marine tourism revenue (TZS billion/year)	800 (2023)	2,000
Installed offshore renewable energy capacity	0 (2025)	≥300 MW
Territorial waters under Marine Protected Areas	2.6% (2023)	5–6%

3.6 Harnessing Drivers of Development

Tanzania's transition into an industrial, logistics and business hub hinges on its ability to harness the core drivers of development that unlock productivity, competitiveness and inclusive growth. The Plan therefore prioritises transformative enablers including energy, integrated logistics, science and technology, research and innovation, data ecosystems, digital transformation, ICT expansion and a facilitative business environment to accelerate structural change and support national aspirations under *Dira 2050*. Strengthening these drivers is essential for powering industrialisation, modernising infrastructure, expanding export capacity, enabling technological adoption, improving service delivery and attracting high-quality investment. Together, they form the backbone of a modern, connected and innovative-driven economy capable of sustaining rapid growth, resilience and shared prosperity.

3.6.1 Energy

Status: Energy remains a cornerstone of Tanzania's socio-economic transformation, powering industrialisation, urbanisation, digitalisation, and inclusive growth. Under FYDP III, generation capacity expanded to 4,504.9 MW by 2025, connectivity increased to 52.1 percent, and all villages have access to electricity. These gains support energy-intensive sectors including agro-processing, cement, textiles, pharmaceuticals, tourism, and mineral smelting. Tanzania's diversified resource base hydro (including the Julius Nyerere Hydropower Plant (JNHPP), Ruhuji, Rumakali, Mtera and Kidatu), natural gas, solar, wind, geothermal, coal, uranium and rare earths position the country for a green-industrial revolution and emerging value chains such as batteries, electronics and hydrogen. As the country advances toward upper-middle-income economy, electricity demand is projected to exceed 70,000 MW by 2050, requiring substantial generation, transmission and distribution expansion.

Challenges: Despite progress, Tanzania's energy sector faces structural and operational gaps. Rural connectivity remains below 36 percent, supply reliability is low, and transmission and distribution losses remain significant. The energy mix is still dominated by gas and hydro. Slow uptake of clean cooking limited private investment and weak project preparation constrain progress. The regulatory environment requires modernisation, and TANESCO's financial position, outdated systems and vertically integrated structure hinder efficiency and private participation. Skills shortages limited digital grid management capacity and climate-related vulnerabilities affect long-term resilience. Expanding regional power trade is slowed by insufficient interconnectors and non-aligned grid codes. Meeting future demand will require accelerated reforms, green-finance mobilisation and technology adoption across the value chain.

Strategic Areas of Intervention: The Plan prioritises reforms and investments to strengthen energy sector efficiency, expand access, improve reliability, and support industrial growth. This transformation will be driven by the corporatisation and unbundling of TANESCO into separate generation, transmission and distribution entities by June 2031, which will create a competitive, efficient, and transparent energy market that attracts private investment in generation and distribution. By simultaneously modernising its entire infrastructure from regional interconnectors and smart grids to universal household access and launching a decisive shift towards a diversified, renewable-powered generation mix, the nation can ensure reliable, affordable, and sustainable energy for all its citizens. This dual strategy of structural reform and green expansion will not only unleash Tanzania's immense industrial potential but also position it as a leader in sustainable, low-carbon development in Africa. Table 3.36 sets out the key performance indicators for the energy sector. The supporting interventions are elaborated in Annex I (3.6.1), and the KPI framework is provided in Annex II (3.6.1).

Table 3.36: Key Performance Indicators for Energy

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Installed electricity capacity	4,504.5 MW (2025)	8,000 MW
Per capita electricity consumption	170 kWh (2025)	600 kWh
Electricity system losses	14.2% (2025)	12.4%
Percentage of connectivity	52.1% (2025)	75%
Household electricity reliability	<50–60%	≥80%
Households using clean cooking energy	30% (2022)	66%

3.6.2 Integrated Logistics

Status: Integrated logistics is central to Tanzania's ambition to become a competitive regional and global trade hub. FYDP III, yielded major achievements in transport modernisation, with road sector performance surpassing 95 percent, upgrades to trunk roads, climate-resilient bridges and strategic bypasses. Development of the Standard Gauge Railway (SGR), modernisation of Dar es Salaam, Tanga and Mtwara ports and revitalisation of Air Tanzania strengthened connectivity and reduced transport costs. Investments in lake ports and inland water transport, especially around Lake Victoria, Lake Tanganyika and Lake Nyasa further enhanced regional linkages. These improvements have laid the foundation for integrated, multimodal logistics essential for industrialisation, export diversification and regional market integration under AfCFTA, EAC and SADC.

Challenges: Despite progress, inefficiencies persist across the logistics ecosystem. Limited intermodal connectivity reduces the effectiveness of rail and water transport, while cargo dwell times at ports remain high due to operational bottlenecks and fragmented clearance processes. Warehousing capacity, cold-chain infrastructure and logistics hubs are insufficient to support growing agricultural, industrial and mineral exports. High logistics costs, coordination across public agencies remains limited and adoption of digital logistics systems undermine competitiveness. Regulatory fragmentation and slow implementation of modern customs platforms hinder trade efficiency. Private sector participation in logistics infrastructure remains low, while skill gaps in freight management, digital logistics and supply- chain analytics constrain sector transformation. Climate vulnerabilities affect transport assets, increasing maintenance burdens.

Strategic Areas of Intervention: As one of strategic countries for global business hub, Tanzania can build a new era of economic dominance by transforming its logistics sector into a seamlessly integrated, high-efficiency gateway to regional and international markets. This transformation will be driven by a sweeping digitalisation of all trade and transport processes, from automated customs to smart ticketing, which will drastically cut costs and delays. By completing critical transport corridors like the railway and modernised ports and linking them through a network of inland hubs and multimodal exchanges, the nation can create a truly integrated logistics ecosystem. This approach will not only harden Tanzania's position as a premier trade hub but also unleash a cascade of high-value opportunities and sustainable, inclusive growth across the entire economy. Table 3.37 provides the key performance indicators for integrated logistics. The corresponding interventions are detailed in Annex I (3.6.2), with KPI framework set out in Annex II (3.6.2).

Table 3.37: Key Performance Indicators for Integrated Logistics

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Transport share to GDP at current prices	7.5%	7.7%
Transport GDP real growth	4.2%	8.6%

3.6.3 Leveraging Science, Technology & Innovation

Status: Science, technology and innovation are increasingly recognised as engines of Tanzania's shift toward a knowledge-based and industrial economy. FYDP III reforms expanded technical education, strengthened innovation hubs and enhanced collaboration among academia, government and industry. Implementation of the National Science, Technology and Innovation Policy and growth of KAIZEN practices improved productivity, while technology incubation centres and the Tanzania Innovation and Upgrading Management Programme supported enterprise upgrading. Investments in digital connectivity and early AI adoption laid foundations for technological transformation. However, innovation capacity remains limited, with R&D expenditure below global benchmarks and weak commercialisation of research outputs. Broader adoption of emerging technologies remains slow, especially in traditional sectors.

Challenges: Key constraints include inadequate R&D funding, weak linkages between research institutions and industry, limited private sector participation in innovation, insufficient STEM capacity and low commercialisation of innovations. Regulatory frameworks have not fully adapted to emerging technologies such as AI, robotics, biotechnology, nanotechnology and advanced materials, slowing technology transfer and start-up growth. Numerous innovation initiatives remain fragmented and underfunded, while gender disparities persist in STEM fields. Limited digital infrastructure in rural areas and insufficient data systems constrain digital transformation. Intellectual property protection and innovation financing mechanisms remain weak, reducing incentives for researchers and innovators. These gaps limit the country's ability to harness STI for industrialisation and global competitiveness.

Strategic Areas of Intervention: In embracing the merits of science and technology, including AI, Tanzania can forge a powerful engine for economic transformation by building a dynamic ecosystem where scientific discovery and technological innovation are seamlessly translated into commercial success. This will be achieved by establishing dedicated financing mechanisms, strengthening intellectual property protection, and fostering robust PPP that bridge the gap between academia and industry. In accelerating the adoption of frontline technologies like AI, biotechnology and advanced materials, the nation can create decent jobs, more employment opportunities and attract significant investments. This revolutionary strategy, which empowers all innovators, will not only drive industrial diversification but also position Tanzania as a regional leader in knowledge-based industries, building a truly self-reliant and future-ready economy. Table 3.38 outlines the key performance indicators for science, technology and innovation. The related interventions and sequencing are contained in Annex I (3.6.3), while Annex II (3.6.3) provides KPI framework.

Table 3.38: Key Performance Indicators for Leveraging Science, Technology and Innovation

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Position of Global Innovation Index ranking for Tanzania	120/133 (2024)	50th
Gross Domestic Expenditure on R&D as % of GDP	0.58 (2023)	>0.8

3.6.4 Foster Quality Research and Development Ecosystem

Status: Research and development (R&D) are recognised as core drivers of Tanzania's transition towards a knowledge-based, innovation-driven economy. Over the past decade, Government and partners have strengthened research institutions, expanded innovation hubs and incubators, and improved policy frameworks guiding research and innovation. Under FYDP III, increased research funding, technology-transfer initiatives and closer collaboration between academia, industry and the public sector supported evidence-based policymaking and emerging industrial capabilities. National research agendas, sector research programmes and innovation competitions have begun to anchor scientific work in national priorities, particularly in agriculture, health, manufacturing and natural resources. These efforts, aligned with *Dira 2050* and the LTPP 2050, provide an initial platform for building a robust national innovation system that can raise productivity, support structural transformation and enhance Tanzania's competitiveness in regional and global markets.

Challenges: The R&D ecosystem continues to face structural barriers that limit its national impact. R&D expenditure remains below 0.56 percent of GDP far short of the 1–2 percent global benchmark required for sustained innovation-led growth. Research institutions have inadequate funding, inadequate infrastructure, and limited digital research systems. Weak coordination across institutions hinders knowledge exchange, while commercialisation remains low due to limited innovation financing and weak intellectual property enforcement. Industry - academia linkages are underdeveloped, restricting technology transfer. Adoption of emerging technologies such as AI, robotics, biotechnology and advanced materials is slow, and the researcher workforce remains insufficient to meet national ambitions. Gender disparities, fragmented financing, outdated regulations and low private sector participation further weaken Tanzania's innovation potential and reduce the scalability of research outputs.

Strategic Areas of Intervention: The Plan will strengthen linkages between research institutions and industry to improve commercialisation of research outputs and support innovation-led growth. This will be achieved by establishing a national architecture that directly links scientific discovery to commercial application. By creating committed financing models and strengthening intellectual property right, the nation will fuel a vibrant culture of innovation where researchers and entrepreneurs are empowered to take risks. Additionally, by instituting robust PPP and specialised innovation hubs, Tanzania will create the structural conduits needed to translate laboratory discoveries into market-ready products and services. This intentional initiative, which accelerates the adoption of emerging technologies like AI and biotechnology, will not only drive industrial diversification but also position the country as a regional leader in research, innovation and knowledge-based industries, building a truly self-reliant and future ready economy. Table 3.39 presents the key performance indicators for the research and development ecosystem. The detailed interventions are provided in Annex I (3.6.4), and the KPI framework is contained in Annex II (3.6.4).

Table 3.39: Key Performance Indicators for Quality Research and Development Ecosystem

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Percentage of government policies informed by local research evidence	<30% (2024)	100%

3.6.5 Investing in a Sustainable Data-Driven Ecosystem

Status: A sustainable data-driven ecosystem is essential for strengthening digital governance, evidence-based planning and national competitiveness. Under FYDP III, Tanzania made notable progress through rollout of digital public platforms such as e-Office, GePG, HCMIS, TeSWS, eBarua, Government Enterprise Service Bus (GovESB) and MGov. The Government Data Centre, GovNet and digital census innovations strengthened the National Statistical System.

Challenges: Despite progress, significant gaps persist. Limited interoperability between digital systems limits the integration of administrative, geospatial and big-data sources. Data governance frameworks remain insufficiently harmonised, while institutional coordination across MDAs and LGAs remains limited and sector-specific. Technical capacity in data science, cybersecurity, AI and system engineering remains insufficient, constraining the adoption of advanced digital solutions. Data quality, accessibility and standardisation vary widely across sectors, undermining real-time analytics. Weak regulatory enforcement on data privacy and cybersecurity increases vulnerability as digitalisation accelerates. Limited private-sector participation, inadequate investment in research-grade digital infrastructure, and low uptake of data-sharing frameworks further restrict the emergence of a fully functional national data ecosystem.

Strategic Areas of Intervention: The Plan will strengthen data governance and interoperability to support evidence-based planning, service delivery, and real-time decision-making. Through creating a fully integrated and interoperable data ecosystem, the nation can move from fragmented information silos to a unified, intelligent system that drives efficiency and innovation. This new data architecture, powered by AI and real-time analytics, will not only enhance governance and service delivery but also position Tanzania as a leader in the digital age. By fully engaging strategic PPP and targeted capacity building, the country can cultivate a vibrant community of data scientists and innovators, ensuring that this national asset is continuously leveraged to drive sustainable, evidence-based growth for decades to come. Table 3.40 summarises the key performance indicators for the sustainable data-driven ecosystem.

The supporting interventions are elaborated in Annex I (3.6.5), while Annex II (3.6.5) sets out the KPI framework.

Table 3.40: Key Performance Indicators for a Sustainable Data-Driven Ecosystem

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Statistical Performance Indicator	103/186 (Baseline)	50th (2023/24)
Open Data Inventory / Global Open Data Index	96/198 (2024/25)	42nd

3.6.6 Enhancing Digital Transformation

Status: Digital transformation is a central pillar of Tanzania's socio-economic modernisation, enabling productivity, service delivery, innovation and global competitiveness. Under FYDP III, major progress was achieved through expansion of the National ICT Broadband Backbone (NICTBB), increased rollout of 3G/4G/5G networks, and growth of digital public platforms such as GePG, e-Office, Jamii X-Change, TeSWS, GovESB, HCMIS and MGov. By June 2025, mobile broadband population coverage reached 92 percent, internet users surpassed 54 million, and mobile subscriptions rose to 92.7 million. Expanding digital learning, technology hubs, and start-up programmes strengthened youth competencies in AI, blockchain, IoT and software development.

Challenges: Despite progress, several constraints continue to limit digital transformation. Rural areas still face low connectivity and high internet/device costs, reducing digital inclusion. Smartphone penetration remains at 37 percent. Institutional resistance to digital change persists, while fragmented data governance constrains system interoperability. Cybersecurity preparedness remains inadequate, increasing exposure to cyber threats. Digital literacy is uneven, and private-sector digitalisation remains slow. Limited investment in digital research, low adoption of emerging technologies, and insufficient skills in AI, cloud computing, cybersecurity and advanced analytics constrain transformation. Digital infrastructure resilience is still inadequate to support nationwide digital public services

Strategic Areas of Intervention: The Plan will prioritise a comprehensive digital transformation strategy to strengthen productivity, service delivery, and economic competitiveness. This will involve modernising the foundational systems of governance and commerce by transitioning to secure, digital platforms and fostering a robust, interoperable data ecosystem. By expanding high speed connectivity nationwide and nurturing a vibrant local innovation sector, the nation can drive unprecedented levels of efficiency, attract new investments, and enhance public service delivery. This strategic shift will not only boost economic competitiveness but also empower every citizen to participate fully in a resilient and inclusive digital future. Table 3.41 presents the key performance indicators for digital transformation. The relevant interventions and sequencing are detailed in Annex I (3.6.6), with KPI framework provided in Annex II (3.6.6).

Table 3.41: Key Performance Indicators for Digital Transformation Sector

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
ICT share of national GDP	7.6% (2023)	10%
Penetration of smartphones (% of population)	37% (2025)	>70%
Key sectors using emerging technologies (AI, IoT, blockchain, green ICT)	<15%	≥25%
Incidence of major cyber-attacks	1,200	<250
Global Innovation Index rank	120/133 (2024)	60th
e-Government development index	TBD	TBD

3.6.7 Expanding Accessibility of ICT Infrastructure and Services

Status: Expanding access to ICT infrastructure and services is foundational for achieving nationwide digital inclusion and accelerating economic transformation. Tanzania has made notable strides through NICTBB expansion, rural connectivity projects and digital public services. By 2025, the NICTBB spanned over 14,000 km, reaching 113 districts. 4G and 5G coverage reached 92 percent and 26 percent of the population respectively. Household mobile ownership reached 85.3 percent, while mobile money subscriptions rose to 68 million, strengthening digital commerce and financial inclusion. Startup ecosystems in fintech, aggrotech and creative digital content expanded significantly.

Challenges: Despite progress, significant gaps remain. Rural and remote areas face inadequate last-mile connectivity; smartphone penetration remains low at 37 percent; and internet costs are above regional benchmarks. Digital infrastructure resilience is insufficient, and cybersecurity risks are rising. Limited digital literacy among youth, teachers and rural communities continues to restrict inclusive participation. Infrastructure projects often lack coordination, leading to duplication. Emerging technologies such as AI, IoT and blockchain remain underutilised due to limited capacity, financing gaps and weak ecosystem linkages.

Strategic Areas of Intervention: Given the challenges facing this subsector, more effort can be directed in a new era of inclusive prosperity by bridging its digital divide and building a resilient, knowledge-driven economy. This transformation will be achieved by expanding high-speed, secured, affordable gadgets, and connectivity to every corner of the nation, ensuring that no citizen is left behind in the digital age. By cultivating a digitally literate and skilled workforce through dedicated training institutes and a modernised curriculum, the country can unlock the full potential of its people. Likewise, by fostering a vibrant innovation ecosystem through targeted funding, strategic hubs, and robust PPP, Tanzania can become a regional leader in technology adoption, entrepreneurship, and the creation of high-value digital solutions, securing its competitive edge in the global economy. Table 3.42 sets out the key performance indicators for ICT infrastructure and services. Further intervention detail is available in Annex I (3.6.7), while Annex II (3.6.7) presents the KPI framework.

Table 3.42: Key Performance Indicators for ICT Infrastructure and Services

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Percentage of population using broadband internet	40% (2025)	>70%
National digital literacy level	30% (2024)	>60%
Global Cybersecurity Index ranking in Africa	5th	3rd
Internet penetration rate	79.3% (2025)	98%
Proportion of rural population with internet access	<25% (2024)	≥65%
Average cost of 1GB mobile data as % of monthly income	3.5% (2024)	≤1%

3.6.8 Robust and Reliable Communication and Courier Services

Status: Robust and reliable communication and courier services are critical enablers of Tanzania's socio-economic transformation, facilitating trade, service delivery, financial inclusion and digital innovation. Over the past two decades, the sector—comprising telecommunications, postal, courier, internet and broadcasting services—has expanded significantly. The rollout of the National ICT Broadband Backbone (NICTBB), migration from analogue to digital broadcasting, and liberalisation of the telecommunications market have strengthened connectivity nationwide. Institutions such as the Tanzania Communications Regulatory Authority (TCRA), Tanzania Posts Corporation (TPC) and private courier operators have improved oversight, competition and consumer protection. Digital platforms, mobile telephony, and mobile money services have enabled the growth of e-commerce and logistics solutions.

Challenges: Despite progress, significant obstacles persist. Rural and remote areas continue to face limited connectivity due to high investment costs and inadequate energy infrastructure. Device and internet affordability remain uneven, and smartphone penetration is below required levels for mass digital participation. Weak integration between postal, courier and digital systems constrain e-commerce and last- mile delivery. Postal infrastructure remains outdated, interoperability among courier service providers is limited, and informal operators dominate the last-mile market with inconsistent reliability. Skills shortages in logistics management, communications engineering, and digital service operations weaken sector competitiveness. Institutional fragmentation, regulatory gaps and insufficient adoption of emerging technologies reduce service efficiency and slow integration into regional and global communication networks.

Strategic Areas of Intervention: Tanzania can revolutionise its communication and logistics subsectors by creating a seamless, high- efficiency flow of goods, information, and services. By integrating postal, courier, and e-commerce platforms into a single, intelligent network, the nation can eliminate bottlenecks and drastically reduce delivery times. This modernisation, combined with robust cybersecurity and a skilled digital workforce, will not only improve service quality but also position Tanzania as a leading logistics hub in the region. Table 3.43 provides the key performance indicators for robust and reliable communication and courier services. Annex I (3.6.8) presents detailed interventions and sequencing, while Annex II (3.6.8) provides the KPI framework.

Table 3.43: Key Performance Indicators for Robust and Reliable Communication and Courier Services

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Percentage of population with access to postal services within 5 km	75% (2023)	≥95%
Value of e-commerce transactions as % of GDP	1.5% (2022)	≥5%
Population covered by mobile broadband (4G)	90% (2024)	98%
Population covered by mobile broadband (5G)	26% (2024)	70%
National Digital Competitiveness Index score (0–100 scale)	32 (2023)	≥50

3.6.9 Facilitative Business Environment and Investment Promotion

Status: A facilitative business environment and strong investment promotion framework are central to accelerating Tanzania's industrialisation, export growth and socio- economic transformation. Over the past decade, reforms have improved regulatory efficiency, enhanced tax administration systems and expanded digital service delivery through agencies such as Business Registrations and Licensing Agency (BRELA), TRA, TIC and TISEZA. Key initiatives including the Blueprint for Regulatory Reforms – MKUMBI I and Big Results Now increased transparency, streamlined approvals and strengthened investor confidence. The establishment of TISEZA and TanTrade improved coordination in investment and trade facilitation. Private sector participation now contributes nearly 80 percent of GDP, while annual FDI inflows average USD 2 billion.

Challenges: Despite reforms, constraints persist. Regulatory inconsistencies, lengthy administrative procedures, and periodic policy uncertainty may continue to affect investor confidence. Infrastructure constraints continue to affect private investment. Formalisation of MSMEs remains limited, with women entrepreneurs facing barriers to accessing finance, markets and high- growth sectors. Digital systems across institutions are not yet fully integrated. High operational costs, limited access to long-term finance, and slow commercial dispute resolution continue to restrict competitiveness.

Strategic Interventions: Tanzania is poised to engineer a fundamental shift in its economic patterns, moving toward a more efficient and enabling regulatory environment. By forging a powerful alliance between proactive governance and cutting-edge digitalisation, the country can construct a business environment that is both globally competitive and deeply inclusive. This new paradigm, which actively nurtures local entrepreneurs and attracts strategic foreign investment, will catalyse the formalisation of the entire economy and generate the momentum needed to achieve its vision of becoming a regional economic powerhouse. Table 3.44 outlines the key performance indicators for the facilitative business environment and investment promotion. The associated interventions are elaborated in Annex I (3.6.9), while Annex II (3.6.9) sets out the KPI framework.

Table 3.44: Key Performance Indicators for Facilitative Business Environment and Investment Promotion

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Regulatory quality index (range +2.5 to -2.5)	-0.59 (2023)	1.0

3.7 Strengthening National Sustainability Foundations

The success of the Plan depends on strong sustainability foundations that uphold good governance, democracy, unity, security, and a transformative national mindset. These tenets ensure transparency, accountability, effective resource management, and a stable environment for inclusive and resilient growth. Institutional reforms are essential to enhance performance, improve regulatory frameworks, and promote innovation, productivity, and equitable resource distribution. Constitution remains central to ensuring policy coherence, institutional effectiveness, and citizen participation, supported by strong checks and balances and local government autonomy. Accordingly, the Plan focuses on four strategic priorities: strengthening institutional frameworks and democratic governance; enhancing local government systems; advancing digital governance and smart data management; and fostering mindset transformation to embed reforms and sustain national progress

3.7.1 Enhancing Good Governance, Democracy, Security and Stability

Status: Tanzania remains one of Africa's most stable and peaceful nations, underpinned by strong democratic institutions and respect for the rule of law. Over the past decade, reforms have strengthened accountability, transparency, and service delivery. Under FYDP III, digital systems such as the Government e-Payment Gateway (GePG), Integrated Financial Management Information System (IFMIS) and e-procurement enhanced fiscal discipline and reduced discretion in resource use. Oversight bodies including Parliament, the Judiciary, the Prevention and Combating of Corruption Bureau (PCCB) and the Controller and Auditor General (CAG) improved enforcement capacity, reinforcing integrity and public confidence in state institutions.

Challenges: Persistent challenges, however, continue to affect governance effectiveness. The Corruption Perception Index stands at 41 out of 100 (2024), indicating exposure to corruption risks. Continued reliance on central transfers limits local fiscal autonomy and responsiveness, while contributing to regional disparities. Coordination gaps, low levels of civic participation, and delays in decision-making continue to affect policy implementation efficiency. Emerging risks such as cybercrime, further test institutional resilience and national cohesion.

Strategic Areas of Intervention: As one of the areas of reform, the Plan will prioritise reforms to strengthen governance, institutional accountability, digital transparency, and citizen participation. This profound transformation will be solidified by the commitment of the Government to revitalise the constitutional review process. Other initiatives include the need for reorganising the public sector for agility and establishing a powerful national cybersecurity defence. By empowering local governments through fiscal decentralisation and institutionalising civic participation, the nation can ensure that development is truly responsive and equitable from the ground up. This comprehensive improvement fosters a culture of integrity and leverages digital tools for transparency, will not only consolidate public trust but also create a more efficient, resilient, and inclusive state for all its citizens. Table 3.45 presents the key performance indicators for good governance, democracy, security and stability. Annex I (3.7.1) presents the detailed interventions and sequencing, while Annex II (3.7.1) provides the KPI framework.

Table 3.45: Key Performance Indicators for Good Governance, Democracy, Security and Stability

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Political stability, absence of violence and terrorism index	-0.05 (2023)	0.10
Government effectiveness index	-0.46 (2023)	-0.30
Corruption Perception Index – EAC ranking	2nd least corrupt	1st (2024)
Rule of Law Index (Lower Middle-Income Countries)	15/37 (2024)	Top 10

3.7.2 Building Strong and Effective Local Governance

Status: Local governance remains a cornerstone of inclusive transformation and equitable service delivery. Over the past two decades, Tanzania has advanced decentralisation through the Decentralisation by Devolution (D-by-D) Policy, the Local Government Reform Programme, and fiscal transfers implemented under FYDP III. These reforms expanded access to education, healthcare, and water services at community level. Ward Development Committees and Village Assemblies strengthened local accountability, while the introduction of digital revenue-collection tools began improving fiscal transparency and mobilisation at the council level.

Challenges: Despite these achievements, decentralisation reforms remain a work in progress. More than 85 percent of local-government budgets continue to be financed through central transfers, which limits local autonomy and responsiveness. Coordination gaps, overlapping mandates, staffing constraints, and delays in fund disbursement continue to affect planning and execution. In rural areas, limited digital capacity, limited citizen participation, and inadequate oversight continue to affect service delivery, reinforcing regional disparities where income poverty exceeds 40 percent in some districts.

Strategic Areas of Intervention: The Plan will strengthen local governance systems through fiscal decentralisation, institutional capacity-building, and citizen-feedback mechanisms. This reflective shift from centralized control to decentralised autonomy will be achieved by legally mandating economic means, building local capacity, and institutionalising robust citizen feedback and social audit mechanisms. By equipping local authorities with digital tools and modern management systems, the nation can ensure that services are delivered efficiently, transparently, and are truly responsive to the people they serve.

This bottom-up empowerment anchored by strong national coordination and oversight, will create a more equitable, resilient, and enhanced community local participation and ownership. Table 3.46 summarises the key performance indicators for building strong and effective local governance. The supporting interventions are set out in Annex I (3.7.2), while Annex II (3.7.2) contains the KPI framework.

Table 3.46: Key Performance Indicators for Building Strong and Effective Local Governance

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Percentage of services digitised at LGA level	25% (2024)	≥80%
Citizen satisfaction index (with LGAs)	40% (2024)	≥70%
LGAs budget share to national budget	TBD	TBD
LGAs revenue share to total revenue	TBD	TBD
Proportion of LGAs with clean audit opinions	<40% (2024)	≥80%

3.7.3 Strengthening Digital Governance and Smart Data

Status: Strengthening digital governance and smart-data management remains central to Tanzania's transformation into an efficient, transparent, and accountable state capable of delivering inclusive and citizen-centred services. It provides the technological backbone for evidence-based planning, transparent administration, and innovation in line with *Dira 2050* and LTPP 2050. Over the past decade, the Government has achieved major milestones, including the establishment of the e-Government Authority (eGA) and the operationalisation of the GePG, Human Capital Management Information System (HCMIS), and Tanzania Customs Integrated System. Expansion of the National ICT Broadband Backbone (NICTBB) has further strengthened connectivity, improved financial transparency, and expanded access to public information collectively enhancing efficiency and accountability across ministries, departments, agencies, and local authorities.

Challenges: Despite the gains have been achieved, the digital ecosystem remains fragmented and uneven, limiting its potential to fully support transformation. Many institutions continue to operate in isolation, with limited interoperability and coordination, while inadequate investment in data analytics, cyber-security, and digital-skills development constrains institutional efficiency. The adoption of advanced technologies such as AI, blockchain, and cloud computing remains limited, and digital inclusion gaps persist, particularly among women, youth, and rural populations. Critical sectors such as health, education, and agriculture still function within separate data silos, impeding real-time information sharing. These weaknesses call for a coordinated reform agenda anchored in the 4Rs Philosophy to bridge digital divides, harmonise systems, and rebuild citizen trust through secure, inclusive, and resilient digital platforms.

Strategic Areas of Interventions: The decisive effort is on a new period of governance by fundamentally shifting from centralized control to a decentralized, citizen-empowered model. This profound transformation will be achieved by legally mandating fiscal autonomy for local governments, institutionalising robust citizen feedback loops, and embedding digital tools to ensure every voice is heard and every decision is data informed. This new architecture will not only enhance service delivery and accountability but also build a deeply ingrained culture of participatory democracy, creating a resilient and truly inclusive state from the ground up. Table 3.47 presents the key performance indicators for strengthening digital governance and smart data. The corresponding interventions are detailed in Annex I (3.7.3), and the KPI framework is presented in Annex II (3.7.3).

Table 3.47: Key Performance Indicators for Strengthening Digital Governance and Smart Data

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Percentage of core government services accessible online	45% (2025)	95%
Population with functional digital ID linked to public e-services (rural)	25% (2025)	75%
Population with functional digital ID linked to public e-services (urban)	40% (2025)	90%
Percentage of sectors using interoperable data systems	20% (2025)	90%
Proportion of MDAs and LGAs with interoperable ICT systems	20% (2024)	40%

3.7.4 Fostering Mindset Change to Embed Reforms

Status: Fostering mindset change is the behavioural foundation of Tanzania's transformation, ensuring that reforms translate into tangible outcomes. Over the past decade, decentralisation, digitalisation, and governance reforms have strengthened transparency, accountability, and service delivery, gradually nurturing a performance-oriented public sector. These gains reflect the growing capacity to implement citizen-centred reforms. The philosophy of the 4Rs provides a framework for embedding ethics, innovation, and shared responsibility across government, business, and communities to sustain national transformation.

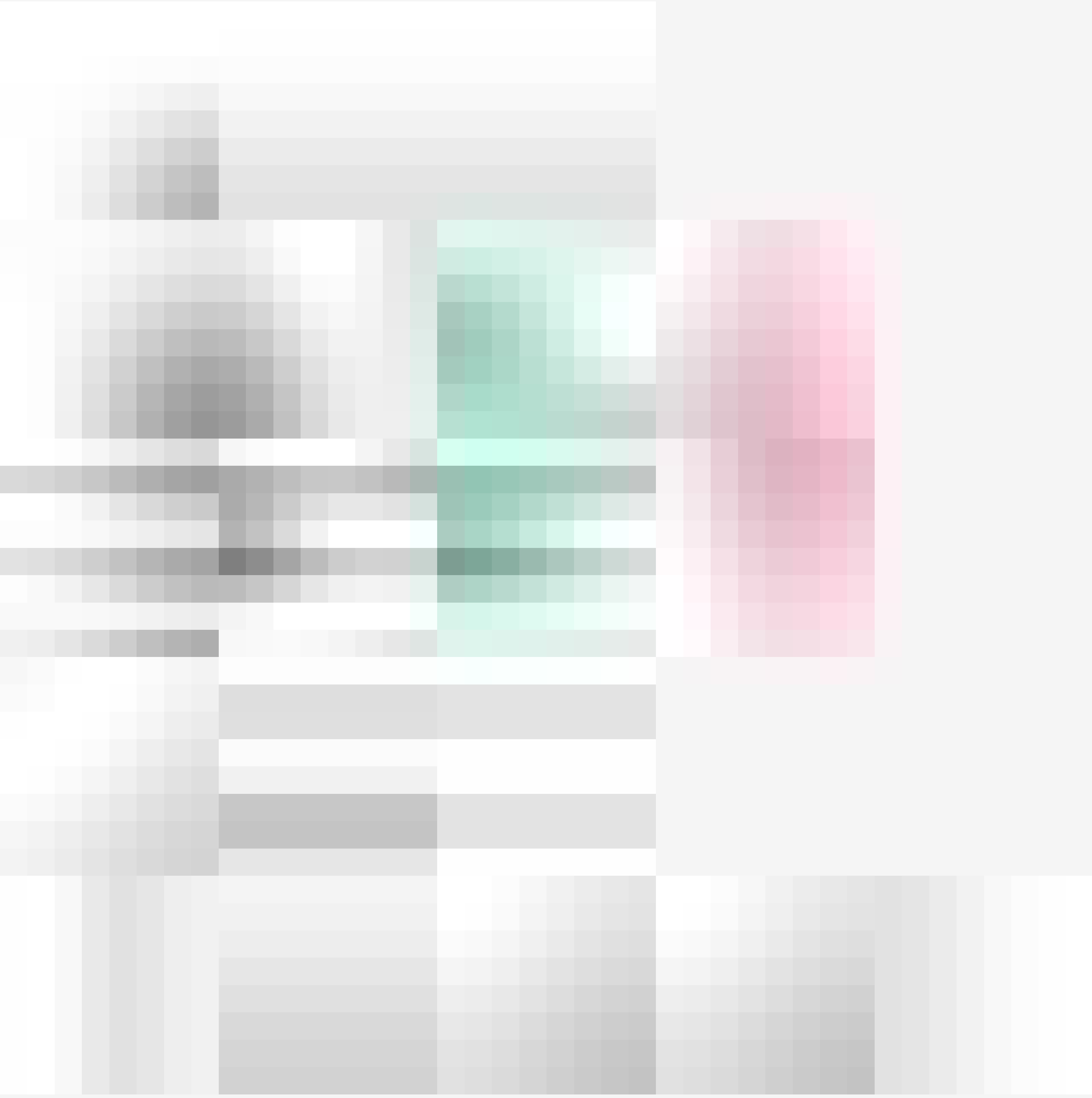
Challenges: Despite progress, there still some institutional barriers that continue to slow reform adoption and reduce productivity. Inadequate work ethics, limited reform uptake and accountability constrain innovation and efficiency. Persistent expectations of a predominantly state-led development model may limit civic responsibility and private-sector initiative. Low citizen participation limited supportive regulations, and misaligned incentives further entrench inefficiency, showing that reforms cannot yield durable impact without transforming mindsets, attitudes, and work culture at all levels.

Strategic Areas of Interventions: Tanzania can initiate and implement a significant cultural and institutional change by incorporating the philosophy of 4Rs into its national governance and public service framework. This strategic integration is intended to shift the nation from a compliance-centric culture to one that is proactive and empowers its citizens through continuous, adaptive processes. This new, values-based mindset, anchored in a commitment to the common good, will serve as the essential foundation for achieving all of Tanzania's future development goals. Table 3.48 sets out the key performance indicators for fostering mindset change to embed reforms. The related interventions are elaborated in Annex I (3.7.4), while Annex II (3.7.4) provides the KPI framework.

Table 3.48: Key Performance Indicators for Fostering Mindset Change to Embed Reforms

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)
Social Progress Index (Score)	57.74	65+

CHAPTER THREE - SUMMARY



CHAPTER FOUR: NATIONAL FLAGSHIP PROGRAMMES

CHAPTER FOUR

NATIONAL FLAGSHIP PROGRAMMES

4.1 Overview

This Chapter presents the Plan's prioritisation logic by translating the comprehensive reforms and sectoral pathways outlined in Chapter Three into a focused portfolio of Pareto-efficient flagship programmes. While Chapter Three sets out the full range of interventions required over the Plan period, the present chapter applies the 20:80 Pareto Efficiency Principle to identify the 20 percent of strategically selected investments and reforms capable of generating at least 80 percent of the anticipated socioeconomic impact of the Plan, particularly in accelerated economic growth, enhanced competitiveness, structural transformation, productivity gains, and large-scale employment creation.

Through this approach, the chapter narrows and consolidates the strategic landscape into a set of integrated programmes with the highest catalytic potential. These flagship programmes are designed to drive rapid productivity growth, deepen industrial and technological capabilities, strengthen national systems, and establish a coherent foundation for Tanzania's long-term transformation. They also cluster value chains within the flagship programmes to which they naturally belong. Accordingly, the selection criteria prioritise interventions that maximise national value creation while minimising resource fragmentation, institutional overlap, and implementation delays.

4.2 Programme Selection Criteria

Each flagship programme is appraised using structured criteria aligned with the strategic intent of FYDP IV, including:

- **i. Strategic alignment** with *Dira 2050*, LTPP 2050 and FYDP IV;
- **ii. High socioeconomic returns**, especially in job creation, value addition, inclusiveness and productivity growth;
- **iii. Contribution to sustainability and resilience**, promoting climate-responsive, low-carbon and adaptive development pathways;
- **iv. Readiness for execution**, including feasibility maturity, required permits, preparatory works and indicative financing commitments;
- **v. Strength of cross-sectoral linkages**, particularly integration with national infrastructure, logistics, digital and energy systems;
- **vi. Capacity to leverage private capital**, notably domestic investment, FDI and diaspora financing;
- **vii. Potential to enhance global competitiveness** through export diversification, technology upgrading and industrial innovation; and
- **viii. Spatial balance and community impact**, ensuring equitable national development and shared prosperity.

4.3 Integration of Value Chains into Flagship Programmes

To reinforce the impact of the flagship programmes and ensure benefits reach enterprises, local economies and households, a set of priority strategic value chains has been identified. These value chains form the downstream pathways through which the infrastructure backbone, logistics corridors and industrial clusters created by the flagships translate into wider MSMEs participation, productivity gains, job creation and income diversification. The value chains are identified based on their:

- i. Fit into geographical location
- ii. Infrastructure compatibility
- iii. Value addition and Export orientation

iv. Energy and logistics intensity
v. Industry clustering potential

Clustering value chains under flagship programmes strengthens Tanzania's transformation by creating complete economic ecosystems around each catalytic project. It ensures that infrastructure, industry, logistics, MSMEs, skills development and technology adoption operate within integrated economic platforms rather than isolated projects. This reduces coordination failures, enhances spatial transformation, increases private-sector bankability, and creates strong alignment across Chapters 3, 4 and Annex II KPI.

Flagship programmes become value-chain dense, ensuring they generate productivity, competitiveness, export earnings and jobs on a scale. Table 4.1 presents key components and accomplishments for each flagship programme with explicit value-chain deliverables.

Table 4.1: Flagship Programme Components and Value Chain Deliverables

Flagship Programme	Key Components and Accomplishments	Linked Value Chain Deliverables
Bagamoyo Eco-Maritime City and Intermodal Transport	Deep Sea Port operational; SEZ activation; Blue Economy centre established; Port-logistics corridor upgraded, multimodal transportation developed	Maritime logistics, aquaculture, seafood processing, horticulture exports, ship repair services
Liganga–Mchuchuma Iron & Steel Complex	Steel plant commissioned; Rolling mills operational; Research centre established; Industrial cluster expansion	Steel fabrication, construction materials, machinery components, metal engineering SMEs
Lindi LNG Project	FID achieved; LNG capacity operational; Industrial energy corridor established; Coastal industrial cluster developed	Fertiliser, petrochemicals, gas services, plastics, ammonia, polymer manufacturing
Dodoma Critical Minerals and Technology Innovation Hub	Technology plant commissioned; Battery precursor lines launched; Technology Park activated; Logistics hub functional	Battery value chain, solar PV modules, electronics assembly, mineral beneficiation
National Irrigation & Agro-Industrial Programme	Irrigation expansion; Agro-processing parks operational; Cold-chain network established; Digital agriculture system live	Staple food chains, edible oil processing, livestock, horticulture exports, dairy, spices
Great Lakes Smart Industrial & Blue Economy Hub	Inland port expansion; Pharmaceutical hub built; Blue economy clusters activated; Digital trade corridor functional; Revamping National Air Carrier	Agro-pharma products, fish processing, regional mineral logistics, tourism-linked processing
Tanzania Urban Growth Nexus	Smart-city systems live; Construction-materials hub active; Urban food system integrated; Creative zones launched	Construction supplies, urban logistics, fintech, creative industries, ICT services

Integrating value chains into flagship programmes is central to mobilising private capital. Actions include:

(i) Creating bankable projects along each value chain by developing investable upstream, midstream and downstream components.
(ii) Introducing anchor investors to attract supplier SMEs, strengthen ecosystems and create predictable revenue streams.
(iii) Establishing specialised financing windows for agro-processing, minerals, blue economy and technology value chains.
(iv) Allowing value-chain contracts (offtake agreements, supply contracts) to serve as collateral, reducing financing barriers.
(v) Linking value chains to regional and global export markets to strengthen investor confidence and FX generation.
(vi) Strengthening SEZ/EPZ/TISEZA regulatory advantages to reduce business costs and provide predictable investment conditions.

To account for the entire spectrum of socio- economic activities and the need to ensure economic growth is not just robust in macro- economic terms, but also inclusive, resilient, and sustainable, the Plan deep dived and holistically takes on board other fragmented strategic value chains that due to scale and geographical location are dispersed, falling outside the continuum of the existing flagship programmes. These include value chains that create mass employment, contribute significantly in poverty reduction at grassroot level, promote entrepreneurship and critical for innovation, diversification and resilience. The selected value chains are:

(i) High-value horticulture activities (avocado, spices, fruits and oil seeds). Key interventions include availing better logistics, cold-chain facilities, value addition, standards and market access.
(ii) Domestic food processing for food security and animal feed production to enhance livestock and aquaculture productivity. Key interventions include scaling supply and processing of yellow maize, sunflower, and soya, facilitating access to capital equipment, working capital and market penetration.
(iii) Unlocking fish and aquaculture potential through simplifying licensing procedures, promoting establishment of commercial hatcheries and targeted specialised training programme.
(iv) Strengthening startups business ecosystem to spur innovation and entrepreneurship. Key interventions include up-skilling programmes, university–startups partnerships, supporting commercialisation, enacting Startup Act, with clear rules, benefits, and property rights.
(v) Promoting commercial forestry and the wood industry by expanding nurseries, strengthening financing to accelerate plantation expansion, replanting, and sustainable forest management, and scaling outgrower schemes as a strategic mechanism to organise farmers and livestock keepers and link them to formal markets across value chains.
(vi) Strengthening artisanal and small- scale miners. Key interventions include simplify licensing requirements, formalisation support, access to finance, safety training, and geological information services and develop strategic infrastructure (roads, power, ports) to support both large-scale and SME operations in mining and mineral processing.

4.4 Flagship Programmes

Table 4.2 presents the selected flagship programmes together with their strategic value chains and indicative cost estimates. Additionally, all flagship programs are further anchored to cross cutting projects namely: electricity (3,500 MW[1]) generation, transmission and distribution projects; and National Water Grid Project[2] which are necessary for ensuring their smooth implementation. The actual costs for each project, including the value chains identified on the flagship programmes will be recorded, audited and confirmed during transactions for implementation following completion of detailed feasibility studies.

[1] New MW to be generated for the period (2026/27 – 2030/31) from all sources-renewable and non-renewable sources

[2] Integration of major water sources (Lake Victoria, Lake Tanganyika and Major Rivers)

Table 4.2: FYDP IV Flagship Programmes and Anchor Projects

1. Bagamoyo Eco–Maritime City and Intermodal Transport– BEMCIT	
Project Description	Bagamoyo Eco–Maritime City and Intermodal Transport will be developed as an integrated deep-sea port and smart industrial city, featuring a Special Economic Zone (SEZ) forming Tanzania's eastern transformation node within the National Transformation Triangle linked with multimodal transportation systems. It will anchor export-led industrialisation, marine- based economic diversification, and high-value logistics serving regional and international markets. Key components include: i. Development of a Mbegani deep-sea port with integrated freeport and industrial SEZ facilities; ii. Green industrial zones for shipbuilding, marine engineering, and logistics; iii. Renewable energy systems and waste-to-energy plants; iv. Smart urban and residential districts with resilient coastal infrastructure. The project aligns with national industrial and logistics value chain strategies by strengthening Tanzania's role as a regional trade gateway, reducing logistics costs, and creating downstream linkages in manufacturing, construction, and services.
Objective	To develop a modern maritime and industrial hub that integrates port, logistics, industrial processing, and urban services while promoting green infrastructure, blue economy innovation, and trade competitiveness.
Anchor Projects	i. Central Corridor SGR (Lot 3 – 8) to Tabora, Mwanza, Kigoma, Msongati, With Spur to Kabanga Nickel and Buzwagi; SGR from Ruvu to Bagamoyo. ii. Roads - Pangani – Bagamoyo road, Kigamboni – Chanika – Kibaha – Mbweni (77.5 km) iii. Development, modernisation and expansion of Airports iv. Development of Mbegani Port v. ICT Infrastructure – Fibre-Optic vi. Pharmaceutical industries - Establishment of Pharmaceutical Products Manufacturing Plants in Tanzania vii. Multi-Modal Logistic Business Park and E-Commerce Hub viii. Tanzania Trade and Intermodal Transport Development Project ix. Skills Development - TVET Training Institute for specialised Skills Competencies x. Expansion of Dar es salaam ports up to 22 berths
Strategic value chains	i. Tourism & Hospitality - coastal tourism infrastructure, hotels resorts and leisure services, event and cruise tourism ii. Industrial and Manufacturing: processing and assembling for export, heavy and light manufacturing (textiles, food, electronics, machinery, automotive, steel fabrication, industrial chemicals, fertilizers iii. Transport-Maritime and Transport: cargo handling, storage and shipping, warehousing and logistics, marine services iv. Trade and commerce: e-commerce and business hub, financial and logistics support services, duty free and re-export, SMEs and service providers, real estate and utility development, skills training and job creation v. Research & Development and Innovation: R&D hubs, industrial automation, startups vi. Communication: Digital infrastructure to facilitate trade and business, real time logistics management, smart trade facilitation and digital tourism and marketing
Responsible Institutions	NPC; Private Sector, PO-PI(Lead); MoF, MoEST; MoCIT; MIT; MoW, MoE, TISEZA; PMO-RALG; PPPC; TRC; MLF; TANESCO; TANROADS; TIRDO; TARURA; Water Authorities; TPA; NEMC; TCRA; TTCL.
Cost Estimates	TZS 8.5 Trillion.

2. Liganga and Mchuchuma Integrated Iron and Steel Complex

Project Description	The complex integrates iron ore mining, coal extraction, and industrial processing to produce steel, alloys, and related products. It supports the national steel value chain, linking upstream mining with downstream metal fabrication, construction, and manufacturing. Steel and metallurgical inputs remain critical to industrialisation. Domestic steel production will reduce import dependence and catalyse local SME participation in fabrication, automotive, and construction supply chains.
Objective	To establish a fully integrated iron, steel, and coal-based energy complex that anchors mineral beneficiation, industrial diversification, and import substitution.
Anchor Projects	i. SGR: Mtwara – Mbambabay – Mchuchuma/Liganga SGR railway line (1,000KM) ii. Maganga Matitu Project: Utilising iron ore from Ludewa District iii. Development of Kiwira coal to power project (more than 200mw) Tanzania iv. Roads: Mawengi – Manda (110 km), Mkiu – Mavanga – Madaba (112 km), Nkomang’ombe – Liganga (70 km) Nkomang’ombe – Mchuchuma (7 km), Igawa –Tunduma including the Uyole Bypass (266.9 km) v. Logistic –Development, modernisation and expansion of Airports and Ports vi. ICT Infrastructure – Fibre-Optic vii. Skills Development - TVET Training Institutes for Specialised Skills Competencies.
Strategic value chains	i. Mining and Extractive Industries: iron, coal & steel ii. Energy: generation, transmission and distribution iii. Works and Transport: rails, roads, logistics and storage warehouse, real estate iv. Manufacturing: iron and steel industries, downstream manufacturing (machinery, automotive component, construction materials, agricultural equipments) chemical and bi-products industries (cement, industrial gases & fertilizers) v. Skills, services and innovation: human capital (technical and vocational training for mining and power engineering), research, development and innovation (steel technology and environmental technology) vi. Enterprise linkages: Supply chains (transport, catering, maintenance and fabrication)
Responsible Institutions	NPC; Private Sector; POPI; MIT (Lead); NDC; MoEST; MoF; MoE, MoW; MoCIT; PPPC; TRC; TPA; TANESCO; TANROADS; TARURA; TTCL; TIRDO; Water Authority.
Cost Estimates	TZS 16 Trillion

3. National Irrigation and Agro-Industrial Transformation (NAGITA)

Project Description	This project aims to position Tanzania as a regional food basket by harnessing its major river basins for large-scale, climate-resilient agriculture and agro-industrial development. It integrates the Rufiji, Mara and Songwe Basin initiatives to expand irrigation coverage to over 420,000 hectares, supported by hydropower and multipurpose dam infrastructure. It will boost year-round production of rice, maize, sugarcane, oilseeds, horticultural crops, while enabling the establishment of agro-processing industries such as rice mills, edible oil plants, and food-packaging centres. By leveraging the regulated water flows from Rufiji Hydropower and other basin projects, the programme will strengthen food security, export competitiveness, and rural industrialisation. It also enhances water management, bilateral cooperation (with Malawi in the Songwe Basin), and contributes to Tanzania's climate resilience and economic diversification. This transformative initiative will turn Tanzania's fertile basins into sustainable agro-industrial hubs, advancing the country's vision of becoming a self-sufficient and export-oriented food powerhouse by 2050.
Objective	To modernise and expand irrigation and agro-processing infrastructure to enhance productivity, strengthen agro-industrial value chains, and improve food security and export competitiveness.
Anchor Projects	i. Agriculture: Export led irrigation projects - Rufiji, Songwe and Mara basins ii. Roads: Rufiji to Kilwa, Kilwa to Morogoro, and Handeni–Kiberashi–Singida (434.33 km) road, and Feeder Roads iii. Logistics: Development, modernisation and expansion of Airports, Port and dry-port, agro-logistics hubs, and cold-chain facilities iv. Bugwema Modern Integrated Irrigation and Commercial Farming Project v. Lumpungu Large Commercial Irrigation Farm (LLCIF). vi. Kamsamba Irrigation Basin Project vii. Membe Irrigation Development Project viii. Multi-Modal Logistic Business Park and E-Commerce Hub
Strategic value chains	i. Crops: Rice, maize, oilseeds, horticulture and legumes. ii. Livestock & Fisheries: Dairy and beef value chains linked to feed and fodder from irrigated areas; aquaculture in multipurpose reservoirs. iii. Agro-Industry: Rice and grain milling, edible oil processing, sugar and ethanol production, food-packaging, starch and bioenergy industries. iv. Supporting Sectors: Water management, renewable energy, logistics and transport, ICT-enabled farm management, and financial services v. Research & Development and Innovation: R&D hubs and startups
Responsible Institutions	NPC; Private Sector; POPI; MoA (Lead); MoF; Basin Authorities; / National Irrigation Commission (NIRC); TANROADS; TPA: TARURA; TISEZA and PPPC;
Cost Estimates	TZS 10 trillion

4. Dodoma Critical Minerals and Technology Innovation Hub

Project Description	This is a national hub focused on turning key minerals like cobalt, lithium, helium, and graphite into new industries and jobs. Combining mineral processing, clean technological innovations, and smart digital tools in manufacturing. The project will drive growth, create jobs, and build a strong minerals economy for the future. Specifically, Earmarked: A National Battery Manufacturing & Assembly Industrial Park.
Objective	To position Dodoma as a national innovation and technology hub integrating mineral beneficiation, digital economy infrastructure, and industrial research ecosystems.

Anchor Projects	i. Roads: Nyakahura–Kabanga Nickel (141 km) road, Dodoma – Iringa – Mbeya, Kibaha– Morogoro–Dodoma Expressway (465 km), Kidatu - Lupilo–Lumecha/Songea (512 km ii. Logistics: Development, Modernisation and Expansion Ports, Airport and logistics hubs iii. National AI and Quantum computing Research and innovation hub iv. ICT Infrastructure v. Engaruka Soda Ash Development Project vi. Research and Development: Techno-Economic Studies for Industrial Minerals vii. Skills Development - TVET Training Institute for Specialised Skills Competencies.
Strategic value chains	i. Mining: cobalt, lithium, helium, graphite and nickel ii. Manufacturing and industrial: Mining related manufacturing (Green economy equipment, Batteries & alloys iii. Energy and infrastructure sector: renewable energy generation (solar, hydro, wind, geothermal); power transmission and smart grids, water and waste management iv. Research & Development and Innovation: R&D hubs, skills development, electrochemistry, industrial automation, startups v. Trade, logistics and financial services: Export processing and trade facilitation, logistic corridors, financial and investment services (green bonds, venture capital and carbon credit financing for industrial startups and SMEs)
Responsible Institutions	NPC; Private Sector; POPI; MoF; MoE, MoM (Lead); MIT; MoW TANROADS; TARURA; TISEZA; PPPC; TTCL; TGS; TIRDO: TPA and TRC.
Cost Estimates	TZS 7 Trillion

5. Liquefied Natural Gas Plant (LNG) – Lindi

Project Description	This is a national project for construction of a Liquefied Natural Gas (LNG) Plant in Lindi which aiming at transforming Tanzania's abundant natural gas reserves into a major driver of industrialisation and export growth. The Lindi LNG project will convert natural gas into 10M tonnes annually for export and industry, boosting energy security, jobs, and economic growth.
Objective	To establish a globally competitive LNG export terminal that accelerates energy sector transformation, fiscal revenues, and industrial linkages.
Anchor Projects	i. Road: (Mtwara– Dar es Salaam highway). ii. Gas Transmission Pipelines iii. Skills Development - TVET Training Institute for Specialised Skills Competencies.
Strategic value chains	i. Energy: natural gas exploration, purification, dehydration, pipeline transport, storage tanks, terminals and regasification units, distribution and export ii. 1000 MW Kinyerezi III Combined cycle Gas Fired Power Project iii. Industrial Manufacturing: petrochemicals, fertilizer production, compressed natural gas (CNG) and industrial gas supply iv. Maritime, logistic and construction sectors: marine infrastructure, logistic services, construction and engineering services, port modernisation v. Skills development, technology and financial services sectors: human capital (training programme in petroleum engineering, marine operations, welding and process control), technology transfer and innovation, financial services and local content enterprises
Responsible Institutions	NPC; Private Sector: POPI; MoE (Lead); MIT; TPDC: TPA; TISEZA
Cost Estimates	TZS 108 Trillion

6. Great Lakes Smart Industrial and Blue Economy Mega Hub (GL-SIBEH)	
Project Description	GL-SIBEH constitutes the northern node of the National Transformation Triangle, anchored in Mwanza, Geita, Shinyanga, Simiyu, Mara, and Kagera. It integrates industrial production, trade logistics, and blue economy activities across lake and land corridors, connecting Tanzania with Kenya, Uganda, Rwanda, Burundi, and the Democratic Republic of Congo (DRC).
Objective	To position the Lake Zone as a dynamic regional industrial, logistics, and blue-economy hub that drives cross-border trade, integrates AfCFTA markets, diversifies livelihoods across fisheries, mining, and agro-processing, and fosters green and digital industrialisation.
Anchor Projects	i. Air Tanzania Company Limited (ATCL): Revamping National Air Carrier ii. Construction of Rail Embedded Cargo Vessel iii. Road corridors to Bukoba, Kyaka, Simiyu, Shinyanga, Mara iv. Regional road corridors linking to Kenya, Uganda, Rwanda, Burundi, and the DRC v. Development, modernisation and expansion of Airports and Ports vi. Medical Cotton Manufacturing Plant and Pharmaceutical Products Manufacturing Plants vii. TVET and innovation centres for marine engineering, industrial automation, logistics, and entrepreneurship
Strategic value chains	i. Fish → Processing → Pharmaceuticals → Export | Logistics → E-commerce → AfCFTA Markets. ii. Gold → Refining → Jewellery → Export; linked to the Dodoma Critical Minerals and Technological Hub through the Precious Metals Exchange. iii. Cotton → Textiles → Garments/Oil Seeds → Refined Oil/Livestock → Leather → Footwear. iv. Coffee/Tea → Processing → Export | Dairy → Products → Regional Market/Botanicals → Pharmaceuticals → Dodoma Tech integration v. Irrigated Crops → Processing → Regional Trade | Cross-Border Hub → Kenya–Uganda–DRC Markets vi. Transport →Enhance ATCL commercialisation process
Responsible Institutions	NPC; Private Sector; MIT(Lead); POPI; MoF; MoW; MNRT; MoCIT; TISEZA; PPPC; PMO-ROLG; TRC; MLF; TANESCO; TANROADS; TARURA; TPA; NEMC; MoE; MoM; and VPO.
Cost Estimates	TZS 15 Trillion

7. Tanzania Urban Growth Nexus (TUGNe 2050)	
Project Description	TUGNe 2050 promotes a tiered city system anchored on a national hierarchy of metropolitan, regional, and intermediate cities to guide balanced spatial development. It integrates infrastructure investment, housing, and governance reforms to modernise service delivery and strengthen urban economies. Urbanisation presents both productivity opportunities and infrastructure challenges. TUGNe supports structured urban growth, enhances municipal finance, and fosters green construction and innovation-led employment.
Objective	To develop resilient, inclusive, and sustainable urban centres through modernised infrastructure and services, expanded affordable housing, creation of green and digital jobs, and strengthened climate-smart urban management.

Anchor Projects	i. Urban Land Governance ii. Core Infrastructure Backbone iii. Affordable Housing and Social Infrastructure iv. Clean Energy Transition v. Core Climate Resilient infrastructure vi. Modern Health Facilities and Services vii. Recreational Facilities viii. Multi-Modal Logistic Business Park and E-Commerce Hub ix. Smart cities and AI AI-enabled digital governance platform
Strategic value chains	i. Construction → Housing →Logistics → Services → Employment. ii. Energy → Smart infrastructure → Digital economy
Responsible Institutions	NPC; Private Sector; MLHS (Lead); PO-PI; MoF; TISEZA; PPPC; PMO-RALG; TRC; MLF; TANESCO; TANROADS; TARURA; TPA; NEMC; MoCIT; MIT; MoE; MoM; VPO; and MNRT.
Cost Estimates	**TZS 8 Trillion**

4.5 Implementation Framework of Flagship Programmes

The successful implementation of flagship programmes requires a robust and well-coordinated delivery system that clearly defines roles and accountability. This system integrates policy direction, project execution, and results monitoring to ensure that programmes are implemented efficiently and deliver the intended outcomes.

Experience from the implementation of flagship projects under previous Plans reveals several shortcomings, including fragmented mandates across Ministries, Departments and Agencies (MDAs), as well as Public Sector Corporations (PSCs); weak coordination; delays and limited accountability; cost overruns; inadequate contract management; and non-integrated implementation arising from misaligned timelines, priorities, and performance criteria among implementing institutions.

Building on these lessons, the implementation framework for flagship programmes under FYDP IV aims to strengthen policy oversight, enhance technical coordination, and build the capacity of implementing institutions. The framework will be led and coordinated by NPC, which will provide strategic direction and overall coordination of flagship programme implementation.

Given the strategic importance of these programmes, the framework is designed to: (i) ensure timely and high-quality delivery of flagship programmes; (ii) integrate coordination, prioritisation, and implementation of government projects and Public-Private Partnership (PPP) initiatives under a unified results monitoring framework; (iii) strengthen project preparation and execution, including enhancing project bankability and mobilising financial resources; (iv) establish systems for timely progress tracking, reporting, and problem resolution; and (v) institutionalise a culture of accountability, continuous learning, and improved execution.

CHAPTER FOUR - SUMMARY

CHAPTER FIVE: FINANCING AND RESOURCE MOBILISATION

CHAPTER FIVE

FINANCING AND RESOURCE MOBILISATION

5.1 Overview

This chapter presents the framework for mobilising, allocating, and managing financial resources for the implementation of FYDP IV. Total financing requirements are projected at TZS 477,746.76 billion (USD 183 billion). The financing strategy is anchored in a 70:30 private-to-public investment model, reflecting the role of the private sector as the primary engine of growth. The private sector is expected to contribute TZS 324,487.46 billion, while the public sector, comprising the Government and PSCs, is expected to contribute TZS 153,259.30 billion. This approach prioritises market-based mobilisation of domestic and external capital to support inclusive growth and employment creation. It also reflects the strategic emphasis placed on flagship programmes, which are expected to account for a large share of socioeconomic impact during the Plan period.

5.2 Resource Needs

To lay the foundation for achieving the long-term ambition of a USD 1 trillion economy by 2050, the Plan prioritises accelerated and efficient investment. Reaching this long-term goal requires sustaining real GDP growth of around 10 percent annually over the planned period. The feasibility of achieving such growth depends on maintaining an Incremental Capital-Output Ratio of 4 or lower. Based on this relationship, a 10 percent annual growth rate implies a required investment effort of approximately 35–40 percent of GDP each year, depending on improvements in investment efficiency. This scale of investment will be channelled to both transformative sectors and drivers of the economy including transport and logistics, energy and extractives, industry and trade, agriculture, ICT, environment and climate resilience, social services and human capital development, governance, public administration and R&D, as summarised in Table 5.1.

Table 5.1: Resource Needs by Sector/Priority Clusters

S/N	Sector	Demand (USD Billion)	Sectoral Percentage (%)
1	Transport and Logistics Infrastructure	45.8	25.0
2	Energy and Extractives	27.5	15.0
3	Industry and Trade	22.0	12.0
4	Agriculture, Livestock, and Fisheries	18.3	10.0
5	Education and Skills Development	14.6	8.0
6	Health and Social Protection	12.8	7.0
7	Water, Sanitation, and Urban Development	9.2	5.0
8	ICT and Digital Economy	9.2	5.0
9	Tourism and Services	7.3	4.0
10	Environment and Climate Resilience	5.5	3.0
11	Governance, Public Administration, R&D and Others	10.0	5.5
	Total	**183**	**100**

Source: *LTPP 2050*

5.3 Financing Architecture

The financing framework adopts a 70:30 private-to-public ratio, reflecting the Plan's commitment to a market-driven development model. Under this arrangement, the private sector is expected to invest approximately TZS 324.49 trillion through domestic private investment (DDI), Foreign Direct Investment (FDI), Public–Private Partnerships (PPPs), green and climate-financing instruments, and domestic capital markets. As indicated in Chapter Three, the Government will establish and operationalise a dedicated project-risk financing facility to unlock an active pipeline of bankable projects, particularly those anchored in flagship programmes and priority value chains.

On the public side, Government institutions (MDAs and LGAs) will contribute TZS 115.04 trillion, financed through enhanced domestic revenue mobilisation and sustainable borrowing. Public Sector Corporations (PSCs) will invest an additional TZS 38.22 trillion through reinvested earnings, recapitalisation, and reforms to strengthen financial and operational performance, as summarised in Table 5.2. This financing model is underpinned by three critical enablers: Mass formalisation of MSMEs to widen the tax base and expand the pipeline of viable, bankable projects; A comprehensive upgrade of national credit infrastructure to reduce risk premiums and lower the cost of capital; and the establishment of Dar es Salaam as an International Financial Centre (IFC-DSM) to attract long-term foreign investment and deepen financial-sector sophistication.

Table 5.2: Financial Architecture

Contributor	TZS (Trillion)	Contribution (%)	Strategic Role
Private Sector	324.49	70	FDI, PPPs, green climate instruments, and domestic capital for high-impact infrastructure and skills-focused industries.
MDAs & LGAs	115.04	22	Tax/non-tax revenues and sustainable borrowing.
PSCs	38.22	8	Reinvested earnings and equity

***Source**: Resource Envelope*

5.4 Sources and Strategies of the Government

5.4.1 Conventional Sources

The Government will strengthen its financing capacity through a mix of conventional strategies, with a total projected contribution of TZS 115,043.30 billion directly to the implementation of the Plan. Domestic revenue mobilisation will be significantly enhanced, to increase total domestic revenue from a baseline of TZS 40,466.13 billion in 2025/26 to a cumulative total of TZS 292,398.14 billion over the five years. This will be achieved by raising domestic revenue from 14.9 to 20 percent of GDP, the tax-to-GDP ratio from 13.1 percent to 18 percent and the non-tax revenue-to-GDP ratio from 2.7 percent to 5.0 percent. This expansion will be driven by broadening the tax base through expanding taxpayer registration and formalising the informal sector, as well as leveraging ICT and digitalisation by expanding e-tax platforms and integrating mobile money to enhance compliance and reduce leakages. Tax policy and administration will be reformed for greater predictability, and non-tax revenue will be enhanced by restructuring PSCs for efficiency and improving collections of resource rent from natural resources.

Borrowing will be managed prudently to maintain fiscal sustainability. Net Domestic Financing (NDF) will be maintained below 3 percent of GDP, with a cumulative total of TZS 20,093.75 billion over the plan period to avoid crowding out the private sector. External financing will be carefully guided by the Medium-Term Debt Strategy (MTDS) and East African Crude Oil Pipeline (EACOP), with a cumulative TZS 25,506.73 billion expected from concessional loans and TZS 14,614.48 billion from non-concessional loans, primarily for high-impact strategic infrastructure. Foreign grants and technical assistance will remain vital, with a projected TZS 2,460.08 billion mobilised, particularly for social sectors and climate resilience.

5.4.2 Government Expenditure Rationalisation and Strategic Re-allocation

Beyond conventional revenue and borrowing, the Government will pursue a comprehensive programme of expenditure rationalisation and strategic reallocation of existing resources to unlock significant fiscal space. Among other strategies, the Government will review, restructure, and prioritise public spending to ensure effective allocation and efficient use of resources and alignment with national development priorities. The objective is to reduce wasteful, non-productive, duplicative or overlapping expenditures and channel resources towards high-impact investments. This will include maintaining a sustainable balance between expenditure and revenue, while preserving fiscal stability and improving the quality of budget composition.

The Government will further implement sectoral expenditure ceilings prioritisation to contain recurrent expenditure growth and redirect resources towards high-impact development projects and essential enabling services. This will include adoption of performance-based budgeting and scaling expenditure tracking systems to improve efficiency and reduce leakages of public resources. All expenditures should be justified and aligned with national development priorities. Obligations related to flagship projects and payments to private service providers will be prioritised to ensure timely settlement, avoid the accumulation of arrears, and minimise disruptions to economic activity. The Government will continue to undertake reforms in public finance management to strengthen resource mobilisation, allocation, utilisation, and reporting systems. To strengthen medium-and long-term fiscal discipline and transparency, the government will gradually adopt a modified accrual budgeting framework that ensures timely recognition of obligations and prevent the buildup of arrears. Unlike cash budget framework, the accrual budget framework records revenues when earned and expenses when they are incurred, regardless of cash movement.

In cutting down expenditure and enhancing resource allocation efficiency, several strategies will be undertaken including a decisive push to make commercial Public and Statutory Corporations (PSCs) financially self- sufficient. By enforcing a new mandate for commercial PSCs to finance their recurrent costs from internally generated revenues and tying executive performance to a target Return on Equity (ROE) of 10 percent by June 2031, the Government projects at least 50 percent reduction in fiscal transfers by 2028. This is expected to generate substantial savings, freeing up an estimated TZS 1.5 trillion from the subvention budget within the plan period for redirection to transformative initiatives.

To directly address the pressing challenge of youth unemployment, the Government will establish a National Empowerment Fund (NEF) through the consolidation of all existing empowerment funds. This consolidation will create an initial capital base of TZS 123.13 billion as of June 2025 data. The NEF will be professionally managed with a specific mandate to mitigate risks associated with youth unemployment. It will function as a catalyst, providing targeted support and de-risking instruments to make youth-led enterprises more attractive to commercial lenders and investors. This fund will operate in synergy with the strategic allocation of 10 percent of Local Government Authorities' (LGAs) own-source revenues which in total amounted to TZS 157.83 billion in FY 2025/26. While LGA funds will be channelled towards the establishment of business parks in each council or municipality to stimulate local economic activity, the NEF will provide financial scaffolding such as credit guarantees and seed capital required for young entrepreneurs to establish and scale their ventures within these hubs.

In parallel, the Government will accelerate the development of Special Economic Zones (SEZs) by strategically allocating 10 percent of resources from existing special funds, particularly the Tanzania Roads Fund, Rural Electrification Fund, Railway Development Fund, Universal Communications Service Access Fund, and the National Water Fund, without compromising their core mandates as catalytic fund. This approach is projected to generate over TZS 1.3 trillion during the implementation of the Plan, fast-tracking the creation of ready-to-operate investment hubs. Crucially, the Government recognises the significant fiscal benefits associated with achieving malaria-free status by 2028. By accelerating eradication efforts, the country can avoid spending an estimated TZS 4.2 trillion over the next five years on malaria management. These recurrent costs can be gradually redirected post-2028, freeing up significant fiscal resources previously dedicated to disease management. This health-driven fiscal strategy will be complemented by ongoing Public Financial Management (PFM) reforms to ensure that every shilling is used efficiently to support national development priorities.

The Government will establish a Tanzania Sovereign Wealth Fund (SWF) with independent structure under the Ministry of Finance and professionally managed to ensure transparency and accountability. The fund's core mandate will be threefold: to act as a stabilisation mechanism against commodity price volatility, to preserve the nation's non-renewable resource wealth for future generations (intergenerational equity), and to generate sustainable long-term returns on its capital. By creating this fiscal buffer, the SWF will insulate the national budget from boom-and-bust cycles and provide a stable foundation for long-term economic planning.

The SWF will be capitalised through a systematic approach, including initial seed capital from windfall profits in the extractives sector and ongoing contributions from a share of resource revenues above a benchmark price and dividends from reformed, profitable Public Statutory Corporations (PSCs). This structure will create powerful synergies with other key initiatives. The SWF will become the government's primary shareholder in commercial PSCs, professionalising state ownership, and will serve as a strategic vehicle for asset monetisation. Additionally, it can provide a capital backstop for the National Empowerment Fund (NEF) and act as a patient, long-term equity investor in critical Special Economic Zone (SEZ) infrastructure, thereby reducing direct fiscal pressures and catalysing private investment in alignment with FYDP IV goals. Funds utilised to develop SEZ and feasibility studies of projects to transaction closing will have to be recovered and reimbursed to replenish the fund for further project pipeline.

5.4.3 Alternative and Innovative Revenue Sources

To complement conventional sources and reallocated funds, the Government will utilise a suite of innovative financing mechanisms. Critically, these instruments are not intended to replace private sector participation but are specifically designed to attract, de-risk, and leverage it across the entire spectrum of economic activity, from large-scale 'listed' infrastructure projects to the vast ecosystem of 'unlisted' small and medium-sized enterprises (SMEs) and startups that form the backbone of the economy.

As a foundational step, the Government will develop a National Sustainable Finance Taxonomy to clearly define what economic activities qualify as "green" or "sustainable." This will provide the certainty needed to support access to international climate and sustainability finance. Building on this foundation, the Government will introduce several new instruments. Sovereign ESG-Linked Bonds will be issued, where the interest rate is tied to Tanzania's performance on pre-agreed sustainability targets. The Government will also pursue a Data Monetisation Strategy to create a new revenue stream by securely commercialising non-personal government data. Furthermore, an export credit scheme will be strengthened to provide guarantees and insurance for Tanzanian exporters, mitigating risks and making it easier for local banks to finance export-oriented businesses.

These innovative tools will be deployed strategically. For large-scale projects, proceeds will be used to provide viability gap funding or first-loss capital, making them attractive for implementation through PPP. For the MSME and startup segment, funds raised through these mechanisms will be channelled through specialised vehicles like the National Empowerment Fund (NEF) and the Credit Guarantee Schemes. Through these focused efforts, the plan targets to provide direct financial support to unlisted MSMEs and startups by June 2031. This will provide the targeted credit guarantees and seed capital needed to de-risk lending to startups, youth- led enterprises, and growth-oriented SMEs, ensuring that the benefits of this innovative financing strategy are widely shared and contribute to inclusive employment creation.

This approach will be complemented by existing tools, including natural resource-backed financing, mobilising climate and green finance, and the establishment of a Tanzania carbon exchange to maximise carbon credit business at the tune of 15 trillion by June 2031. The Government will also issue Diaspora instruments and pursue asset monetisation and land value capture strategies, all designed to work in concert to mobilise the TZS 477.7 trillion required for the Plan. Table 5.3 presents the estimates and share of alternative / innovative financing to resource envelope.

Table 5.3: Estimates and Share of Alternative and Innovative Financing to Resource Envelope

Instrument	Policy Target	Estimates (TZS trillion)
Special Economic Zones (SEZs)	5 SEZs (e.g., Bagamoyo, Dodoma Critical Minerals and Technological Hub) leveraging public infrastructure; 1:3–1:4 public-private leverage ratio	5.2–6.5
Diaspora Bonds and Remittance-linked Instruments	USD 1.0 billion by 2030/31	2.0–2.5
Climate & Green Finance (including Green Bonds)	Mobilisation through accredited entities; National Determined Contribution target USD 4 bn/year	8–10
Carbon Credit Market	Potential USD 3 billion per annum by 2030/31	12–15
Blended Finance	Infrastructure, energy, MSMEs projects leveraging concessional funds	2–3
Asset Monetisation & Land Value Capture	Target TZS 2 trillion by 2030/31	1.5–2.0

Instrument	Policy Target	Estimates (TZS trillion)
Pension Sector & Long-Term Savings	Leveraging formal pension schemes and long-term capital	3–4
Development Finance Institutions (TADB & TIB)	Leveraging capital base and blended finance	6–8
Public Sector Corporations (PSCs) – Bonds & Equity	Issuance of corporate/infrastructure/green bonds; strategic equity partnerships	5–6
Public-Private Partnerships (PPP) & Bankable Projects	6–8 PPP projects by 2030	4–5
Digital Platforms, Crowdfunding & Financial Innovation	Expanded MSMEs formalisation, digital finance	0.5–1.0
Development / Impact Bonds & Results-Based Financing	Pilot high-impact sectors	0.5–1.0
Total estimated mobilisation		**42–62**

***Note**: The total resource envelope for Dira 2050: FYDP I is estimated at TZS 477.746 trillion. Innovative/alternative financing instruments are expected to contribute between 9-13 percent, equivalent to TZS 42–62 trillion, particularly in catalyzing private sector investment, leveraging public assets, and mobilizing long-term capital.*

5.5 Sources and Strategies of the Private Sector

As the primary contributor to the Plan, the private sector is projected to mobilise and invest a total of TZS 324,487.46 billion. To attract Foreign Direct Investment (FDI), the goal is to increase actualised FDI to 10 percent of GDP by 2030. This will be supported by providing favourable infrastructure and logistics, including ready-to-operate SEZs, operationalisation of the project preparation fund, commercial viability and techno-feasibility of projects, and achieving full liberalisation of the capital account by June 2027 to ensure seamless capital flows for global investors.

To mobilise domestic resources and deepen credit, key tools will be employed to elevate private investment to 25–30 percent of GDP. This includes undertaking banking sector reforms to maintain Non-Performing Loans (NPLs) below regulatory threshold of 5 percent and improve securitisation, thereby enhancing bank capitalisation and liquidity. A comprehensive programme for the mass formalisation of MSMEs will be implemented, targeting the registration of at least 250,000 MSMEs annually and increasing their access to formal credit to at least 40 percent by June 2031. This will be supported by a nationwide upgrade of the credit infrastructure to expand credit bureau coverage to at least 60 percent of the adult population. The Credit Guarantee Corporation of Tanzania (CGCT) will be established and strengthened to address collateral gaps, with a target of guaranteeing a cumulative volume of TZS 7 billion by June 2031. Likewise, DFIs will be recapitalised through PPPs and blended finance to enhance their ability to leverage private capital. In addition, various frameworks will be established to attract domestic long-term financing, including bonds and pension funds.

To further channel capital effectively, the Government will facilitate the creation of Supply Chain Finance mechanisms that allow local suppliers to access financing based on confirmed purchase orders from international buyers. In parallel, Diaspora Direct Investment (DDI) Platforms will be established to connect Tanzanian MSMEs and startups directly with the Tanzanian diaspora for equity investment and mentorship, complementing the broader Diaspora Bond instrument. Specialised Youth Investment Windows (YIWs) will also be established within financial institutions to provide tailored financial products and support for young entrepreneurs. Finally, Dar es Salaam will be designated as an International Financial Centre (IFC-DSM) to attract foreign portfolio investment, with a target of facilitating at least USD 1 billion in net inflows by June 2031. Table 5.4 sets out the strategic interventions for private sector financing over the Plan period.

Table 5.4: Strategic Interventions for Private Sector Financing

Target	Interventions		Annual Development Plans				
			2026/27	**2027/28**	**2028/29**	**2029/30**	**2030/31**
Objective 1: Deepening Capital Markets for sustainable development financing and attraction of Foreign Investment							
Increase foreign participation in local capital market to at least 50 percent of the Market Cap by June 2031	1.1	Fully liberalise capital accounts beyond EAC/SADC, enabling seamless cross-border transactions by June 2027					
	1.2	Modernise market infrastructure (trading, settlement, custody) by June 2027					
	1.3	Introduce innovative investment products for diaspora and offshore investors by June 2031					
Objective 2: Optimising Public Private Partnerships by June 2030							
Increase PPP contribution to 10 percent of GDP by June 2030	2.1	Strengthen the PPP Centre with transaction cycle capabilities (Origination, Structuring and Placement of Bankable projects) by June 2027					
	2.2	Review and streamline PPP regulatory and legal frameworks by June 2028					
	2.3	Establish PPP Performance Framework (KPI, benchmarking) by June 2027					
	2.4	Establish clear and functional PPP guarantee instruments by June 2027					
Objective 3: Accelerating Foreign Direct Investment Actualization in Strategic Sectors by June 2030							
Increase actualized FDI to 10 percent of GDP and reduce execution gap by 50 percent	3.1	Fast-track National Blueprint II (MKUMBI II) implementation by June 2027					
	3.2	Legislate policy predictability (restrict major policy changes to finance bills) over the medium term by June 2028					
	3.3	Improve investor exit mechanisms and liquidity frameworks by June 2028					
	3.4	Establish a national land bank and streamline land acquisition for investors by June 2029					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
Objective 4: Scaling Up Climate Finance and Green Investment by June 2031						
Scale up climate finance to 8 percent of GDP by June 2031	4.1 Establish Tanzania Carbon Exchange (voluntary) by June 2027					
	4.2 Sign carbon trade agreements with global exchanges by June 2030					
	4.3 Launch Clean Cooking Initiative aligned with carbon markets by 2027					
	4.4 Secure MOF accreditation for GCF custodianship by June 2027.					
issue sustainable bonds worth 1 percent of GDP by June 2031	4.5 Explore Debt-for-Nature Swaps worth 10 percent of external debt by June 2028					
	4.6 Enable multi-issuer green bond origination (Govt, DFIs, private sector) by June 2031					
Objective 5: Mobilise Scalable and Innovative Financing Mechanisms to Accelerate Infrastructure Development and Strategic Projects by June 2031						
Increase innovative financing as per DSA benchmark by June 2031	4					
	4.1 Capitalize and restructure DFIs (TADB, TIB) to support blended finance by June 2027					
	4.2 Promote the necessary legal and regulatory framework for licencing specialist finance institutions such as Infrastructure funds/banks, Investment and Digital Banks by June 2028					
	4.3 Strengthen Strategic Projects Guarantee Scheme by June 2028					
Objective 6: Optimising Private Sector Credit Growth by 2031						
Expand private sector share of domestic credit to 10 percent by June 2030	5					
	5.1 Undertake banking sector reforms to resolve NPLs and improve securitization					
	5.2 Enhancing capitalisation and liquidity of the sector: Settlement of government arrears to suppliers, promoting industry consolidation and rights issuances for shoring up capital bases					
	5.3 Institute preferential tendering process to scale up local participation in development projects by June 2031					
	5.4 Promote financial inclusion through risk-based KYC, Open Banking, AI-driven cybersecurity and credit analytics, and expanded credit scoring to enhance credit bureau effectiveness by June 2031					

5.6 Sources and Strategies of Public and Statutory Corporations (PSCs)

Public and Statutory Corporations (PSCs) repositioned as strategic engines for development finance, with a target contribution of TZS 38,216.00 billion. This will be achieved by transitioning the oversight mandate of the Office of the Treasury Registrar (OTR) to focus on business-oriented corporations, thereby eliminating duplication and sharpening commercial value creation. Governance and fiscal discipline will be strengthened by mandating that commercial PSCs finance their recurrent costs from internally generated revenues, with performance contracts for boards and CEOs tied to a target ROE of 10 percent by June 2031. This is projected to reduce fiscal transfers by more than 50 percent by Financial Year 2031.

To Mobilise their target contribution, PSCs will utilise a diverse set of tools including their own-source revenues and participate in capital markets, with plans to list three to five viable corporations to raise TZS 2.0 trillion in equity by June 2031, and cumulative corporate and infrastructure bonds exceeding TZS 5.0 trillion. To attract expertise and capital, PSCs will also pursue eight to ten strategic equity partnerships and joint ventures to mobilise at least TZS 1.5 trillion in private equity. Furthermore, asset monetisation and privatisation initiatives will aim to raise TZS 1.5 trillion through the concession or lease of underutilised assets, and at least six (6) to eight (8) PPP projects will be brought to commercial close to mobilise over TZS 4.0 trillion in private capital. To overcome fragmentation and capitalisation constraints, PSCs will also engage in resource pooling and leveraging. This involves pooling resources through sector clusters (e.g., logistics, utilities, real estate) to achieve economies of scale and co-invest in FYDP IV flagship programmes. Subject to reforms, an OTR Investment Facility will be considered and facilitated to act as a co-investment vehicle. Additionally, PSCs will pool their annual Corporate Social Responsibility budgets for high-impact community projects, improving development additionality and visibility, with a target of allocating pooled resources to priority social outcome projects. This collaborative approach will be governed by clear investment committee charters, transparent project selection processes, and third-party verification of social impact to ensure accountability and effectiveness. Table 5.5 presents main initiatives to enhance PSCs resources mobilisation.

Table 5.5: PSCs Resources Mobilisation Initiatives

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
Objective 1: Scale Ownership of Productive and High Performing Assets that Deliver Tangible Returns						
1. PSCs contribution to GDP increased from 5 percent to 10 percent by 2030	1.1 Reduce the number of loss-making PSCs by more than 50 percent by 2029/30, 1.2 Improve average asset-utilisation rates by 10 percent points 1.3 Improve PSCs return to scale their contribution to total non-tax revenue up to 10 percent by 2027/28 1.4 Transform PSCs from service providers to growth engine.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
Objective 2: PSC Mechanism for Resource Mobilisation and Investment Optimisation						
2. Reduce reliance on government transfers and enhance financial sustainability. PSC will mobilise resources, finance their investments, and support private sector through various mechanisms.	2.1 Oversight and Mandate Setting 2.2 Governance and Fiscal Frameworks adoption 2.3 Internal Mobilisation mechanisms 2.3.1 Capital Markets 2.3.2 Blended Finance 2.3.3 Equity & JV 2.3.4 Bonds 2.3.5 Guarantees 2.3.6 PPP 2.3.7 Pooling 2.3.8 Asset monetization					

5.7 Resource Envelope

The total resource envelope for FYDP IV is TZS 477,746.76 billion. This will be mobilised from three primary sources. The Government is expected to contribute TZS 115,043.30 billion, representing 22 percent of the total. The Private Sector will be the largest contributor, providing TZS 324,487.46 billion, or 70 percent of the total investment. Public and Statutory Corporations are projected to provide TZS 38,216.00 billion, accounting for 8.0 percent of the resource envelope. This comprehensive financing structure is designed to accelerate Tanzania's economic transformation and build resilience, ultimately supporting the realisation of national development goals. Table 5.6 sets out the overall FYDP IV resource envelope, including projected sources, annual estimates, and key fiscal ratios.

Table 5.6: Resource Envelope for FYDP IV

Component	Baseline 2025/26	Amount Estimated for FYDP IV (TZS Billions)					TOTAL FOR FIVE YEARS
	Amount (TZS billions)	Estimate 2026/27	Estimates 2027/28	Estimates 2028/29	Estimates 2029/30	Estimates 2030/31	TZS Billions
Domestic revenue	40,466.14	45,806.25	51,455.18	57,658.40	64,831.20	72,647.11	292,398.15
O/W Tax	32,157.63	36,629.32	41,253.27	46,230.78	52,180.90	58,626.41	234,920.68
Non-Tax	6,628.00	7,372.65	8,220.61	9,191.75	10,192.80	11,216.96	46,194.77
LGAs own source	1,680.51	1,804.28	1,981.30	2,235.88	2,457.50	2,803.74	11,282.70
Grants	1,069.88	623.05	526.46	496.22	469.20	345.15	2,460.08
Concessional loans	6,047.04	6,046.07	5,851.65	4,863.37	4,495.60	4,250.03	25,506.72
External Non-Concessional Loans	2,629.01	2,750.37	2,842.67	2,923.83	2,990.10	3,107.51	14,614.48

Component	Baseline 2025/26	Amount Estimated for FYDP IV (TZS Billions)					TOTAL FOR FIVE YEARS
	Amount (TZS billions)	Estimate 2026/27	Estimates 2027/28	Estimates 2028/29	Estimates 2029/30	Estimates 2030/31	TZS Billions
Domestic borrowing (Rollover)	3,325.56	3,285.39	4,094.78	2,949.01	3,761.80	3,607.41	17,698.39
Domestic borrowing (NDF)	2,952.63	3,254.42	3,677.04	4,074.93	4,345.00	4,742.36	20,093.75
TOTAL Govt Resources/ Budget	**56,490.26**	**61,765.55**	**68,447.78**	**72,965.77**	**80,892.90**	**88,699.57**	**372,771.57**
Annual Increase in Tax Revenue		**4,471.69**	**4,623.95**	**4,977.51**	**5,950.12**	**6,445.51**	**26,468.78**
Total Resources for FYDP	**80,541.00**	**85,013.92**	**89,284.98**	**95,033.35**	**100,911.63**	**107,502.89**	**477,746.76**
O/W - Government Resources for FYDP (Including LGAs)	17,493.73	19,325.76	20,692.75	22,635.12	24,892.80	27,496.87	115,043.30
Private sector (Domestic &Foreign)	58,393.16	60,144.96	62,250.03	64,740.03	67,329.63	70,022.82	324,487.46
Public and Statutory Corporations	4,654.11	5,543.20	6,342.20	7,658.20	8,689.20	9,983.20	38,216.00
GDPmp	**241,412.30**	**266,160.02**	**289,076.75**	**313,178.12**	**345,185.59**	**375,550.64**	**317,830.23**
Tax to GDP ratio	13.3%	13.8%	14.3%	14.8%	15.1%	15.6%	14.7%
LGAs Own Sources	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%
Domestic Revenue to GDP	16.8%	17.2%	17.8%	18.4%	18.8%	19.3%	18.3%
NDF to GDP	1.2%	1.2%	1.3%	1.3%	1.3%	1.3%	1.3%
Govt resources as % of Total Budget	**31.0%**	**31.3%**	**30.2%**	**31.0%**	**30.8%**	**31.0%**	**30.9%**

Source: *MoF, BoT and NBS*

5.8 Financing by sector

A total of TZS 477.7 trillion is expected to be mobilised by 2030/31 and allocated to 12 priority sectors, as detailed in Tables 5.7 and 5.8. These sectors, identified in the LTPP 2050, are considered transformative and central to driving national development. The allocation aims to support annual planning, prioritised resource distribution, enhanced transparency and accountability, as well as effective monitoring, evaluation, and reporting.

Table 5.7: Financing by Sector - Public and Private Investments

S/N	Sector	Player	Baseline 2025/26	Projected Contribution (%) 2026/27	2027/28	2028/29	2029/30	2030/31	TOTAL
1	Transport and Logistics Infrastructure	GOV	21.72	22.73	23.17	23.79	24.67	25.57	24.08
		PSC	5.82	6.47	7.04	8.12	8.63	9.29	8.00
		PS	72.458	70.81	69.79	68.09	66.69	65.14	67.92
2.	Energy and Extractives	GOV	21.71	22.72	23.16	23.78	24.69	25.57	24.08
		PSC	5.84	6.479	7.053	8.089	8.601	9.304	8.004
		PS	72.45	70.80	69.78	68.13	66.71	65.13	67.92
3.	Industry and Trade	GOV	21.69	22.73	23.19	23.80	24.69	25.58	24.09
		PSC	5.86	6.44	7.05	8.11	8.61	9.32	7.99
		PS	72.46	70.83	69.76	68.09	66.69	65.10	67.92
4.	Agriculture, Livestock, and Fisheries	GOV	21.73	22.74	23.19	23.79	24.68	25.58	24.08
		PSC	5.80	6.45	7.02	8.07	8.59	9.27	8.01
		PS	72.47	70.81	69.79	68.13	66.73	65.15	67.92
5.	Education and Skills Development	GOV	21.67	22.76	23.22	23.78	24.72	25.55	24.09
		PSC	5.88	6.46	6.99	8.15	8.65	9.29	8.00
		PS	72.45	70.78	69.79	68.07	66.63	65.16	67.91
6.	Health and Social Protection	GOV	21.73	22.78	23.13	23.80	24.68	25.56	24.08
		PSC	5.83	6.53	7.02	8.08	8.60	9.27	7.99
		PS	72.44	70.69	69.86	68.11	66.71	65.17	67.93
7.	Water, Sanitation, and Urban Development	GOV	21.62	22.66	23.23	23.75	24.71	25.65	24.09
		PSC	5.90	6.54	7.08	8.13	8.63	9.23	8.00
		PS	72.48	70.79	69.69	68.13	66.67	65.13	67.91
8.	ICT and Digital Economy	GOV	21.62	22.66	23.23	23.75	24.71	25.65	24.09
		PSC	5.90	6.54	7.08	8.13	8.63	9.23	8.00
		PS	72.48	70.79	69.69	68.13	66.67	65.13	67.91
9.	Tourism and Services	GOV	26.27	27.16	27.53	28.04	28.69	29.45	28.26
		PSC	7.13	7.76	8.29	9.55	10.04	10.71	9.38
		PS	66.61	65.08	64.18	62.40	61.26	59.84	62.37
10.	Environment and Climate Resilience	GOV	21.81	22.66	23.05	23.78	24.67	25.62	24.08
		PSC	5.76	6.64	7.06	8.04	8.55	9.26	7.98
		PS	72.43	70.70	69.89	68.18	66.78	65.12	67.94
11.	Governance and Public Administration	GOV	21.67	22.75	23.22	23.80	24.73	25.59	24.07
		PSC	5.87	6.44	7.13	8.06	8.66	9.32	8.01
		PS	72.46	70.82	69.65	68.14	66.61	65.08	67.91
12	Research and Development	Gov	22.00	22.00	22.00	22.00	22.00	22.00	22.00
		PSC	8.00	8.00	8.00	8.00	8.00	8.00	8.00
		PS	70.00	70.00	70.00	70.00	70.00	70.00	70.00
	SUB TOTAL	GOV	21.71	22.73	23.18	23.79	24.68	25.58	24.08
		PSC	5.83	6.48	7.05	8.11	8.62	9.30	8.00
		PS	72.46	70.79	69.76	68.11	66.70	65.12	67.92
	GRAND TOTAL		**100**	**100**	**100**	**100**	**100**	**100**	**100**

Source: *Computed from LTPP 2050 & MOF*

Table 5.8: Financing by Sector (TZS Trillion) - Public and Private Investments

S/N	Sector	Player	Baseline	Projected Contribution (TZS Trillion)					
			2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	TOTAL
1	Transport and Logistics Infrastructure	GOV	4.40	4.85	5.2	5.68	6.26	6.91	28.91
		PSC	1.18	1.38	1.58	1.94	2.19	2.51	9.60
		PS	14.68	15.11	15.66	16.26	16.92	17.6	81.55
2.	Energy and Extractives	GOV	2.64	2.91	3.12	3.41	3.76	4.15	17.36
		PSC	0.71	0.83	0.95	1.16	1.31	1.51	5.77
		PS	8.81	9.07	9.4	9.77	10.16	10.57	48.96
3.	Industry and Trade	GOV	2.11	2.33	2.5	2.73	3.01	3.32	13.89
		PSC	0.57	0.66	0.76	0.93	1.05	1.21	4.61
		PS	7.05	7.26	7.52	7.81	8.13	8.45	39.17
4.	Agriculture, Livestock, and Fisheries	GOV	1.76	1.94	2.08	2.27	2.50	2.76	11.55
		PSC	0.47	0.55	0.63	0.77	0.87	1.00	3.84
		PS	5.87	6.04	6.26	6.5	6.76	7.03	32.58
5.	Education and Skills Development	GOV	1.40	1.55	1.66	1.81	2.00	2.20	9.22
		PSC	0.38	0.44	0.5	0.62	0.70	0.80	3.06
		PS	4.68	4.82	4.99	5.18	5.39	5.61	25.99
6.	Health and Social Protection	GOV	1.23	1.36	1.45	1.59	1.75	1.93	8.08
		PSC	0.33	0.39	0.44	0.54	0.61	0.70	2.68
		PS	4.1	4.22	4.38	4.55	4.73	4.92	22.79
7.	Water, Sanitation, and Urban Development	GOV	0.88	0.97	1.05	1.14	1.26	1.39	5.81
		PSC	0.24	0.28	0.32	0.39	0.44	0.50	1.93
		PS	2.95	3.03	3.15	3.27	3.4	3.53	16.38
8.	ICT and Digital Economy	GOV	0.88	0.97	1.05	1.14	1.26	1.39	5.81
		PSC	0.24	0.28	0.32	0.39	0.44	0.50	1.93
		PS	2.95	3.03	3.15	3.27	3.4	3.53	16.38
9.	Tourism and Services	GOV	0.70	0.77	0.83	0.91	1.00	1.10	4.61
		PSC	0.19	0.22	0.25	0.31	0.35	0.4	1.53
		PS	1.78	1.85	1.94	2.03	2.14	2.24	10.18
10.	Environment and Climate Resilience	GOV	0.53	0.58	0.62	0.68	0.75	0.83	3.47
		PSC	0.14	0.17	0.19	0.23	0.26	0.3	1.15
		PS	1.76	1.81	1.88	1.95	2.03	2.11	9.79
11.	Governance and Public Administration	GOV	0.96	1.06	1.14	1.24	1.37	1.51	6.31
		PSC	0.26	0.30	0.35	0.42	0.48	0.55	2.10
		PS	3.21	3.30	3.42	3.55	3.69	3.84	17.8
12	Research and Development	Gov	0.12	0.12	0.12	0.12	0.12	0.12	0.82
		PSC	0.05	0.05	0.05	0.05	0.05	0.05	0.30
		PS	0.40	0.40	0.40	0.40	0.40	0.40	2.61
	SUBTOTAL	GOV	17.5	19.3	20.7	22.6	24.9	27.5	115.1
		PSC	4.7	5.5	6.3	7.7	8.7	10	38.2
		PS	58.4	60.1	62.3	64.7	67.3	70	324.4
	GRAND TOTAL		**80.6**	**84.9**	**89.3**	**95**	**100.9**	**107.5**	**477.7**

Source: *Computed from LTPP 2050&MOF*

5.9 Governance and Coordination of the Financing Strategy

The successful implementation of this diversified financing strategy requires robust governance and seamless coordination among key national institutions. An Inter-Agency Financing Coordination Committee, chaired by the Ministry of Finance and including the Bank of Tanzania (BoT), National Planning Commission, the Office of the Treasury Registrar, the Tanzania Revenue Authority, Regional Commissioners' Offices and Local Government Authority, and key private sector representatives, will be institutionalised. This committee will be mandated to monitor the implementation of the financing strategy, resolve inter-agency bottlenecks, ensure policy alignment across different financing instruments, and provide quarterly reports to the cabinet. This centralised coordination mechanism is critical for maintaining strategic coherence, managing potential risks, and ensuring that all actors are working in concert towards the common goal of mobilising the TZS 477.7 trillion required for FYDP IV.

5.9.1 Strategic Interventions and Key Performance Indicators

The implementation of the Plan will be guided by a set of strategic interventions with clear targets to mobilise the required financing. Key objectives include deepening capital markets to increase foreign participation to at least 50 percent by June 2031, optimising PPP to increase their contribution to 10 percent of GDP by 2030 and accelerating Foreign Direct Investment (FDI) by increasing actualised FDI to 10 percent of GDP. Moreover, Tanzania will scale up climate finance to 8 percent of GDP by 2031, mobilise innovative financing by capitalising DFIs, and optimise private sector credit by expanding its share of domestic credit. Table 5.9 presents the summary of key financing interventions, expected outcomes, and implementation timelines.

Table 5.9: Summary of Key Interventions, Outcomes, and Timelines

S/N	Specific Intervention	Expected Outcomes	Timeline
1.	Establish National Empowerment Fund (NEF).	Consolidate existing funds into a TZS 123.13 billion capital pool to guarantee credit and startups for youth, women, and people with disabilities.	By 2027
2.	Reduce PSC Fiscal Transfers.	Mandate commercial PSCs to finance recurrent costs internally, reducing fiscal transfers by more than 50% and saving TZS 1.5 trillion.	By 2029
3.	Institutionalise the allocation of 10% of the existing statutory funds for SEZ development.	Generate over TZS 1.3 trillion during FYDP IV to fast-track the development of at least five major, ready-to-operate SEZs.	Throughout the Plan
4.	Allocate 10% of LGA Own-Source Revenue.	Channel funds to establish business parks in each council/municipality and provide startup financing, creating local economic hubs.	Throughout the Plan
5.	Achieve Malaria-Free Status.	Eradicate malaria to avoid spending an estimated TZS 4.2 trillion over five years, freeing up fiscal space.	By 2030
6.	Develop a Sustainable Finance Taxonomy.	Create a clear classification system for green/ sustainable activities to unlock international climate finance.	By 2027
7.	Issue Sovereign ESG-Linked Bonds.	Raise USD 1 billion with interest rates tied to meeting national sustainability targets.	By June 2031
8.	Full Capital Account Liberalization.	Remove restrictions on capital flows to attract FDI and portfolio investment.	By 2027
9.	Mass Formalisation of MSMEs.	Register at least 250,000 MSMEs annually and increase their access to formal credit to at least 40%.	Throughout the Plan
10.	Establish Credit and Export Guarantee Corporation of Tanzania	Guarantee a cumulative volume of TZS 7 billion in loans to address collateral gaps and provide guarantees to de-risk lending to exporters, boosting foreign exchange earnings.	By June 2031

11.	Launch Diaspora Direct Investment Platforms.	Connect Tanzanian SMEs directly with the diaspora for targeted equity and mentorship.	By 2028
12.	List 3-5 PSCs on the Dar es Salaam Stock Exchange (DSE)	Raise TZS 2.0 trillion in equity from the capital markets.	By June 2031
13.	Issue PSC Corporate and Infrastructure Bonds.	Mobilise TZS 5.0 trillion in long-term domestic financing.	Throughout the Plan
14.	Pursue 8-10 Strategic JVs with Private Sector.	Mobilise TZS 1.5 trillion in private equity and expertise.	By June 2031
15.	Establish Dar es Salaam as International Financial Centre (IFC-DSM)	Facilitate over USD 1 billion in net inflows of foreign portfolio investment	By June 2031
16.	Create Supply Chain Finance Mechanisms.	Enable local suppliers to access financing based on confirmed purchase orders from international buyers.	Throughout the Plan
17.	Strengthen and Implement Banking Sector Reforms,	Maintain Non-Performing Loans (NPLs) below 5% and improve securitization.	Throughout the Plan
18.	Upgrade Credit Infrastructure Nationwide	Expand credit bureau coverage to at least 60% of adult population.	By June 2031
19.	Issue Diaspora Bonds and Remittance-linked Instruments	Mobilise USD 1.0 billion by 2030/31 from Tanzanian diaspora.	By June 2031
20.	Implement Data Monetisation Strategy	Create new revenue stream by commercialising non-personal government data	By June 2031
21.	Establish Tanzania Carbon Exchange.	Maximize carbon credit business generating TZS 15 trillion by June 2031.	By June 2031
22.	Strengthen Export Credit Scheme.	Provide guarantees and insurance for Tanzanian exporters to boost foreign exchange earnings.	Throughout the Plan
23.	Pool PSC Corporate Social Responsibility Budgets.	Allocate pooled resources to priority social outcome projects with clear governance.	Throughout the Plan
24.	Institutionalise Inter-Agency Financing Coordination Committee.	Monitor implementation, resolve bottlenecks, and ensure policy alignment across financing instruments.	By 2027
25.	Establish Specialised Youth Investment Windows.	Provide tailored financial products and support for young entrepreneurs in financial institutions.	By 2028
26.	Implement Asset Monetisation and Land Value Capture.	Generate TZS 2 trillion by 2030/31 through concession or lease of underutilised assets.	By June 2031

CHAPTER FIVE - SUMMARY

CHAPTER SIX: IMPLEMENTATION, OVERSIGHT AND ACCOUNTABILITY

CHAPTER SIX

IMPLEMENTATION, OVERSIGHT AND ACCOUNTABILITY

6.1 Overview

Implementation of previous Five-Year National Development Plans of Vision 2025 (FYDP I, II and III) followed established government procedures and engaged a broad range of stakeholders, including ministries, departments, agencies, regional secretariats, local government authorities (LGAs), the private sector, civil society, and development partners. Delivery was guided by Annual Development Plans (ADP) integrated with the national budget cycle to ensure coherence between planning and fiscal policy. Under FYDP III, coordination and oversight improved following the re-establishment of NPC, which assumed responsibility for plan formulation, implementation, and monitoring. Dedicated Monitoring and Evaluation (M&E) units and strategies were also established to strengthen results tracking and accountability.

Progress was recorded in several projects and in linking plans to budgets, yet multiple challenges constrained performance. Weak prioritisation and sequencing led to overly ambitious portfolios, overstretched resources, and project delays. Overreliance on public financing limited the role of private investment, PPPs, and innovative instruments such as green or diaspora bonds. M&E frameworks suffered from unclear indicators, inadequate data, and limited feedback loops, while decentralisation of authority and resources to LGAs remained slow. Stakeholder participation was strong during design but weaker during implementation, and the roles of PSCs were not clearly defined.

Lessons from these experiences highlight the need for FYDP IV to: (i) strengthen coordination and oversight under NPC; (ii) improve project management and documentation; (iii) adopt a diversified and innovative financing strategy; (iv) embed results-based management and performance accountability and learning; (v) deepen stakeholder participation; (vi) accelerate decentralisation; (vii) modernise M&E through digital systems; and (viii) ensure sustained political commitment, policy continuity and predictability. These lessons provide a solid foundation for a more coherent, accountable, and results-driven implementation of FYDP IV.

6.2 Implementation Framework and Strategies

The Plan adopts a whole-of-government and whole-of-society approach, integrating national priorities through ADP, Budget Guidelines, and the Medium-Term Expenditure Framework (MTEF). Implementation will be guided by clear institutional roles, performance contracts, and evidence-based monitoring under the NPC's coordination, supported by the Ministry of Finance, sector ministries, and other stakeholders. Key strategies include:

i. **Effective Coordination:** NPC leads overall implementation and oversight, ensuring coherence across MDAs, PSCs, LGAs, and private actors;
ii. **Alignment of Plans and Budgets:** All institutions align plans, budgets, and performance indicators with FYDP IV priorities;
iii. **Strategic Prioritisation:** Resources target transformative sectors and flagship projects in phases to ensure continuity and adaptability;
iv. **Investment and Private-Sector Facilitation:** Deepen public–private dialogue, formalise informal enterprises, and expand PPP participation in FYDP IV delivery;
v. **Community Engagement:** Promote citizen participation and ownership through awareness campaigns and local economic initiatives;
vi. **Data and Monitoring Systems:** Strengthen data collection, integration, and access through digital platforms for real-time monitoring;

vii. **Project Design and Management:** Apply the National Project Management Information System (eDelivery) for rigorous design and tracking;
viii. **Monitoring and Evaluation:** Align sectoral M&E systems with the RBMEA&L Framework; and
ix. **Evidence-Based Oversight:** Use AI-enabled dashboards and digital tools to promote transparency and performance-based funding.

6.3 Integrated Planning Process and Design

Implementation of FYDP IV will follow a coherent, integrated framework aligned with the LTPP 2050 to translate long-term aspirations into medium-term goals and measurable outcomes. Priorities will be operationalised through ADPs that define activities, indicators, and resources, fully integrated into the national budget and sectoral plans.

To enhance efficiency and avoid duplication, cross-sectoral coordination will be strengthened through joint planning frameworks, taskforces, and digital platforms to ensure unified delivery of flagship projects. The NPC will provide strategic oversight, ensure policy coherence, and monitor implementation performance, thereby improving leadership clarity and institutional accountability. The private sector, CSOs, and NGOs will be encouraged to align their investments and programmes with national priorities.

6.4 Institutional Arrangements and Oversight

The Plan's institutional arrangement provides the operational architecture for translating the Theory of Change into measurable outcomes. Ministries, Departments and Agencies (MDAs) will be responsible for delivering sector-specific results, while Local Government Authorities (LGAs), under the oversight of PMO-RALG, will implement programmes at the grassroots level to ensure inclusiveness and responsiveness to local needs.

Strategic coordination will be led by NPC which is responsible for overarching policy coherence, strategic oversight, and results-based monitoring. The NPC will work closely with the Ministry of Planning and Investment to ensure alignment of national priorities and effective resource mobilisation, and with the Ministry of Finance to integrate planning with budgeting through the Medium-Term Expenditure Framework (MTEF). In parallel, the OTR will strengthen the performance of Public Sector Corporations (PSCs) through governance reforms, performance contracts, capitalisation strategies, and investment partnerships.

Oversight and accountability will be reinforced through strengthened intersectoral coordination, cross-sectoral taskforces, and structured public–private dialogue platforms linking flagship programmes, MDAs, and regulatory bodies. The use of digital dashboards and results-based monitoring systems will enable real-time tracking of progress, support adaptive management and enhance accountability to citizens. Furthermore, the judiciary, particularly the Commercial Division, will ensure timely dispute resolution, while media and public relations units within MDAs will promote transparency and effective communication. Citizens will remain central to the implementation process through participatory monitoring and feedback mechanisms.

6.4.1 The National Planning Commission

Established under the National Planning Commission Act No. 1 of 2023 (amended 2024), the NPC serves as the apex body for national planning, coordination and strategic oversight, providing authoritative guidance on socioeconomic policy and development management. As the custodian of Tanzania's long-term vision, the NPC ensures that all national plans, including the Plan, are coherent, results-oriented and aligned with *Dira 2050* and LTPP 2050. NPC in collaboration with the Ministry of Finance will issue binding planning and budgeting guidelines to MDAs, RSs and LGAs to ensure alignment with the Plan priorities, efficient resource use, and harmonised results-based monitoring, accountability and private-sector engagement, thereby ensuring coordinated, transparent and results-driven implementation of national development goals. Implementation oversight for Flagship Programmes together with respective value chains is clearly articulated under Chapter Four. Figure 6-1 presents the implementation oversight arrangement for FYDP IV, showing the institutional structure through which coordination, oversight, and accountability will be maintained.

Figure 61: Implementation Oversight Arrangement

6.4.2 Strategic Partners and Supporting Institutions

- **Think Tanks:** NPC will partner with domestic and international think tanks to generate evidence-based policy research, technical analysis, and impact evaluations that inform the Plan implementation. These partnerships, formalised through memoranda of understanding, strengthen policy innovation, capacity building, and data- driven decision-making.
- **Private Sector and TNBC**: The private sector, expected to finance nearly 70 percent of FYDP IV investments, plays a central role in driving implementation through public–private partnerships (PPPs), innovation, and job creation. Dialogue

platforms such as the Tanzania National Business Council (TNBC) and regional business councils will align investment priorities with national goals, address policy and regulatory bottlenecks, and foster a predictable, competitive business environment that accelerates transformation under the Plan period. However, strengthening the functionality and effectiveness of Public–Private Dialogue (PPD) mechanisms under TNBC will be critical, including institutionalising structured, regular engagements with clear feedback and follow-up mechanisms to ensure that private sector concerns are systematically addressed.

- **Other Non-State Actors: NGOs, Civil Service Organisations and Community-based Organisations:** NGOs, CSOs and CBOs are instrumental in capacity building, research, reviews and delivery of essential services such as healthcare, education, imparting hands- on expertise, transfer of technology, water supply, agricultural training, advocacy and other matters related to community development. The Plan emphasis on enhanced partnerships, coordination and complementarity between the State, NGOs, CSOs and CBOs to optimize resource mobilisation, increase implementation efficiency and ensure cost-effectiveness.
- **MDAs and LGAs:** MDAs are responsible for implementing sectoral interventions, aligning budgets with national priorities, and reporting progress via the NPC's digital platform. LGAs will translate national objectives into local economic strategies and ensure citizen participation in planning, implementation and monitoring.
- **Ministry responsible for Planning and Investment:** The Office is mandated to formulate and monitor the implementation of policies on: development programmes and projects and coordination under the National Planning Commission; promotion and facilitation of both domestic and foreign investment; and monitoring performance of extra ministerial departments, parastatal organisations and agencies including Office of Treasury Registrar and Tanzania Investment and Special Economic Zones Authority. The Ministry formulates policies that foster a predictable and competitive investment climate, strengthen private-sector participation, and promote policy coherence, all essential for accelerating Tanzania's transformation and achieving the goals of the Plan.
- **Ministry responsible for Finance**: The Ministry ensures the realisation of FYDP IV by integrating plan priorities into the Medium-Term Expenditure Framework (MTEF) and annual budgets. It allocates and manages financial resources, enforces fiscal discipline, and aligns sectoral budgets with FYDP IV target in close collaboration with NPC. The Ministry also strengthens public financial management and guarantees efficient, transparent, and sustainable financing to support the timely delivery of flagship projects and other development priorities under FYDP IV.
- **Office of the Treasury Registrar:** Reforms under FYDP IV will transform OTR into a strategic public investment authority overseeing PSCs' performance, corporate governance, and alignment with national priorities.
- **National Bureau of Statistics (NBS):** The NBS leads and coordinates the National Statistical System (NSS) to provide reliable, timely, and high-quality data for planning, monitoring, and evaluating the Plan. It implements the National Statistical Development Roadmap to strengthen data interoperability, governance, and integration across government systems. Working with the NPC, MDAs, LGAs, and the private sector, NBS ensures that evidence- based data informs decision-making and accountability throughout the implementation of the Plan.

6.4.3 Oversight and Accountability Institutions

i. **Parliament** ensures effective legislative oversight, fiscal discipline, and alignment of policies and budgets with the Plan priorities to guarantee transparent and accountable implementation.

ii. **National Audit Office** conducts regular financial and performance audits to ensure efficient use of resources, reduce leakages, and enhance public confidence in the Plan delivery.
iii. **PCCB and Ethics Secretariat** will safeguard integrity, transparency, and ethical conduct across public institutions, preventing corruption and safeguarding the credibility of flagship projects.
iv. **Regulatory Authorities** shift from control-oriented approaches to facilitating innovation, investment, and competitiveness, in line with MKUMBI II reforms.
v. **Judiciary (Commercial Division)** will expedite investment dispute resolution to build investor confidence.
vi. **Commission on Human Rights and Good Governance** will spearhead a just society through the promotion, protection and preservation of human rights and principle of good governance.
vii. **Media and Public Relations Units** will serve as key partners in delivery monitoring and public accountability by accessing implementation data, tracking progress, highlighting bottlenecks, countering misinformation, and informing citizens. A National Development Media Engagement Framework will support this role through regular briefings, open-data access, and collaboration with fact-checking bodies.
viii. **Civil Society Organisations and Development Partners** will support policy advocacy, inclusivity, technical assistance, and capacity building aligned with national priorities.
ix. **Citizens** actively participate in planning, monitoring, and feedback processes, ensuring FYDP IV interventions respond to community needs and promote shared ownership of results.

6.5 Results-Based Monitoring, Evaluation, Accountability and Learning Framework

The Plan represents Tanzania's first major milestone in translating long-term aspirations of *Dira 2050* and the LTPP 2050 into measurable results. Its results-based approach integrates planning, budgeting, and implementation to ensure that reforms, investments, and institutional interventions deliver tangible transformation in industrial competitiveness, human capital development, governance, and social well-being.

Anchored on a robust RBMEA&L Framework, the Plan establishes a unified mechanism for tracking progress, strengthening accountability, and enabling adaptive management. The framework ensures that each reform and project is implemented efficiently, monitored transparently, and assessed for its contribution to national priorities. It embeds a performance culture by linking outputs and resources to specific reform milestones, supported by digital tools and real-time reporting systems.

The NPC will serve as the central RBMEA&L authority, responsible for coordination, standard setting, and oversight across all MDAs, and LGAs. Implementation data will flow through an integrated e-FYDP IV Dashboard, merging the eDelivery and Local Government Monitoring Database (LGMD) into a single platform that consolidates projects, budgets, and results. Linked community-based monitoring systems will capture local-level data, ensuring inclusivity and accountability from the grassroots upward.

Accountability will be reinforced through Results Compacts tying institutional performance to agreed outcomes, Annual Performance Reviews led by the NPC, and independent audits and evaluations by external agencies. A Data Quality Assurance Protocol will guide verification, audits, and harmonised standards to ensure reliability and comparability across government systems. A National Development Review Forum will be convened annually to assess progress, share lessons, and engage citizens, while quarterly scorecards will update stakeholders on implementation status.

Learning and adaptation are central to the framework. Monitoring and evaluation findings will inform policy and budget reviews, promoting evidence-based decision-making and responsiveness to emerging challenges. Digital integration, 100-day delivery labs, and a dedicated Delivery Unit will accelerate reform execution and troubleshoot implementation bottlenecks. Through this system, FYDP IV institutionalises a results culture that aligns accountability, transparency, and performance across government and society. By ensuring that every intervention is measurable, monitored, and publicly reported, the RBMEA&L framework strengthens delivery discipline and positions Tanzania to achieve sustained transformation and resilience on its path toward *Dira 2050*.

6.5.1 Performance Management

The Plan embeds a performance-driven culture to ensure accountability and align institutional and individual actions with national outcomes.

Key mechanisms include:

i. **Results Frameworks and Performance Contracts:** FYDP IV goal will cascade into sectoral and individual work plans. Performance compacts between the NPC and MDAs/LGAs will enforce accountability, linking staff evaluations to national results. Incentives, such as bonuses and recognition, will reward high performers, while sanctions will address underperformance.

ii. **Accountability and Proximity of Leaders:** Leadership responsiveness and proximity to citizens, the Plan will introduce Leadership Accountability Scorecards for Ministers, Regional Commissioners, District Executive Directors, and heads of agencies. These scorecards will be published quarterly through the e-FYDP IV Dashboard to enable public scrutiny and reinforce transparent delivery. Additionally, the Plan will institutionalise Public Performance Hearings, where national and regional leaders present progress, receive community feedback, and respond to implementation gaps in line with the President's directive for leaders to stay close to citizens.

iii. **Digital Performance Monitoring:** The eDelivery and LGMD will be integrated into a unified national results dashboard, enabling real-time tracking of projects, budgets, and outcomes. AI-driven analytics and traffic-light reporting will support timely decision-making.

iv. **Independent Evaluation:** Mid-term and end-term evaluations by universities, think tanks, and independent firms will assess progress, with findings guiding policy and budget adjustments.

v. **Delivery and Problem-Solving Labs:** A Delivery Unit under NPC/PMO will track flagship projects, supported by sectoral delivery labs operating in 100- day cycles to resolve implementation bottlenecks.

vi. **Citizen Engagement:** The Plan will deepen transparency and social accountability through digital citizen feedback platforms. These tools will enable citizens to report service delivery issues, corruption risks, delays, and satisfaction levels, with feedback integrated into real-time analytics on the e-FYDP Dashboard. Citizen scorecards, open-data portals, and annual National Development Review Forums will further enhance public participation and oversight.

vii. **Performance-Based Budgeting:** Resource allocation will reward strong performers and apply corrective measures for underperformance, reinforcing a culture of results.

viii. **Learning and Adaptive Management:** Annual learning reviews and RBMEA&L findings will inform policy adjustments and continuous improvement across ministries, regions, and LGAs.

6.5.2 Reporting Mechanisms

The Plan, establishes an integrated, transparent reporting system to track performance, support decision-making, and strengthen accountability.

a) Core Mechanisms (What to Produce & When)

i. Quarterly Performance Bulletins: Concise, colour-coded scorecards showing key results, spending, risks, and next steps.
ii. Semi-Annual Sector Deep Dives**:** Twice-yearly analytical reports on major sectors, identifying challenges and solutions from delivery labs.
iii. Annual Implementation Report: A comprehensive yearly report comparing national progress against FYDP IV targets and LTPP pathways, presented to government, parliament, and citizens.
iv. Mid-Term Review: Conducted in Year 3 to assess progress, recommend reforms, and adjust budgets or policies.
v. Five-Year Performance Report (FYPR): Final report evaluating achievements, alignment with *LTPP 2050* and *Dira 2050*, and lessons for the next FYDP.

b) Roles & Accountability (Who Does What)

i. NPC: Leads the process, manages the e-FYDP IV dashboard, compiles reports, enforces compacts, and applies incentives or corrective measures.
ii. MDAs/LGAs**:** Submit monthly data, validate sector notes, and implement agreed actions.
iii. NAOT/External Evaluators**:** Conduct audits and independent reviews.
iv. Parliament & Public: Review reports through committee hearings and public forums.

c) Delivery Tools & Channels (How It's Delivered)

i. Integrated e-FYDP IV Dashboard: Unifies eDelivery and LGMD, using real-time geo-tagged data and auto-generated scorecards.
ii. Delivery Units & 100-Day Labs: Track and resolve implementation bottlenecks.
iii. Performance Contracts**:** Publish annual ministerial and LGA targets.
iv. Public Portal**:** Shares reports, data, and citizen feedback for transparency and accountability.

6.5.3 Framework for Review of FYDP IV

The Plan embeds both Formative (Mid-Term) and Summative (End-Term) evaluations to ensure continuous learning, accountability, and adaptability throughout implementation.

i. *Formative (Mid-Term) Review* (2028/29): An independent review will assess progress on key FYDP IV priorities, macroeconomic stability, industrialisation, job creation, infrastructure, and social services. It will examine institutional coordination, adequacy of financing, and inclusiveness of interventions for women, youth, and marginalised groups. The review will also evaluate resilience to shocks, climate risks, and regional integration challenges, informing corrective actions and adaptive policy responses to keep the Plan on track.
ii. *Summative (End-Term) Review* (2031): The final review will assess FYDP IV's overall achievements in economic growth, human capital, poverty reduction, industrial competitiveness, and environmental sustainability. It will evaluate institutional reforms, fiscal management, and digital transformation, benchmarking Tanzania's progress against regional and global peers. Findings will guide FYDP V (2031/32–2035/36).

6.6 Annual Review and Adaptive Management Mechanisms

FYDP IV, adopts an adaptive learning framework to promote evidence-based and responsive implementation. Key mechanisms include:

i. *Knowledge Management Systems*: A centralised, digital knowledge platform to capture, curate, and disseminate best practices, innovations and lessons learned across sectors and regions. The platform will integrate advanced analytics and technology to generate foresight insights, enabling proactive and evidence-based policy shifts.

ii. *Integrated Learning in RBMEA&L Activities*: Learning objectives will be embedded in all monitoring and evaluation processes, enabling dynamic adjustments to strategies and interventions in response to real- time data and changing contexts.

iii. *Stakeholder Engagement and Policy Dialogue*: Regular stakeholder consultations, learning forums, and policy dialogues will provide platforms for sharing experiences and co-creating solutions with government actors, civil society, academia, and development partners. Annual reviews feed directly into plan adjustments. This ensures that long-term visions are implemented flexibly, with resource allocations re-prioritised based on new evidence and shifting circumstances.

iv. *Feedback Loops and Transparency*: Government will strengthen two-way accountability by deploying digital reporting systems, public dashboards, and participatory reviews that feed lessons directly into real-time decision-making. Citizens, communities, and businesses will be empowered to provide timely feedback, ensuring that implementation remains transparent, responsive, and inclusive.

v. *Adaptive Management Practices*: Institutions will apply foresight and scenario planning to anticipate risks and recalibrate interventions promptly.

vi. *Capacity Building and Institutional Learning*: Ongoing training and mentorship will strengthen institutional learning and innovation.

vii. *Independent Oversight:* Parliament, NAOT, and independent think tanks will validate findings and enhance accountability.

viii. *Documentation and Dissemination*: Systematic documentation of learning processes, innovations, and results to ensure that knowledge is accessible and used to inform decision-making, programme design, and future iterations of national development planning.

6.7 FYDP IV Communication Strategy Framework

The success of the Plan depends on an effective, inclusive, and adaptive communication strategy that ensures the Plan is widely understood, embraced, and implemented across all levels of society. A plan with strong content achieves impact only when its goals, priorities, and results are communicated clearly to the right audience at the right time. Communication will therefore be treated as a strategic function, essential for transparency, accountability, feedback, and continuous learning throughout the Plan's implementation.

6.7.1 Goal and Coordination

The goal of this strategy is to foster national awareness, ownership, stakeholder engagement, and accountability throughout implementation. The NPC will coordinate and oversee communication efforts, working closely with the Government Communication Unit and relevant MDAs. Designated communication officers in MDAs and LGAs will manage content delivery, reporting, and feedback at their respective levels.

6.7.2 Guiding Principles for Communication

All communication under the Plan will adhere to the principles of transparency, inclusivity, feedback-driven engagement, clarity, adaptability, and efficiency. Messages will be localised to suit regional and sectoral contexts and disseminated through appropriate technologies and media. A Citizen-Friendly Communication Toolkit, including Kiswahili translations, infographics, and SMS alerts, will enhance accessibility. A Misinformation Tracking and Response System will detect and counter false narratives promptly, safeguarding public trust.

6.7.3 Target Audiences and Channels

Communication will target key stakeholder groups:

i. **The public** – awareness and ownership, led by the Ministry responsible for Information and LGAs.
ii. **Private sector** – policy and investment updates, coordinated by investment and industry institutions.
iii. **CSOs/NGOs** – inclusion and accountability support, coordinated by the Ministries for Community Development and Local Government.
iv. **Development partners** – alignment and coordination, through the Ministry of Finance and NPC.
v. **Youth and academia** – research, innovation, and policy dialogue, through education and science institutions.

Key messages will be delivered through national media briefings, sector bulletins, digital platforms, community meetings, academic symposia, and flagship campaigns to reinforce public awareness and participation.

6.7.4 Crisis Communication and Feedback

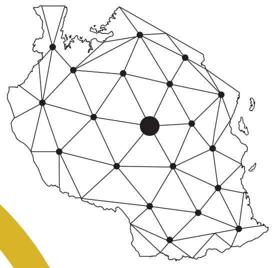
A Crisis Communication Unit under the NPC will manage emergency messaging during economic shocks, policy disruptions, or misinformation outbreaks, supported by trained spokespersons and digital alert systems. Continuous feedback will be encouraged through surveys, public consultations, and stakeholder forums to inform policy and implementation adjustments.

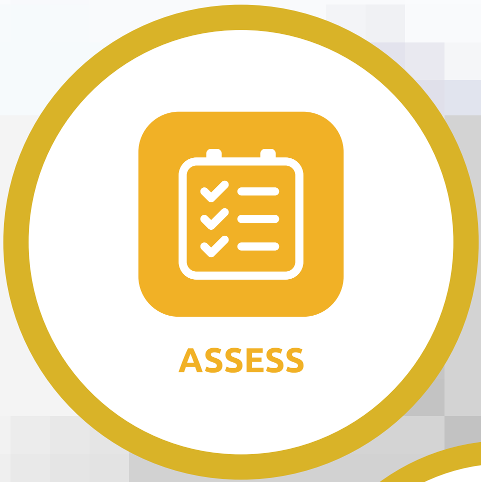
6.7.5 Monitoring and Evaluation

The effectiveness of communication will be monitored through annual communication audits, digital analytics, public perception surveys, and structured stakeholder feedback, coordinated by the NPC's Monitoring and Learning Division. Lessons will inform adaptive improvements to maintain relevance and credibility.

CHAPTER SIX - SUMMARY

CHAPTER SEVEN: RISK ASSESSMENT AND MITIGATION





CHAPTER SEVEN
RISK ASSESSMENT AND MITIGATION

7.1 Overview

The implementation of this Plan will take place in a dynamic and interconnected environment shaped by domestic reforms, regional integration, technological advancements, and global economic and geopolitical uncertainties. While the Plan builds upon Tanzania's solid macroeconomic fundamentals and institutional progress achieved under previous development plans, its success will rely on effective coordination, fiscal discipline, policy consistency, and robust governance systems. This chapter provides an assessment of key cross-cutting risks that may hinder the achievement of the Plan's goals. It also highlights strategic mitigation measures aimed at strengthening institutional resilience, adaptive capacity, and implementation efficiency over the next five years, ensuring that the country remains on course toward the aspirations of *Dira 2050*.

7.2 Key Risk Areas and Mitigation Strategies

The Plan will unfold within a complex policy and economic environment characterised by both emerging opportunities and multifaceted risks. These risks span institutional, fiscal, political, environmental, and technological dimensions, each with potential to affect the pace and effectiveness of plan delivery if not properly managed. Identifying and addressing these risks early is therefore critical to ensuring sustained progress and resilience. The Plan adopts a proactive and integrated risk management approach anchored on evidence-based analysis, inter-institutional coordination, and continuous monitoring through the e-FYDP IV Dashboard. This approach enables early warning, adaptive response, and accountability in managing uncertainties. Table 7.1 summarises the major risk areas and the corresponding mitigation measures to guide implementation throughout the Plan period (2026/27–2030/31).

Table 7.1: Risk Areas and Mitigation Measures

Risk Area	Description and FYDP IV Context	Mitigation Strategies (2026/27–2030/31)
1. Weak Implementation and Coordination Capacity	Risk of fragmented planning, delays in project start-ups, and coordination challenges among MDAs, LGAs, and public agencies, threatening delivery of Flagship Programmes and reforms.	Establish a high-level Delivery Unit under NPC for flagship coordination; Enforce inter-ministerial planning taskforces for cross-sectoral projects; Adopt e-FYDP IV digital dashboard for real-time monitoring and performance compacts; and strengthen institutional accountability through Open Performance Review and Appraisal System and Results Compacts.

Risk Area	Description and FYDP IV Context	Mitigation Strategies (2026/27–2030/31)
2. Fiscal and Financing Risks	Limited diversification of financing sources could delay flagship and social projects.	Diversify financing through PPPs, diaspora and green bonds, climate finance, and capital markets; Strengthen domestic revenue mobilisation and fiscal discipline; and Implement a National Project Appraisal and Prioritisation Framework to align projects with available resources.
3. Political and Governance Risks	Policy discontinuity and political polarization could affect institutional credibility and public trust. Delays in reform implementation could affect progress on Plan priorities.	Strengthen social cohesion and reinforcing institutional safeguards to prevent recurrence. This includes institutionalising bipartisan oversight for FYDP IV reforms, deepening accountability through CAG audits, integrity reviews and transparent performance reporting, and sustaining governance reforms under the Public Service Transformation Programme.
4. Macroeconomic and External Shocks	Macroeconomic and external shocks such as inflation, exchange-rate volatility, global economic downturns, and commodity price swings may affect revenue, borrowing costs, supply chains and investment flows. These may limit fiscal space, delay Flagship Programmes, increase implementation costs, and slow progress toward FYDP IV targets.	Strengthen fiscal buffers and foreign exchange reserves; Promote export diversification and local value addition in agriculture, mining, oil and gas and manufacturing; and Enhance data-driven macroeconomic surveillance and scenario modelling.
5. Regulatory and Business Environment Risks	Slow implementation of reforms in investment, taxation, and PPP frameworks may weaken private-sector participation.	Fast-track business and tax reforms through the Blueprint for Regulatory Reforms; Strengthen the TISEZA one-stop investment system; and Ensure policy predictability through quarterly public–private dialogues.

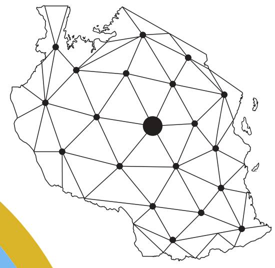
Risk Area	Description and FYDP IV Context	Mitigation Strategies (2026/27–2030/31)
6. Infrastructure Delivery Risks	Delays in energy, logistics, and industrial infrastructure could affect progress towards FYDP IV transformation goals.	Prioritise and phase Flagship Programmes based on readiness and funding; Strengthen contract management, procurement, and feasibility assessment capacity; and introduce “100-day Delivery Labs” for fast-tracking delayed flagship initiatives.
7. Environmental and Climate Risks	Increasing frequency of droughts, floods, and environmental degradation affecting agriculture, transport and energy infrastructure, and livelihoods. These impacts can reduce productivity, limit market access, strain public services and increase fiscal pressures from disaster response and recovery, thereby slowing progress toward achieving FYDP IV targets.	Implement national climate adaptation and green-growth strategies; Enforce environmental compliance in major projects; and expand renewable energy and circular economy programmes.
8. Human Capital and Skills Gaps	Entrenched mindset, mismatch between labour market needs and education outputs may constrain industrialisation and innovation.	Transform mindset; align education and training curricula to FYDP IV priority sectors; Expand TVET and apprenticeship systems; and Strengthen STEM, digital skills, and innovation ecosystems.
9. Social Cohesion and Mindset Transformation Risks	Limited public engagement or mistrust could affect reform implementation.	Operationalise national mindset change and reconciliation frameworks; Promote civic education, youth engagement, and inclusive dialogue platforms; and Ensure equity in resource distribution and social protection.
10. Digital Transformation and Cybersecurity Risks	Expanding digital systems increase exposure to cyberattacks, data breaches, poor system interoperability, and low digital literacy, threatening e-governance and digital-economy initiative.	Implement a National Cybersecurity and Data-Governance Framework; Strengthen the National Computer Emergency Response Team (TZ-CERT) and data-protection enforcement; Promote nationwide digital-literacy and capacity-building programmes; and integrate and secure government platforms through interoperable e-FYDP IV architecture.

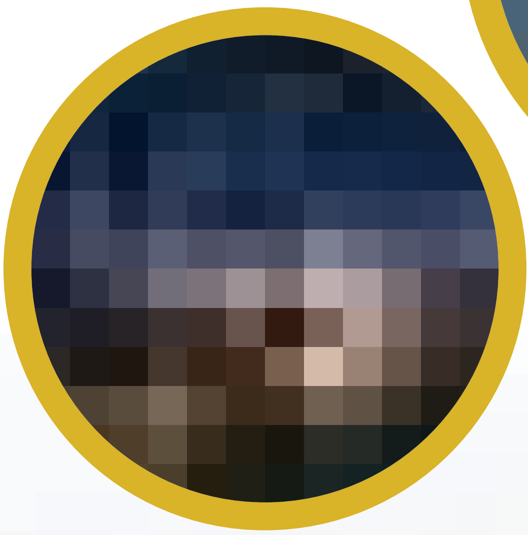
Risk Area	Description and FYDP IV Context	Mitigation Strategies (2026/27–2030/31)
11. Geopolitical and Regional Risks	Regional instability, trade route disruptions, or shifts in global alliances could affect investment, logistics, and resource security.	Strengthen regional diplomacy and security cooperation under EA SADC, and AU frameworks; Diversify trade and transit routes (ports, corridors, pipelines); Develop early-warning systems for supply-chain and energy shocks; Enhance strategic communication and policy coordination on cross-border projects; and Enhance capacity for self-reliance.
12. Carbon Market Governance Risks	Contracts that are not sufficiently balanced, limited community benefit-sharing arrangements, gaps in the regulation of carbon rights, and governance challenges may affect fiscal outcomes, reduce community confidence, and pose risks to environmental sustainability.	Establish a strong national framework for carbon market governance; enhance legal and technical capacity to negotiate and monitor contracts; ensure transparent community benefit-sharing mechanisms; and maintain a central registry of all carbon projects to ensure oversight and accountability.
13. Informality and Urban Congestion Risks	Rapid urbanisation and informal activities create congestion, land-use conflicts, environmental strain, and revenue losses. If unaddressed, these challenges could undermine implementation of Flagship Programmes (e.g. TUGNe), weaken service delivery, and reduce the competitiveness and liveability of urban areas.	Develop formal trading zones for informal vendors; strengthen urban planning and land-use enforcement; integrate informality management into city and TUGNe plans; and enhance coordination among PMO-ROLG, LGAs, traders' associations, and security organs to ensure orderly and fair use of public spaces.

Risk Area	Description and FYDP IV Context	Mitigation Strategies (2026/27–2030/31)
14. Youth Unemployment and Social Stability Risks	With over 60 percent of the population under the age of 35, limited job creation and the pace of graduate absorption may heighten youth frustration, potentially affecting confidence in institutions and increasing social pressures, particularly where development initiatives may not yet generate sufficient visible opportunities for local youth, thereby slowing the overall implementation of the Plan.	Expand youth skills and innovation zones; strengthen Youth Investment Windows; promote youth-focused local-content hiring, scaling up market- relevant TVET and apprenticeships, especially in digital, green, and industrial skills; and strengthening civic engagement platforms to channel youth concerns constructively.

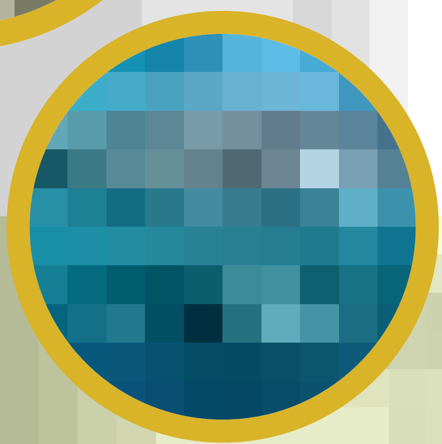
Implementing this Plan requires proactive management of fiscal, environmental, social, institutional and market-related risks that may constrain progress. These risks are interlinked and, if not addressed, could compound, affecting fiscal space, delaying project delivery, weakening private sector confidence, and limiting development outcomes. Addressing them calls for a shift from reactive to anticipatory policy management. Strengthening fiscal discipline, improving climate and carbon-market governance, managing informality, addressing youth employment pressures, building institutional capacity, and accelerating economic diversification are critical to sustaining growth and stability. Effective risk management will depend on strong coordination, data-driven decision-making, and continuous feedback mechanisms to enable timely adjustments. Embedding resilience, sustainability, fairness and innovation across all systems will enhance the Plan's ability to mitigate risks and deliver inclusive socio-economic outcomes aligned with *Dira 2050*.

CHAPTER SEVEN - SUMMARY





ANNEXES



ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	ii. Strengthen formalization mechanisms of the informal sector through simplified compliance processes and structured taxation incentives annually. iii. Implement progressive tax reforms and optimise tax exemptions initiatives to improve equity and efficiency by June 2031. iv. Strengthen agreements with international trade partners for tax information sharing to curb illicit flows and tax evasion from digital trade annually.					
3. Non-tax collection increased to 5 percent of GDP by 2030.	3.1 Conduct a comprehensive review and restructuring of the collection mechanism of major sources of non-tax revenue by June 2031 i. Modernise non-tax revenue collection systems by conducting a comprehensive review of regulatory frameworks and automating systems for enhanced efficiency by 2028. ii. Accelerate land planning, surveying, and formalisation using new technologies (e.g. satellite imagery, drones) to expand the non-tax revenue base by June 2031.					
4. Public debt maintained within 50–55 percent of DSA threshold by June 2031.	i. Strengthen public debt management strategies annually, with a focus on leveraging affordable borrowing and reducing reliance on high-cost commercial loans. ii. Monitor investment returns on borrowed funds, targeting a high growth and multiplier effects on all debt-financed projects to ensure productive use of capital annually.					
5. Ensure that the fiscal deficit is maintained below 3 percent of GDP on annual basis.	i. Implement performance-based budgeting and expenditure rationalisation across all government ministries annually. ii. Strengthen fiscal responsibility frameworks to enhance transparency and accountability in government spending annually. iii. Strengthen national contingency fund and disaster response fund to effectively					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	manage fiscal risks as they arise annually.					
6. Development expenditure maintained at 31- 35 percent of total government expenditure annually.	i. Improve efficiency in public procurement and service delivery through digital systems and strengthened expenditure ceilings annually. ii. Leverage digital systems to improve efficiency in service delivery and fund utilisation by June 2031.					

3.2.3. External Sector Resilience and Diversification

Objective 1: Mitigated external vulnerabilities by diversifying exports, minimizing import dependency and strengthening the balance of payments, enhancing trade predictability and economic resilience

	1.1 Implement industrial policies that promote value addition in agriculture, mining and manufacturing by June 2031					
1. The share of manufactured exports increased from 12 percent to 30 percent of total merchandise exports by June 2031.	i. Institutionalise a framework of industrial export incentives (e.g., tax breaks, affordable financing) to support sustained increases in the export of manufactured and processed goods by 2027. ii. Facilitate expansion of manufacturing and agro-processing industries to reduce the export of unprocessed raw minerals and other key natural resources by June 2031. iii. Invest in trade facilitation infrastructure, including modernising ports, developing logistics hubs, and enhancing customs efficiency by June 2031.					
2. Import dependency decline by 15 percent by June 2031.	i. Increase local production of critical inputs and expand domestic manufacturing capabilities in key sectors such as pharmaceuticals, agro-processing, and textiles through targeted industrialisation and R&D investments by June 2031. ii. Develop targeted subsidies for strategic industries to enhance their competitiveness against imports annually.					
3. Current account balance deficit maintained at not more than 6 percent of GDP by 2030.	i. Enhance foreign reserve accumulation to maintain at least four and a half months of import cover annually.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	ii. Promote service exports, including tourism and financial services, to diversify foreign exchange earnings annually.					
	iii. Strengthen regional trade integration to reduce dependency on developed markets and enhance resilience to external shocks annually.					

3.3 Transformative Sectors:

3.3.1 Agriculture sector

Objective 1: A resilient and commercially viable crop agri-business, driving economic growth and rural livelihoods stable macroeconomic environment to foster investor confidence and promote economic predictability

1.1.1. Crop Agri-business

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Tanzania ranks among top 7 SSA countries in crop agricultural competitiveness by June 2031	1.1 Strengthen regulatory authorities to enhance agribusiness profitability and competitiveness by June 2031					
	i. Equip regulators to effectively enforce international standards and reduce export rejections by June 2031					
	ii. Align national crop standards with EAC, SADC, and AfCFTA protocols by 2026.					
	iii. Establish a national digital crop traceability system for major export crops by 2027.					
	1.2 Review, amend and introduce legislation to eliminate unnecessary bureaucracy and improve the ease of doing business by June 2031					
	i. Conduct a full legal audit of agricultural trade and investment laws by 2028.					
	ii. Align national legislation with AfCFTA, WTO and climate smart Agriculture Frameworks by 2028					
	1.3 Expand patient finance options from local and international sources to improve access to finance for both commercial and smallholder farmers annually.					
	i. Strengthen Agricultural Development Fund to de-risk long-term agricultural investments annually.					
	ii. Promote blended finance models with local financial institutions to increase lending to MSMEs and smallholder farmers annually.					
	iii. Establish a national credit quarantees schemes for youth and women farmers					
	1.4 Expand access to government subsidies and de-risking instruments to strengthen financial security and support for farmers by June 2031					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	i. Implement targeted subsidy schemes for key agricultural inputs by 2027					
	ii. Establish a national digital market information platform to provide real-time price, demand trends and market insights by 2027.					
	iii. Introduce mechanization de-risking instruments, including tax incentives for machinery purchase and support for equipment hiring centres by 2028.					
	iv. Expand financial de-risking instruments including agricultural insurance products, credit guarantee schemes, and strengthened cooperative financing models by 2029					
	v. Promote block farming by organising farmers into efficient clusters to boost productivity, reduce input costs, and improve market access annually.					
	1.5 Establish contract farming system, empowering individual farmers by providing assured markets, access to quality inputs, technical support and stable pricing through direct agreements with buyers annually					
	i. Develop a standardised contract farming framework to protect both farmers and buyers annually					
	1.6 Enhance the textile value chain to produce cotton, lint (fibre), yarn, woven fabrics (denim, poplin), coloured and finished products and finished garments (apparel) by June 2031					
	i. Establish a modern, energy-efficient textile production base by upgrading key ginneries and developing at least two integrated textile industrial parks by June 2031					
	ii. Position Tanzania as a competitive export hub for garments and apparel by creating targeted investment incentives and launching a "Made in Tanzania" global marketing campaign by June 2031.					
	iii. Develop a skilled textile workforce by creating vocational training programmes in design and manufacturing, certifying					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
	5,000 youth and women for industry jobs by 2029.					
	1.7 Revive defunct privatized agricultural industries specifically former textile industries – e.g. Urafiki, MWATEX etc.to enhance value addition by June 2030					
	i. Develop a national textile revival strategy, prioritizing key number of mills for modernisation by June 2027.					
	ii. Mobilise private investment for revival through a dedicated incentive package and strategic partnerships by June 2028.					
	iii. Ensure competitiveness by mandating local cotton usage and establishing technology and skills training centres by June 2029					
2. At least 45 percent of farmers access quality agricultural inputs by June 2030.	i. Strengthen mechanisms for adoption of high yielding, climate resilient crop varieties and research extension industry linkages by 2029. ii. Strengthen input quality regulation and certification systems to combat counterfeit products by 2029.					
3. Agricultural land under active cultivation adopting climate-smart agricultural practices increased to 40 percent by June 2031	i. Adopt climate-smart agriculture practices across all agricultural land by 2029. ii. Implement precision agriculture and integrated digital agriculture platforms by 2029.					
4. The ratio of extension officers and agricultural experts improved from the current 1: 20,000 to 1: 10,000 by June 2031	i. Strengthen sustainable mechanisms for the use of ICT-based extension platforms (e-extension) to reach farmers efficiently by June 2031. ii. Develop public-private partnerships system to expand the reach and quality of extension service delivery by June 2031.					

Objective 2: A resilient and commercially viable livestock and fishing subsectors driving economic growth and rural livelihoods.

1.1.2. Livestock and Fishing

Target	Interventions
1. At least 50 percent of livestock products	i. Strengthen national livestock and aquaculture breeding and

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
undergoing secondary level value addition by 2031.	genetic capacity by June 2031. ii. Develop livestock and fisheries industrial clusters and processing infrastructure by June 2031.					
2. Domestic production of livestock and fisheries inputs and animal feeds increased at least by 50 percent by 2031.	i. Expand production of essential inputs and high-performing breeds by June 2031.					
3. A market penetration in regional and international markets of at least 50 percent of fish and aquaculture products achieved by 2031.	i. Construct and modernise fishing ports, landing sites and cold storage facilities along the Indian Ocean coast by June 2031. ii. Establish certification and export-ready industrial systems for fish and aquaculture products by June 2031.					

Objective 3: Enhanced integrated primary production and processing in the agricultural sector, resulting in increased value addition, reduced post-harvest losses and rise in income for smallholder farmers.

1.1.3. Food and Non Food Value Chains

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Agriculture Growth Clusters in 2 corridors established by June 2031.	i. Establish integrated clusters for food, beverage/non-food, and livestock value chains by June 2031. ii. Develop public-private partnerships for agro-processing and integrated value chains by June 2031.					

Objective 4: Enhanced and innovative agricultural financing fosters financial sustainability while simultaneously accelerating agricultural development by improving access to affordable credit, encouraging investment and supporting resilient value chains

1.1.4. Innovative Agricultural Financing

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Proportion of agricultural entrepreneurs accessing formal financing services increased from 15 percent to 30 percent by June 2031.	i. Create innovative financial instruments and mechanisms (capital markets, development banks, blended finance) for long-term agricultural investment by June 2031. ii. Introduce de-risking mechanisms to attract private investment in underserved areas by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
2. At least 5 percent of the national budget allocated towards agricultural development annually.	i. Institutionalise strategic budgetary allocation for agriculture and integrate agriculture in LED planning by June 2031.					

1.1.5. Commercial Forestry

Objective 5: Ensured sustainable supply of forest products and services by maintaining sufficient forest area under effective management, resulting in improved ecosystem health, enhanced rural livelihoods and reliable raw material supply for forest-based industries

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Expand commercial area for forestry plantations and community woodlots to at least 1.5 million hectares by June 2031.	i. Expand and strengthen commercial plantations and community woodlots by June 2031. ii. Integrate climate-smart forest management practices by June 2031. iii. Establish public-private partnerships for forestry expansion by June 2031.					

Objective 6: Promoted sustainable forest-based industrial development and trade to significantly contribute to forest products value addition, diversification, increased export revenue generation and import substitution.

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Increase forestry's contribution to GDP to at least 3–4 percent and its exports to USD 150–200 million by June 2031.	i. Advance forestry industrialization through value addition, diversification, and adoption of high-tech processing by June 2031. ii. Mobilise climate finance and green investment to support sustainable industrialization annually. iii. Strengthen enabling policies for forest-based industries, including compliance, coordination, and inclusivity by June 2031.					

1.1.6. Beekeeping

Objective 1: To modernise and commercialise the beekeeping industry for sustainable livelihoods, green industrialisation and export competitiveness through skills development, technology adoption and market integration.

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Increase national honey and bee products production by 50 percent of current level by June 2031.	i. Strengthen regulatory frameworks, physical settings and production standards to provide conducive environment for production and commercialisation of bee products by 2027.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	ii. Modernise apiculture production techniques and facilitate their transition from traditional hives to standardised, modern equipment by June 2031.					
	iii. Implement a large-scale programme to plant and conserve bee-friendly flora in key beekeeping zones, linking it to national climate change and afforestation efforts by 2029.					
	iv. Develop and disseminate a modern beekeeping curriculum tailored for different climatic zones and integrated into agricultural extension services by 2028.					
2. Increase private sector-led investment in the beekeeping value chain by 50 percent of current level and establish at least 5 large-scale, export-oriented beekeeping enterprises by June 2031.	i. Create a premium national brand with a digital traceability system and support producers in acquiring international certifications by June 2031.					
	ii. Facilitate the formation of public-private partnerships and out-grower schemes that link large-scale commercial enterprises with networks of smallholder beekeepers, ensuring a stable supply of quality raw materials and providing smallholders with guaranteed markets and technical support by June 2031.					
	iii. Create and maintain a pipeline of pre-vetted, investment-ready business plans for large-scale beekeeping ventures, processing plants, and product lines, which can be marketed to domestic and foreign investors by June 2031.					
	iv. Develop and enforce national quality standards for all primary and processed bee products to ensure safety, access to all markets and build international consumer trust by June 2031.					

3.3.2 Industrial/ Manufacturing Sector.

Objective 1: Transformed Tanzania as the leading manufacturing hub in the EAC region by achieving an average annual manufacturing growth rate of 9 percent and a sustained sectoral contribution of 15 percent to GDP

1. Tanzania being among the top 50 countries as per World Bank Ease of	1.1 Develop a national comprehensive industrial policy and industrialisation Strategy 2050 that promotes diversification and value-added manufacturing by June 2031					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
Doing Business index (Business Readiness Index) achieved by June 2031.	i. Create a supportive regulatory and institutional framework to ensure effective implementation of the new industrial policy by June 2031.					
	ii. Establish priority manufacturing value chains as the national focus for industrial development under the new policy by 2029.					
	1.2 Develop a targeted fiscal policy and regulatory reforms to attract FDI and technology infusion and development into local industries by June 2031					
	i. Establish a competitive fiscal regime offering targeted incentives for FDI focused on technology transfer and local industry development by June 2031.					
	ii. Established a streamlined regulatory framework, including a one-stop-centre for investment facilitation, to reduce the time and cost of setting up and operating industrial businesses by June 2031.					
	1.3 Develop a structured investment promotion to attract private investment in mineral-based manufacturing industries by June 2031					
	i. Create a mineral-based manufacturing investment blueprint by 2027, integrating policy incentives, local content requirements, and R&D opportunities to provide a clear value proposition for investors by 2028.					
	ii. Launch a targeted global investment campaign by 2027, leveraging the upgraded National Industrial Information Management System and international roadshows to attract qualified investors in pre-identified mineral value chains by June 2031.					
	iii. Establish a dedicated Mineral Manufacturing Investment Facilitation Desk by June 2031.					
	1.4 Prioritise local manufacturing in government procurement, ensuring that domestic producers have a steady demand for their goods annually					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	i. Implement a mandatory local content quota in public procurement, reserving at least 30 percent of spending on eligible goods for certified domestic manufacturers by June 2031.					
	ii. Establish a supplier development programme to certify and scale-up local SMEs to meet government procurement standards by June 2031.					
2. SEZ and EPZ-based manufacturing exports expanded to 22 percent of total sectoral exports by June 2031.	2.1 Set up innovation and technology parks to attract research, development and manufacturing investments, particularly in high-tech industries by June 2031					
	i. Establish a specialised regulatory framework for innovation and technology parks, offering streamlined processes and targeted incentives by June 2028					
	ii. Develop specialised innovation and technology parks focused on high-potential sectors by June 2030.					
	iii. Upgrade and expand existing SEZs and EPZs with modern facilities, prioritizing development along the Standard Gauge Railway (SGR) corridor by June 2031.					
	2.2 Develop smart manufacturing facilities in all SEZs and EPZs by June 2031					
	i. Equip all SEZs and EPZs with foundational digital infrastructure (e.g., high-speed internet, IoT platforms) to support Industry 4.0 adoption by June 2031.					
	ii. Create conducive environment for establishment of accredited Pharmaceutical industries by June 2031					
	iii. Develop a smart manufacturing incentive package and establish skills training centres within SEZs to accelerate private sector investment in automation by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	2.3 Establish 50 percent of EPZs with specific incentives and conditions for high-tech industrial production and mineral-based manufacturing industries by June 2031.					
	i. Establish a specialised High-Tech & Mineral Value-Add incentive regime for EPZs by June 2031.					
	ii. Designate and upgrade 50 percent of all EPZs as Advanced Manufacturing Zones by June 2031, equipping them with the necessary digital infrastructure and skilled labour pools to support high-tech industries by June 2031.					
	2.4 Promote energy-efficient and environmentally friendly manufacturing practices, aligning with global standards and addressing climate change challenges annually					
	i. Implement a mandatory energy and environmental auditing regime for all manufacturing industries, with accredited institutions conducting compliance checks by June 2031.					
	ii. Attract Green FDI by offering targeted incentives for foreign companies that transfer advanced energy-efficient and clean manufacturing technologies to local industries annually.					
	iii. Introduce a green manufacturing incentive programme, providing tax credits to firms that achieve international environmental certifications (e.g., ISO 14001) by June 2031.					
	2.5 Ensure local manufacturers meet international quality standards to compete effectively in global markets, particularly for high-value products annually					
	i. Establish a national network of internationally accredited testing and certification centres by 2028, enabling local manufacturers to certify high-value products to global standards within the country annually.					
	ii. Establish and attract a share of high-value manufacturing (electronics, pharmaceuticals,					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	machinery and automotive components) by June 2031					
3. Export Product Diversification Index increased from 0.4 to 0.52 by June 2031	3.1 Establish and scale up local steel, automotive, coal and electronics manufacturing to at least 40 percent and 1 percent in regional and global chain exports, respectively, by June 2031					
	i. Develop specialised industrial clusters for steel, automotive, and electronics, co-locating manufacturers with skills training centres and supply chain hubs by 2029.					
	ii. Develop a strategic manufacturing incentive package, including targeted tax breaks, subsidized electricity tariffs, and preferential financing for projects that meet local content and export targets by June 2031.					
	3.2 Develop an export high-tech industrial goods to global markets (Europe, Asia, Americas) by June 2031					
	i. Establish a national network of specialised industrial innovation hubs focused on AI and advanced manufacturing by 2028, equipped to international standards to serve as the engine for high-tech product development June 2031.					
	ii. Establish a dedicated research facilitation facility or programme by 2029, providing grants for R&D and concessions for commercialization, supported by targeted incentives for investors June 2031.					
	iii. Develop a Global Tech-Export initiative by 2030 to certify high-tech products to international standards and launch targeted market penetration campaigns in Europe, Asia, and the Americas June 2031.					

Objective 2: Enhanced local content and inclusive economic growth targeting and supporting micro, small and medium enterprises (MSMEs).

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
1. Manufacturing Value Added (MVA) for MSMEs increased from 12 percent to 22 percent percent by June 2031.	1.1 Review and establish a conducive regulatory framework for the formalisation of MSMEs, increased access to finance, capacity building and regional and international market access, formalised business areas and adequate support infrastructure by June 2031.					
	1.2 Develop arrangements to support manufacturing SMEs with grants/loans by June 2031.					
	i. Establish a dedicated manufacturing MSMEs facility, to provide grants and concessional loans for technology upgrading and business expansion by 2028.					
	ii. Integrate dedicated business support services, including access to finance and technical assistance, within all operational MSME parks by June 2031					
	1.3 Establish at least one dedicated MSME-friendly industrial park equipped with shared infrastructure (utilities, logistics and storage) to lower production costs and foster collaboration in each city by June 2031.					
	i. Establish a supportive governance framework for MSME parks, including streamlined land allocation and business registration processes by 2029.					
	ii. Develop standardised, cost-effective designs and begin construction of MSME-friendly industrial parks in pilot cities by June 2031.					
	iii. Integrate dedicated business support services, including access to finance and technical assistance, within all operational MSME parks by June 2031.					
	1.4 Facilitate integration of local SMEs into manufacturing supply chains by supporting quality standards, capacity-building and market access by June 2031.					
	i. Establish a national MSMEs quality and certification support programme that certifies MSMEs to meet international manufacturing standards by June 2031.					
	ii. Launch a national supply chain linkage programme that					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	contract agreements between certified MSMEs and large manufacturers by June 2031.					
	iii. Develop a supply chain ready training curriculum and deliver it to MSMEs, focusing on procurement processes, logistics, and production scaling by June 2031.					

3.3.2 Construction Industry.

Objective 1: Enhanced establishment of a sustainable, inclusive and regionally competitive construction industry, led by local contractors and that drives economic growth, supports industrialisation, improves living standards and fostering technological development and innovation.

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. A share value of local contractors from participation in large-scale construction projects increased to 50 percent by June 2031.	i. Institutionalise a contractor financing framework that enhance local firms' access to affordable financing and strengthen participation in major projects by 2027.					
	ii. Implement a local contractor empowerment framework by June 2027, mandating 30 day prompt payments, local content preferences in procurement, and Joint ventures clauses with technology-transfer KPI for all public projects.					
	iii. Improve the framework for planning, managing, monitoring and evaluating the participation of locals in public procurement processed by June 2028					
	iv. Implement incentives to encourage ease access to modern construction equipment and technologies annually					
	v. Launch an international readiness programme by June 2031 to certify local firms to international standards, boosting their credibility and competitiveness for regional projects.					
2. At least 50 percent of all large construction projects implemented through Public-Private Partnership (PPP) arrangements with local contractors by June 2031.	i. Strengthen and translate existing PPP frameworks into implementable and bankable projects by 2027.					
	ii. . Provide fiscal and non- fiscal incentives to private investors annually					
	iii. Enhance the skills of public officials in					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	iv. managing PPP contracts annually					
	v. Promote use of capital market instruments to finance large-scale construction projects annually					
	vi. Operationalise the existing PPP framework by preparing, structuring and advancing a pipeline of bankable projects by 2027					
	vii. Strengthen and operationalise PPP functions within MDAs and LGAs to deliver bankable projects by 2027.					
	3.1. Enhance the development of PPP between local construction and construction material manufacturer firms with multinationals by June 2031.					
3. At least 50 percent of local construction companies will adopt advanced technologies and sustainable practices in large-scale construction projects by June 2031.	i. Mandate a minimum 30 – 50 percent local firm participation with technology-transfer obligations in all large-scale PPP projects by 2027.					
	ii. Introduce a modern construction mandate and incentive package for all PPP projects by 2029, requiring BIM Level 2 and providing tax credits for adopting prefabrication, IoT, and AI-driven technologies by 2029.					
	4.1. Up technical and managerial skills of local construction personnel to enhance participation in managerial positions					
4. 80 percent of technical and skilled jobs obtainable in the construction industry are undertaken by local contractors by June 2031.	i. Establish a modern construction skills academy by 2028 to standardise and deliver training in digital tools, green building, and international project management.					
	ii. Implement a National Construction Apprenticeship Scheme, mandating participation in major projects and partnering with vocational institutes to facilitate certification of technicians in modern construction skills annually.					
5. 30 percent of construction projects incorporate	5.1 Promote green and resilient construction by June 2031					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
energy efficient designs and green building practices attained by June 2031	i. Establish and enforce a mandatory Green Building Code and Green Public Procurement (GPP) policy for all new government projects by June 2029. ii. Develop resilient infrastructure technical regulations, standards, and guidelines by June 2027 iii. Introduce a green tech incentive package by June 2028, offering tax breaks and grants for projects that adopt renewable energy, prefabrication, and local material innovations. iv. Establish and certify construction professionals in green building design, management, and verification through a national skills acceleration programme by June 2031. v. Implement training programmes to build the capacity of construction industry stakeholders on green construction and resilient infrastructure regulations annually vi. Conduct monitoring and evaluation of green and resilient construction annually					

3.3.3 Mining and Quarrying Sector.

Objective 1: Developed competitive and inclusive industrial-based mining sector that efficiently exploits mineral resources while sustaining and strengthening domestic value chains.

1. Train 25 percent of mining-sector professionals with competence-based skills aligned to mineral value addition and industrialisation by June 2031.	1.1 Ensure availability of a skilled workforce to support mineral-based value addition and downstream manufacturing by 2028. 1.2 Expand and modernise technical training institutions (e.g., Moshi Integrated Mining Technical Training) to develop a workforce aligned with industrial-scale mining and value addition by 2029. 1.3 Establish integrated mining and technical training colleges to create a continuous pipeline					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	of industry-ready skilled personnel by June 2031.					
	1.4 Improve the mining local content regulations by establishing mining guarantee scheme by June 2031					
2. Increase the mining sector management efficiency index from the current baseline to at least 65 percent June 2031.	2.1 Develop and deploy an integrated e-governance system for the mining sector by June 2031.					
	2.2 Enhance institutional capacity of key regulatory agencies (Mining Commission, Geological Survey, etc.) to strengthen governance, inspection, compliance, and policy oversight by 2028.					
	2.3 Align mining sector governance with international standards, including Extractive Industries Transparency Initiative (EITI), through mandatory quarterly reporting by 2029.					
	2.4 Establish a centralised inter-agency coordination mechanism among ministries, LGAs and mining regulatory bodies to streamline decision-making by June 2031.					
	2.5 Establish a national mining investment framework to streamline investor support, minimise bureaucratic delays, and provide structured grievance resolution services by June 2031.					
	2.6 Establish national centre of excellence for mining economics, digital mining, reserve estimation, geotechniques and ESG compliance by June 2031.					
	2.7 Institutionalise community development agreements and enforce social and environmental impact compliance through a strengthened national framework by June 2031.					
3. Participation of women in mining increased from 19 percent to 40 percent by June 2031.	3.1 Strengthen regulatory frameworks to ensure equitable participation of women across the mining value chain by 2028.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	3.2 Establish national programmes and standards that expand women's technical, managerial and entrepreneurial capabilities for effective participation in mining by June 2031.					
	3.3 Establish dedicated financing and incentive mechanisms, including access to capital, technology and equipment, to advance women-led mining enterprises by June 2031.					
4. Youth engagement in the large-scale mining maintained to at least 10 percent of the total workforce in the mining sector by June 2031.	i. Institutionalise national programmes and incentives that promote youth-driven technological innovation and digital solutions in the mining sector by June 2031.					
	ii. Develop a national competency development framework for continuous professional upgrading of youth in the mining workforce aligned with industry digitalisation and emerging technologies by June 2031.					
	iii. Establish regulatory and procurement frameworks that mandate or incentivise subcontracting to youth-led enterprises across mining value chain services by June 2031.					
Objective 2: Increased establishment of new mining ventures and unlocked stalled exploration and mining projects, creating a conducive environment and streamlined processes for both local and FDI in mineral exploration and development.						
1. Geological Survey of Tanzania (GST) geological, geophysical and geochemical mapping coverage increased to 100 percent by 2030.	1.1 Undertake a comprehensive review and harmonisation of mineral, industrialisation, fiscal and financial regulatory frameworks to accelerate exploration, promote mining development and support mineral-based industrialisation by 2027.					
	1.2 Strengthen the technical capacity and performance management systems of GST's to enhance service delivery and institutional effectiveness by June 2031.					
	1.3 Equip GST with modern geological, geophysical and geochemical mapping technologies and analytical					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	facilities to support full national coverage by 2028.					
2. Transform the State Mining Corporation (STAMICO) into a Corporate Public Company meeting international corporate governance and operational standards, with at least ISO 9001 certification and audited annual reports by June 2031.	2.1 Incorporate STAMICO into a strategic national corporate mining company with public majority shareholding by 2028 to lay the foundation for corporate governance reforms.					
	2.2 Capitalise and provide training for management and workforce, including technical, financial, and operational skills, while modernizing facilities and systems by June 2031 to meet international operational standards.					
	2.3 Enable STAMICO to acquire mineral rights and increase exploration and mining operations from 3 to 7 mines by June 2031 ensuring measurable growth and compliance with international practices.					
3. Increase the number of formal State-Private Sector investment partnerships in feasible mines from the current baseline to at least 10 active partnerships by June 2031.	3.1 Establish a structured investment facilitation framework to attract and formalize partnerships between the State and private investors in feasible mining projects by 2028.					
	3.2 Develop joint infrastructure development plans (roads, power, water, logistics hubs) in collaboration with private investors to unlock mining potential and enhance sector productivity by June 2031.					
	3.3 Institutionalise regulatory and fiscal incentives to increase the attractiveness of partnerships and long-term investments in the mining sector by 2027.					
4. Approve, secure investment, and commence operations for at least 5 prioritised strategic mining and mineral processing projects by June 2031.	4.1 Prioritise and fast-track licensing and regulatory approvals for critical mineral projects and flagship industrial complexes to attract strategic investors by 2028.					
	4.2 Establish strategic public-private partnerships (PPPs) for flagship projects such as Liganga-Mchuchuma iron/steel, nickel-cobalt-copper					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	smelters, and REE processing plants to ensure financing, technology transfer, and operational readiness by June 2031.					
	4.3 Develop integrated infrastructure and industrial clusters (energy, transport, water, logistics) to support prioritised mining and mineral processing projects by June 2031.					
Objective 3: Promoted local and foreign direct investments (FDI) in mineral processing, smelting, refining and manufacturing of industrial and critical minerals, driving industrialisation and economic growth.						
1. Contribution of industrial minerals, critical base-metals through value addition and manufacturing to at least 3 percent increased by June 2031.	1.1 Ensure ceramics, fertilizers, glass, cement, chemicals, pharmaceuticals and battery factories utilizing industrial minerals (feldspar, gypsum dolomite, phosphate, kaolin, Engaruka soda ash, limestone etc) and critical minerals (REE, graphite, cobalt, nickel, titanium, lithium etc) are established by June 2031.					
	1.2 Establish a Critical Minerals and Technology Hub (Silicon Valley) in Dodoma to support the Local Li-iron battery and other green technology industries (Flagship Project) by June 2031.					
	1.3 Institutionalise establishment of base metals (copper, zinc, tin, aluminium, lead, nickel etc.) smelters and refineries by June 2031.					
Objective 4: Increased gold and gemstone production and exports, boosting Tanzania's position in the global mining market.						
1. Gold and gemstone production and exports increased by at least 30 percent through large-scale and ASM engagement, formalization, and access to financing and technology by June 2031.	**1.1** Develop and implement a national formalization framework for ASM, integrating them into formal supply chains, legal compliance, and export markets by 2027.					
	1.2 Establish strategic public-private partnerships (PPPs) and joint ventures to attract investment in large-scale gold and gemstone exploration and mining by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	1.3 Create a national financing and technology platform for ASM and large-scale miners**,** including low-interest credit, equipment leasing, and technical support to improve production efficiency and product quality by June 2031.					
	1.4 Strengthen geological and geospatial data systems to guide targeted exploration and facilitate sustainable mining of gold and gemstones by June 2031.					
2. Increase gold's contribution to Tanzania's foreign exchange earnings by at least 30 percent by June 2031.	2.1 Expand large-scale gold mining capacity by strategically licensing new mines and optimizing existing operations to reach at least 7 operational mines by June 2031. 2.2 Strengthen national gold reserves and bullion management by increasing the BoT gold holdings from 3.7 to 20 metric tons by June 2031. 2.3 Institutionalise downstream value addition for gold exports through refining, certification, and branding to increase foreign exchange capture and international competitiveness by June 2031. 2.4 Facilitate strategic public-private partnerships (PPPs) to attract domestic and foreign investment in exploration, processing, and export-oriented mining infrastructure by June 2031.					
Objective: To make Tanzania the Gem Centre of Africa.						
1. A competitive and well-regulated gemstone industry with at least 40 percent of trade formalised and value addition infrastructure established by June 2031.	1.1 Develop a facilitative regulatory and fiscal framework for gemstone exploration, mining, value addition, and trading that attracts local and foreign investment by 2027. 1.2 Strengthen capacity development programmes to build skills, knowledge, and resources of individuals and organisations in the gemstone sub-sector by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	1.3 Establish strategic gemstone value addition infrastructure such as cutting, polishing, jewellery making, and lapidary industrial centres, including a flagship centre in Dodoma by June 2031.					
	1.4 Develop a Special Economic Zone (SEZ) for international gemstone trade and exhibitions in Dodoma as a flagship project by June 2031.					
2. Certified gemstone trading hubs in Tanzania with formal linkages to major international markets established by June 2031.	2.1 Build global market linkages through partnerships with international gem organisations, trade bodies, and educational institutions by June 2031.					
	2.2 Develop and implement a national gemstone branding strategy, positioning Tanzanian gemstones (including tanzanite) as high-quality, ethically sourced, and unique products in global markets by June 2031.					
	2.3 Leverage participation in international gem shows and jewellery exhibitions to increase recognition, attract buyers, and strengthen export opportunities by June 2031.					

3.3.4 Oil and Gas Industry.

Objective 1: Increased oil and gas exploration, unlocking the full potential of national energy resources to drive sustainable energy development and economic growth

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Targeted incentives to attract oil and gas exploration covering at least 50 percent of Tanzania's sedimentary basins implemented by June 2031	1.1 Review related policies, legal and regulatory frameworks to promote conducive business environment and investment climate for oil and gas exploration by June 2031					
	i. Strengthen the oil and gas exploration fiscal and regulatory regime by 2027, offering clear, stable terms and targeted incentives to attract risk capital.					
	ii. Launch a dedicated Oil & Gas Exploration Promotion strategy and a transparent data room to showcase Tanzania's geological potential by 2028.					
	iii. Implement a One-Stop-Centre for oil and gas investors to streamline					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	licensing, permitting, and regulatory approvals, reducing the time from application to decision by 2029.					
2. Tanzania Petroleum Development Corporation (TPDC) into a Corporate Public Company of international standards transformed by June 2031	2.1. Initiate transformation of TPDC into a public company of international standards by June 2031					
	i. Empower TPDC to double its exploration portfolio by acquiring an additional licensed blocks by June 2031.					
	ii. Strengthen TPDC's commercial capacity by securing capital, developing a world class management team, and upgrading its technical systems by June 2031.					
Objective 2: Increased national gas production and internal utilisation, ensuring sustainable energy supply for domestic industries and economic growth						
3. Onshore natural gas production increased from 320 MMSCFD (Million Standard Cubic Feet Per Day) to 1000 MMSCFD by June 2031	3.1. Promote increased domestic gas production by June 2031					
	i. Fast track investment contract negotiation for Mtwara LPG project by 2027.					
	ii. Strengthen the domestic gas value chain by establishing international skills transfer partnerships and upgrading the onshore supply network to reduce transmission losses by June 2031.					
	iii. Increase onshore gas production by commissioning a new producing gas well, by June 2031.					
4. Natural gas in-country utilisation from 290 MMSCFD to 800 MMSCFD increased by June 2031	4.1. Foster in-country natural gas utilisation by June 2031					
	i. Introduce a gas utilisation incentive framework, offering fiscal and non-fiscal incentives for industries and households converting to natural gas by 2028.					
	ii. Launch a gas to industrialisation initiative, mandating the conversion of major industrial clusters					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions		Annual Development Plans				
			2026/27	2027/28	2028/29	2029/30	2030/31
		to natural gas to create anchor demand by June 2031.					
	iii.	Establish a National Gas Centre of Excellence to build local technical capacity, support R&D in gas applications, and train a specialised workforce by June 2031.					
Objective 3: Transformed Tanzania into a leading gas exporter in Africa, expanding regional and global market share and driving economic growth.							
	5.1.	Initiate transformation of Tanzania to become a leading gas exporter in Africa by June 2031					
5. Regional Gas Trading Hub gas supply increased from 290 MMSCFD to 3500 MMSCFD by June 2031	i.	Secure long-term gas sales agreements with prominent countries from both EAC and SADC regions by June 2028.					
	ii.	Develop a regional gas trading hub, including cross-border pipelines and storage facilities, to supply the EAC and SADC markets by June 2031.					
	iii.	Forge strategic energy alliances and harmonise cross-border energy trade policies with EAC and SADC member states to facilitate regional gas trade by June 2031.					
	6.1.	Bolster production and export of LNG by June 2031					
6. The Offshore Gas discovery through an LNG export volume from 0 MTPA to 15 MTPA (Million tons per annum) commercialised by June 2031	i.	Establish a stable regulatory and fiscal framework to secure LNG investment and off-take commitments by 2027.					
	ii.	Establish the LNG processing plant to process natural gas for export by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
3.3.6 Tourism Sector.						
Objective 1: Enhanced tourism activities, products, practices and experiences to promote sustainability, inclusivity and resilience, while expanding access for local communities and ensuring long-term growth.						
1. Tanzania position as per Travel and Tourism Development Index improved from 81st to 60th globally out of 119 economies by June 2031.	1.1 Support development of new tourism products and markets by June 2031					
	i. Develop and launch a portfolio of new market-ready tourism products based on a comprehensive tourist attractions audit by 2028.					
	ii. Develop a national tourism diversification strategy, focusing on attracting high-value tourists from new markets by 2028.					
	iii. Launch targeted global marketing campaigns for the new tourism products in the new international markets by June 2031.					
	1.2 Encourage availability and accessibility of adequate and low-cost tourism financing options annually					
	i. Strengthen a Tourism levy Development Fund					
	ii. Create a tourism credit guarantee scheme to reduce risk for commercial banks, unlocking private sector lending annually.					
	1.3 Strengthen tourism infrastructure development capacity by June 2031.					
	i. Equip the Ministry of Tourism and key government agencies with modern project management and financing frameworks to effectively plan, procure, finance, implement, and oversee large-scale tourism infrastructure projects by June 2031					
	1.4 Promote sustainable utilisation of tourism resources by June 2031.					
	i. Establish and enforce a national sustainable tourism certification system, requiring all operators in protected areas to meet environmental and cultural standards by June 2031.					
	ii. Mandate community benefit-sharing agreements for all new tourism projects, ensuring local populations receive a direct share of tourism revenue by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	1.5 Strengthen the coordination capacity of tourism activities by June 2031.					
	i. Establish and operationalise a coordinated institutional and policy framework for tourism by 2028.					
	ii. Accelerate the rollout of integrated digital systems and structured stakeholder engagement platforms by 2029.					
	iii. Enhance connectivity and joint promotion of protected areas within the Eastern and Southern Tourist Circuits by 2030.					
	iv. Harmonise and integrate the Lake Zone national parks into regional tourism circuits (Uganda and Rwanda) by 2029.					
	1.6 Make Tourism Trophy Hunting competitive by June 2031					
	i. Strengthen the governance and operational capacity of the Tourism Trophy Hunting sub-sector by 2028.					
	ii. Enhance regulatory and policy frameworks to ensure sustainable and competitive trophy hunting by 2028.					
	iii. Develop diversified markets and improve value addition across the trophy hunting value chain by 2029.					
	iv. Establish and strengthen Wildlife Management Areas in surrounding villages to enhance anti-poaching and community participation in conservation by 2028.					
	1.7 Establish Natural Heritage (NH) and Archaeological Sites organisation under MNRT by 2030					
	i. Conduct an audit of all NH and AS available in the country by June 2028					
	ii. Transfer all NH and AS from other MNRT organs to the Tanzania Natural Heritage and Archaeological Sites under MNRT by 2029.					
	1.8 Create more confidence to Tourists and Visitors of Destination Tanzania by June 2031					
	i. Establish and operationalise a predictable three-year schedule for reviewing tourism-related taxes, fees, and levies by 2028.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	ii. Institutionalise mandatory membership of tourism investors in recognized tourism associations by June 2031.					
	1.9 Leverage on bilateral, multilateral, regional and international cooperation agreements for Coastal and Marine Tourism development annually					
	i. Develop and diversify Beach Eco-Tourism Products in priority coastal zones by 2029.					
	ii. Establish and operationalise the Tanzania Coastal and Marine Parks organisation under MNRT by 2028.					
2. Four (4) tourism SEZs developed and operationalised by June 2031.	2.1 Increase LGAs allocating land for tourism investment from 13 to 26 by 2030					
	i. Legalise and enforce all LGA Land Use Plans to prevent unplanned alterations of designated tourism areas by 2028.					
	ii. Mandate the designation of suitable land by each District Council to identify, assess, and formally reserve suitable land parcels for tourism investment by 2029.					
	2.2 Create fiscal, legal and regulatory frameworks to attract tourism investment and business growth by June 2031.					
	i. Review and reform the existing fiscal, legal, and regulatory frameworks governing tourism investment by 2028.					
	ii. Operationalise and enforce the revised fiscal, legal, and regulatory frameworks across the tourism sector by 2029.					
	2.3 Develop Special Tourism Economic Zones by June 2031.					
	i. Develop and operationalise cruise ship terminals in existing ports (Dar es Salaam, Tanga, Mtwara) and new locations (Kilwa, Bagamoyo, Mafia) by June 2031.					
	ii. Introduce and operationalise a Lake Victoria Cruise Ship Service connecting Speke Bay, Mwanza, Musoma, Geita, Serengeti, Burigi–Chato, Kisumu, and Entebbe by June 2031..					
	iii. Construct and operationalise International Convention Centres in Dar es Salaam, Arusha, Mwanza, and Dodoma by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	iv. Develop Mafia as a specialised Cruise Ships docking Island by 2029					
	2.4 Develop competitive policies and frameworks to encourage public-private partnerships in tourism development, focusing on infrastructure, service quality and sustainable tourism by June 2031.					
	i. Strengthen and harmonise policy, legal, and regulatory frameworks governing PPPs in tourism by 2027.					
	ii. Institutionalise PPP governance and oversight mechanisms to ensure strategic infrastructure and service quality development by 2027.					
	iii. Align PPP policies and frameworks with sustainable and inclusive tourism objectives by June 2031. June 2031.					
3. Local content in the tourism sector increased by 10 percent by June 2031.	3.1 Simplify Regulations and bureaucratic procedures for local entrepreneurs to enter the tourism market by 2031					
	i. Streamline licensing and permit procedures through the development of a one-stop digital platform by 2027.					
	ii. Review, simplify, and harmonise tourism regulations to facilitate compliance for local entrepreneurs by 2027.					
	iii. Institutionalise support mechanisms for local tourism entrepreneurs, including legal, financial, and technical advisory services by June 2031.					
	3.2 Enhance business management and entrepreneurship capacity to help locals, including women and people with disability, start and sustain tourism-related businesses annually					
	i. Institutionalise inclusive entrepreneurship training and support systems for tourism SMEs by June 2031.					
	ii. Strengthen legal and regulatory frameworks to facilitate access to finance and resources for local tourism entrepreneurs by June 2031.					
	3.3 Establish a Tourism Basket Fund (TBF) for supporting indigenous start-up/SMEs for local entrepreneurs by June 2031.					
	i. Institutionalise mechanisms for providing financial and technical support to local tourism SMEs through the TBF by June 2031.					
	3.4 Create platforms for local businesses to network with larger tourism operators and regional and international markets by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	i. Establish digital and physical platforms to facilitate networking, collaboration, and market access for local tourism businesses by 2028.					
	ii. Institutionalise capacity-building and market access support mechanisms for local tourism enterprises by June 2031.					
	iii. Develop a regulated project pipeline with mandatory mechanisms to enable indigenous Tanzanians' participation in equity and ownership of tourism ventures by 2028.					
	iv. Align foreign-owned tourism companies' registration and operational status with policies promoting local participation by 2028.					
4. Over 12 percent of tourism attraction sites conserved and connected by June 2031.	4.1 Increase the accessibility of protected areas by air transportation by June 2031.					
	i. Upgrade and maintain the runways of all 39 existing airstrips serving protected areas by 2029.					
	ii. Develop new airports and enhance existing regional airports near key protected areas by June 2031.					
	iii. Review and streamline aviation-related taxes, fees, and levies to enhance tourism connectivity by 2027.					
	4.2 Increase accommodation facilities with one to five-star from 315 to 508 by June 2031..					
	i. Identify and prioritise locations with accommodation gaps and develop a land and infrastructure facilitation framework by 2027.					
	ii. Develop and institutionalise accommodation standards, classification systems, and incentive structures by 2027.					
	4.3 Ensure the permanent reopening and protection of all wildlife corridors across the country by June 2031.					
	i. Develop and institutionalise a legal framework for wildlife corridor restoration and protection by 2027.					
	ii. Strengthen policies, infrastructure, and monitoring mechanisms to support wildlife corridors by 2027.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	iii. Institutionalise community engagement and conflict mitigation frameworks to support wildlife corridor protection by June 2031.					
	4.4 Expand low-cost accommodation facilities in national parks for domestic tourists from 10 to 22 by June 2031.					
	i. Develop and institutionalise a national plan for expanding and upgrading low-cost accommodation facilities for domestic tourists by 2027.					
	ii. Strengthen enabling policies and incentive mechanisms to attract investment and operational support for low-cost accommodation in each high-traffic protected area by June 2031.					
	4.5 Establish a comprehensive online tourism booking system by June 2031.					
	i. Develop and institutionalise the design, standards, and integration framework for a user-friendly national online tourism booking system by 2027.					
	ii. Institutionalise capacity-building and awareness programmes to support tourism businesses in adopting and utilizing the online booking system by 2031.					
	4.6 Develop attractive investment opportunities for global investors focusing on high-end hotels, resorts and tourism infrastructure targeting international markets by June 2031.					
	i. Review and strengthen policies to designate, prepare, and allocate land for foreign investment in high-end tourism infrastructure by 2028.					
	ii. Develop and institutionalise an investment facilitation and incentive framework to attract large-scale foreign capital by 2029.					
	iii. Develop and institutionalise market promotion and infrastructure support mechanisms to enhance global investor confidence by 2029.					
	4.7 Provide annual incentives for tourism businesses to adopt sustainable practices, including waste reduction, energy efficiency and environmental conservation June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	i. Develop and institutionalise a financial and recognition incentive framework for sustainable tourism practices by 2028.					
	ii. Develop and institutionalise a regulatory framework to provide capacity-building and compliance support for sustainable tourism practices by 2029.					
	5.1 Develop five smart tourism destinations equipped with IoT, AI and big data analytics to enhance visitor experiences by 2030					
	i. Develop and institutionalise smart tourism infrastructure frameworks integrating IoT, AI, and big data analytics by 2027.					
	ii. Institutionalise capacity-building programmes and global marketing frameworks to promote smart tourism destinations by June 2031.					
	5.2 Launch online training platforms for tourism professionals to enhance skills in hospitality, customer service and digital literacy by June 2031.					
	i. Develop and institutionalise the design, standards, and content framework for online tourism training platforms by 2028.					
5. At least 40 percent of tourism businesses digitalised by June 2031.	ii. Operationalise and institutionalise the online training platforms, including monitoring and evaluation frameworks by June 2031.					
	5.3 Establish a national tourism data hub to collect, analyse and disseminate real- time data on tourist trends, preferences and economic impact by June 2031.					
	i. Develop and institutionalise the design, governance, and operational framework for a national tourism data hub by 2028.					
	ii. Institutionalise capacity-building and adoption support frameworks to ensure continuous learning and industry-wide participation by 2029.					
	iii. Standardise and institutionalise the use of a unified payment system/portal across all MNRT agencies by 2027.					
	5.4 Incubate tourism start-ups focused on digital innovative solutions such as virtual reality tours, sustainable travel apps and cultural experiences) by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
6. Achieve 33 percent nationwide adoption of the integrated smart tourism ecosystem supported by digital platforms and infrastructure and data driven resource optimisation (such as IoT, AI and big data) by June 2031.	i. Develop and institutionalise innovation hubs and funding support frameworks for tourism start-ups by 2027.					
	ii. Institutionalise capacity-building and market access programmes to link start-ups with local, regional, and international tourism markets by June 2031.					
	6.1 Introduce Virtual Reality (VR) experiences at cultural and heritage sites to attract tech-savvy tourists and provide immersive visitor experiences by June 2031.					
	i. Develop and institutionalise technology integration and content standards for VR experiences by 2028.					
	ii. Institutionalise capacity-building and global marketing frameworks to promote immersive VR experiences by June 2031.					
	6.2 Establish a robust innovation ecosystem where the tourism sector can adopt breakthrough technologies by June 2031.					
	i. Develop and institutionalise innovation infrastructure and supporting governance frameworks by 2028					
	ii. Institutionalise capacity-building programmes and policy frameworks to support technology adoption by June 2031.					
	6.3 Enhance workforce with the skills required for modern technologies annually					
	i. Institutionalise continuous training and up-skilling programmes within national tourism skills frameworks annually					
	ii. Develop and formalize partnerships and certification mechanisms through industry academia–government collaborations annually					
	6.4 Create a predictable and conducive environment for tourism, technological innovations and human capital development by June 2031.					
	i. Strengthen policy, infrastructure, and financing frameworks to support tourism innovation by 2029.					
	ii. Institutionalise human capital development and knowledge-					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
	sharing mechanisms by June 2031.					
7. Positioning Tanzania as a go-to destination for adventure, culture and eco-tourism achieved by June 2031.	7.1 Develop immersive cultural tourism experiences (e.g., UNESCO World Heritage Sites, indigenous community visits, cultural festivals) that appeal to international travellers interested in history and culture by June 2031.					
	i. Institutionalise digital and social media marketing frameworks by 2028					
	ii. Institutionalise participation and strategic engagement in international tourism expos by 2028.					
	7.2 Conduct a comprehensive global branding campaign across digital platforms, social media and international tourism expos to raise awareness of Tanzania's tourism offerings by June 2031.					
	i. Institutionalise digital and social media marketing frameworks by June 2031.					
	ii. Institutionalise participation and strategic engagement in international tourism expos by June 2031.					
	7.3 Develop advanced data collection and analytics tools to track tourism performance, visitor demographics and emerging market trends to better align Tanzania's tourism offerings with global demand by June 2031.					
	i. Establish and institutionalise a centralized tourism data observatory platform by 2028					
	ii. Adopt and standardise advanced analytics and emerging technologies within the data hub by 2028					
	iii. Institutionalise stakeholder data capacity development, market intelligence, and benchmarking mechanisms by 2031					
	7.4 Establish vocational training centres in collaboration with the private sector to provide specialised training programmes that align with global tourism standards and emerging trends by June 2031.					
	i. Develop curricula and institutionalise capacity development frameworks by 2028.					
	ii. Develop modern infrastructure and integrate technology standards within training centres by 2028.					
	iii. Institutionalise industry linkages and employment pathways frameworks by June 2031.					

Annual Development Plans

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	7.5 Promote strategic diversification of Tanzania's tourism offerings, attracting higher spending international tourists and tapping into growing global tourism segments by June 2031.					
	i. Institutionalise frameworks for tourism product development, promotion, and diversification by 2029.					
	ii. Strengthen premium infrastructure and market accessibility through strategic investment frameworks by June 2031.					
	iii. Develop and institutionalise global branding, marketing campaigns, and strategic partnership frameworks by June 2031.					
	7.6 Develop a partnership with international airlines and tour operators to establish new routes, as well as promote Tanzania in international tourism fairs and digital platforms annually					
	i. Develop and institutionalise air connectivity and route development frameworks by 2028					
	ii. Formalize strategic partnerships with international tour operators by June 2031.					
	iii. Strengthen digital marketing and global platform engagement frameworks by June 2031.					
	7.7 Develop tourist facilities, including luxury accommodations, convention centres, eco-friendly resorts and transportation networks (e.g., airports, roads and rail) that support the tourism value chain annually.					
	i. Develop sustainable high-end tourism and MICE facilities frameworks by June 2031.					
	ii. Institutionalise eco-friendly and smart transportation infrastructure development frameworks by June 2031.					
	7.8 Establish National Tourism and Hospitality Authority by June 2031.					
	i. Develop and enact legislation for institutional setup and governance by 2028.					
	ii. Develop, institutionalise and operationalise policy, regulatory, and standards frameworks by June 2031.					
8. International visitors in the luxury segment increased by 8 percent by June 2031.	8.1 Streamline visa processes and introduce visa-on-arrival or e-visa facilities for key markets by June 2031.					
	i. Strengthen visa policy and facilitation frameworks for					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	simplified visa processing by 2027					
	ii. Develop and institutionalise secure e-visa digital systems and integration frameworks by 2028					
	8.2 Introduce cashless payment systems and digital platforms for seamless travel experiences by June 2031.					
	i. Develop and institutionalise a cashless payment ecosystem by 2028.					
	ii. Develop and standardise an integrated national digital tourism platform by 2029.					
	iii. Strengthen cybersecurity frameworks to protect payments and personal data by June 2031.					
	8.3 Establish training programmes for tourism professionals to improve the quality of services in hospitality, guiding and customer service for high-end visitors by June 2031.					
	i. Develop curricula aligned with international standards by 2028.					
	ii. Institutionalise modern training delivery and capacity-building frameworks by 2029.					
	iii. Institutionalise industry linkages and career pathways frameworks by 2029.					
	8.4 Construct high-end hotels, resorts and experiential tourism services in the protected areas by June 2031.					
	i. Develop infrastructure and experiential facility standards by 2029.					
	ii. Develop visitor experience enhancement and management frameworks by 2028.					
	8.5 Adopt sustainable tourism practices to attract high-income, environmentally conscious tourists annually					
	i. Develop and institutionalise green standards and certification schemes by 2027					
	ii. Institutionalise frameworks to promote sustainable infrastructure and operations by June 2031					
	iii. Institutionalise local community engagement frameworks annually					
	iv. Institutionalise global sustainable tourism marketing and promotion frameworks annually					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
3.3.7 Financial Sector.						
Objective 1: Enhanced good governance, operational efficiency and financial stability, ensuring the competitiveness and resilience of commercial banking sector.						
1. Increase CAR above 16.5 percent by June 2031.	i. Strengthen regulatory capital requirements and risk-based supervision by June 2031.					
	ii. Facilitate mergers and acquisitions of weak banks to consolidate capital by June 2031.					
	iii. Institutionalise and operationalise long-term private and public investments into commercial banks by June 2031.					
2. Increase Deposit-to-GDP ratio to at least 40 percent by June 2031.	i. Strengthen digital and data-driven financial ecosystem by 2028.					
	ii. Introduce incentive-based formal savings and national deposit-linked schemes by 2029.					
	iii. Expand financial inclusion through nationwide agency banking and fintech scaling by June 2031.					
3. Maintain Non-Performing Loans below 5 percent of regulatory threshold by June 2031.	i. Institutionalise a digital credit risk management system using AI and big data analytics by June 2031.					
	ii. Mandate robust loan restructuring frameworks and proactive monitoring by 2027.					
	iii. Integrate ESG-compliant lending policies into commercial banking regulations by 2028.					
4. Expand private sector credit to 25 percent of GDP by 2030.	i. Strengthen risk-based capital allocation policies to support lending to high-potential sectors by 2028.					
	ii. Enhance government-backed credit guarantee schemes to de-risk lending to SMEs and strategic industries by June 2031.					
	iii. Establish a digital credit scoring platform using fintech and big data by June 2031.					
5. Increase the proportion of adults with access to and usage of formal financial services to 90 percent by June 2031.	i. Institutionalise digital financial literacy programmes by 2028.					
	ii. Incentivise commercial banks to establish low-cost digital accounts and wallets for rural					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	and marginalized populations by June 2031.					
	iii. Integrate mobile money and banking platforms for seamless financial services access by June 2031.					
Objective 2: Strengthened DFIs' capital base, effectively leveraging private sector investments, pension funds and insurance firms to drive growth and sustainability by 2030.						
1. Raise DFIs' capital base to at least 1.25 percent percent of GDP by June 2031.	i. Institutionalise phased government capital injection to build DFIs' equity by 2028.					
	ii. Diversify funding sources through domestic bond issuance and partnerships with pension funds, insurance firms, and other institutional investors by 2029.					
	iii. Deploy blended finance instruments and secure financing from AfDB, World Bank, EIB, and other multilateral partners by June 2031.					
2. Achieve a minimum public-to-private capital ratio of 1:1.14 in DFIs by June 2031.	i. Strengthen regulatory frameworks to allow domestic and foreign equity participation by domestic and foreign private investors, including partial privatization by June 2031.					
	ii. Facilitate participation of IFC, AfDB, EIB, and similar institutions to catalyse private capital inflows by June 2031.					
	iii. Expand private sector shareholding, including corporates, SMEs, and institutional investors by June 2031.					
Objective 3: Improved portfolio quality of Development Finance Institutions by strengthening risk management practices, improving credit assessment processes and ensuring effective monitoring and recovery mechanisms.						
1. DFIs' NPLs maintained below 5 percent percent by June 2031.	i. Strengthen governance and risk management frameworks through AI-driven risk tools, private-sector governance standards, lending diversification, and equity-based instruments annually.					
	ii. Scale up financing for infrastructure, manufacturing and agriculture annually.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	iii. Expand SME and start-up financing using equity, venture capital, and digital lending solutions by annually. iv. Establish a financing window for fintech and technology-driven enterprises by annually. v. Adopt block chain-enabled agriculture value chain financing and sustainable green finance models annually.					
Objectives 4: Enhanced inclusive, private sector-led insurance sub-sector that drives sustainable economic growth by increasing insurance penetration, enhancing market stability and diversifying product offerings.						
1. Increase insurance penetration (total premiums to GDP) to 2.6 percent by June 2031.	i. Strengthen regulatory frameworks, promote micro-insurance, and conduct nationwide awareness programmes by June 2031. ii. Foster innovation through digital insurance, specialised agriculture and health products, and skills upgrading by June 2031. iii. Expand regional and global insurance market participation via international underwriting, reinsurance, and claims standards by June 2031.					
Objective 5: Promoted capital diversification and enhanced regulatory compliance, aligning with UMIC standards to drive economic growth and stability.						
1. Achieve 33 percent capital funding diversification and fully rural microfinance integration by June 2031.	i. Strengthen regulatory frameworks and introduce MSMEs- and rural-friendly financial mechanisms, including microfinance credit guarantees and digital transactions by June 2031. ii. Enhance microfinance sector resilience and inclusiveness through digitalisation of informal business records, smart contracts, and ESG-compliant finance by June 2031.					
1. Digitalised 25 percent of the microfinance subsector by June 2031.	iii. Enforce digital microfinance banking and mobile/digital services in underserved rural areas by June 2031. iv. Develop AI-driven lending platforms and fintech supportive policies by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
2. Transform into a fully microfinance SME driven model with 20–25 percent rural integration by June 2031.	v. Integrate digital microfinance with decentralized finance (DeFi) solutions by June 2031. vi. Strengthen regulatory frameworks to enhance SME and rural financial inclusion, and promote rural investment by June 2031. vii. Conduct nationwide financial literacy programmes for MFIs and SMEs by June 2031.					
Objective 6: Advanced capital diversification and strengthened regulatory compliance, ensuring alignment with UMIC standards to foster sustainable development and financial resilience.						
1. Reduce financial exclusion to below 10 percent by June 2031. .	i. Expand financial services access to underserved populations, including rural areas, through banks, MFIs, and fintechs partnership by June 2031. ii. Enhance financial literacy nationwide to raise awareness of account benefits by June 2031. iii. Modernise financial sector services under the NFIF, including mobile and digital banking platforms by **June** 2031**.**					
2. Raise formal borrowing to 31.2 percent by June 2031.	i. Reform credit and lending frameworks to enable MSMEs, rural enterprises, and informal sector participants by **June 2031**. ii. Transform credit provision through AI-driven digital lending and integrated fintech solutions by **June 2031**.					
3. Increase bank account ownership to 33 percent and savings participation to 35 percent by June 2031.	i. Expand digital financial services (DFS) infrastructure and integrate fintech innovations to position Tanzania as a regional FinTech leader by June 2031. ii. Implement national financial knowledge and professional skills programme to improve consumer confidence and engagement by June 2031.					
Objective 7: Improved business environment for the growth of Tanzania's venture capital and angel investment ecosystem leading to increased access to finance for startups and high-growth enterprises.						
1. Increase venture capital and angel investment from USD 52 million to over	i. Establish a National Angel Investor Network and reform					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
USD 242 million per year by June 2031.	private equity (PE) and VC regulations by 2028. ii. Develop a national startup facility to provide early-stage capital, government-backed R&D grants, and strengthen the DSE for IPOs and M&A by June 2031. iii. Leverage AfCFTA partnerships to attract regional investors by June 2031.					
Objective 8: Increased venture capital and angel investor–backed deals, resulting in a thriving startup ecosystem and greater innovation-led enterprise growth.						
1. Increase venture capital and angel investment deals from 10 to 30 per year by June 2031.	i. Establish a National Intellectual Property Support Programme to protect startups’ inventions by 2028. ii. Develop Tech Parks and Innovation Hubs to drive digital transformation and entrepreneurship by 2029.					
Objective 9: Promoted inclusive and sustainable entrepreneurship, resulting in greater economic participation and positive environmental impact.						
1. Improve Tanzania’s Global Innovation Index ranking to 90 by June 2031.	i. Establish tech parks, innovation hubs, and targeted venture capital funds for AI, biotech, and climate-tech by 2030. ii. Introduce regional secondary markets, facilitate five startup IPOs, and enable pension funds to invest in startups by 2030. iii. Establish R&D funding programmes and global startup partnerships by 2030. iv. Undertake a future-proofing programme to leapfrog Tanzania to the next stage of development by June 2031.					
3.3.8 Sports and Creative Industry.						
Objective 1. Enhanced domestic, regional and international competitiveness of the sports and creative industries, driving growth, visibility and opportunities for talent and investment.						
1. Sector annual growth sustained at 20 percent by June 2031	Build and upgrade sports facilities (stadiums, training centres and arenas) across the country by establishing at least 5 world-class sports facilities by June 2031. i. Create regional talent academies and structured sports programmes enrolling at least 100,000 youths by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	ii. Launch annual scholarship programmes to sponsor at least 100 talented youths to overseas sports and creative industry academies by 2028. iii. Establish policies and incentive packages to encourage private sector investment in sports facilities and creative fields by 2028. iv. Foster a sports business ecosystem that promotes sports tourism at all levels by June 2031.					
2. Over 100,000 sports tourists attracted annually by June 2031.	Develop a sports business ecosystem to promote sports tourism by June 2031. i. Host an annual calendar of domestic, regional, and international sports and cultural events by 2030.					
3. Global recognition of Tanzanian artists in at least one major creative field achieved by June 2031.	Build a sustainable ecosystem for film production, distribution and music recording by June 2031. i. Develop zonal platforms for Tanzanian artists to showcase their work locally and internationally by 2028.					
4. At least 10 percent of content, globally accessible via digital platforms produced by June 2031.	i. Leverage partnerships with global digital platforms to expand the reach of Tanzanian creative by June 2031. ii. Develop export strategies for Tanzanian arts, music, film, and fashion to target international markets by June 2031. iii. Establish incubators and accelerators for creative entrepreneurs, providing funding, mentorship, and networking opportunities by June 2031.					
5. All Tanzanian creative and sports organisations facilitated to receive royalties for their works annually by June 2031.	Strengthen Copyright and Intellectual Property (IP) Systems by 2030. i. Establish an efficient copyright and IP registration system to protect local artists from unauthorized use and piracy by 2030. ii. Institutionalise the system that ensures Tanzanian creators and sports organisations have access to efficient IP registration					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	and protection systems by June 2031.					
	iii. Establish specialised legal and financial services for IP management, including fiscal and non-fiscal incentives for IP protection and commercialization June 2031.					
	iv. Ensure copyright protection for digital creators and content produced on online platforms by June 2031.					
	v. Fully enforce IP laws and copyright regulations in sports, including broadcasting rights, merchandising, and digital content by June 2031.					

3.3.9 Improved Housing, Human Settlements and Real Estate Development

Objective 1: Improved competitive, transparent and investment-friendly environment for local and foreign investors in the real estate sub-sector, fostering its growth and increasing its contribution to the economy.

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. The contribution of the real estate sector to GDP will be increased from 4 percent to 4 percent by June 2031.	i. Strengthen regulatory frameworks related to land and urban development to stimulate market-based real estate development by 2028.					
	ii. Establish incentive frameworks for real estate developers investing in large-scale projects by June 2031.					
2. A total of 2 million new housing units to accommodate urban population growth developed by June 2031.	Establish and incentivise PPPs to increase the supply of affordable homes under the Tanzania Affordable Homes Programme by June 2031.					
	i. Incentive schemes for housing PPPs developed by 2028.					
	ii. Mixed-use urban centres integrating residential, commercial, and recreational facilities developed by June 2031.					
	Develop cost-effective and sustainable building technologies to expedite construction and reduce costs by June 2031					
	i. Transfer of technologies and skills development schemes facilitated by June 2031.					
	ii. Incentivise local manufacturing of building materials by June 2031.					
3. Mortgage to GDP Ratio raised from 0.5 percent to 2 percent by June 2031	i. Establish and operationalise the housing finance					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	window/institutions such as TMIRC/TIB with at least TZS 100 billion by June 2031. ii. Conduct regulatory reforms to reduce mortgage interest rates from an average of 15 percent to 12 percent by June 2031 iii. Establish and make available serviced land to private and public sector developers in urban and peri-urban areas by June 2031. iv. Land banks for real estate project development updated and established by 2028. v. Infrastructure and amenities for surveyed project land areas developed by 2030.					
4. Investments in Special Economic Zones (SEZs), Smart Cities, international business parks and logistics hubs totalling 3 billion USD attracted by June 2031.	Develop three Smart Cities with tech-driven planning that incorporate advanced technologies for efficient urban management and sustainable living by June 2031. i. Smart Cities designated by 2028. ii. Requisite technological infrastructure for Smart Cities developed by June 2031.					
5. The total value of assets under management in REITs and TAHF increased to 1.5 billion USD by June 2031.	i. Capital markets expanded through the enlistment of REITs and TAHF on the DSE by June 2031. ii. Affordable housing units financed through dedicated schemes and effective management tools for REITs and TAHF by June 2031. iii. Transit-Oriented Development (ToD) established by integrating mixed land-use planning with efficient public transit systems by June 2031. iv. ToD management plan, tools, and financing mechanisms developed by 2028. v. Digital infrastructure for secure e-mortgages, digital property transfers, and AI-driven urban planning systems established by June 2031.					
6. A total of 50 percent of real estate transactions conducted digitally by 2030.	6.1 Property acquisition processes for non-citizens simplified through regulatory reforms by June 2031. 6.2 Climate-resilient real estate strategies, including building codes and standards, implemented to enhance sustainability in construction annually					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	i. Standards for climate-resilient designs and materials developed by June 2027. ii. Adoption of climate-resilient regulations enforced by June 2031.					
Objective 2: Improved housing and human settlements, resulting in enhanced quality of life and inclusive urban development.						
	1.1 Implement Foundational Legal and Policy Reforms for Land Rights by June 2031.					
	i. Implement comprehensive legal reforms to guarantee clear, transparent, and enforceable land rights for all citizens, including women, youth, and marginalized groups by 2029 ii. Harmonise statutory, customary, and religious land tenure systems to ensure equal protection and recognition of land rights by June 2029 iii. Strengthen fair and efficient land dispute resolution systems annually					
	1.2 Modernise Land Administration Systems and Processes by June 2031.					
1. Proportion of population living in planned settlements increased from 30 percent to 50 percent by June 2031	i. Roll out a fully integrated national digital Land Information System (LIS) that combines cadastre, registry, and planning data by June 2029 ii. Streamline and decentralize land titling procedures to reduce processing time, cost, and bureaucratic hurdles, making formalisation more accessible by June 2031 iii. Engage the private sector in surveying, data management, and IT solutions to accelerate service delivery annually					
	1.3 Launch a Nationwide Formal Land Titling Programme by June 2031					
	i. Achieve full formal land titling for at least 95 percent of all urban and rural landholders by June 2031. ii. Provide formal land titles to at least 40 percent of current residents in major urban informal settlements by June 2031					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	iii. Equip district land offices with digital tools and trained staff to handle titling processes efficiently at the local level annually					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2030/31
3.3.10 Transforming Trade and Commerce Sector.					
Objective 1. Enhanced globally competitive, diversified and digitally enabled trade sector, enhancing export performance, fostering inclusive growth for MSMEs and strengthening integration with key regional and international markets.					
1. Value-added goods in exports increased by 10 percent points by June 2031.	i. Establish agro-processing hubs in export zones, expand irrigation systems, and distribute quality inputs to farmers by 2029. ii. Introduce targeted fiscal and non-fiscal incentives and access to finance for SMEs investing in value addition by June 2031. iii. Conduct nationwide farmer training on post-harvest management and support cooperative-led branding and packaging initiatives by June 2031. iv. Launch a national digital traceability system, pilot blockchain for high-value exports, and scale blockchain/IoT certification platforms for wider market access by June 2031.				
2. Export concentration index reduced by 10 percent by June 2031.	i. Launch an AI-powered trade diversification platform and conduct product-level export market studies to identify new opportunities by 2029. ii. Institutionalise physical and VR-based virtual trade missions, facilitate bilateral trade negotiations, and provide incentives for product certification and market adaptation by June 2031.				
3. Export Complexity Index improved to 0.04 by June 2031.	i. Integrate AI and robotics into manufacturing processes and develop specialised industrial				

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	parks for biotech, nanotech, and other high-tech sectors by June 2031. ii. Launch virtual R&D hubs, promote technology transfer agreements with global partners, and facilitate supplier linkages for advanced industries by June 2031. iii. Expand TVET programmes to focus on advanced manufacturing and robotics by June 2031.					
4. Intra-African trade increased by 10 percent by June 2031.	i. Implement a blockchain-based customs clearance system and establish cross-border digital trade gateways to reduce friction by 2029. ii. Harmonise national trade standards with Regional Economic Communities and develop border-specific trade facilitation policies by June 2031. iii. Upgrade transport and logistics networks to border areas and establish border market zones to stimulate local commerce by June 2031.					
5. Logistics Performance Index (LPI) improved by 10 percent to achieve a Top 50 global ranking by June 2031.	i. Modernise port infrastructure and upgrade critical road and rail connections to ports and inland depots by 2029. ii. Implement AI-driven port management systems and digital twins, construct smart warehouses, and deploy satellite-based tracking for cargo by June 2031. iii. Integrate and streamline all customs processes at major trade entry and exit points by June 2031. iv. Establish specialised logistics training centres to build a skilled workforce for the modern supply chain by June 2031.					
6. Digital trade increased to account for 50 percent of total trade by June 2031.	6.1 Develop and launch AI-powered e-commerce platforms for the African market and establish a blockchain-based digital payment gateway by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	6.2 Implement IoT-enabled logistics solutions for last-mile delivery and create regional e-commerce hubs to improve efficiency by June 2031. 6.3 Harmonise national e-commerce regulations with international best practices to create a stable and predictable environment by June 2031.					
3.3.11 Robust Business Sector.						
Objective 1: Increased private investment that drives innovation, fosters competitiveness and inclusion, addresses domestic demands and integrates Tanzania into global value chains to support sustainable economic growth.						
	1.1 Provide robust framework for provision of incentives and targeted support for strategic investments, high-tech start-ups and digital enterprises to foster innovation, entrepreneurship and technology-based business models by June 2031.					
1. Private investment inflows increased to at least 5 percent of GDP by 2030.	i. Implement a comprehensive review of business regulations to improve the ease of doing business by 2029. ii. Review the Public and Statutory Corporates (PSCs) regulatory frameworks to ensure transparency and profitable investments by 2029 iii. Establish a clear, criteria-based framework for providing targeted incentives for strategic investments and high-tech start-ups by 2027. iv. Streamline all investment processes and enhance the capacity of investment promotion agencies to resolve disputes by 2027. v. Facilitate cluster-based industrialisation and investment in special economic zones by 2030. vi. Annually expand financial services and upgrade infrastructure to support business growth by June 2031.					
2. Global Value Chain participation increased to	2.1 Implement a strategic shift towards transforming domestic production frontier into competitive, export-oriented industries by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
at least 25 percent of GDP by 2030.	i. Implement a national programme to integrate domestic MSMEs with larger global companies to boost value chain participation by 2030. ii. Leverage Strategic Geographic Position to connect more effectively with regional and international markets annually iii. Develop and implement a strategic trade facilitation plan to capitalise on Tanzania's location and connect effectively with regional and international markets by 2027. iv. Prioritise development of strategic sectors (e.g., agro-processing, light manufacturing) for structural transformation and export orientation by 2030.					
3. At least gin coefficient and spatial inequalities are sustained at the current levels by 2030.	i. Strengthen redistributive fiscal policies, including progressive taxation and targeted social protection programmes annually. ii. Prioritise labour-intensive manufacturing and agro-processing in rural and semi-urban areas to create mass employment annually. iii. Invest in transport, energy, and digital infrastructure across all regions to reduce urban-rural disparities annually. iv. Ensure joint ventures and mandatory local equity participation in major FDI projects annually.					

3.3.12 Strategising Bilateral, Regional and Multilateral Cooperatives in a Dynamic World.

Objective 1. Enhanced capacity of the country to effectively promote economic interests and elevate Tanzania's global influence, contributing to sustainable development and stronger international partnerships.

1. Implement fully economic diplomatic roles to increase investment growth by 40 percent by 2030.	1.1 Define and publish Tanzania's core strategic priorities and interests in the global arena by 2028. 1.2 Strengthen national negotiation capacities and establish a real-					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
	time information system between diplomatic missions and home institutions by 2028.					
	1.3 Optimise the staffing and structure of diplomatic missions to focus on economic outcomes by June 2031.					
	1.4 Strengthen the Dr. Salim Ahmed Salim Centre for Foreign Relations to train the next generation of economic diplomats by June 2031.					
	1.5 Launch and implement a global branding strategy to enhance Tanzania's image as an investment destination by June 2031.					
	1.6 Expand consular presence in key economic cities and strengthen diaspora engagement to attract investment and skills by June 2031.					
	1.7 Enhance intellectual property protection and competitiveness in line with global standards by June 2031.					
	1.8 Ensure the integration of gender issues and youth opportunities in all international partnerships by June 2031.					

3.3.13 Global Dynamics

Objective 1. Improved Tanzania position as a regional and global economic powerhouse by June 2031 through strategic trade, investment and diplomatic engagement, driving resilience, competitiveness and sustainable prosperity.

	1.1. Complete all regional trade and policy harmonization requirements, ensuring free movement of goods, services and capital and achieving 100 percent implementation of regional trade protocols achieved by June 2031.					
1. Full integration of Tanzania into AfCFTA, EAC and SADC, achieving at least 70 percent implementation of regional trade protocols by 2030.	1.1 Harmonise national trade and customs policies with AfCFTA, EAC, and SADC requirements by 2030.					
	1.2 Conclude all pending bilateral and multilateral trade agreements relevant to regional blocs by June 2031.					
	1.3 Strengthen the institutional capacity of the national trade coordination body annually.					
	1.4 Launch an integrated, AI-powered digital trade ecosystem by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	1.5 Implement a comprehensive, AI-powered customs system at all borders by June 2031.					
	1.6 Establish a blockchain-based single-window system to streamline all trade facilitation processes by June 2031.					
	1.2. Enhancing Tanzania's diplomatic influence on secure international partnerships in establishing Kiswahili as a working language by June 2031.					
2. Tanzania's diplomatic influence by securing 3 key international partnerships, increasing Kiswahili's usage in 4 global organisations and establishing Kiswahili as a working language in at least one advanced international institution by 2030.	i. Expand Tanzania's diplomatic mission network to 60 countries by June 2031.					
	ii. Promote cultural diplomacy and education exchanges with 25 countries and 35-40 universities by June 2031.					
	iii. Implement AI-powered real-time Kiswahili translation services for key meetings and documents in the AU and UN by June 2031.					
	iv. Launch an AI-driven digital diplomacy platform to enhance international engagement and analysis by June 2031.					
	v. Establish a dedicated International Trade Council to advance economic diplomacy objectives by June 2031.					
	1.3. Promoting Tanzania to become a premier trade gateway by June 2031.					
3. Positioning Tanzania as Africa's premier trade gateway by achieving 20 million TEUs (Twenty-Foot Equivalent Units) in annual container realised by June 2031	i. Complete the modernisation and upgrading of Dar es Salaam, Tanga, and Mtwara ports, and fully operationalise the Bagamoyo port by June 2031.					
	ii. Launch an AI-powered smart port system designed to handle a target capacity of 20 million TEUs by June 2031.					
	iii. Develop dedicated railway and highway linkages from ports to major inland cargo hubs by June 2031.					
	iv. Establish a high-speed rail corridor for freight to improve transit times by June 2031.					
	v. Implement AI-driven logistics optimisation systems across all major ports and transport routes by June 2031.					
	vi. Build a national supply chain network leveraging IoT, blockchain, and AI for end-to-end cargo visibility and efficiency by June 2031.					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	4.1 Negotiate and undertake bilateral, regional and multilateral investment partnerships to attract large scale FDIs across key strategic sectors by June 2031					
4. Bilateral, regional and multilateral investment partnerships established and operationalised to attract large-scale FDIs across key sectors by June 2031.	1.1 Formulate and implement a National Strategy for Bilateral, Regional and Multilateral Investment Cooperation by 2027. 1.2 Establish Investment Partnership Promotion Units (IPPUs) within TISEZA and the Ministry of Foreign Affairs to coordinate and track investment missions by 2027. 1.3 Annually negotiate and secure new bilateral, regional, and multilateral agreements for FDI in strategic sectors by June 2031. 1.4 Create and maintain an annual pipeline of bankable, high-impact projects for targeted investment promotion by June 2031.					
3.3.14 Formalisation of the Economy and Its Management						
Objective 1: A Transforming informal sector into a dynamic growth driver, fostering increased formal sector participation and economic growth						
1. Formal sector GDP contribution increased from 55 percent to 63 percent by June 2030	1.1 Establish a dedicated unit within Tanzania Revenue Authority to nature small and medium enterprises (MSMEs) by June 2027. 1.2 Launch a fully digital, one-stop registration and tax compliance platform by June 2028. 1.3 Establish a dedicated formalisation support programme to informal businesses by June 2029 1.4 Develop and implement sector-specific formalisation incentives by June 2028. 1.5 Integrate registered informal businesses into formal government and private sector supply chains through a supplier development programme by June 2030.					
2. Informal sector employment decreased from 29 percent to 22 percent by June 2031	2.1 Launch a national skills-upgrading and vocational training programme annually, tailored to help informal workers transition into higher-					

ANNEX I: Detailed Interventions of Pathways to Prosperity

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	skilled, formal employment by 2027.					
	2.2 Implement a formal employment incentive scheme for businesses that hire and retain workers transitioning from the informal sector, offering temporary wage subsidies or tax credits by 2030.					
	2.3 Strengthen labour inspectorate and enforcement mechanisms annually to ensure fair labour standards, worker protections, and social security contributions, making formal employment more attractive.					
	2.4 Facilitate the creation of business cooperatives and associations annually, enabling small informal operators to pool resources, access larger markets, and formalise collectively.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
Pillar 2 : 3.4 Building Human Capabilities and Social Development						
3.4.1 A Well-Educated, Skilled and Learning Society						
Objective 1: Achieved a well-educated, skilled and learning society by enhancing access to quality education, promoting continuous skills development and fostering a culture of lifelong learning.						
1. Girls and boys accessing equitable and quality early childhood development (20 percent) and pre-primary education GRE from 88.8 percent to 96.7 percent by June 2031	1.1. Expand Access and Upgrade Infrastructure to early childhood development centres and pre-primary education to ensure children are ready for school by June 2031 i. Make pre-primary education compulsory and systematically expand enrolment capacity through comprehensive nationwide mapping exercise. ii. Ensure children (20%) aged 3 to 4 have access to a nearby ECD centre. 1.2. Ensure availability of qualified caregivers and teachers and equitable age-appropriate infrastructure and inclusive teaching-learning materials, WASH facilities for ECD and pre-primary education by 2031 i. Ensure availability of qualified teachers, equitable distribution of age-appropriate teaching and learning resources to all pre-primary schools by June 2031. ii. Specialised training programmes for all early childhood caregivers and educators by June 2031. iii. Enhance teachers' competences through professional development for quality teaching and learning in pre-primary schools annually 1.3. Integrate Early Childhood Education Health and Nutrition Programmes by June 2031 i. Strengthen inter-ministerial coordination at national and local levels to oversee the integrated delivery of education, health, and nutrition programmes annually. ii. Fully adopt and implement a comprehensive set of quality standards for ECE service delivery by June 2029, supported by child-friendly and parent satisfaction feedback tools.					
2. Girls and boys accessing equitable quality primary school education increased from 98.2 percent to 100 percent, retained, complete primary education, with relevant skills by June 2031.	2.1 Strengthen teacher quality and deployment by June 2031. i. Improve teacher deployment, especially STEM and English language teachers and effective utilisation of teachers in primary school annually. ii. Upgrade the quality of teacher continuous professional development programmes annually, focusing on the latest teaching methodologies and technologies. 2.2 Improve Teaching Quality and Learning Environment by June 2031 i. Enhance and equip Teachers' Resource Centres to support continuous professional development annually. ii. Promote access to equitable quality primary education, retention, completion, learning outcomes, and transition to secondary educationUpgrade. iii. Provide adequate teaching and learning resources annually to achieve a national average teacher-pupil ratio of 1:40 by June 2031. 2.3 Foster Inclusive Education and Community Engagement by June 2031. i. Strengthen the system for identifying and assessing the special needs of each pupil annually.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	ii. Enhance primary school teachers' competencies in Special Needs Education (SNE) and Inclusive Education (IE) annually.					
	iii. Strengthen community engagement in the planning and implementation of primary school development activities annually.					
	iv. Enhance foundational skills including literacy and numeracy and learning outcomes by June 2031					
3. Children accessing equitable quality secondary school education increased from 75.3 to 100 percent, and TVET in secondary schools increased from 4 to 30 percent of enrolled students, with relevant skills by June 2031.	3.1 Develop a Specialised Secondary Teacher Workforce system by June 2031					
	i. Recruit and retain qualified subject-specialist teachers, with a prioritisation on STEM fields, and English language annually.					
	ii. Strengthen the secondary teacher certification and licensing system, linking it to subject-specific expertise and performance by June 2031.					
	3.2 Modernise the Secondary Learning Environment annually					
	i. Recruit adequate, subject-specific teaching and learning resources annually to achieve a national average teacher-student ratio of 1:40 by June 2031.					
	ii. Enhance and equip Teachers' Resource Centres with secondary-level materials and technology for advanced professional development annually.					
	3.3 Expand and Strengthen TVET Pathways by June 2031					
	i. Upgrade and expand TVET related infrastructure within secondary schools annually.					
	ii. Establish formal partnerships with industries to provide internships, apprenticeships, and mentorship programmes for TVET students annually.					
	iii. Establish well-equipped laboratories and maker spaces in schools annually for hands-on STEM and TVET activities.					
	3.4 Foster Inclusive and Quality Secondary Education by June 2031.					
	i. Strengthen the system for identifying and assessing the special needs of each secondary student annually.					
	ii. Enhance secondary school teachers' competencies in Special Needs Education (SNE) and Inclusive Education (IE) annually.					
4. At least 30 percent of secondary school students transitioning to	4.1 Expand Higher Education Access and Infrastructure by June 2031.					
	i. Build and upgrade universities, technical colleges, and open learning centres across all regions by June 2031.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
higher education institutions by June 2031.	ii. Expand access to higher education through enhanced open, distance, and e-Learning programmes annually.					
	4.2 Align Higher Education with Industry Needs by June 2031.					
	i. Implement a responsive curriculum review mechanism, informed by industry needs and technological trends, with annual stakeholder consultations.					
	ii. Strengthen partnerships between academia and industry to promote applied learning, internships, and graduate employability by June 2031.					
	iii. Support student innovation hubs and incubators that receive mentorship and funding from industry partners annually.					
	4.3 Leverage Economic Diplomacy for Education by June 2031					
	i. Use economic diplomacy to negotiate education-focused agreements, including scholarship programmes and student exchange frameworks, annually.					
5. Digital literacy for 50 percent of the workforce achieved by June 2031	5.1 Institutionalise E-Learning and Digital Skill Building by June 2031					
	i. Institute and enable virtual learning to strengthen distance and adult learning programmes annually.					
	ii. Promote innovation in e-learning content creation, mobile apps, and digital learning solutions annually.					
	5.2 Create an Enabling Regulatory and Research Environment by June 2031.					
	i. Adopt a regulatory environment that supports the rapid infusion of new technologies and addresses digital inclusion, privacy, and ethics by 2028.					
	ii. Enhance institutional research capacity on emerging technologies like AI, biotechnology, and environmental sciences by upgrading labs and partnering with global research institutions annually.					
	5.3 Foster Continuous Learning and Innovation by June 2031					
	iii. Scale up adult learning centres nationwide with a focus on literacy, numeracy, digital skills, and soft skills annually.					
	iv. Establish a robust innovation ecosystem that fosters collaboration between education institutions, industries, and the government by June 2031.					

3.4.2 A Capable and Motivated Workforce

Objective 1 : Achieved a capable and motivated workforce, resulting in increased productivity, innovation

	1.1 Align Skills Development with Global Standards by June 2031					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	i. Align all TVET curricula and training programmes with international standards by June 2027.					
	ii. Integrate skills internationalisation principles into national education, training, and labour policies on an annual basis.					
	1.2 Expand Equitable Access to TVET by June 2031.					
1. Workforce with relevant technical and vocational skills for industrial innovation increased by 35 percent by June 2031	i. Increase the availability of TVET centres in underserved areas, including rural and remote regions, annually.					
	ii. Develop and implement gender-sensitive and inclusive curricula, facilities, and teaching methods by June 2028.					
	1.3 Institutionalise Lifelong Learning and Skills Recognition by June 2031					
	i. Develop and implement a Recognition of Prior Learning (RPL) framework to validate informal experience by June 2029.					
	ii. Strengthen the adult learning ecosystem through annual programmes that promote clear career pathways and skills recognition.					
	2.1 Modernise TVET Infrastructure and Financing Structure by June 2031					
	i. Introduce public-private partnerships (PPPs) to co-finance TVET expansion and innovation on an annual basis.					
2. Proportion of digitally literate workforce maintained to at least 50 percent by June 2031	ii. Equip training centres with modern tools, laboratories, and digital learning environments annually.					
	2.2 Impart Foundational Digital Economy Skills by June 2031.					
	i. Establish community digital innovation hubs in urban and rural areas for hands-on learning by June 2027.					
	ii. Embed digital literacy components into all TVET, lifelong learning, and reskilling initiatives by June 2027.					
3. Proportion of technologically skilled workforce, particularly in technology, engineering and data analysis fields, increased by 15 percent by June 2031	3.1 Strengthen Apprenticeship and Internship Programmes Annually.					
	i. Develop sector-specific apprenticeship and internship programmes jointly designed with employers in innovative and industrial sectors annually.					
	ii. Formalize apprenticeship and internship experience as a recognized component of national certification and qualifications by June 2029.					

3.4.3 Managing and Harnessing the Population Demographic Dividend.

Objective 2: Harnessed demographic dividend through human capital development, decent job creation, entrepreneurship, business development and economic empowerment resulting in inclusive economic growth and improved livelihoods.

	1.1 Align Education and Skills with Market Demands by June 2031					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
1. Youth unemployment (ages 15–34) reduced from 21.5 percent to below 15 percent by June 2031.	i. Annually engage industry experts and labour market analysts to identify current and future skill needs in productive sectors particularly agriculture, extractive, manufacturing, and technology as an enabler.					
	ii. Integrate practical skills, emerging technologies, and soft skills relevant to these sectors into national curricula by June 2031.					
	iii. Foster public-private partnerships to integrate emerging technologies and sector-specific competencies into skills development programmes annually.					
	1.2 Promote Gender Equity in Education and Employment by June 2031.					
	iv. Build and equip girls' schools in remote areas and encourage STEM and vocational skills tailored for girls annually.					
	v. Facilitate childcare support and promote family-friendly workplace environments, extending gender equity policies and protections to informal workers and gig economy participants annually.					
	1.3 Foster Youth Entrepreneurship and Innovation Annually					
	i. Establish and strengthen startup incubation and acceleration hubs annually.					
	ii. Provide comprehensive business support services, including access to finance, mentorship, and market linkages for young entrepreneurs annually.					
	1.4 Promote Digital and Gig Economy Opportunities by June 2031.					
	i. Promote job matching and placement services that connect youth to digital gigs and remote work opportunities annually.					
	ii. Equip youth with the skills to market themselves, manage freelance finances, and build personal brands online annually.					
	1.5 Facilitate Formalisation of Informal Work Annually.					
	i. Adopt performance-based incentive schemes and streamline regulatory frameworks to encourage business formalisation without excessive burdens by June 2028.					
	1.6 Engage the Diaspora for Implementation of National Development Programmes Annually.					
	i. Create incentives for Tanzanian professionals abroad to return or virtually contribute to the health, education, and tech sectors by June 2031.					
	ii. Encourage partnerships between diaspora professionals and local institutions for training, research, and innovation annually.					
	2.1 Expand Access to Youth-Friendly Reproductive Health Services by June 2031.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
2. Age dependency ratio reduced from 87.4 to 79.4 percent by June 2031	i. Expand access to youth-friendly reproductive health services, life skills training, and education by June 2031.					
	ii. Integrate comprehensive sexual and reproductive health education into school programmes and foster supportive environments for youth SRH annually.					
3. At least 20 percent of elderly population (aged 60+) covered by comprehensive social protection scheme by June 2031	3.1 Strengthen Social Protection and Economic Inclusion by June 2031.					
	i. Scale up universal or targeted old-age pension and non-contributory programmes, particularly for low-income elderly in the informal sector annually.					
	ii. Support elderly entrepreneurship through access to microfinance, business training, and startup capital annually.					
	3.2 Enhance Community-Based Elder Care Systems by June 2031.					
	i. Deploy trained social workers at district and ward levels to support caregivers and elderly persons annually.					
	ii. Recognise and scale best practices in traditional/community-based eldercare systems and train community health workers in geriatric care annually.					
	3.3 Strengthen Emergency Preparedness for the Elderly by June 2031.					
	i. Establish early warning systems that are inclusive of elderly communication needs, engaging community leaders and social workers to disseminate information effectively during emergencies annually.					

3.4.4 Labour Market and Employment Landscape.

Objective 3: Modernised Tanzania's labour market, resulting in increased decent employment opportunities and a future-ready workforce

1. At least 8,000,000 decent jobs through targeted investments and innovation produced by June 2031	1.1. Foster a Thriving Startup and SME Ecosystem by June 2031.					
	i. Establish nationwide youth startup hubs that provide mentorship, access to funding, and co-working spaces by June 2031.					
	ii. Support R&D, technology transfer initiatives, and international partnerships that drive innovation and enhance market access for startups and SMEs annually.					
	1.2. Attract Large-Scale Job-Creating Investments by June 2031.					
	i. Implement targeted investment promotion campaigns to attract multinational corporations and large domestic firms to establish labour-intensive operations in key sectors.					
	ii. Develop special economic zones and industrial parks with pre-approved permits and plug-and-play infrastructure to fast-track					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	the setup of new businesses and create jobs by June 2031.					
	1.3. Strengthen Business Expansion and Formalisation by June 2031. i. Provide growth capital and business development services to high-potential SMEs to enable them to expand their operations and workforce annually. ii. Implement incentive schemes that encourage informal businesses to formalise and grow, thereby creating more stable and decent employment opportunities by June 2031.					
2. At least 10 percent share of employment in public and high-value industries increased by June 2031	2.1. Develop Industry-Aligned Skills for High-Value Sectors by June 2031. i. Launch public-private partnership programmes focused on skills training for emerging technologies, clean energy, and advanced manufacturing by June 2031. ii. Partner with private companies to establish state-of-the-art training facilities equipped with the latest technology to ensure a job-ready workforce by June 2031.					
	2.2. Drive Investment and Growth in High-Value Industries by June 2031. iii. Offer targeted fiscal and non-fiscal incentives to attract and retain investment in high-value sectors such as technology, pharmaceuticals, and advanced manufacturing annually. iv. Foster collaborations between multinational corporations, local startups, and MSMEs to integrate local businesses into global value chains and create high-skilled job by June 2031.					

3.4.5 A Socially Protected and Inclusive Society.

Objective 1: Enhanced socially protected and inclusive society by expanding social protection coverage, reducing vulnerability and promoting equal access to opportunities for all population groups.

1. Protection of 40 percent of vulnerable population achieved by June 2031	2.1. Protection of 40 percent of vulnerable population achieved by June 2031 i. Enhance the capacity of regulatory bodies, labour inspectorates, and the judiciary to effectively enforce laws prohibiting discrimination based on gender, age, disability, or ethnicity annually. ii. Integrate evolving international best practices and social norms into national compliance standards annually.					
	2.2. Ensure Equitable Access to Land for Vulnerable Groups by June 2031.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	i. Implement land reform policies that guarantee equitable access to land ownership for women and persons with disabilities annually.					
	ii. Promote land-based livelihood programmes and strengthen one-stop land services in remote and underserved areas to empower these groups economically by June 2031.					
	2.3. Integrate the Informal Sector into Social Security Systems by June 2031.					
	i. Implement streamlined and accessible digital registration systems to facilitate the enrolment of informal workers into social security schemes annually.					
	ii. Harmonise national social security regulatory frameworks to ensure comprehensive coverage for all informal sector workers by June 2031.					
	2.4. Strengthen and Modernise Core Social Protection Programmes by June 2031.					
	i. Review and redesign the Tanzania Social Action Fund (TASAF) and Productive Social Safety Net (PSSN) to adopt a digital beneficiary registry, enhance monitoring, and reduce donor dependency by June 2031.					
	ii. Integrate livelihood support and skills development components into social safety nets to enable beneficiaries to transition out of poverty sustainably annually.					
	iii. Build the capacity of local government authorities to manage and coordinate social protection delivery effectively by 2028.					
	iv. Engage the private sector in co-financing or impact investing models to supplement public funds for social protection by June 2031.					
	2.5. Mainstream Mental Health into Education and Community Services by June 2031.					
	i. Integrate mental health development into curricula at all levels of education by 2028.					
	ii. Incorporate mental health modules into teachers' training and continuous professional development programmes annually.					
	iii. Foster supportive environments in schools and communities that promote wellbeing, reduce stigma, and improve access to mental health services.					

3.4.6 Improved Health Care for All

Objective 1: Improved healthcare for all, resulting in a healthier, more productive population and reduced health disparities

1.1. Strengthen Maternal and Newborn Health Services by June 2031.

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
1. Infant mortality reduced from 33 to 27 deaths per 1,000 live births by June 2031	i. Recruit, train, and deploy skilled birth attendants (SBAs) to ensure 90 percent access across all healthcare facilities by June 2031. ii. Equip all antenatal (ANC) and postnatal care (PNC) facilities with basic diagnostic tools and ensure a reliable supply of essential medications by June 2031. iii. Eliminate out-of-pocket costs for ANC and PNC services at public facilities for women in remote, low-income, or vulnerable households by June 2029. iv. Strengthen mobile ANC/PNC outreach clinics for remote and nomadic populations annually.					
	1.2. Implement Nationwide Maternal and Infant Nutrition Programmes Annually					
	i. Expand access to fortified complementary foods for infants aged 6–24 months annually. ii. Ensure universal vitamin A supplementation and deworming for children under five by June 2031. iii. Implement targeted distribution of micronutrient powders (MNPs) for infants and young children annually. iv. Strengthen mobile ANC/PNC outreach clinics for remote and nomadic populations annually.					
	1.3. Institutionalise Infant and Young Child Feeding Practices by June 2031.					
	i. Mobilise and train community health workers (CHWs) to provide ongoing breastfeeding support at the community level annually. ii. Implement male-focused breastfeeding education programmes to encourage partner support by June 2028.					
	1.4. Enhance Community-Based Maternal and Infant Care by June 2031.					
	i. Train 50 percent of CHWs in maternal and infant care, with a focus on maternal mental health and psychosocial support by June 2031. ii. Integrate mental health screening into prenatal and postnatal visits by June 2031.					
2. Proportion of population covered by health insurance schemes increased from 15 percent to 35 percent by June 2031.	2.1 Expand Universal Health Coverage (UHC) by June 2031.					
	i. Implement progressive UHC policies to ensure equitable access, with a focus on enrolling informal sector workers, rural populations, women, youth, and marginalized groups annually. ii. Empower local government authorities to lead enrolment drives and serve as trusted					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	intermediaries in their communities annually.					
	2.2 Strengthen Community-Based Health Insurance (CBHI) by June 2031.					
	i. Design affordable, flexible premium packages suited to seasonal incomes and local economic realities by June 2028.					
	ii. Introduce mobile CBHI enrolment drives in remote or hard-to-reach areas annually.					
	2.3 Leverage Digital Platforms for Health Insurance Mobilisation and Service Delivery by 2031.					
	i. Implement digital platforms for easy health insurance registration and premium payments by June 2031.					
	ii. Localize digital tools into multiple languages and disability-friendly formats to maximize inclusiveness by June 2031.					
3. Maternal mortality per 100,000 live births reduced from 104 to 85 by June 2031.	3.1 Ensure Universal Access to High-Quality Maternal Care by June 2031					
	i. Expand adolescent-friendly sexual and reproductive health (SRH) services in schools annually.					
	ii. Ensure universal access to high-quality prenatal and postnatal care for the early detection and management of complications by June 2031.					
4. Total Fertility Rate (TFR) reduced from 4.8 in 2022 to 4.1 by June 2031	4.1 Mainstream Reproductive Health Education to All School Levels by June 2031.					
	i. Strengthen the delivery of age-appropriate reproductive health curricula integrated into national school programmes at all levels annually.					
	ii. Collaborate with NGOs and media houses to promote reproductive health education annually.					
	4.2 Implement Incentive Based Policies to Retain Girls in School and Protect them from Adolescence Related Risks by June 2031.					
	i. Improve school infrastructure, including separate sanitation facilities for girls, to create a supportive learning environment annually.					
	ii. Engage parents and guardians through workshops to address cultural and economic barriers to girls' schooling annually.					
	4.3 Expand Community Health Programmes Promoting Male Involvement by June 2031.					
	i. Strengthen couple-based counselling sessions to promote shared decision-making in family planning annually.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	ii. Encourage employers to offer family planning education as part of employee wellness benefits annually.					
5. Life expectancy increased from 68.3 to 70.4 by June 2031.	5.1 Implement Early Detection and Prevention for Non-Communicable Diseases (NCDs) by June 2031.					
	i. Integrate NCD risk factor screening (e.g., blood pressure, blood sugar, Body Mass Index into routine primary healthcare services by June 2028.					
	ii. Strengthen referral systems for timely management and follow-up of individuals diagnosed with NCDs annually.					
	5.2 Implement Healthy Diets and Nutrition Programmes Annually.					
	i. Strengthen community nutrition counselling services targeting pregnant women, infants, and people with obesity-related diseases annually.					
	ii. Use mobile health (mHealth) platforms to deliver personalized nutrition advice and reminders annually.					
	5.3 Strengthen a National Multi-Sectoral NCD Framework by 2028.					
	i. Institutionalise a national multi-sectoral coordination framework for the prevention, control, and treatment of NCDs by June 2031.					
	ii. Strengthen mechanisms for regular inter-sectoral communication and data sharing on NCDs annually.					
6. Prevalence of major infectious diseases such as HIV, Malaria and Tuberculosis reduced by at least 30 percent from current levels by June 2031	6.1 Scale Up HIV Prevention and Testing Services Annually.					
	i. Scale up availability of Pre-Exposure Prophylaxis (PrEP) and expand Voluntary Medical Male Circumcision services annually.					
	ii. Ensure 100 percent availability of HIV testing services in all health facilities and community outreach programmes by June 2031.					
	6.2 Implement Nationwide Malaria Vector Control Annually.					
	i. Implement nationwide malaria vector control programmes, including insecticide-treated mosquito nets, indoor residual spraying, and larval source management by June 2031.					
	ii. Foster community-led environmental sanitation to eliminate mosquito breeding grounds annually.					
	6.3 Strengthen Tuberculosis (TB) Control Measures by June 2031.					
	i. Enforce TB infection control measures, including mass screenings and improved ventilation in public spaces by June 2031.					

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
	ii. Deploy mobile TB diagnosis units with X-ray and GeneXpert machines in rural and underserved areas annually.					
	6.4 Launch community-driven awareness campaigns on disease prevention, testing and treatment adherence by June 2031					
	i. Train community health workers (CHWs), social workers and local volunteers to deliver health education on disease prevention, testing and treatment adherence annually					
	ii. Build the capacity of local journalists and media practitioners on accurate, ethical and stigma-free health reporting annually					
	iii. Support disease awareness messaging into mobile money platforms, transport systems and alike annually					
7. Health coverage with accessible, affordable and high-quality healthcare for 58 percent of the total population achieved by June 2031	7.1 Streamline Healthcare Regulations for Effective Private Sector Participation by June 2031.					
	i. Establish one-stop service centres for all regulatory approvals related to private health investments by June 2028.					
	ii. Strengthen the capacity of regulatory bodies (e.g., TMDA) to provide timely and transparent oversight annually.					
	7.2 Mainstream Alternative Medicine Alongside Conventional Medical Practices by June 2031.					
	i. Strengthen a national ecosystem for traditional healers and herbalists, promoting cross-referral systems with biomedical practitioners annually.					
	7.3 Enforce Professional Ethics for Health Workers Annually.					
	i. Strengthen collaboration between health regulatory bodies and law enforcement to handle serious professional misconduct annually.					
	ii. Integrate global ethical guidelines into national codes of conduct for all health workers annually.					
8. Digital health management and statistics for efficient provision of healthcare services mainstreamed by June 2031	8.1 Ensure Interoperability of Health Information Systems by June 2031.					
	i. Integrate health facility systems across all levels (primary, secondary, tertiary) and between public and private sectors by June 2028.					
	ii. Ensure interoperability between clinical systems and logistics/supply chain platforms for better alignment of service delivery and stock availability by June 2029.					
9. Imports of essential health commodities reduced by 20	9.1 Incentivise Local Production of Health Commodities by June 2031.					
	i. Establish fiscal, monetary, and regulatory incentives for local industries producing basic and advanced health technologies by June 2031.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
percent by June 2031	ii. Provide low-interest loans or credit guarantees to firms engaging in local production of health technologies annually.					
	9.2 Strengthen Local Pharmaceutical Supply Chains by June 2031.					
	i. Ensure availability and affordability of raw materials for the pharmaceutical industry through public-private partnerships annually.					
	ii. Streamline regulatory approvals and customs clearance for pharmaceutical inputs to reduce delays by June 2028.					
10. Tanzania ranked as one of the top 2 medical tourism destinations in East and Central Africa achieved by June 2031	10.1 Establish Health Diplomacy and Promotion by June 2031					
	i. Establish formal and institutionalised health diplomatic relations with neighbouring and potential countries annually.					
	ii. Facilitate joint training programmes and knowledge exchange platforms between healthcare professionals within and across boarders annually.					

3.4.7 Enhanced Food Security and Nourishment

Objective 1: Enhanced food security and nourishment, resulting in reduced hunger and improved public health.

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Population that consistently accessing nutritious food throughout the year increased to 60 percent by June 2031	1.1 Implement a Comprehensive National Food Fortification Programme by June 2031.					
	i. Institutionalise fortification of staple foods (with iron, folic acid), edible oils, and complementary foods for infants by 2028.					
	ii. Mandate Universal Salt Iodization (USI) and ensure 100 percent compliance across all producers by June 2031.					
	iii. Incentivise local production of adequately fortified foods and iodized salt through public-private partnerships by June 2031.					
	1.2 Strengthen National Food Systems for Dietary Diversity by June 2031.					
	i. Promote the cultivation and consumption of iron-rich, provitamin A-rich, and other nutrient-dense crops through agricultural extension services and market support by 2029.					
	ii. Integrate gender-sensitive nutrition education into secondary schools, youth programmes, and public awareness campaigns annually.					
	1.3 Integrate Nutrition Services into Primary and Maternal Healthcare by June 2031.					
	i. Embed anaemia screening, iron biomarker testing, and nutrition counselling into national antenatal care (ANC) protocols by June 2029.					
	ii. Expand the Baby-Friendly Hospital Initiative to all public health facilities and encourage workplace breastfeeding support annually.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	iii. Integrate nutrition services into primary healthcare to reduce the undernourished population annually.					
	1.4 Enhance National Nutrition Surveillance and Response Systems by June 2031.					
	i. Establish and strengthen national surveillance systems for key micronutrient deficiencies (Vitamin A, iodine, iron) in women and children by June 2029.					
	ii. Build the capacity of community health workers for the early identification of malnutrition using tools like MUAC and weight-for-height scores annually.					
	iii. Integrate Global Acute Malnutrition (GAM) reduction targets into the National Multisectoral Nutrition Action Plan (NMNAP) II by June 2029.					
	1.5 Ensure Compliance with National Food Safety and Quality Standards by June 2031.					
	i. Expand the National Foodborne Disease Surveillance System with geospatial analytics annually.					
	ii. Incentivise compliance-linked certification schemes for food processors, SMEs, and agribusinesses to ensure 100 percent adherence to national standards by June 2031.					

3.4.8 Water and Sanitation Access and Connectivity

Objective 1: Enhanced national-level safe water connectivity, resulting in increased access to clean and safe water for households and communities.

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Equitable connectivity to safe, affordable and sustainable drinking water for 60 percent achieved by June 2031	1.1 Operationalise Integrated Water Resources Management and Climate-Resilient Policies by 2031.					
	i. Revise the national Water Policy (2002) to embed climate resilience, equitable access, and ESG principles by June 2028.					
	ii. Strengthen water catchment management in all river basins and build the capacity of local government authorities in climate-resilient water governance annually.					
	iii. Encourage private sector engagement in sustainable water resource management annually.					
	1.2 Expand and Modernise Water Supply Infrastructure Annually.					
	i. Construct new boreholes and piped water schemes in 200 rural villages annually.					
	ii. Upgrade pumping and distribution infrastructure in all regional cities annually.					
	iii. Progress with the construction of the Lake Victoria/Lake Tanganyika Water Utilisation Grid, establishing an effective management system by June 2031.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	iv. Rehabilitate existing water distribution networks and reduce non-revenue water through metering and leak detection annually to increase piped connections from 30 percent to 55 percent by June 2031.					
	1.3 Improve National Water Quality by June 2031					
	i. Enhance community-based water quality monitoring systems in 50 percent of LGAs annually.					
	ii. Roll out national public awareness campaigns on safe waste disposal and the minimization of hazardous chemical releases annually.					
2. The use of digital platforms and tools for water-related and hygiene services to improve user engagement, optimize service delivery and attract private sector interest increased to 70 percent of urban and 40 percent of rural areas by June 2031	2.1 Deploy Smart Water Management Systems by June 2031.					
	i. Pilot smart water meters and water quality sensors in Dar es Salaam, Arusha, and Mwanza by June 2028.					
	ii. Scale up the deployment of smart water meters and sensors to 70 percent of major cities by June 2031.					
	2.2 Promote Solar-Powered Water Systems by June 2031.					
	i. Procure and install solar water pumping units for boreholes and wells in remote rural areas annually.					
	ii. Train local technicians and water user associations in the operation and maintenance of solar-powered systems annually to achieve 30 percent coverage of remote rural water supplies by June 2031.					
3. Universal access to adequate and equitable sanitation and hygiene, ending open defecation, achieved by 80 percent by June 2031.	3.1 Improve Urban and Peri-Urban Sanitation Services by June 2031					
	i. Expand and upgrade sewerage infrastructure in major cities annually.					
	ii. Strengthen the management, regulation, and monitoring of sewerage services annually.					
	iii. Decentralise wastewater treatment by encouraging industries to pre-treat effluent and promoting small-scale, modular treatment plants by June 2031.					
	3.2 End Open Defecation and Promote Sanitation for All by June 2031.					
	i. Expand access to affordable sanitation infrastructure annually, with special attention to the needs of women, girls, and vulnerable groups.					
	ii. Promote the safe reuse of sanitation by-products (e.g., as fertilizer or energy) annually.					

3.4.9 A Cohesive, Responsible and Engaging Society.

Objective 1: Enhanced cohesive, responsible and engaging society, resulting in greater national unity and social harmony

1. Achieve at least 35 percent	1.1 Develop women leadership sensitization programmes to realise 40 percent representation in national and local government by June 2031.					

Target	Interventions		Annual Development Plans				
			2026/27	2027/28	2028/29	2029/30	2030/31
representation of women in leadership positions across business, government, and education by June 2031.	i.	Roll out nationwide awareness campaigns annually.					
	ii.	Provide training on political participation for women annually.					
	1.2	Mainstream gender guidelines into board selection to realise 35 percent female appointment to governing boards and commissions by June 2031.					
	i.	Amend legislation for public appointments to include a mandatory 35 percent gender quota by June 2028.					
	ii.	Incentivise private sector boards to adopt similar gender targets annually.					
	1.3	Ensure 35 percent of senior management positions in publicly listed companies are held by women by June 2031.					
	i.	Work with the Capital Markets and Security Authority (CMSA) and Stock Exchange to issue and enforce a mandatory gender representation policy annually.					
	ii.	Engage industry associations to champion gender equity annually.					
2. Impart national values (e.g., respect, solidarity, national identity) to 60 percent of the population by June 2031.	2.1	Establish community dialogue platforms to promote unity, national pride, and shared values by June 2031.					
	i.	Engage local artists, poets, and musicians to promote unity messages through creative expressions annually.					
	ii.	Encourage responsible media reporting that amplifies positive narratives about national cohesion annually.					
	2.2	Strengthen school teaching on patriotism and civic responsibility to enhance national values annually.					
	i.	Collaborate with local media to showcase school initiatives and student achievements in promoting civic values annually.					
	ii.	Integrate local stories, proverbs, and oral histories into teaching materials annually.					

3.4.10 Inclusive Rural Development.

Objective 2: Promoted inclusive rural development, resulting in reduced rural-urban disparities and improved livelihoods in rural areas**.**

1. A total of 30 percent of villages have land use plans and 40 percent of rural land is formally registered by June 2031.	iii.	Update legal and policy frameworks for land management by June 2029.					
	iv.	Update the Village Land Act, Land Use Planning Act, and related statutes by June 2029.					
	v.	Implement annual pilot projects in selected regions to test the effectiveness of proposed policies before national rollout.					
	vi.	Scale up village-level land use planning and registration by June 2031.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	i. Conduct annual community engagement through awareness campaigns and public consultations to ensure local ownership.					
	ii. Establish and train community land committees annually to ensure the long-term sustainability and management of land records.					
2. Increase average crop yield per unit area by 30 percent by June 2031.	2.1 Enhance water management and agricultural infrastructure annually.					
	i. Invest in and strengthen small-scale irrigation schemes, rainwater harvesting systems, and boreholes by June 2031.					
	ii. Promote the adoption of climate-resilient technologies, such as drip irrigation and solar-powered pumps annually.					
	iii. Invest in essential infrastructure like farm access roads and post-harvest facilities to reduce crop losses annually.					
	2.2 Subsidize critical agricultural inputs for smallholder farmers annually.					
	i. Provide subsidies for quality seeds, fertilizers, and necessary agrochemicals.					
	ii. Subsidize animal feed for livestock farmers to support integrated agricultural development.					
3. 60 percent of rural entrepreneurs and farmers have access to tailored microfinance services by June 2031.	3.1 Expand microfinance services tailored to the rural economy annually.					
	i. Develop and provide micro-loan products specifically designed for farmers, youth, women, and agribusinesses.					
	ii. Deploy extension officers and community champions to facilitate financial literacy and support peer learning.					

3.4.11 Cooperatives Transformation

Objective 3: Strengthened cooperative sector, resulting in increased member empowerment, rural economic growth and equitable wealth distribution.

1. A transparent governance framework to ensure accountability, innovation and sustainable growth of cooperatives across all sectors developed by June 2031	1.1 Establish a robust national policy and legal framework for cooperatives to ensure transparent governance and accountability across all sectors by June 2031					
	i. Build capacity within the Ministry responsible for cooperatives and local governments to provide oversight, technical support and dispute resolution annually					
	ii. Strengthen the provision of legal and policy incentives that enable cooperatives to mobilise savings, access credit and engage in productive investments annually					
	1.2 Facilitate cooperatives with access to affordable financial products by June 2031					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	i. Provide long-term, low-interest credit lines for capital investment, equipment purchase, post-harvest handling, processing and storage annually					
	ii. Promote working capital facilities tailored to the seasonal cash flow cycles of agricultural and artisanal cooperatives annually					

3.4.12 Expanding the Middle-Income Class.

Objective 4: Enhanced middle class size for inclusive economic growth, increased domestic demand and enhanced participation in the formal economy annually

1. Increase Tanzania's middle-class population from about 12 percent to 18 percent by June 2031.	1.1 Establish a National Digital Livelihoods Programme by June 2031.					
	i. Train innovative citizens annually in digital marketing, e-commerce, and freelancing skills.					
	ii. Institutionalise digital award for innovative entrepreneurs annually.					
	iii. Support the creation of new online businesses or freelance profiles annually.					
	1.2 Introduce Government-Backed Asset Accumulation Programmes by June 2031.					
	i. Issue an average of 100,000 new formal land titles annually.					
	ii. Facilitate the leasing of 20,000 productive assets annually, with the scheme fully operational by June 2028.					
	1.3 Establish Chanzo cha Maisha Diaspora Platform by 2031.					
	i. Facilitate USD 50 million in diaspora-directed investments by June 2031.					
	ii. Place 500 diaspora professionals in Tanzanian institutions by June 2031.					
	iii. Launch the diaspora integrated digital platform by June 2028.					
	1.4 Develop Integrated Economic Growth Centres in Second Tier Cities by June 2031.					
	i. Establish three fully operational Growth Centres in designated cities by June 2031.					
	ii. Support the formalisation of 10,000 informal businesses and the creation of 5,000 new formal jobs in these cities annually.					
	1.5 Launch a Green and Blue Economy Enterprise Programme by June 2031.					
	i. Train at least 5,000 individuals annually in green/blue economy vocational and managerial skills.					
	ii. Provide start-up grants and support to new green/blue economy enterprises annually.					
	iii. Launch the programme by June 2031.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
Pillar 3: 3.5 Environmental Integrity and Climate Resilience						
3.5.1 Environmental Integrity						
Objective 1: Strengthened environmental management capacity and embedded sustainability principles across all sectors to ensure long-term prosperity and ecological security for current and future generations.						
1. Conserve biodiversity by effectively protecting and managing at least 60 percent of the national ocean, freshwaters and landmass ecosystems by June 2031.	1.1 Strengthen regulatory frameworks to combat illegal wildlife trade, poaching, and encroachment on protected areas by June 2027.					
	1.2 Establish a functional, multi-agency task force for cross-border ecosystem monitoring and law enforcement by June 2028.					
	1.3 Develop and implement at least 20 community-led alternative livelihood projects (e.g., ecotourism, sustainable agriculture) in buffer zones around key ecosystems by June 2028.					
	1.4 Formalize participatory management agreements with at least 50 local communities adjacent to protected areas, granting them clear roles and benefits by June 2031.					
	1.5 Restore a minimum of 2 million hectares of degraded critical habitats (e.g., forests, wetlands, coral reefs) through targeted interventions, including invasive species control by June 2031.					
	1.6 Deploy a national satellite and drone-based monitoring system to track the health of the 60 percent of ecosystems under protection, with annual public reporting on key indicators by June 2029.					
	1.7 Secure an annual increase of funding for biodiversity conservation from a diversified portfolio, including international climate funds, private sector partnerships, and payment for ecosystem services (PES) schemes, by June 2029.					
2. Improve Tanzania's Environmental Performance and Climate Change Adaptation indices to rank within the top 20 countries in Africa by June 2031.	2.1 Strengthen the National Environmental Management Council (NEMC) and establish a national water quality monitoring system to support enhanced regulation and pollution control by June 2027.					
	2.2 Annually mobilise climate finance through a diversified portfolio of green bonds, carbon markets, and Public-Private Partnerships					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	2.3 Improve air quality and promote clean transport by enforcing stricter emission standards and converting at least 5 percent of urban buses to electric in major cities by June 2031.					
	2.4 Enhance environmental resilience by implementing 'Green Tanzania' afforestation programmes and promoting climate-smart agriculture by 2030.					
	2.5 Integrate environmental studies into national school curricula and roll out nationwide public awareness campaigns to foster a culture of environmental stewardship by June 2027.					
	2.6 Improve air quality by enforcing stricter vehicle and industrial emission standards and promote the adoption of renewable technologies and efficient energy solutions, including electric vehicles (EVs) and Liquefied Petroleum Gas (LPG)/CNG vehicles by June 2031.					
	2.7 Promote climate-smart agriculture using conservation and emission-reducing practices by 2030.					
	2.8 Implement afforestation/restoration programmes under the 'Green Tanzania' initiatives by 2030.					
	2.9 Convert at least 5 percent of urban buses and 3–5 percent of two/three-wheelers to electric by 2031 in major cities (Dar es Salaam, Arusha, Mwanza, Dodoma)					
3. Reduce the annual deforestation rate from 1.0 percent in 2025 to 0.85 percent by June 2031.	3.1 Strengthen and operationalise a national, satellite-based Forest Monitoring and Reporting (MRV) system to detect and respond to illegal logging in near real-time by June 2028.					
	3.2 Enforce a national moratorium on illegal logging in designated high-value forests, supported by the MRV system and digital surveillance, by June 2028.					
	3.3 Scale-up the adoption of clean cooking solutions (LPG, biogas, improved stoves) to reach 50 percent of households and institutions by June 2031.					
	3.4 Expand Joint Forest Management (JFM) and scale up community-based conservation modelssaster to cover an additional 5 million hectares of forest land by June 2029.					
	3.5 Develop and operationalise at least five community-based carbon projects (REDD+) to generate carbon credits and provide alternative income for forest-dependent communities by June 2029.					
	3.6 Establish forest landscape restoration hubs at zonal levels to drive the planting of 100 million trees and restore 1 million hectares of degraded land by June 2031.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
4. Achieve 40 percent national land under effective land use planning by June 2031.	4.1 Develop and deploy a unified, GIS-based national land use planning and digital land registration system by June 2028.					
	4.2 Implement integrated land use plans and expand formal land titling to cover 40 percent of the national land area by June 2031.					
	4.3 Conduct comprehensive assessments of critical ecosystems, including all national wetlands by June 2030.					
5. Conserve and sustainably manage 50 percent of national wetlands by June 2031.	5.1 Enhance institutional capacity by training at least 200 wetland management officers and establishing a functional National Wetland Taskforce by June 2028.					
	5.2 Legally demarcate and establish buffer zones covering at least 20 percent of all unprotected wetlands to secure them from encroachment and degradation by June 2031.					
	5.3 Develop and implement at least five (5) pilot integrated catchment and wetland management programmes with Local Government Authorities by June 2031.					
	5.4 Train and engage at least 50 community groups in wetland stewardship and support the development of sustainable, wetland-friendly livelihoods by June 2031.					
	5.5 Introduce and scale up digital monitoring tools (drones, GIS, AI) through pilot sites to create a robust national wetland monitoring system by June 2031.					
	5.6 Launch two (2) formal cooperation frameworks to ensure the collaborative management of transboundary wetland ecosystems by June 2031.					
6. Ensure 60 percent protection of major water catchment areas (Kagera, Mara, Ruaha Mkuu, Momba, Lufurio, Ruvu, Wami, and Ruvuma) by June 2031.	6.1 Develop and implement land cover restoration plans through large-scale tree planting and natural regeneration initiatives across the targeted basins by June 2030.					
	6.2 Promote and facilitate the adoption of efficient water use infrastructure for irrigation, targeting a 20 percent increase in water productivity in agricultural areas within the catchments by June 2031.					
	6.3 Enhance the capacity of the existing Basin Water Boards by training at least 150 officers and implementing Standard Operating Procedures (SOPs) for compliance monitoring and enforcement by June 2031.					
7. Expand urban solid waste collection and hygiene coverage to 60 percent by June 2031.	7.1 Invest in modern waste collection infrastructure (trucks, bins, transfer stations) and expand services to underserved urban areas by June 2030.					
	7.2 Establish integrated, functional wastewater treatment and resource recovery plants in at					

Target		Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
		least 30 percent of major urban centres by June 2031.					
	7.3	Strengthen Public-Private Partnership (PPP) frameworks to facilitate the development of waste-to-energy and large-scale recycling plants by June 2031.					
	7.4	**2.2.** Reduce uncollected solid waste in urban areas by at least 30 percent by engaging private providers and CBOs in service delivery by June 2030.					
	7.5	Develop and implement a national plan for transboundary cooperation to address plastic pollution in the Indian Ocean, major lakes, and rivers by 2031.					
8. Achieve 40 percent national land use planning coverage by June 2031	8.1	Harmonise all national land policies and integrate climate adaptation considerations into the legal framework for land use planning by June 2031.					
	8.2	Operationalise decentralized land use planning units in at least 50 percent of Local Government Authorities (LGAs) to lead local implementation by June 2029.					
	8.3	Expand the use of geospatial and digital land planning technologies to cover at least 60 percent of villages by June 2031.					
	8.4	Pilot and scale up AI tools for advanced land use data analysis in at least 2 regions to inform decision-making by June 2030.					
	8.5	Establish and activate Public-Private Partnership (PPP) frameworks to engage the private sector in land surveying, planning, and development initiatives by June 2029.					
9. Ensure effective management and conservation of at least 40 percent of identified priority plant, animal, and forest genetic resources by June 2031.	9.1	Establish and strengthen a National Genetic Resources Centre by 2030, with a mandate to build a sustainable and resilient management system for plant, animal, and forest genetic resources.					
	9.2	Integrate genetic resource conservation into the national food security, nutrition, and biodiversity protection frameworks by 2030.					
	9.3	Systematically preserve a diverse array of priority plant, animal, and forest genetic materials annually through ex-situ and in-situ conservation methods.					
	9.4	Establish and maintain a comprehensive, digital national database of genetic resources by June 2028 to ensure accessibility for researchers and policymakers.					
	9.5	Establish a clear and functional Access and Benefit-Sharing (ABS) framework by June 2028, in line with the Nagoya Protocol, to promote equitable access and ensure transparent benefit-sharing.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	9.6 Actively engage in research initiatives and partnerships with local and international organisations annually to enhance the conservation and utilisation of genetic resources.					
10. Integrate ESG principles into Tanzania's economic fabric by having ESG criteria adopted by 50 percent of listed companies and 30 percent of licensed financial institutions in their reporting and investment decisions by June 2031.	10.1 Develop and mandate a phased, "comply-or-explain" ESG reporting framework for all listed companies, starting with the largest 20 percent by June 2027. 10.2 Strengthen guidelines for all licensed financial institutions on integrating climate and other ESG risks into their risk management, credit assessment, and investment decision-making processes by June 2027. 10.3 Develop and introduce tax incentives (e.g., reduced corporate tax rates or investment allowances) for companies that achieve high performance under the national ESG certification scheme by June 2028. 10.4 Introduce preferential capital requirements (e.g., lower risk-weighted assets) for green loans and sustainable investment portfolios held by financial institutions by 2030. 10.5 Launch a locally Sustainability Index comprising listed companies that meet high ESG disclosure and performance standards by June 2030. 10.6 Promote the development of ESG-focused financial products, such as green bonds, sustainability-linked loans, and ESG-themed mutual funds, by providing regulatory support and a clear framework for their issuance by 2030. 10.7 Launch a national ESG capacity-building programme in partnership with academic institutions and industry associations to train at least 1,000 corporate executives, board members, and financial analysts annually. 10.8 Develop and disseminate sector-specific ESG reporting toolkits and guidance notes to help companies, especially SMEs, understand and implement the new reporting requirements effectively by 2030.					

3.5.2 Sustainable and Well Planned and Managed Urbanisation.

Objective 2: Promote sustainable and well-planned urbanisation by expanding smart infrastructure, improving land use efficiency and enhancing urban mobility to support national economic growth by 2050.

1. At least 50 percent of new urban residents are accommodated in formally planned settlements, with a national digital land	i. Develop and operationalise a National Urban Planning and Land Information System (NULIS) by June 2028. ii. Strengthen enforcement of urban planning and land use laws to curb the growth of informal settlements by June 2029.					

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
system operational by June 2031.	iii. Strengthen local authority capacity in urban governance, mediation, and participatory planning by June 2031.					
2. Urban mobility efficiency improved by at least 15 percent in major cities by June 2031.	2.1 Pilot smart and electric public transport systems (e.g., BRT, e-buses) with supporting charging infrastructure in at least two major cities by June 2031.					
	2.2 Introduce and implement non-motorised transport (NMT) policies, including dedicated cycling and walking lanes, in 2–3 major cities by June 2031.					
3. At least 20 percent of new urban infrastructure projects incorporate low-carbon and climate-resilient designs, and 2 pilot smart cities are launched by June 2031.	3.1 Mainstream climate resilience and Disaster Risk Management considerations into at least 70 percent of new urban infrastructure plans by June 2031.					
	3.2 Deploy renewable energy pilots, including grid-integrated solar and wind, to power urban services, reaching 225 MW by June 2031.					
	3.3 Launch 2 pilot smart cities that integrate digital infrastructure, efficient public services, and climate-resilient housing by June 2028.					
	3.4 Pilot housing incentives and land policy reforms specifically designed to stimulate the affordable housing market by June 2031.					
	3.5 Expand affordable housing programmes and develop 1-2 industrial parks/SEZs through Public-Private Partnerships (PPPs) by June 2031.					
	3.6 Mobilise innovative finance for urban development by establishing frameworks for and issuing the first Municipal Green Bonds by June 2031.					

3.5.3 Sustainable Land Management and Reforms.

Objective 3: Enhanced sustainable and productive land management for securing land tenure, optimising land use planning and sustainable economic growth

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Land formally registered with secure tenure rights increased from 30 percent (2023) to at least 50 percent by June 2031	1.1 Strengthen legal and regulatory frameworks to guide sustainable land allocation and ensure gender-responsive approaches to land rights by June 2028.					
	1.2 Create a national framework for the prevention, mediation, and resolution of land-related conflicts by June 2029.					
	1.3 Mainstream environmental safeguards, climate resilience, and restoration programmes into all land governance decisions by June 2031.					
2. Land transactions managed and recorded through digital platforms increased from 10	2.1 Develop and launch a unified e-Governance platform for land administration, integrating GIS, AI, and blockchain pilots for secure transactions and audit trails by June 2031.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
percent (2023) to at least 40 percent by June 2031	2.2 Launch One-Stop Digital Land Services Centres in all priority regions to streamline access to land services by June 2031.					
	2.3 Train at least 50 percent of local government land officers in digital systems, GIS, mediation, and climate-smart land governance by June 2031					
3. Proportion of land allocated for industrial use increased from 5 percent (2023) to at least 7 percent by June 2031	3.1 Establish a national land bank to manage and allocate land for industrial parks, SEZs, and major logistics corridors by June 2028.					
	3.2 Develop and implement specialised land-use plans for industrial growth in 3–5 priority zones, strategically connected to transport hubs by June 2031.					
	3.3 Design and pilot tax incentive frameworks to attract investment into industrial and logistics-related land use in at least three Special Economic Zones (SEZs) by June 2031.					

3.5.4 Climate Change Resilience

Objective 1: Enhanced climate resilience, that preserves Tanzania's natural heritage for the well-being of present and future generations

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Climate resilience is mainstreamed across all national systems by June 2031	1.1 Operationalise the National Climate Change Strategy across all key sectors and Local Government Authorities (LGAs), and integrating it into annual plans and budgets by June 2028.					
	1.2 Develop a National Climate Finance Strategy and strengthen the National Climate Fund (NCF) with governance reforms by June 2028.					
	1.3 Leverage private investment by issuing green bonds and developing blended finance instruments to mobilise at least USD 200 million by June 2030.					
	1.4 Integrate climate change education into all national curriculum levels and develop relevant TVET occupational standards by June 2030.					
2. National GHG emissions are reduced by 30–35 percent, and the renewable energy share in the national electricity mix is raised to 75 percent by June 2031.	2.1 Enhance clean cooking solutions to reach at least 50 percent of households and roll out energy efficiency programmes to cut energy intensity by 10 percent in key sectors by June 2028.					
	2.2 Scale up renewable energy by installing 500–700 MW of new capacity and electrifying 30 percent of off-grid households through solar systems by June 2031.					
	2.3 Launch climate-smart transport pilots by introducing 200 electric buses and supporting charging infrastructure in major cities by June 2031.					
	2.4 Develop and pilot market-based carbon pricing mechanisms, including an Emissions Trading System (ETS), by June 2031.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
3. A national loss and damage response mechanisms operationalised by June 2031	3.1 Establish a National Loss and Damage (L&D) Mechanism to coordinate preparedness, recovery, and financing for unavoidable climate impacts by June 2031.					
	3.2 3.2. Strengthen and expand risk transfer and insurance frameworks (sovereign, crop, livelihood insurance) to provide nationwide coverage for vulnerable communities by June 2031.					
	3.3 3.3. Pilot and scale community-based recovery programmes in at least five climate-vulnerable regions by June 2031.					
	3.4 Mobilise dedicated L&D financing through innovative instruments (e.g., climate-linked insurance) to reach at least USD 100 million annually by June 2031					
Objective 2: Harness technology and innovation in agriculture, livestock, fisheries and forestry to build climate-resilient value chains and ensure sustainable economic growth by 2050						
1. Climate-smart technologies are adopted by 30 percent of producers in agriculture, livestock, and fisheries by June 2031.	i. Deploy IoT-enabled irrigation systems and soil monitoring sensors to optimize water use in agriculture by June 2031.					
	ii. Scale up mobile-based advisory platforms for farmers, fishers, and pastoralists to provide real-time climate and market information by June 2031.					
	iii. Promote digital livestock traceability systems to improve herd management and market access by June 2031.					
2. 20 percent of agro-industries adopt renewable energy and climate-resilient practices by June 2031.	2.1 Establish solar-powered cold chains for dairy, fisheries, and horticulture to reduce post-harvest losses by June 2031.					
	2.2 Support PPP-based agro-industrial parks with integrated digital platforms for efficient resource management by June 2031.					
	2.3 Introduce AI-driven quality control systems in food and fisheries processing to enhance product value and safety by June 2031.					
3. Post-harvest losses are reduced by 15 percent, and 40 percent of agricultural trade is conducted through digital platforms by June 2031.	3.1 Expand e-marketing and mobile money platforms for smallholders and cooperatives to improve market linkages by June 2031.					
	3.2 Deploy climate-resilient silos and refrigerated hubs in food-insecure regions to secure food stocks by June 2031.					
	3.3 Establish integrated data platforms linking production, logistics, and consumer demand to improve supply chain efficiency by June 2031.					

3.5.5 Early Warning System and Institutional Capacity.

Objective 3: An integrated, multi-sectoral early warning system that enhances national resilience through timely, reliable and actionable information across climate, economic, health and social sectors built by 2050.

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
1. Investment and financing mechanisms for the Early Warning System (EWS) are increased to at least 0.2 percent of GDP annually by June 2031.	1.1 Establish Public-Private Partnership (PPP) frameworks for financing early warning infrastructure by June 2030.					
	1.2 Launch an early warning innovation programme to support private sector and community innovations by 2028.					
	1.3 Allocate at least 30 percent of disaster technology budgets to emerging technologies (AI, geospatial, big data) by June 2031.					
2. Automated early warning alerts deployed in all high-risk regions by June 2031	2.1 Pilot automated early warning alerts in 2–3 high-risk zones by June 2027.					
	2.2 Integrate multi-source data (satellite, IoT/drone, citizen science) into national EWS platforms for real-time risk modelling by June 2031.					
	2.3 Ensure universal access to timely, multilingual alerts in all high-risk zones through mobile networks and community channels by June 2031.					
3. People accessing EWS platforms increased from 2 percent (2023) to at least 30 percent by June 2031, with community-integrated systems scaled up to at least 10 cities.	3.1 Launch nationwide cross-sectoral awareness campaigns on EWS and institutionalise annual multi-sectoral simulation exercises by June 2028.					
	3.2 Co-design sector-specific alert protocols with stakeholders and deliver them in accessible formats (e.g., Kiswahili) by June 2030.					
	3.3 Scale up community-integrated EWS platforms (e.g., DARAJA) to ensure functional coverage in at least 10 cities by June 2031.					
	3.4 Ensure coverage in at least 10 cities with functional, community-integrated EWS by June 2031					

3.5.6 Enhancing Participation in Carbon Trade

Objective 1: Improved Tanzania position as a regional leader in carbon trade, driving sustainable revenue, green job creation and climate resilience.

1. A Modern National Carbon Trading Policy and Governance Framework Established by June 2028.	i. Review and update the National Carbon Trade Guidelines and Regulations to align with global market trends and standards by 2028.					
	ii. Introduce a domestic carbon pricing system (e.g., carbon tax or trading system) for priority sectors by 2028.					
	iii. Strengthen the institutional capacity of the National Carbon Management Centre (NCMC) to effectively coordinate and manage the national carbon trade system by 2029.					
2. A Fully Operational National Digital MRV and Registry Platform by June 2030.	i. Develop and operationalise a robust national digital Measurement, Reporting, and Verification (MRV) and registry platform for carbon credits by 2030.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	ii. Invest in advanced, transparent, and real-time verification technologies (e.g., satellite monitoring) to enhance the integrity of the MRV system by 2029.					
	iii. Establish a functional national digital carbon credit system for transparent trading, monitoring, and verification of carbon credits, fully integrated with the registry by June 2031.					
3. At Least 15-20 High-Quality Carbon Projects Certified and Operational by June 2031.	i. Conduct a national baseline assessment to map existing projects and zone potential forest areas for carbon trade to guide strategic project development by 2029.					
	ii. Support and certify pilot projects across key sectors (forestry, blue carbon, renewable energy, waste management, sustainable agriculture) to achieve the target of 15-20 operational projects by June 2031.					
	iii. Strengthen the promotion of Tanzania's certified carbon credits in domestic and regional markets to build a foundation for global outreach by June 2029.					
4. At Least 15 parcent Community Participation in Carbon Projects Secured by June 2031.	i. Launch national capacity-building programmes for local communities, LGAs, and investors on carbon markets and participation mechanisms by 2029.					
	ii. Establish and pilot local government-level carbon trade hubs in 2-5 LGAs to facilitate community-led projects by June 2031.					
	iii. Introduce financial incentives and schemes (e.g., tax breaks, green bonds, revolving funds) to attract local investors and communities to participate in carbon trade projects by 2030.					
	iv. Facilitate the formation of community-based cooperatives or associations to collectively engage in carbon trade projects and manage benefits by June 2031.					

3.5.7 Bolstering Benefits of Blue Economy

Objective 1: Sustainably harnessed marine and freshwater resources to drive inclusive economic growth, create jobs, ensure environmental conservation and improve livelihoods, while fostering innovation and enhancing governance.

1. Fisheries and aquaculture contribution to GDP increased to 3.5 percent by 2030.	1.1 Establish large-scale aquaculture parks with co-located hatcheries, feed mills, and processing facilities to boost production and value addition by June 2031.					
	1.2 Invest in a national cold chain logistics network and introduce a mandatory digital traceability system to reduce post-harvest losses and access premium export markets by June 2031.					
	1.3 Provide concessional loans and grants to fishers and MSMEs for adopting modern gear,					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	sustainable practices, and value-added processing by June 2031. 1.4 Enforce science-based catch limits and protect critical breeding grounds to ensure long-term sector viability by June 2031. 1.5 Invest in large-scale fish feed production facilities by June 2031. 1.6 Expand cold chain infrastructure for fisheries by June 2031.					
2. Maritime trade volume increased at least by 35 million tons 2030.	i. Finalise capacity upgrades at all major ports (Dar es Salaam, Mwanza, etc.) and fully operationalise the Bagamoyo Port to increase total handling capacity by June 2031. ii. Mandate a fully digital, integrated customs and logistics platform to reduce vessel turnaround time and streamline all trade procedures by June 2031. iii. Offer targeted fiscal incentives to attract global manufacturers and logistics companies to develop port-based industrial zones by June 2031. iv. Partner with leading shipping lines to create low-emission corridors powered by alternative fuels, positioning the nation as a leader in sustainable maritime trade by June 2031. v. Develop blue and green shipping corridors to promote low-emission maritime transport by June 2031. vi. Improve connectivity between coastal towns and islands by June 2031. vii. Develop port innovation hubs by June 2031.					
3. Tourism revenue from marine activities increased to TZS 2,000 billion by 2030.	i. Offer tax holidays and fast-tracked permits for developers investing in high-value eco-friendly resorts, marinas, and recreational facilities by June 2031. ii. Launch an international marketing initiative to secure recognition as a top 3 global marine tourism destination by June 2031. iii. Create a standardised franchise and training programme that empowers local communities to operate and own high-quality tourism lodges and excursion services by June 2031. iv. Create a flagship event to attract tourists, media, and investors, generating significant annual revenue and global visibility by June 2031.					
4. A total of 400 MW of offshore renewable energy developed by 2030.	i. Finalise and publish laws, grid connection standards, and a competitive bidding process for offshore wind, wave, and tidal projects by 2027. ii. Conduct a competitive auction for at least two large-scale offshore wind projects with a combined capacity of 400 MW by 2029. iii. Upgrade the national grid's capacity to handle intermittent renewable energy and invest in large-					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	scale battery storage solutions to ensure supply stability by June 2031.					
5. Marine protected areas expanded to at least 5 percent of territorial waters by 2030.	i. Enact legislation to formally designate new MPAs covering 10 percent of territorial waters and secure a dedicated budget for their effective management and enforcement by June 2031. ii. Use satellite surveillance and drone technology to monitor illegal fishing and ecosystem health within all MPAs by June 2031.					
6. A total of USD 150 million of revenue generated from blue carbon credits annually by 2030.	i. Restore 150,000 hectares of mangroves and sea-grasses using a combination of community labour and drone/AI technology for precision planting and trading by June 2031. ii. Create a government-backed entity to certify, bundle, and sell carbon credits on the international market, ensuring transparent revenue flows by June 2031. iii. Train and equip 50,000 coastal community members to manage restoration projects and receive direct revenue shares from credit sales through fintech platforms by June 2031.					
7. A total of USD 50 million of revenue generated from marine biotechnology annually by 2030.	i. Create a dedicated centre to incubate startups, provide R&D grants, and offer venture capital to scale promising marine biotech ventures by June 2031. ii. Partner with global pharmaceutical, cosmetic, and nutraceutical companies to co-develop and commercialize high-value marine-derived products by June 2031. iii. Create streamlined logistics, regulatory pathways, and trade agreements for the export of sensitive, high-value marine biotechnology products by June 2031. iv. Offer tax credits and fast-tracked intellectual property protection for companies investing in the large-scale production of marine-derived pharmaceuticals and industrial enzymes by June 2031.					

Target	Interventions	Annual Plans Development				
		2026/27	2027/28	2028/29	2029/30	2030/31
3.6 Harnesing Drivers of Development						
3.6.1 Energy for unleasing Transformation and Rapid Growth						
Objective 1: Tanzania's energy sector is governed by modern, transparent and efficient institutions, supported by a skilled workforce that ensures reliable service delivery, innovation and long-term sustainability.						
1. A nationally workforce of at least 10,000 energy professionals certified by June 2031	i. Develop and operationalise an inclusive National Energy Skills Development Programme (NESDP) by June 2027.					
2. Ensure transparent, efficient and accountable governance of Tanzania's energy sector by June 2031	i. Strengthen regulatory frameworks for effective and efficient management of energy sector by 2028					
	ii. Establish a clear, legally-binding Code of Corporate Governance for all state-owned energy enterprises, with mandatory public disclosure of performance and financial reports by 2028.					
Objective 2: Tanzania has restructured its energy sector into a competitive, transparent and financially sustainable system, with TANESCO corporatised, unbundled and operating under a performance-based regulatory framework that enables private sector participation and reliable power service delivery						
1. TANESCO corporatised and fully unbundled into separate Generation, Transmission and Distribution entities by June 2031.	1.1 Implement a comprehensive institutional and financial restructuring through an independent audit, restructuring roadmap, and regulatory alignment by June 2031.					
	1.2 Institute separation of accounts and management structures for generation, transmission and distribution by June 2031.					
	1.3 Enact enabling legislation and regulatory instruments liberalise the sector to allow private sector participation in G & D entities and unbundle TANESCO to corporatise autonomous SOEs for G,T and D by June 2031.					
	1.4 Implement a cost-reflective, transparent tariff regime to reduce subsidies and attract private investment by June 2031.					
	1.5 Introduce performance-based regulation and management contracts to improve efficiency, reduce losses, and enhance service delivery by June 2031.					
2. Independent System and Market Operator (ISMO) established, adequately financed, and operational, with full authority for dispatch, open access, and competitive power market coordination by June 2031.	2.1 Develop and adopt the regulatory, governance and operational framework for ISMO, in collaboration with EWURA and public and private sector energy stakeholders by 2028.					
	2.2 Designate and capacitate EWURA to develop and oversee on behalf of the NPC the National Energy Master Plan by 2027.					
	2.3 Mobilise financing, technical assistance, and institutional capacity required for ISMO's establishment and operational readiness annually.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	2.4 Operationalise ISMO with full authority over system dispatch and balancing, open access rules and coordination of competitive market operations across public and private generators by June 2031.					
Objective 3: Tanzania has a resilient, integrated and investment-ready energy infrastructure that ensures reliable domestic supply, facilitates cross-border electricity exchange and is financed through sustainable public-private and green capital partnerships						
1. At least one (1) regional 400kV interconnectors and upgraded Tanzania's national transmission backbone enabling stable domestic supply and regional electricity exchange constructed by June 2031	1.1 Construct at least one (1) regional 400kV cross-border interconnectors linking Tanzania to Zambia, Uganda and Kenya to enhance regional electricity exchange and system stability by June 2031					
	1.2 Deploy SCADA systems and smart grid technologies to at least 90 percent of all regional control centres by June 2031					
	1.3 Upgrade the national transmission backbone by at least 400kV standards across priority corridors, ensuring grid readiness for high-capacity domestic and regional power flow by June 2031					
	1.4 Align grid codes and protocols with Southern and Eastern African Power Pools (SAPP and Eastern Africa Power Pool) standards by at least 70 percent by June 2031					
2. At least USD 7 billion in green and concessional finance to fund Tanzania's clean energy generation, transmission and access initiatives mobilised by June 2031	2.1 Operationalise a Clean Energy Blended Finance Facility by June 2031					
	i. Develop the Clean Energy Blended Finance Facility framework by June 2028					
	ii. Establish partnerships with Multilateral Development Banks (MDBs) and climate funds by June 2031					
	iii. Develop a national green taxonomy and project pipeline by June 2031					
Objective 4: Tanzania's installed electricity capacity expanded to 70,000 MW to meet future demand, support industrialisation and ensure universal energy access by 2050						
1. Per capita energy consumption raised to **600** kWh by June 2031	1.1 Fast-track large-scale clean energy generation (hydro, solar, wind, geothermal, gas, nuclear) by 2029.					
	1.2 Develop integrated generation expansion master plan by June 2031.					
	1.3 Subsidise household connections and off-grid technologies by June 2031.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
2. Installed clean energy generation capacity increased to at least 8,000 MW by June 2031	2.1 Commission major hydro (Ruhuji and Rumakali) solar, wind and geothermal plants in phases by June 2031.					
	2.2 Develop and operationalise a 1,000 MW nuclear pilot plant by June 2031					
	2.3 Implement incentive schemes and competitive auctions for Independent Power Producers (IPPs) by June 2031					
Objective 5: Renewable energy integration into Tanzania's energy mix increased to at least 50 percent to support low-carbon growth, energy diversification and climate resilience.						
1. 1,700 MW geothermal, 500 MW wind, 715 MW solar generated by June 2031. 2. 40 percent of national electricity generation sourced from renewables by June 2031. 3. National grid upgraded to integrate 80 percent of intermittent RE capacity by June 2031.	3.1 Accelerate renewable energy (RE) licensing and environmental approval procedures by streamlining regulatory steps, setting clear timelines and enhancing institutional coordination by June 2031					
	i. Review and harmonise RE regulatory frameworks by June 2027.					
	ii. Establish a One-Stop Centre for RE approvals by June 2031.					
	iii. Modernise grid infrastructure (SCADA/EMS, FACTS, battery storage, and interconnections) to support 80 percent RE integration by June 2031.					
	iv. Establish renewable energy manufacturing zones and innovation centres by June 2031.					
	v. Establish competitive RE auctions and green financing mechanisms by June 2031.					
	vi. Facilitate deployment of 300 MW community mini-grids by June 2031.					
	vii. Institutionalise climate-resilient planning and disaster-ready solar storage systems by June 2031.					
Objective 6: Tanzania's transmission and distribution systems modernised to reduce total technical and commercial losses to below 5 percent and ensure grid reliability						
1. Reduce national electricity system losses from 14.2 percent to 12.4 percent by June 2031. 2. Install at least 100 rural substations and smart grid systems across major regions by June 2031.	By June 2031**,** replac**e** at least 70 percent of aging transformers and upgrade 1,000 km of old urban feeders to reduce overloads and technical losses.					
	i. Replace aging transformers and upgrade urban feeders by June 2031.					
	ii. Invest in rural grid and smart distribution infrastructure by June 2031.					
	iii. Digitalise twin–enabled grid management and predictive maintenance by June 2031.					
	iv. Operationalise 100 percent smart metering for commercial/medium customers by June 2031.					
	v. Operationalise underground cabling in dense urban areas by June 2031.					

Target	Interventions	Annual Plans 2026/27	2027/28	Development 2028/29	2029/30	2030/31
	vi. Expand engagement of private sector participation in transmission and distribution of electricity through IDNOs for industrial zones by June 2031.					
Objective 7: All Tanzanian households have access to reliable and affordable electricity by 100 percent						
1. National household electricity connectivity increased from 49 percent -55.2 percent and rural connectivity from 36 to 42.8 percent by June 2031.	1.1 Implement nationwide electricity connection campaigns to connect at least 4 million new households by June 2031.					
	1.2 Revise and implement simplified electricity connection procedures and reduce connection costs by 50 percent for low-income households by June 2029.					
	1.3 Introduce performance-based incentives for private developers serving remote communities by June 2028.					
2. Household-level electricity reliability improved to at least 80 percent by June 2031	2.1 Install 100 rural substations and upgrade local transformers by June 2031					
	2.2 Deploy smart grid and remote monitoring systems in at least 80 percent of all rural regions by June 2031					
	2.3 Introduce performance-based maintenance contracts across rural utility zones by June 2028					
Objective 8: Tanzania ensured energy security and supply reliability through a balanced generation mix that includes strategic use of coal reserves supported by low-emission technologies and integration with renewable energy sources.						
1. At least 1,000 MW of environmentally compliant coal-fired capacity installed by June 2031	1.1 Identify and allocate coal development zones and fast-track licensing for 3,000 MW of coal-fired power plants, with mandatory compliance to national emissions standards by June 2031					
	1.2 Mobilise public-private partnerships (PPPs) and investment guarantees for clean coal technology deployment, including flue gas desulphurisation and carbon capture readiness, by June 2031					
	1.3 Establish a Coal-to-Power Sustainability Framework to guide project development and environmental monitoring by June 2027.					
2. Maintain a 20 percent reserve margin by June 2031	2.1 Expand grid-connected generation capacity by 1,500 MW through gas, hydro, and flexible renewable systems by June 2031.					
	2.2 Establish a Strategic Energy Reserve Policy mandating minimum 20 percent reserve margin by June 2027.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	2.3 Operationalise a real-time energy demand and supply forecasting system to support reserve management by June 2028.					

3.6.2 Intergrated logistics for Global Market Penetration

Objective 1: Enhanced efficiency and connectivity of transport and logistics infrastructure, optimizing the movement of people, goods and resources within urban areas and across regions to foster sustainable economic growth, industrial development and improved access to global markets.

Road Transport

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Integrated, sustainable and technologically advanced national road infrastructure system by June 2031	1.1 Adopt climate-resilient design standards and digital tools (AI, GIS) for road maintenance planning, solar-powered road lighting, and smart traffic management systems by June 2031.					
	1.2 Deploy Intelligent Transport Systems (ITS), including real-time traffic monitoring, smart tolling, digital weighbridges, and overload control by June 2031.					
	1.3 Digitally map all unclassified rural roads with GPS and open-source tools to support planning, maintenance, and emergency response by June 2031.					
	1.4 Invest in urban infrastructure to reduce traffic congestion in major cities (Dar es Salaam, Dodoma, Arusha, Mbeya, Mwanza) and enhance mobility by June 2031.					
2. Increase paved road proportion from 8.6 percent to 10.58 percent by June 2031.	2.1 Construct, rehabilitate, and maintain regional and feeder roads linking agricultural, mining, and industrial zones to markets by June 2031.					
	2.2 Expand modern road networks and Bus Rapid Transit (BRT) systems in major urban centres by June 2031.					
	2.3 Develop cross-border highways connecting Tanzania to EAC and SADC neighbours to boost regional trade by June 2031.					
	2.4 Construct new expressways linking major cities and economic hubs with controlled access and higher design speeds by June 2031.					
	2.5 Design and construct landmark modern bridges for major river crossings to enhance durability and regional identity by June 2031.					
	2.6 Plan and pilot electric vehicle (EV)-friendly roads with charging stations for freight and passenger vehicles along high-volume routes by June 2031.					
3. Achieve 35 percent road maintenance coverage by June 2031.	3.1 Strengthen a national road infrastructure monitoring system, including Road Asset Management System (RAMS), GIS-enabled road data platforms and annual infrastructure performance reports, to track progress, condition and impact by June 2031					

Target	Interventions	Annual Plans		Development		
		2026/27	2027/28	2028/29	2029/30	2030/31
	3.2 Increase road maintenance budget and innovate new sources of financing by June 2031					
	3.3 Reserve and construct underground duct systems for water, electricity, internet and sewerage beneath urban roads to reduce frequent road digging and utility damage by June 2031.					
Air Transport						
1. Increase Air Connectivity Index (ACI) from 0.35 percent in 2025 to 0.85 percent by June 2031.	1.1 Expand terminal capacity, aprons, runways, and cargo facilities at major international airports (JNIA, KIA, Zanzibar, Songwe, Mwanza) by June 2031.					
	1.2 Rehabilitate and expand regional airstrips in Mbeya, Dodoma, Tabora, Kigoma, Mtwara, Musoma, and Shinyanga by June 2031.					
	1.3 Designate cargo terminals at JNIA, Mwanza, and Songwe as logistics hubs for horticulture, fisheries exports, and cross-border e-commerce by June 2031.					
	1.4 Install radar surveillance and satellite-based navigation across national airspace by June 2031.					
	1.5 Align licensing, safety, and air traffic protocols with neighbouring countries to enable seamless regional aviation and open skies by June 2031.					
	1.6 Create a national aviation training hub in coordination with global partners to develop pilots, engineers, air traffic controllers, cabin crew, and support drone-based services by June 2031.					
	1.7 Deploy biometric e-gates, e-visas, and digital health clearance systems to enhance passenger processing, security, and health compliance by June 2031.					
	1.8 Build and improve aircraft maintenance, repair, and overhaul (MRO) facilities at Mwanza, Songwe, Kilimanjaro, and Dar es Salaam to serve regional fleets by June 2031.					
Railway Transport						
1. Increase railway density from 4.97 km per 1,000 km² to 7.98 km per 1,000 km² by June 2031.	1.1 Establish and complete a national and regional high-capacity freight and passenger rail backbone with the SGR connecting Dar es Salaam–Dodoma–Mwanza, Isaka–Kigali (Rwanda), Tabora–Kigoma–DRC, Tabora–Mpanda–Kalemie and Mtwara–Mbambabay–Mchuchuma–Liganga (Southern Corridor) by June 2031					
	1.2 Rehabilitate Meter Gauge Rail (MGR) services and feeder connections, especially Dar–Tanga–Arusha (Multimodal link) by June 2031					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	1.3 Build dedicated short rail links (spurs) from main lines to mining areas (e.g., Liganga, Mchuchuma) and industrial zones (e.g., Bagamoyo, Kisarawe, Mlandizi) by June 2031					
	1.4 Integrate rail with ferry services across major lakes (Victoria, Tanganyika, Nyasa), with rail-accessible ports by June 2031					
	1.5 Build or upgrade container handling and warehousing facilities at key railway terminal junctions (e.g., Tabora, Mwanza, Kigoma) by June 2031.					
	1.6 Upgrade aging infrastructure (sleepers, ballast, rails) from Dar es Salaam to New Kapiri Mposhi by June 2031.					
	1.7 Reform TAZARA's legal and investment framework to allow private operators, concessionaires and logistics partners by June 2031.					
	1.8 Establish or expand dry ports along the corridor in Mbeya, Tunduma and Mpika (Zambia) by June 2031.					
2. Reduce daily passenger congestion in major cities by 40 percent by June 2031.	2.1 Complete phased construction of electrified commuter rail lines connecting major suburbs to central business districts (CBDs) by June 2031.					
	2.2 Construct Metro infrastructures and multimodal interchanges linking commuter rail with SGR, BRT, city buses, and logistics hubs by June 2031.					
	2.3 Deploy a unified digital ticketing and mobility platform integrating rail, BRT, city buses, and freight services by June 2031.					
	2.4 Invest in electrified rolling stock and smart energy infrastructure to promote green, low-emission urban rail operations by June 2031.					
	2.5 Implement an integrated commuter rail system in Dar es Salaam as a flagship initiative to reduce peak-hour congestion by at least 40 percent and improve last-mile connectivity through multimodal hubs by June 2031.					
	2.6 Develop modern commuter rail systems in Arusha, Mwanza, and Dodoma integrated with local transport networks and transit-oriented infrastructure by June 2031.					
	2.7 Enhance national railway and logistics training, including vocational and mandatory certification for railway engineers, rolling stock operators, train crew, and transport logistics managers by June 2031.					

Target	Interventions	Annual Plans 2026/27	2027/28	Development 2028/29	2029/30	2030/31
	2.8 Secure partnerships with international urban rail developers (e.g., China Civil Engeneering Cooperation, Alstom, Siemens Mobility) for technology transfer and delivery by June 2031.					
Water Transport						
1. Increase water infrastructure density from 3.2 km per 1,000 square kilometres to 4.36 km per 1,000 square kilometres by June 2031	i. Develop the Bagamoyo Deep Sea Port as a Strategic Global Gateway by June 2031. ii. Rehabilitate and expand major lake ports (Mwanza, Bukoba, Musoma, Kigoma, Kasanga, Itungi, Liuli, Mbamba Bay) with modern cargo, passenger and cold chain facilities by June 2031. iii. Establish SEZs and port-based industrial zones around Mwanza, Kigoma, Mtwara, Mbeya, Kilwa and Bagamoyo to stimulate export-led industrialisation by June 2031. iv. Digitise all port operations, ticketing, cargo booking, customs clearance and vessel tracking systems by June 2031. v. Harmonise Navigation Protocols with EAC, SADC and COMESA to standardise vessel licensing, tariffs and inspections by June 2031. vi. Develop intermodal logistics hubs and inland dry ports linked to major sea and lake ports to improve turnaround times and regional value chains by June 2031. vii. Install real-time weather monitoring, radar and satellite-based safety systems across lakes and coastal zones by June 2031. viii. Establish maritime and logistics training centres of excellence with mandatory certification for marine pilots, engineers, mechanics and dock workers by June 2031.					
Pipeline						
1. Increase oil and gas pipeline network from 1,500 km to at least 2,200 km by June 2031.	1.1 Ensure completion and safe operation of the EACOP from Uganda to the Port of Tanga to position Tanzania as a key crude export corridor in East Africa and spur economic activity along the route by June 2031. 1.2 Expand the existing natural gas pipeline network from Mtwara and Songo Songo to key urban centres (e.g Dodoma, Mwanza, Arusha, Mbeya) and industrial parks and SEZs to enable widespread, low-cost gas access for power generation, industry and transport by June 2031 1.3 Construct multi-product pipelines from coastal ports (Dar es Salaam, Tanga, Mtwara) to inland depots (Dodoma, Mwanza, Kigoma) to reduce road tanker reliance, improve safety and lower transport costs by June 2031.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	1.4 Build gas reticulation systems in Dar es Salaam, Dodoma, Arusha and Morogoro for household cooking gas, public institutions and urban buses and light industry by June 2031.					
	1.5 Install gas pipelines in planned SEZs and IDZs (e.g. Bagamoyo, Mtwara, Kibaha) to improve ease of doing business and attract manufacturing investors by June 2031.					
	1.6 Establish a state-of-the-art lab for testing pipeline materials, valves and flow meters in Dar es Salaam or Dodoma to ensure quality control, safety standards and support for local manufacturers by June 2031.					

3.6.3 Leveraging Science, Technology and Innovation

Objective 1. Enhanced resilience, inclusiveness and sustainability of science, technology and innovation (STI) ecosystem that promotes long-term economic growth and global competitiveness

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
	1.1 Provide sustainable financing for R&D, innovation and commercialization of technologies annually.					
	i. Establish a sustainable national STI financing framework to drive long-term R&D, innovation and technology commercialization by June 2031.					
1. Tanzania positioned as a regional leader in science, technology and innovation by June 2031.	ii. Protect, monetize and commercialize local inventions through a strengthened national IP system by June 2031. iii. Integrate STEM and digital literacy across all education levels and expand TVET and lifelong learning to build an innovation-ready workforce by June 2031. iv. Equip the workforce with advanced digital skills to lead and support innovation across sectors annually. v. Strengthen national access to research data and enhance collaboration across research and academic institutions annually. vi. Support R&D and local innovation in renewable energy, waste recycling, biotechnology and sustainable agriculture annually. vii. Foster grassroots and youth innovation ecosystems to widen inclusivity and build bottom-up innovation capacity annually. viii. Tap into global knowledge networks for funding, technology transfer and international research collaboration annually.					
2. At least 10 percent of GDP contributed by science,	i. Expand nationwide access to affordable high-speed internet to support digital innovation and the digital economy by June 2031.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
technology and innovation by June 2031.	ii. Guide the adoption and scaling of AI, blockchain, IoT and biotechnology across priority sectors (agriculture, health, energy, manufacturing) by June 2031.					
	iii. Build critical mass in frontier research areas such as climate-smart agriculture, renewable energy, biotechnology and health technologies by June 2031.					
	iv. Develop specialised research, innovation and entrepreneurship hubs focused on high-impact economic sectors by June 2031.					
	v. Promote home-grown tech solutions to strengthen Tanzania's competitiveness and export position in regional and global tech markets by June 2031.					
	vi. Leverage emerging technologies (AI, automation, robotics, IoT) to drive industrialisation, productivity and value-added manufacturing annually.					
	vii. Develop smart cities and tech innovation zones to pilot, scale and commercialize next-generation technologies by June 2031.					
	viii. Harness big data, AI and machine learning to improve productivity and create new economic opportunities across strategic sectors annually.					
	ix. Support green technology and sustainability innovations to position Tanzania as a regional leader in clean energy, waste management and climate resilience annually.					
	x. Build technology-enabled local supply chains that strengthen domestic production capacity in sectors such as agriculture, manufacturing and energy annually.					

3.6.4 Foster Quality Research and Development Ecosystem

Objective 1: A sustainable and digitally powered research and development (R&D) ecosystem established by 2050, driving global competitiveness and delivering measurable improvements in socio-economic development across key sectors.

1. One million youth empowered with AI and advanced digital skills by June 2031	1.1 Develop a National AI Skills Strategy by June 2029.					
	1.2 Establish the Tanzania Future Skills Accelerator (TFSA) by June 2031.					
	1.3 Integrate coding, robotics and digital skills into basic education by June 2031.					
	1.4 Equip schools and TVET centres with AI laboratories by 2031.					
	1.5 Partner with global AI firms for accredited training and certifications by June 2031.					
2. Research and Development investment increased from 0.56	2.1 Develop a National R&D Strategy under Commission for Science and Technology (COSTECH) by June 2027.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
percent to at least 0.8 percent percent of GDP by June 2031	2.2 Enact the Research and Innovation Finance Act to secure long-term R&D budgets by June 2029.					
	2.3 Establish the Technology Transfer Fund for startups and universities by June 2029.					
	2.4 Introduce R&D tax incentives to increase private-sector investment by June 2031.					
	2.5 Equip 50 percent of SMEs with Industry 4.0 technologies by June 2031.					
	2.6 Develop four regional tech parks (Dodoma, Mwanza, Arusha, Mbeya) by June 2031.					
	2.7 Establish National AI Labs and a Supercomputing Centre by June 2031.					
	2.8 Formulate a national framework for AI and supercomputing infrastructure by 2031.					
	2.9 Create a central, government-backed national research financing strategy for priority sectors by June 2031.					
3. Innovation hubs increased from 5 to at least 10 by June 2031.	3.1 Strengthen the National Innovation Policy by June 2027.					
	3.2 Establish an AI and Quantum Computing Innovation Hub in Dar es Salaam by June 2029.					
	3.3 Develop at least three regional science and technology centres by June 2031.					
	3.4 Institutionalise Indigenous Knowledge Labs by June 2030.					
	3.5 Integrate innovation incubation programmes in universities nationwide by June 2031.					
	3.6 Establish R&D-focused incubators in all innovation hubs to support research-based startups by June 2031.					
4. Ensure that 100 percent of priority research linked to strategic objectives is utilized by June 2031.	4.1 Develop a national open-access research repository by June 2028.					
	4.2 Establish an inter-ministerial policy–research platform by June 2031.					
5. Establish National Research Agenda (NRA) Framework and Institutions Plans Aligned by June 2031.	5.1 Re-establish the National Research Coordination Framework and national researcher database by June 2027.					
	5.2 Align all ministries with the National Research Agenda by June 2029.					
	5.3 Roll out AI-driven NRA monitoring and evaluation tools by June 2028.					
	5.4 Establish the National Research Council by June 2029.					
	5.5 Integrate all research institutions into a digital NRA platform by June 2031.					
	5.6 Develop a financing strategy for the NRA by June 2031.					

Target	Interventions	Annual Development Plans 2026/27	2027/28	2028/29	2029/30	2030/31
	5.7 Establish an AI-powered national climate forecasting system by June 2028.					
	5.8 Transform TARI into a Smart Agriculture Research Institute by June 2031.					
	5.9 Integrate digital and emerging technologies into the national Agriculture Policy by June 2031.					
6. Ensure regional and global research partnerships increased by 50 percent by June 2031.	6.1 Develop a Framework for International Research Cooperation by June 2027.					
	6.2 Institutionalise public–private international research partnerships by June 2031.					
7. National Open Data Repository (NODAR) and Ethics Framework established by June 2031.	7.1 Establish National Data Governance Board by June 2027.					
	7.2 Create the National Open Data Repository (NODAR) by June 2029.					
	7.3 Implement AI Ethics and Data Protection Framework by June 2031.					

3.6.5 Investing in Sustainable Data Driven Ecosystem

Objectives 3: A robust, data-driven ecosystem with integrated high-quality data systems established to support informed decision-making, digital innovation and inclusive socio-economic growth by 2050

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Statistical framework for monitoring and evaluating *Dira 2050* and LTPP 2050 aligned at 100 percent by June 2031	1.1 Develop and adopt a National Statistical Development Roadmap that aligns statistical outputs with *Dira 2050* goals, including a clear implementation timeline and monitoring framework by June 2031.					
	1.2 Review the current Statistics Act to incorporate emerging data needs and governance structures by June 2031.					
	1.3 Collaborate with Key MDAs to ensure that, MDAs and Private Sectors integrate *Dira 2050*-aligned indicators into their administrative data reporting systems through capacity-building and technical support by June 2031.					
	1.4 Ensure full interoperability and integration of all key national data systems across NSS to support real-time data sharing, analysis and policy decision-making by June 2031.					
	1.5 Incorporate key categories of non-traditional data including satellite imagery, mobile phone data, social media data, web-craped data and IoT/sensor data and big data into national statistical systems by June 2031.					
	1.6 Enhance and maintain open data and interactive public dashboards covering at least 2 key development sectors to promote transparency and increase data use in decision-making by June 2031.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	1.7 Establish a system to publish key real-time economic and social indicators on a quarterly basis to enhance timely policy response and planning by June 2031.					
2. Budget allocated for National Statistical Development increased to at least 0.4 percent of GDP by 2031	2.1 Establish *three PPPs* to invest in modern data collection technologies and analytics infrastructure (innovative financing + tech) by 2027.					
	2.2 Digitise and integrate administrative data systems in all MDAs and LGAs, ensuring interoperability and real-time reporting (full system transformation) by 2028.					
	2.3 Expand official statistical products and introduce new high-priority statistical products using digital tools and improved methodologies (product innovation) by 2028.					
	2.4 Ensure 70 percent of statisticians and data scientists complete accredited training in big data, AI, emerging technologies (capacity transformation) by 2029.					
	3.1 Establish a fully integrated national data infrastructure (cloud storage, real-time dashboards, interoperable platforms) by 2028.					
3. National Statistical System digitised to at least 80 percent by June 2031.	3.2 Transition 100 percent of major data collection to digital platforms (CAPI, mobile apps) — digital transformation milestone by June 2031.					
	3.3 Establish AI and data science research programmes in national universities by June 2031.					
	3.4 Co-develop and launch a National Statistical Training Curriculum focusing on data science, big data, AI and automation by June 2031.					
	3.5 Institutionalise AI and data-driven decision-making across government, including dedicated analytics units by June 2031.					
4. Data processing time reduced by 50 percent by June 2031.	4.1 Expand mobile data collection and remote sensing technologies to 100 percent of targeted data domains by June 2031.					
	4.2 Build AI and Data Engineering Units in NBS and Ministries by June 2031.					
	4.3 Deploy AI-Powered Data Integration and Processing Platforms by June 2031.					
	4.4 Establish Real-Time Data Dashboards Across Key Ministries by June 2031.					
	4.5 Implement machine learning algorithms across key government statistical units to automate data cleaning, trend analysis and predictive modelling by June 2031.					

Target	Interventions	Annual Plans 2026/27	Annual Plans 2027/28	Development 2028/29	Development 2029/30	Development 2030/31
	4.6 Establish a National AI Research Centre for Statistics and implement blockchain-based data security by June 2031.					
5. Real-time digital population and housing intelligence system established by June 2031	5.1 A national integrated civil registration and vital statistics (CRVS) system linking birth, death, marriage, migration and national ID data across ministries and agencies established to enable continuous, accurate and interoperable demographic records by June 2031.					
	5.2 Legal and data governance frameworks enacted for digital population systems to ensure data privacy, security, interoperability and institutional accountability by June 2031.					
	5.3 Digital Population and Housing Censuses conducted using tablets, GPS and real-time dashboards to improve accuracy, coverage and monitoring by June 2031.					
	5.4 Deploy a real-time monitoring system to track census progress, data quality and field operations in all regions, with live dashboards accessible to central and regional coordination teams by June 2031.					
	5.5 An Integrated Population and Housing Register established, linking civil registration, national ID and administrative databases for continuous demographic data updates by June 2031.					
	5.6 A national population data integration and access platform developed to synchronise real-time inputs from CRVS, digital censuses, geospatial systems and administrative databases, enabling seamless access to up-to-date demographic information by June 2031.					
	5.7 A National Real-Time Demographic Monitoring System operationalised, built on automated, interoperable platforms integrating data from key sectors including health, education and migration by June 2031.					
	5.8 Geospatial and AI-driven tools deployed for dynamic population tracking, using satellite imagery, mobility data and remote sensing to maintain up-to-date records by June 2031.					
	5.9 A centralised, secure population intelligence dashboard operationalised to provide authorised users with real-time access to synchronised demographic data for planning, monitoring and emergency response by June 2031.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
3.6.6 Enhancing Digital Transformation						
Objective 1: An inclusive, well-connected and digitally empowered society supported by secure and interoperable infrastructure that facilitates innovation, service delivery and equitable socio-economic transformation across all regions of Tanzania						
1. Achieve at least 80 percent nationwide digital connectivity by June 2031	1.1 Develop and operationalise community-based digital hubs across all regions of Tanzania to enhance digital knowledge, skills, and innovation capacity among youth, women, and underserved populations by June 2031.					
	1.2 Enforce a coordinated infrastructure deployment strategy across government and private sector to expand fibre optic coverage efficiently, reduce duplication, and accelerate nationwide broadband connectivity by June 2031.					
	1.3 Establish a secure, integrated data exchange platform to enable seamless information sharing across public and private sector systems by June 2031.					
	1.4 Provide financial and technical support for micro, small, and medium enterprises to adopt digital technologies, platforms, and e-commerce solutions to drive productivity and economic inclusion by June 2031.					
	1.5 Mandate development and implementation of user-friendly digital services accessible to people with disabilities, ensuring equitable access for all social groups by June 2031.					
	1.6 Facilitate access to low-cost, locally-assembled or imported digital devices for all social groups, including rural communities and vulnerable populations, to ensure equitable digital inclusion by June 2031.					
Objective 2: Strengthened national cybersecurity infrastructure and governance while strategically leveraging emerging technologies, thereby safeguarding Tanzania's digital transformation and positioning the country for global competitiveness						
1. 100 percent adoption of emerging technologies by June 2031.	1.1 Create dedicated centres for research, development, and training in AI, robotics, IoT, blockchain, and other emerging technologies to build national technical capabilities by June 2031.					
	1.2 Develop domestic capabilities in satellite technology, space exploration, and data applications, in partnership with international space agencies, to support national development priorities by June 2031.					
	1.3 Promote environmentally sustainable digital technologies, energy-efficient data centres, and low-power computing systems across public and private sectors by June 2031.					
2. Reduce major cyber-attacks by 80 percent by June 2031.	2.1 Operationalise a centralised, fully equipped national SOC to monitor, detect, and respond to cyber threats and attacks in real time by June 2031.					

Target	Interventions	Annual Plans 2026/27	2027/28	Development 2028/29	2029/30	2030/31
	2.2 Set up a national Computer Security Incident Response Team and Cyber Governance Council to coordinate public-private cybersecurity efforts and oversee cyber risk management by June 2031.					
	2.3 Regularly organise nationwide cybersecurity drills to test incident response capabilities, enhance preparedness, and strengthen resilience of critical infrastructure by June 2031.					
	2.4 Ensure all government and critical sector data is stored within national jurisdiction under secure cloud frameworks to strengthen data sovereignty, privacy, and security by June 2031.					
Objective 3: A dynamic, inclusive and well-resourced start-up and innovation ecosystem that fosters entrepreneurship, research and development (R&D) and technology-driven solutions						
1. Rank among top 10 in Africa on Global Innovation Index by June 2031	1.1 Establish a dedicated funding mechanism to provide grants, seed capital, and venture support for high-impact digital innovations and research projects across Tanzania by June 2031.					
	1.2 Develop a platform to promote commercialisation, market access, and investment in locally developed digital solutions to drive economic growth and entrepreneurship by June 2031.					
	1.3 Formalise partnerships between academic institutions, research centres, and private sector to accelerate applied R&D, skills development, and technology transfer by June 2031.					
	1.4 Create a coordinated network of incubators and accelerators to nurture start-ups, scale high-potential digital ventures, and facilitate market entry both locally and internationally by June 2031.					
Objective 4: Strengthened national digital institutional capacity, ensuring effective coordination, implementation and oversight of digital transformation initiatives across all sectors						
1. Achieve at least 80 percent integration of cross-sectoral digital systems by June 2031	1.1 Develop a centralised institution to build leadership, technical, and managerial capacity for digital transformation across all sectors, ensuring efficient implementation and oversight by June 2031.					
	1.2 Create and enforce interoperability, security, privacy, and quality standards for all public and private digital systems to facilitate integrated service delivery by June 2031.					
	1.3 Harmonise and modernise regulatory frameworks to support digital business models, data protection, cybersecurity, and innovation by June 2031.					
	1.4 Develop and deploy an integrated government-wide digital platform to connect cross-sector systems, enable seamless service delivery, and monitor digital transformation progress by June 2031.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
3.6.7 Expanding Accesibilty of ICT Infrastructure and Services						
Objective 1. A resilient and inclusive ICT infrastructure that ensures nationwide digital connectivity, strengthens digital skills across all demographics and supports the ethical adoption of emerging technologies to drive sustainable socio-economic development						
1. Broadband penetration increased to at least 80 percent by June 2031	1.1 Collaborate with telecom operators and relevant regulators to ensure full 5G coverage in all urban centres, enabling high-speed, reliable internet access to support business, education, and government services.					
	1.2 Roll out strategically located free or low-cost Wi-Fi zones in public institutions, parks, and community centres to expand access to internet services for citizens, including underserved populations.					
	1.3 Enforce regulatory frameworks that incentivise private sector investment in underserved areas, ensuring equitable access to digital connectivity across rural and remote communities each year.					
	1.4 Develop targeted infrastructure projects using fibre, wireless, and satellite technologies to connect rural and hard-to-reach communities, bridging the digital divide.					
	1.5 Partner with satellite operators to extend national digital reach, particularly in regions where terrestrial infrastructure is not feasible, ensuring meaningful access to digital services every year.					
2. Digital Literacy increased from 30 to at least 60 percent by June 2031	2.1 Establish National Digital Training Institute (DTI) by June 2028.					
	2.2 Train at least 30,000 teachers in emerging technologies by June 2031					
	2.3 Develop AI-powered smart education systems including AI-driven e-learning platforms by June 2031.					
	2.4 Integrate AI, blockchain, cybersecurity into education curriculum by June 2031.					
	2.5 Integrate digital literacy into the national education curriculum at all levels, ensuring at least 60 percent of students acquire basic digital skills by June 2031.					
	2.6 Implement nationwide community-based digital literacy programmes targeting underserved groups to reach at least 20 million people by June 2031.					
	2.7 Establish a national certification framework for digital skills and ensure at least 50 percent of the workforce attains entry-level certification by June 2031.					
3. Cybersecurity Frameworks and Data Protection 100	3.1 Strengthen National Cybersecurity and Data Protection legal framework by June 2028.					

Target	Interventions	Annual Plans 2026/27	2027/28	Development 2028/29	2029/30	2030/31
percent implemented annually	3.2 Ensure robust cyber resilience by carrying out regular cybersecurity assessment, penetration testing and audits annually.					
	3.3 Develop National Cybersecurity Operations Centre by June 2030.					
	3.4 Provide cybersecurity training to all IT personnel on cybersecurity in critical sectors annually.					
4. Advancement from Low to Medium AI Adoption Index achieved by June 2031.	4.1 Develop a comprehensive policy, legal and regulatory framework of AI by June 2028.					
	4.2 Conduct annual reviews on the implementation of AI regulatory framework by June 2031.					

3.6.8 Robust and Reliable Communication and Courier Services

Objective 1. Enhanced nationwide access, both rural and urban, to reliable, affordable communication services and high-speed internet, enabling inclusive digital participation, economic growth and improved quality of life for all citizens by 2050

1. Universal postal Access, Digital Connectivity and secure e-commerce services achieved by June 2031.	1.1 Promote and facilitate satellite-based internet connectivity in remote areas where terrestrial networks are not feasible by June 2031.					
	1.2 Enhance access to smart postal and courier services integrated with digital financial solutions in remote areas to achieve nationwide coverage by June 2031.					
	1.3 Develop and implement a harmonised framework for cross-border postal and courier services by June 2031.					
	1.4 Enhance the national physical addressing system, integrated with GIS platforms to support efficient courier and last mile delivery services nationwide by June 2031.					
	1.5 Position Tanzania as a leading e-Commerce hub for the East and Southern Africa region by leveraging the Post Corporation's logistics, digital platforms and cross-border facilitation services by June 2031					
2. Digital services competitiveness index score improved to at least 50 percent by June 2031.	2.1 Regularly assess digital service offerings and infrastructure, adopting best practices and innovations to ensure continuous improvement and competitiveness by June 2031.					
	2.2 Update and enforce legal frameworks to safeguard digital service users, ensuring trust, transparency, and accountability in e-commerce, postal, and courier services by June 2031.					
3. Strengthened cybersecurity and public trust, with 100 percent implementation of national	3.1 Educate citizens, businesses, and public institutions on safe digital practices, cyber hygiene, and emerging threats to build trust in digital services annually.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
cybersecurity frameworks by June 2031.	3.2 Support research initiatives that develop new technologies, tools, and solutions to mitigate emerging digital threats, enhancing resilience across communication networks annually.					
	3.3 Promote collaboration between government agencies, technology companies, and cybersecurity experts to co-develop innovative solutions, share best practices, and strengthen national cyber defense capabilities annually.					

3.6.9 Facilitative Business Environment and Investment Promotion

Objective 1. Enhanced investment promotion through creation of a competitive, transparent and efficient environment and institutional framework commensurate with achievement of UMIC status by 2050.

Target	Interventions	2026/27	2027/28	2028/29	2029/30	2030/31
1. Digitalisation of government services at least by 50 percent by June 2031	1.1 Develop e-Government policy framework by June 2027.					
	1.2 Implement National Digital ID System by June 2028.					
	1.3 Establish AI-driven tax compliance monitoring by June 2029					
	1.4 Enhance digital infrastructure and capacity within government institutions to achieve 60 percent online service availability by June 2031.					
2. Integrated business support services that facilitate at least 50 percent of digital trade transactions and facilitate digital access for SMEs and startups by June 2031	2.1 Develop harmonised digital trade regulations by June 2028.					
	2.2 Enhance digital access and capacity for SMEs and start-ups through targeted tools, training and platforms to enable their participation in online trade by June 2031.					
	2.3 Promote adoption of secure digital payment and transaction systems within the business ecosystem to ensure at least 60 percent of SME trade is conducted digitally by June 2031.					
3. Share of FDI inflows to GDP increased to at least 10 percent annually by June 2031.	3.1 Complete Investment Policy Reform by June 2027.					
	3.2 Establish investment hubs in all regions by June 2031.					
	3.3 Strengthen investment ombudsman by June 2029.					
	3.4 Enhance digital investment registration platform by June 2029.					
	3.5 Promote high-tech investment incentive package by June 2029.					
	3.6 Develop investment guidelines for high-tech sectors by June 2029.					
4. At least 5 percent of new investments in high-tech realised by June 2031.	4.1 Establish at least three (3) AI and Digital Innovation Zones by June 2031.					

Target	Interventions	Annual Plans 2026/27	2027/28	Development 2028/29	2029/30	2030/31
5. At least 15 percent of workforce possessing smart vocational and technical skills by June 2031.	5.1 Develop National Investment in Skills Programme by June 2031.					
	5.2 Expand vocational training partnerships by June 2031.					
6. Infrastructure development projects via PPP increased by at least 20 percent by June 2031.	6.1 Secure at least five PPP projects annually to enhance infrastructure development by June 2031.					
7. Total tech investment value of at least USD 2B realised by June 2031	7.1 Expand incentives for futuristic industries annually to achieve total tech investment of USD 2B by June 2031.					
Objective 2: Improved ease of doing business to position Tanzania among the top three most business-friendly economies in Africa to significantly increasing investment growth and accelerating business formalisation across all sectors by 2050						
1. Tanzania ranked among top three most attractive business and investment hubs in Africa by June 2031.	1.1 Separate revenue motives from regulatory mandates to ensure fees cover service delivery costs by June 2031.					
	1.2 Rationalise regulatory bodies to fast-track business and investment growth by June 2031.					
	1.3 Consolidate similar regulations and eliminate overlaps to reduce transaction costs by June 2031.					
	1.4 Conduct Regulatory Impact Assessments (RIAs) for all regulations and LGA by-laws likely to affect business by June 2031.					
	1.5 Enhance investor confidence through risk mitigation policies, revenue guarantees, and fast-track dispute resolution by June 2031.					
2. 80 percent business formalisation and full digitalisation of business processes achieved by June 2031	2.1 Establish dedicated Investment and Startup Promotion Agency (ISPA) by June 2031.					
	2.2 Facilitate start-up and informal MSMEs participation in PPPs annually by June 2031.					
	2.3 Promote Tanzania's market opportunities within AfCFTA and EAC regions annually by June 2031.					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
3.7 Strengthening National Sustainability Foundations						
3.7.1 Enhancing Good Governance, Democracy, Security and Stability						
Objective 1: Enhanced transparency, accountability, ethical and democratic values, peace and stability for effective and equitable participation of all members of society in the national development						
1. Voice and Accountability Index improved to -0.45 by June 2031	i. Revitalise the constitutional review process and statutory frameworks by June 2027.					
	ii. Develop a framework for monitoring and evaluation of legal and governance reforms post-implementation by June 2031.					
	1.1 Reform institutional arrangements to ensure effective governance of national resources and the sustainable management of long-term socio-economic initiatives by June 2031.					
	i. Reform current institutional frameworks to ensure that all arms of government are subject to both mutual and independent oversight in the management of national resources and decisions affecting national interest by June 2031.					
	ii. Develop and implement a societal corporatist framework for national resources governance by June 2031.					
	iii. Strengthen or establish an independent body to ensure that the benefits from cost reduction and productivity improvements derived from national resources are shared fairly with the public to address inequality by June 2029.					
	iv. Review and restructure key public institutions, particularly corporations and regulatory institutions to eliminate duplication, rent seeking and inefficiency by June 2029.					
	1.2 Develop strategies to harmonise customary laws with statutory laws on gender equality and human rights by June 2031.					
	i. Conduct national audit of customary laws to identify areas of conflicts, overlaps, contradictions with statutory laws by 2030.					
	ii. Develop and operationalise gender and human rights strategies by June 2030.					
	1.3 Promote inclusive electoral participation by mainstreaming gender, youth, persons with disabilities, into electoral policies and practices by June 2030					
	i. Harmonise and rationalise institutional policies by June 2029.					
	ii. Develop infrastructure, tools and platforms to support participation of people with special needs in electoral processes by June 2030.					
	1.4 Develop and implement a national, long-term programme for the provision of legal aid services, particularly targeting women, children, persons with disabilities and low-income communities, in collaboration with civil society and private sector actors by June 2031.					

Target	Interventions	Annual Plans		Development		
		2026/27	2027/28	2028/29	2029/30	2030/31
	i. Carry out review and develop an inclusive and transparency national long-term programme for the provision of legal aid services by June 2029.					
	ii. Develop and implement civic education, advocacy and monitoring, evaluation and learning framework by June 2030.					
2. CPI improved from 41/100 (2024) to 55/100 by June 2031	2.1 Digitise judicial and administrative services for transparency by June 2029.					
	2.2 Enforce open contracting and e-procurement systems by June 2030.					
	2.3 Strengthen citizen feedback and grievance redress platforms annually.					
3. Political stability, peace and security index improved to +0.10 by June 2031	3.1 Modernise defence and security systems with advanced technologies by June 2031.					
	3.2 Strengthen local peace and reconciliation mechanisms to mediate disputes (e.g., land, politics, ethnic tensions), preventing violence and fostering local resilience by June 2031.					
	3.3 Establish community policing and develop a joint programme for inclusive, engagement, participation and involvement by June 2030.					
	3.4 Review police training curricula to institute mind-set change towards service delivery by June 2030.					
	3.5 Review the Tanzania prisons and other organs in accordance to the President's Haki Jinai commission recommendations by June 2030.					
Objective 2: Strengthened responsive, responsible and accountable public service committed to ethical governance and efficient service delivery						
4. Government effectiveness index improved to -0.30 by June 2031	4.1 Restructure and streamline Government Ministries and Agencies into few with broader portfolios for efficiency and agility by June 2030.					
	i. Conduct a comprehensive functional and structural review of the existing MDAs' structures and systems by June 2028.					
	ii. Conduct a manning level audit to optimise staffing, ensuring alignment with streamlined ministerial and agency structures and the demand for digital transformation in service delivery by June 2028.					
	iii. Establish the platform for ministers and executive leaders of the government to respond to the citizen's claims by June 2029.					
	iv. Implement phased restructuring of ministries, departments and agencies by June 2030.					
	4.2 Establish Integrated Digital Economic Portal by June 2030.					

Target	Interventions	Annual Plans 2026/27	Development 2027/28	2028/29	2029/30	2030/31
	i. Design and develop a centralized portal architecture June 2029.					
	ii. Digitise and link key economic data bases and platforms across MDAs by June 2030.					
	iii. Design, develop and acquire data protection and cyber security infrastructure and systems by June 2030.					
	4.3 Strengthen public sector professional, technical and leadership capacities by June 2031.					
	i. Develop and implement an inclusive training programme and roadmap for capacity building by June 2028.					
	ii. Develop and implement an inclusive monitoring, evaluation and learning framework by June 2031.					
	4.4 Strengthen economic modelling and revenue forecasting by June 2031					
	i. Review the existing model in line with the future development needs and international best practices by June 2029.					
	ii. Develop and implement the programme for regular review and update of the model as new data, practices and needs emerge by June 2031.					
	iii. Develop a National Public Service Ethics and Work Culture Programme embedding regular ethics training and leadership coaching, in all MDAs by June 2030.					
5. Achieve at least 80 percent of public institutions demonstrating a high-performance, ethical, and accountable work culture nationwide by June 2031.	5.1 Institutionalise regular 360 - degree staff performance evaluations and real-time feedback systems across all public institutions by June 2030					
	i. Develop policy and guidelines for 360-degree evaluations and real time feedback by June 2028.					
	ii. Review, establish and integrate digital tools and platforms to manage performance evaluations and real time feedback firmly by June 2030.					
6. Service satisfaction rate improved from 45 percent (2024) to 70 percent by June 2031	6.1 Introduce performance contracts for senior public officials by June 2029.					
	6.2 Establish continuous professional development and ethics training annually.					
	6.3 Increase fiscal decentralisation to enhance service delivery by June 2031.					
Objective 3: Enhanced integrity and trustworthiness of the institutions that govern interactions of the citizens						
1. Rule of law index improved to -0.20 by June 2031	1.1 Foster collaboration with regional and international actors for knowledge exchange on strengthening legal frameworks by June 2031.					
	i. Review and enhance the internal legal and institutional frameworks in line with the regional and international frameworks by June 2029.					

Target	Interventions	Annual Plans 2026/27	2027/28	Development 2028/29	2029/30	2030/31
	ii. Develop and implement knowledge exchange programmes and platforms by June 2031.					
2. Public trust index improved from 52 percent (2024) to 75 percent by June 2031	2.1 Strengthen oversight institutions (CAG, PCCB, Parliament Committees) by June 2031.					
	2.2 Implement transparent recruitment and promotion systems annually.					
	2.3 Foster national dialogues on governance reforms by June 2031.					
3.7.1 Building Strong and Effective Local Governance						
Objective 1: Strong and Effective Local Governance Achieved						
1. Local Authorities with 100 percent operational autonomy achieved by June 2031	1.1 Strengthen the National Decentralization Policy and Legal Framework by June 2030.					
	1.2 Establish local digital service delivery platforms and citizen feedback systems by June 2030.					
	1.3 Design and develop digital service delivery and citizens' feedback platforms by June 2028.					
	1.4 Roll out and operationalise the platforms and systems by June 2029.					
	1.5 Develop and implement monitoring, evaluation and learning framework by June 2030.					
	1.6 Strengthen Intergovernmental Fiscal Transfers by June 2031.					
	1.7 Diversify and Strengthen LGA Revenue Sources by June 2031.					
	1.8 Improve Financial Management, Accountability and Transparency by June 2031.					
	1.9 Promote Local Economic Development (LED) as a Revenue Driver by June 2031.					
2. Administrative structures of LGAs and central oversight restructured 100 percent by June 2031	2.1 Review the Regional Administration and Local Government structure to effectively undertake policy facilitation, technical support and performance monitoring to strengthen decentralised governance and LGA autonomy by June 2030.					
	i. Harmonise and rationalise the decentralised legal and institutional frameworks by June 2029.					
	ii. Design, develop and adopt digital tools and platforms for coordination, transparency, accountability and effective undertakings by June 2030.					
	iii. Realign the roles and functions of Regional and LGAs leadership to enhance complementarity to support effective, accountable local service delivery by June 2030.					

Target	Interventions		Annual Development Plans				
			2026/27	2027/28	2028/29	2029/30	2030/31
	iv.	Restructure the organisational frameworks based on alignment of the staff levels and mandates by June 2030.					
	3.1	Legally mandate participatory planning and budgeting at ward and village levels through policy revision and enforcement by June 2031					
	i.	Conduct a comprehensive review of the existing structures, legal frameworks and enforcement mechanisms by June 2028.					
	ii.	Design, develop and operationalise an inclusive participation and enforcement frameworks and mechanisms by June 2030.					
	3.2	Roll out community scorecards and social audit tools in at least 60 percent of LGAs by 2028, with full national coverage by June 2030.					
	i.	Design and develop the community scorecards and social audit tools by June 2028.					
	ii.	Roll out in phases community scorecards and social audit tools to 100 percent of LGAs by June 2030.					
3. Citizen engagement and local accountability in 80 percent of LGAs realised by June 2030	3.3	Deploy digital citizen feedback platforms (SMS, web, mobile apps) for service monitoring in all LGAs by June 2030.					
	i.	Review and develop the digital citizen feedback platforms by June 2029.					
	ii.	Roll-out and operationalise the platforms to all LGAs by June 2030.					
	iii.	Train and empower local governance institutions, Councillors, Ward Development Committees, Village Councils and CSOs to facilitate citizen participation and feedback loops by June 2030.					
	3.4	Strengthen Councillors, Ward and Village Development Committees as platforms for co-production of services and grassroots innovation by June 2031.					
	i.	Develop and introduce grassroots innovation change management programme and platforms by June 2029.					
	ii.	Operationalise innovation programmes and platforms to all councils, ward and villages by June 2031.					
Objective 2: Decentralised fiscal and administrative systems restructured							
1. LGA own-source revenue share increased from 12 percent (2024) to 25 percent by June 2031	1.1	Grant LGAs wider authority to introduce/manage local taxes by June 2031.					
	1.2	Establish performance-based intergovernmental transfers by June 2031.					
	1.3	Strengthen coordination between NPC, PO-RALG and LGAs annually.					
Objective 3: Local government accountability and transparency enhanced							
1. Citizen satisfaction with LGAs improved from 40	1.1	Roll out participatory budgeting and planning forums by June 2031.					

Target	Interventions	Annual Plans 2026/27	2027/28	Development 2028/29	2029/30	2030/31
percent (2024) to 65 percent by June 2031	1.2 Digitise LGA financial reporting and service delivery systems by June 2029.					
	1.3 Establish independent audit committees in LGAs by June 2028.					
Objective 4: Institutional and financial resilience of LGAs rebuilt						
1. LGAs meeting service delivery benchmarks improved from 45 percent (2024) to 75 percent by June 2031	1.1 Build LGA staff capacity in project management and planning annually.					
	1.2 Promote partnerships between LGAs, private sector and CSOs by June 2031					

3.7.3 Strengthening Digital Governance and Smart Data

Objective 1: A secure, data-driven, digital governance system established by 2050

Target	Interventions
1. 50 percent of government services digitalised by June 2031	1.1 Strengthen policies, legal and institutional frameworks to ensure effective digital governance by June 2029.
	i. Review and harmonise policies and laws related to digital governance by June 2028.
	ii. Review and develop standards and guidelines for interoperability and data governance by June 2029.
	iii. Bolster the organisational structures, mandate and skills of the existing digital governance authority by June 2029.
	1.2 Upgrade, develop and secure infrastructure related to information communication technology by June 2030.
	i. Upgrade information communication technology infrastructure to enhance the effectiveness and efficiency of government service delivery by June 2028.
	ii. Develop and implement interoperable tools and platforms by June 2029.
	iii. Adopt secure digital ID systems by June 2029.
	iv. Introduce mobile friendly platforms to enable broad citizen access to multiple services by June 2030.
	1.3 Improve ICT service design and processes by June 2029
	i. Simplify and streamline services to minimize bureaucratic procedures by June 2028.
	ii. Develop and operationalise feedback platforms by June 2029.
2. At least 90 percent of the population have digital ID and e-service access by June 2031	2.1 Develop secure E-service tools and platforms by June 2030
	i. Develop user friendly platforms with digital ID systems by June 2028.
	ii. Introduce legal framework and secure hosting infrastructure for privacy, cyber-security and data protection by June 2029.

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	iii. Introduce Jamii Namba for inclusive, effective and efficient service delivery by June 2030.					
	2.2 Develop and implement digital literacy and awareness programmes by June 2030					
	i. Develop and implement partnership programmes and platforms to effectively link and coordinate public institutions, civil society organisations, private organisations and the public by June 2028.					
	ii. Develop and implement multimedia awareness guidelines and training sessions on the use of digital IDs and e-services by June 2030.					
3. Smart data systems enhanced, rolled out and fully integrated across sectors by June 2031	3.1 Adopt open data policy by June 2030					
	i. Adopt and operationalise open data policy across sectors by June 2029.					
	ii. Strengthen and integrate smart data systems to increase accessibility and reliability of services and information sharing by June 2030.					
4. Maintain a National Cyber-security Resilience Index rating of “Strong” by June 2031	4.1 Strengthen national cyber-security policy and legal frameworks by June 2029					
	i. Review and update cyber-crime, data protection and privacy policies and laws by June 2029.					
	ii. Develop a cyber-security compliance and enforcement guidelines and certification frameworks by June 2029.					
	4.2 Enhance infrastructure and technical capacity for threat detection, prevention and response by June 2030.					
	i. Upgrade the National Computer Emergency Response Team (TZ-CERT) and sector-specific CERTs by June 2028.					
	ii. Introduce public-private cyber threat intelligence sharing platforms by June 2029.					
	iii. Bolster the National Cyber-security Operation Centre by June 2030.					
	4.3 Improve institutional coordination and governance of cyber-security by June 2030.					
	i. Review and bolster policy, legal and institutional frameworks by June 2027.					
	ii. Strengthen or establish the cyber-security coordination and governance body by June 2028.					
	iii. Establish and operationalise sectorial cyber-security focal points in all public institutions by June 2030.					
	iv. Conduct regular systems audit annually					
	4.4 Strengthen international collaboration and partnerships by June 2031.					
	i. Align national policy and legal frameworks with regional and international cyber-security treaties and frameworks by June 2028.					

Target	Interventions	Annual Plans		Development		
		2026/27	2027/28	2028/29	2029/30	2030/31
	ii. Review and implement bilateral and multilateral cyber-security response protocols by June 2028.					
	iii. Engage in mutual research and innovation initiatives with regional and international partners annually.					
	4.5 Deepen collaboration with business entities, community social organisations and the public by June 2031.					
	i. Support both public and private sector investments in developing local cyber-security solutions annually.					
	ii. Develop and implement multi-stakeholder digital tools and platforms for incessant information sharing by June 2029.					
	iii. Develop and operationalise cyber hygiene for the public, organisations and special groups by June 2030.					
Objective 2: Universal and inclusive digital access reconciled						
1. Internet penetration increased from 79.3 percent (2024) to 98 percent by June 2031	1.1 Expand broadband infrastructure to rural areas by June 2029.					
	1.2 Provide subsidies for affordable devices by June 2030.					
	1.3 Launch national digital literacy campaigns by June 2028.					
Objective 3: Institutional frameworks and ICT systems restructured						
1. Interoperable systems in MDAs/LGAs increased from 20 percent (2024) to 80 percent by June 2031	1.1 Develop national interoperability framework by June 2028.					
	1.2 Consolidate fragmented ICT platforms by June 2029.					
	1.3 Strengthen data security and privacy frameworks by June 2031.					
Objective 4: Public services reformed through digitisation						
1. Key services delivered online increased from 35 percent (2024) to 85 percent by June 2031	1.1 Digitise high-demand services (tax, licensing, health, education) by June 2028.					
	1.2 Introduce e-participation platforms by June 2029					
	1.3 Institutionalise electronic monitoring of service delivery by June 2031.					
Objective 5: National data systems rebuilt for resilience						
1. Policies using real-time data analytics increased from 15 percent (2024) to 70 percent by June 2031	1.1 Establish National Data Centre with big data analytics by June 2029.					
	1.2 Promote open data initiatives annually.					
	1.3 Train staff in data analytics and evidence-based policymaking annually.					

3.7.4 Fostering Mindset Change to Embed Reforms

Objective 1: Enhanced effective implementation, coordination and monitoring of key structural reforms outlined in LTPP 2050 to drive sustainable transformation

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
1. At least 70 percent of institutional governance reformed and operationalised by June 2031	1.1 Strengthen high-level Transformation Unit under the President's Office to coordinate and track cross-sectoral reforms by June 2030.					
	i. Review the current Unit frameworks to align with future development needs by June 2027.					
	ii. Restructure the Unit into focused, cross functional and digitally enabled entity, with clear outcome-based mandate by June 2029.					
	iii. Develop digital dashboard to enable real time, cross sectoral tracking of reforms results, ensuring data driven decision making and improved public sector accountability by June 2030.					
	1.2 Develop a national reform implementation and result based monitoring, evaluation and accountability system with strategic performance indicators to effectively operationalise the 4Rs by June 2028.					
	i. Develop and implement a change management and communication strategy to build stakeholder buy in and alignment across all levels of society by June 2027.					
	ii. Develop and integrate strategic performance indicators for all key reform pillars and social groups by June 2028.					
	iii. Institutionalise regular performance reviews to ensure accountability and adaptive management of 4Rs by June 2028.					
	iv. Facilitate the use of social welfare tools to enhance mindset change among the citizens by June 2031.					
	v. Create an inclusive national reform oversight body or taskforce to guide implementation of reforms related to 4Rs by June 2028.					
	vi. Build Capacity of MDAs through targeted training and technical assistance to align institutional strategies with LTPP 2050 priorities by June 2031.					
1. A digital monitoring and evaluation system for reforms developed and piloted to at least 30 percent of MDAs by June 2031	1.1 Design and roll out a centralised digital RBMEA&L dashboard to track reform milestones by June 2029.					
	i. Conduct needs assessment and user consultations across MDAs by June 2027.					
	ii. Develop and test the dashboard prototype in selected pilot MDAs by June 2028.					
	iii. Roll out the digital dashboard to at least 30 percent of MDAs by June 2029.					
Objective 2: Drive a national mindsets transformation by embedding the values of enterprise, transparency, innovation, equity and civic engagement through inclusive platforms						
1. Institutionalise leadership commitment to reforms	1.1 Conduct high-level leadership forums, programmes and retreats for orientation on values of leadership annually.					

Target	Interventions	Annual Plans 2026/27	2027/28	Development 2028/29	2029/30	2030/31
and ensure quality service delivery in every sector by June 2028	i. Develop and operationalise a national leadership values framework co-created with public, private and civil society leaders to guide leadership development by June 2027.					
	ii. Develop and promote culture of addressing mindset change on all leadership forums by June 2031.					
	iii. Develop and implement tailored training programmes in transformational and ethical leadership across all sectors annually					
	iv. Introduce executive coaching programmes for senior leaders on adaptive decision making by June 2030					
	1.2 Strengthen research and innovations units/sections to coordinate and fast-track change initiatives by June 2028					
	i. Develop and implement capacity building programmes to ensure research, innovation and change management competencies across all MDAs and LGAs by June 2027					
	ii. Promote knowledge exchange programmes with local, regional and international research and innovation institutions by June 2028					
	1.3 Train religious, traditional and local leaders to save as advocates of mindset transformation, using culturally resonant messages by June 2031					
	iii. Develop and implement a training programme that harmonises the rule of law with the rule of virtue to foster ethical leadership, accountability and responsible leadership annually					
	iv. Establish and operationalise a monitoring, evaluation and learning framework to systematically track and assess the impact of the programme across all sectors by June 2029					
	1.4 Introduce and operationalise national and regional institutional leadership academies, clubs and fellowships for leadership development across all sectors by June 2030					
	i. Bolster, establish and operationalise a National Leadership Institute for public and private leaders' development by June 2027					
	ii. Develop sector specific leadership curricula by June 2028					
	iii. Collaborate with higher learning institutions for accredited leadership programmes by June 2030					
	1.5 Bolster succession management programmes for continued and sustainable service delivery by June 2030					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	i. Undertake sectoral talent mapping to identify potential future leaders by June 2027.					
	ii. Develop and implement rotational leadership frameworks and programmes to build cross-sector experience by June 2028.					
	iii. Ensure institutional succession frameworks tied to values and performance by June 2030.					
	1.6 Develop and implement structured mentorship and coaching programmes by June 2031.					
	i. Develop leadership coaching and mentorship guidelines, tools and platforms across all sectors by June 2027.					
	ii. Pair senior executives with mid-carrier professionals for leadership grooming annually					
	iii. Establish and implement sectoral coaching and mentorship prises and awards to recognise outstanding coaches and mentors by June 2028					
	1.7 Introduce and implement peer-to-peer leadership exchange programmes for effective leadership development by June 2029					
	i. Establish high-level forums for leaders to share governance practices and experiences by June 2029					
	ii. Develop and implement cross-sector coaching, mentorship and knowledge sharing framework by June 2027					
	iii. Introduce a joint coaching and mentorship programmes to build networks of reform minded leaders across all sectors by June 2029					
	1.8 Develop sectoral youth talent and leadership development programmes, in line with future development needs by June 2029					
	i. Introduce senior leaders coaching and mentorship programmes for emerging leaders across all sectors by June 2027					
	ii. Introduce talented youth internship and fellowship programmes at high level offices by June 2028					
	iii. Establish and implement platforms for intergenerational dialogue on governance values and practices by June 2029					
	1.9 Strengthen ethics and integrity reinforcement mechanisms across all sectors by June 2031					
	i. Review and bolster mandatory declarations frameworks and renewals for high level and senior leaders by June 2027					
	ii. Implement regular ethics forums with citizens to build trust and leadership legitimacy annually					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	iii. Embrace public recognition of integrity champions in leadership and service delivery by June 2027					
	1.10 Develop and implement mindset, behavioural and attitudinal communication structures to enhance leadership practices across all sectors by June 2031					
	i. Establish and operationalise sectoral high level campaigns promoting service first leadership slogan by June 2027					
	ii. Facilitate leaders, across all sectors, demonstrate as a role model in adopting leadership practices annually					
	iii. Introduce public platforms showcasing mindsets, behaviours and attitudes transformation success stories by June 2029					
	1.11 Promote cultural reorientations to enhance mindsets, behaviours and attitudes transformation by June 2027					
	i. Align leadership code of conducts with social values and future development needs by June 2027					
	ii. Entrench citizen-centric service as a leadership principle for appointment and promotion by June 2027					
	iii. Institutionalise feedback loops where leaders embrace values and act on citizen voices by June 2027					
2. Governance culture and public sector mindset transformed by June 2031	2.1 Review and repeal outdated laws and civil service standing orders to remove control-centric mandates by June 2030.					
	i. Conduct a Regulatory and Policy Audit of Civil Service Frameworks by June 2027.					
	ii. Review, establish and operationalise the frameworks in line with future development needs by June 2029.					
	iii. Develop guidelines and manuals to operationalise the reformed frameworks by June 2030.					
3. Trust and collaboration between the state and private sector through regular dialogue platforms and increased joint policy initiatives rebuilt by June 2031	3.1 Strengthen institutionalised Public-Private Dialogue Platforms at national and sectoral levels by June 2028.					
	i. Conduct a functional review of existing Public-Private Dialogue platforms by June 2027.					
	ii. Establish or revamp sector-specific private public dialogue frameworks by June 2028.					
	iii. Institutionalise monitoring and feedback mechanisms to track the implementation of joint decisions and policy commitments from dialogue platforms by June 2028.					
	3.2 Set up a Centre for Market Governance Training for civil servants by June 2030					

Target	Interventions	Annual Development Plans				
		2026/27	2027/28	2028/29	2029/30	2030/31
	i. Design and develop a market governance training framework and curricula in collaboration with academia, private sector representatives and international experts by June 2027.					
	ii. Pilot training programmes within existing public administration institutions by June 2029.					
	iii. Establish or enhance the existing Training institutions as Centres for Market Governance Training and national resources for continuous capacity building by June 2030.					
	4.1 Integrate into national education curricular themes of entrepreneurship, digital literacy, gender equity and civic responsibility from primary to tertiary levels by June 2030.					
	i. Review the existing curricula to mainstream entrepreneurship, innovation, digital literacy, gender equity and civic responsibility across all subjects and levels (primary to tertiary) by June 2027.					
	ii. Introduce specialised training modules in teacher training colleges by June 2029.					
	iii. Train at least 30 percent teachers and tutors nationwide on the delivery of civic education themes using interactive, inclusive and project-based methods by June 2030.					
	4.2 Establish local platforms for participatory budgeting and governance feedback annually.					
4. An empowered participatory and responsible citizen cultivated by June 2031	i. Establish Participatory Planning Forums in at least 70 percent of Local Government Authorities (LGAs) by June 2027.					
	ii. Design, develop and deploy a mobile-friendly digital platform where citizens can view local budgets and project plans, submit feedback on public services and development projects by June 2029.					
	4.3 Promote community-driven innovation programmes targeting youth by June 2030					
	i. Establish at least one youth innovation hub in each zone where youth can co-create solutions to local challenges by June 2028.					
	ii. Develop and operationalise a Youth Community Innovation Challenge Programme by June 2030					
	4.4 Institutionalise annual national citizenship awards to promote civic pride and responsibility by June 2029.					
	i. Develop the programme with criteria and award structure for the National Citizenship Awards by June 2028.					
	ii. Operationalise the award programme by June 2029.					

Objective 3: Values of integrity, productivity and responsibility reconciled

Target	Interventions	Annual Plans		Development		
		2026/27	2027/28	2028/29	2029/30	2030/31
1. National values index improved from 50 percent (2024) to 75 percent by June 2031	1.1 Launch civic education campaigns by June 2028					
	1.2 Promote dialogue platforms between government, private sector and CSOs annually					
	1.3 Incentivise role models and integrity champions by June 2031.					
Objective 4: Educational and leadership systems restructured						
1. Curricula aligned to innovation/industrialisation raised from 30 percent (2024) to 70 percent by June 2031	1.1 Revise curricula to focus on STEM, ethics, creativity by June 2029.					
	1.2 Establish leadership academies and mentorship programmes by June 2030.					
	1.3 Partner with private sector for internships/apprenticeships by June 2031.					
Objective 5: Public institutions reformed to be citizen- and results-oriented						
1. Public service efficiency index improved from 48 percent (2024) to 72 percent by June 2031	1.1 Introduce citizen charters and scorecards by June 2028.					
	1.2 Shift to results-based performance management by June 2029.					
	1.3 Strengthen whistleblowing/anti-corruption mechanisms by June 2030.					
Objective 6: A resilient culture of innovation and adaptability rebuilt						
1. Innovation adoption among firms increased from 25 percent (2024) to 60 percent by June 2031	1.1 Establish innovation hubs and incubators by June 2029.					
	1.2 Strengthen national campaigns on productivity and tech adoption annually.					
	1.3 Institutionalise lifelong learning and continuous professional development annually.					

ANNEX II: Detailed KPI and Results

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)	Source
3.2. A STRONG, INCLUSIVE AND COMPETITIVE ECONOMY			
3.2.1. Macroeconomic Stability and Predictability			
i. GDP current (USD Billion)	81.537 (2024)	118,052	NBS, Macroeconomic Model (MACMOD)-Projections
ii. Real GDP Growth (mp)	5.5.0% (2024)	10.5%	NBS, MACMOD-Projections
iii. GDP Per Capita (USD)	1,343.91 (2024)	1,638%	NBS, MACMOD-Projections
iv. Industry and Construction share of GDP	30.8% (2024)	36.6%	NBS, MACMOD-Projections
v. Fiscal Deficit	-3.0% (2025)	-2.4%	NBS-Projections
vi. Public debt to GDP ratio	48.9% (2025)	TBD	NBS-Projections
vii. FDI (Million USD)	1,717.6 (2024)	8,366.28	NBS-Projections
viii. Foreign reserves (months of imports)	4.5 (2024)	5 months	BoT
ix. CPI Inflation (Period Average)	3.1% (2024)	3–5%	Economic Survey, MoF (2024)
x. Private Sector Credit (% of GDP)	15.9 (2024)	22.4	BoT
xi. Annual Headline Inflation Rate (end of period)	3.1% (2024)	3–5%	Economic Survey, MoF (2024)
xii. Annual Core inflation rate	3.4% (2024)	3–5%	NBS, BoT
xiii. Exchange rate (TZS/USD) Annual average	2,597.4 (2024)	2,481	BoT
xiv. Non-Performing Loans (NPL)	3.3% (2024)	<5%	Economic Survey, MoF (2024)

Indicative Enabling Area	Indicative Enabling Indicator
i. Structural Transformation and Investment Climate	• Diversified industrial production and exports • Target incentives in place
ii. Business Environmental reforms	• Harmonised business regulations and licensing procedures as well as 100 percent adoption of e-governance.
iii. Effective monetary-fiscal coordination framework	• Monetary-fiscal coordination framework in place
iv. Fiscal Policy Discipline	• Efficient public expenditure and revenue mobilisation system in place • Operational Sustainable public debt management mechanisms
v. External Sector Resilience	• Adopted sustainable foreign reserve accumulation policy • Facilitative export growth and FDI inflows mechanisms in place

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)	Source
3.2.2. Fiscal Sustainability and Predictability			
i. Domestic revenue to GDP ratio	16.7% (2024/25)	20.6%	MoF, MACMOD Projections
ii. Tax revenue to GDP ratio	13.3% (2024/25)	15.6%	MoF, MACMOD Projections
iii. Non-Tax to GDP ratio	3.4% (2024/25)	5.0%	MoF, MACMOD Projections
iv. Public Debt-to-GDP Ratio	47.0% (2024/25)	<50.0%	MoF, MACMOD Projections
v. PV of Public Debt to GDP	40.3 (2024/25)	19.6	Economic Survey, MACMOD Projections
vi. PV of Public Debt to Domestic Revenue	251.1 (2024/25)		Economic Survey, MACMOD Projections

Outcom Indicator	(Year)		
vii. PV of Public Debt Service to Domestic Revenue	44.3 (2023/24)	15	MoF, MACMOD Projections
viii. PV of Public External Debt to Export	123.8 (2024/25)	100.3	Economic Survey, MACMOD Projections
ix. Fiscal Deficit percent GDP	-3.1% (2024)	-2.8%	Economic Survey, MACMOD Projections
x. Development expenditure percent of the total budget	31% (2024/25)	35%–40%	MoF, MACMOD Projections

Indicative Enabling Area	**Indicative Enabling Indicator**
i. Efficient Revenue Policy and Administration	• Reviewed national fiscal framework
ii. Expenditure and Budget Management	• Coordinated public expenditure prioritisation framework in place
iii. Debt and Financing Strategy	• Debt portfolio diversification mechanisms in place
iv. Public Sector Capacity and Governance	• Conducted public investment management reforms (PIM)

3.2.3. External Sector Resilience and Diversification

i. Share of Traditional Exports to Total Value of Exports	16.2% (2024)	TBD	Economic Survey, MoF
ii. Share of Non-Traditional Exports to Total Value of Exports	79.2% (2024)	TBD	Economic Survey, MoF
iii. Share of Export Value of Manufactured Goods to Total Non-Traditional Exports	18.6% (2024)	TBD	Economic Survey, MoF
iv. Balance of Payment (In million USD)	80.5 (2024)	TBD	Economic Survey, MoF

Indicative Enabling Area	**Indicative Enabling Indicator**
i. Export Diversification and Industrialization	• Export Promotion and Diversification Programmes Implemented
ii. Financial and Investment Climate	• Export-oriented Industrial and Value Addition Projects Operationalised
iii. Logistics Efficiency	• Logistic efficiency Improved
iv. Import Management and Substitution	• Import Substitution and Local Content Programmes Implemented

3.3 Transformative Sectors

3.3.1 Agricultural Sector	**Baseline**	**Target (2030/31)**	**Source**
i. Agriculture share of GDP	26.3% (2024)	25.6%	Economic Survey, MoF, NBS, MACMOD Projections
ii. GDP Growth of Agriculture Sector	4.1% (2024)	10%	Economic Survey, MACMOD
iii. Food Self Sufficient Ratio	128 (2024)	130	Ministry of Agriculture
iv. Increase export value (USD in Billions	3.54	5	Ministry of Agriculture
v. Reducing post-harvest losses	35%	10	Ministry of Agriculture

Level Indicator	Baseline (Year)	Target (2030/31)	Source
vi. Area under irrigation (ha)	983,446.06	5,000,000	Ministry of Agriculture
Indicative Enabling Area and Core Focus		**Indicative Enabling Indicator**	
i. Productivity and Technology Adoption		• Mechanisation and irrigation expansion programmes implemented • Improved seeds, fertilizers, and R&D	
ii. Financing and Market Access		• Operational agricultural credit guarantee schemes and blended finance	
iii. Value Addition and Agro-Industrialisation		• Operational agro-processing zones (SAGCs, SEZs) • Implemented public–private partnerships (PPPs) in agro-logistics	
iv. Human Capital and Institutional Capacity		• Agricultural extension and digital advisory systems • Implemented land tenure security reforms	
3.3 2 Industrial and Manufacturing Sector			
i. Industry and Construction share of GDP	29.1% (2025)	36.5%	NBS, MACMOD Projections
ii. Manufacturing GDP share	7.3% (2024)	8%	Economic Survey, MACMOD Projections
iii. Manufacturing GDP Growth	4.8% (2024)	9.9%	Economic Survey, MACMOD Projections
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Industrial Policy and Incentives		• Implemented targeted industrial incentives • Implemented local content and import substitution policies	
ii. Financing and Investment Facilitation		• Dedicated industrial financing through TADB, TIB, and development funds	
iii. Export Market Access and Trade Facilitation		• Established SEZs and EPZs	
iv. Technological Capability and Skills		• Technology and skills transfer through FDI partnerships	
3.3.3 Construction Industry			
i. Construction share of GDP	12.8% (2024)	15.5%	Economic Survey, MACMOD Projections
ii. Construction GDP Growth	4.1% (2024)	8.5%	Economic Survey, MACMOD Projections
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Public Investment Development		• Public–Private Partnerships (PPPs) promotion and facilitation programmes implemented	
ii. Local Capacity and Content Development		• Implemented local contractor development programmes and capacity building	
iii. Financing and Credit Accessibility		• Available construction finance and mortgage facilities	
iv. Industrial Linkages and Import Substitution		• Operational local steel, cement and ceramics utilisation promotion mechanisms	
3.3.4 Mining and Quarrying Sector			
i. Mining GDP Share	10.1% (2024)	12.5%	Economic Survey, MACMOD Projections
ii. Mining GDP Growth	8.3% (2024)	9%	Economic Survey, MACMOD Projections
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Policy and Regulatory Framework		• Available stable and transparent mining policies • Local content and beneficiation regulations in place	
ii. Infrastructure and Energy Support		• Allocated mining corridors and export terminals	
iii. Local Participation and Skills Development		• Operational MSMEs promotion mechanisms in mining supply chains	
iv. Export and Market Development		• Engaged regional trade agreements and export facilitation programmes	
v. Investment Activities		• Available public–private partnerships in mineral beneficiation	
3.3.5 Oil and Gas Industry			

Outcome Indicator	(Year)		
i. Natural Gas Production (in million cubic feet)	69,538.30 (2024)	TBD	Economic Survey, MoF
ii. Coverage of Natural Gas Distribution Network (Kms)	177.82 (2024)	TBD	Economic Survey, MoF
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Investment Promotion		• Transparent and stable regulatory regime	
ii. Production and Infrastructure Development		• Developed gas fields and LNG infrastructure	
iii. Import Substitution and Energy Diversification		• Available fiscal incentives for CNG conversion (vehicles, industries)	
iv. Local Content and Human Capital Development		• Conducted specialised petroleum training programmes • 100% enforced local content regulations	
v. Export and Trade Facilitation		• Implemented regional gas trade and LNG export agreements	
3.3.6 Tourism Sector			
i. Global Travel & Tourism Development Index ranking	81/119 economies (2021)	60/119	World Economic Forum (WEF)
ii. Share of accommodation to GDP	1.1% (2024)	1.4%	Economic Survey, MACMOD Projections
iii. Accommodation GDP growth	6% (2024)	8.7%	Economic Survey, MACMOD Projections
iv. Tourism Export Revenue (In Billion USD)	373.8 (2023)	TBD	BOT, MNRT
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Tourism Infrastructure and Investment		• Transport and accommodation infrastructure projects supporting tourism completed	
ii. Business Environment and Investment Climate		• Policies or reforms implemented to improve tourism business environment; and • Tourism MSMEs receiving access to finance or incentives	
iii. Human Capital and Service Quality		• Tourism and hospitality workers trained; and • Tourism businesses meeting service quality standards	
iv. Policy, Governance and Sustainability		• Inter-agency coordination mechanisms established or operationalised; and • Community-based tourism initiatives supported.	
3.3.7 Financial Sector			
i. Capital Adequacy Ratio	19.3% (2024)	at least 16.5%	BoT Financial Stability Report; IMF FSI Database
ii. Deposit-to-GDP Ratio	27.3% (2024)	at least 40%	BoT; NBS National Accounts; IMF FSI
iii. Non-Performing Loans (NPL) Ratio	3.3% (2024)	≤5%	BoT Banking Supervision Report
iv. Digital deposits as % of GDP	27.2% (2024)	at least 50%	BoT (Mobile Money & Agency Banking Data); FSDT
v. Percentage adults with formal financial access	50% (2024)	at least 68%	Finscope Tanzania Survey (FSDT); World Bank Global Findex; BoT
vi. DFIs' capital base (% GDP)	0.4% (2024)	at least 1.25%	BoT Financial Stability Reports; Ministry of Finance; TIB Development Bank; NBS
vii. NPL ratio of DFIs	11.4% (2025)	≤6.6%	BoT Supervision of Financial Institutions; TIB Development Bank
viii. DFI Credit-to-GDP ratio	22.5% (2024)	at least 35%	BoT; IMF Article IV Reports; NBS National Accounts

e-Level Indicator	(Year)		
ix. Insurance penetration (% GDP)	2.08% (2023)	at least 2.6%	Tanzania Insurance Regulatory Authority (TIRA); BoT; NBS
x. Percentage of MFIs digitised	55% (2024)	at least 36%	BoT (Microfinance Directorate), eGA, FSDT–FinScope
xi. Capital funding diversification (share of MFIs with at least3 funding sources)	~10% (2023)	25–30%	BoT, SSRA, TIRA, MoF
xii. Percentage of rural population with access to microfinance services	19% (2023)	at least 80%	NBS Household Surveys, FSDT–FinScope, PO-RALG
xiii. Percentage of MSMEs with active loans from formal providers	19% (2023)	at least 40%	NBS Business/MSMEs Surveys, BoT, TPSF
xiv. Number of Mobile Money Accounts (in Million)	38.3 (2022)	TBD	Economic Survey, MoF
xv. DSE Total Market Capitalisation (In Trillion TZS)	17.87 (2024)	TBD	Economic Survey, MoF
xvi. DSE Market Capitalisation for Domestic Companies (In Trillion TZS)	12.24 (2024)	TBD	Economic Survey, MoF
xvii. DSE Market Index for Domestic Companies' Shares (Points)	4,618.78 (2024)	TBD	Economic Survey, MoF
xviii. DSE Market Index (Domestic and Foreign Companies)	2,139.73 (2024)	TBD	Economic Survey, MoF
xix. Value of Collective Investment Schemes (In Trillion TZS)	2.61 (2024)	TBD	Economic Survey, MoF
xx. Value of Social Security Investment Fund (In Trillion TZS)	10.63 (2024)	TBD	Economic Survey, MoF
Indicative Enabling Area		**Indicative Enabling Indicators**	
i. Formal financial access		• Number of regulatory reforms for financial inclusion implemented	
ii. Improved DFI effectiveness		• Number of DFIs with updated business models and implemented governance structures	
iii. Supported digitisation of MFIs, rural access, mobile money ecosystem.		• Number of MFIs and SACCOs onboarded into national digital finance infrastructure	
iv. Retail investment, DSE and overall financial access		• Capital market awareness and literacy campaigns implemented as scheduled	
v. Digital deposits, mobile money usage and inclusion		• Interoperability integration completed between mobile money, banking, and government platforms	
3.3.8 Sports and Creative Industry			
i. Sector Annual Growth Rate	17.7% (2024)	at least 20%	NBS, MoCT

Outcome Indicator	(Year)		
ii. Tanzania FIFA Ranking (Men and Women)			
iii. Tanzania CAF Ranking (Men and Women)			
iv. Number of Players Engaging in Professional Sports (Men and Women)			
v. Number of Tanzania Music Artists Receiving International Awards	10 (2023/24)	TBD	Economic Survey, MoF
vi. Number of Film Stakeholders Receiving International Awards	86 (2024)	TBD	Economic Survey, MoF
vii. Film Projects Received Loans	152 (2024)	TBD	Economic Survey, MoF
viii. Share of Content Accessible via Global Digital Platforms	<20% (2024 est.)	at least1 0%	TCRA, MoCT
ix. Proportion of Creatives and Sports Organisations Receiving Royalties	Low coverage, <20% (2024 est.)	at least 20%	COSOTA, BRELA, WIPO

Sports

Enabling Area	**Enabling Indicators**
i. Sports Development and Governance	• Trained athletes and coaches; • Conducted sports regulatory and policy reforms • Number of public-private partnerships engagements • Level of sports infrastructure investment (stadiums, training centres) • Number of accredited national sports federations
ii. International and Regional Sports Participation	• Funding for national teams' participation abroad; • Elite athlete identification and development; and • Bilateral and multilateral sports cooperation agreements
iii. Youth and Talent Development	• Number of youth athletes enrolled in national talent development programmes • Number of schools participating in national sports competitions
iv. Sports Infrastructure and Facilities	• Number of functional sports facilities meeting national standards • Percentage of districts with at least one multi-sport facility
Institutional Capacity Building	**Strengthened sports associations**
i. Sports Infrastructure and Facilities	• Number of functional sports facilities meeting national standards • Percentage of districts with at least one multi-sport facility
Artworks and Music	
i. Provision of Film Production Permits	• Average processing time for film production permit applications
ii. Registration of Artists and Artworks	• Number of artists officially registered with relevant national bodies • Number of artworks registered or catalogued under national registries

Level Indicator	Baseline (Year)	Target (2030/31)	Source
iii. Art and Cultural Events		• Number of nationally recognised art and cultural events held annually • Number of participants and exhibitors in national cultural festivals	
iv. Formalisation of Artists		• Number of artists transitioning from informal to formal sector	
v. Training and Capacity Building		• Number of artists and creatives trained in professional and technical skills	
vi. Intellectual Property Rights and Copyright Protection		• Number of creative works registered for copyright protection annually	
3.3.9 Improved Housing, Human Settlements and Real Estate Development			
i. Contribution of real estate sector to GDP	2.6% (2024)	3.4%	NBS, MoF, MLHHSD, MACMOD Projections
ii. Number of housing units	13,907,951 (2022)	17,659,090	PHC, NBS
iii. Ratio of mortgage to GDP	0.5% (2025)	2%	BoT, MoF
iv. Investment in SEZs, Smart Cities, business parks & logistics hubs (USD billion)	1 (2025)	3	TIC, MoF, MLHHSD
v. Value of assets under REITs and Tanzania Affordable Housing Fund (USD billion)	1 billion USD (2025)	1.5	CMSA, BoT, MLHHSD
vi. Share of real estate transactions conducted digitally	10% (2025)	50%	MLHHSD, BRELA, BoT
vii. Percentage of land surveyed	36% (2025)	53.3%	MLHHSD[3]
viii. Number of regularized properties in unplanned settlements	3,347,275 (2025)	5,584,224	MLHHSD
ix. Number of residential licences issued to property owners in unplanned settlements	25,748 (2025)	296,295	MLHHSD
x. Percentage of general land covered by informal settlements	59% (2025)	21.0%	MLHHSD
xi. Area of land (acres) allocated and protected for public uses	988,790 (2023/24)	1,672,519	FYDP III Evaluation Report
xii. Proportions of regions with Master Plan and Land Use Plan	81% (2025)	100%	MLHHSD

[3] Ministry of Lands, Housing and Human Settlements Development

Outcome Indicator	(Year)		
xiii. Number of updated base maps for region	23 (2023/24)	26	Vision 2025: FYDP III Evaluation Report
xiv. Number of allocated plots	3,951,890 (2023/24)	10,318,857	Vision 2025: FYDP III Evaluation Report
xv. Number of Towns with up-to-date general planning schemes (Master Plans)	26 (2023/24)	59	Vision 2025: FYDP III Evaluation Report

Indicative Enabling Area	Indicative Enabling Indicator
i. Urban Planning and Housing Development	• Number of new housing units constructed in urban and rural areas
ii. Real Estate Finance and Investment	• Value of assets mobilised under REITs and Tanzania Affordable Housing Fund (USD billion)
iii. Infrastructure for Growth Nodes (SEZs, Smart Cities, etc.)	• Number of SEZs, Smart Cities or logistics hubs developed and operational
iv. Legal, Regulatory and Institutional Framework	• Number of harmonised real estate laws, policies, or regulations
v. Digitalisation and Real Estate Market Transparency	• Percentage of property transactions conducted through digital platforms
vi. Land Surveying	• Number of districts with adopted digital land management systems
vii. Informal Settlement Regularization	• Percentage of informal areas under active regularization
viii. Urban Planning and Master Plans	• Districts with developed and implemented Master Plan
ix. Public Land Management	• Percentage of surveyed land allocated for public/community purposes

3.3.10 Transforming Trade and Commerce Sector

i. Exports as percentage of GDP	17% (2023)	25%	NBS, BoT
ii. Tanzania's share in intra-African trade	13% (2023)	25%	AfCFTA Secretariat, TRA
iii. MSMEs using e-commerce platforms	15% (2023)	60%	MIT, TCRA, TPSF

Indicative Enabling Area	Indicative Enabling Indicator
i. Trade Policy and Export Development	• Number of national strategies updated and aligned with regional trade protocols
ii. MSMEs Export Capacity Building	• Number of MSMEs export training programmes delivered on schedule
iii. E-Commerce and Digital Trade	• Percentage of trade-related services digitized and linked to e-commerce platforms
iv. Trade Facilitation and Customs	• Number of customs procedures automated
v. Intra-African Trade Integration	• Number of trade agreements operationalised

3.3.11 Robust Business Sector

i. Credit to the Private Sector (In billion TZS)	32,057.6 (2023)	TBD	MoF
ii. Number of Commercial PSCs Reporting Profits	TBD	TBD	TRO

Indicative Enabling Area	Indicative Enabling Indicator
i. Investment Promotion and Facilitation	• Number of SEZ and FDI promotion reforms implemented
ii. Domestic Resource Mobilisation	• Developed and implemented national savings strategy
iii. Financial Sector Deepening	• Number of credit schemes operationalised for private sector
iv. PSC Commercialization	• Implementation level of PSCs performance contracts and business plans

Indicator Level	Baseline (Year)	Target (2030/31)	Source
v. PSC Fiscal and Management Autonomy		• Number of PSCs restructured to reduce fiscal dependence	
3.3.12 Strategising Bilateral, Regional and Multilateral Cooperation in a Dynamic World			
i. Stock of Foreign Private Investment (In Million USD)	23,042.5 (2023)	TBD	Economic Survey, MoF
ii. Stock of Foreign Direct Investment (In Million USD)	19,139.6 (2023)	TBD	Economic Survey, MoF
iii. Stock of Foreign Portfolio Investment (In Million USD)	204.3 (2023)	TBD	Economic Survey, MoF
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Investment Climate Reform		• Number of regulatory reforms implemented to attract FDI	
ii. Capital Markets Development		• Number of reforms completed to support foreign portfolio investment	
iii. Investment Agreements and Services		• Number of investments MoUs fully implemented	
i. Export Volumes to the EAC Market (in Million USD)	1,160.5 (2024)	TBD	Economic Survey, MoF
ii. Export Volumes to the SADC Market (in Million USD)	2,968.3 (2024)	TBD	Economic Survey, MoF
iii. Export Volumes to the European Union Market (in Million USD)	989.6 (2024)	TBD	Economic Survey, MoF
iv. Export Volumes to the Asian Market (in Million USD)	3,638.3 (2024)	TBD	Economic Survey, MoF
v. Export Volumes to the American Market (including USA, Canada and Others - in Million USD)	121.2 (2024)	TBD	Economic Survey, MoF
vi. Number of Registered Tanzanians Teaching Kiswahili Abroad	498 (2024)	TBD	Economic Survey, MoF
vii. Accredited Kiswahili Teaching Centres for Foreigners	51 (2024)	TBD	Economic Survey, MoF
3.3.13 Formalisation of the Economy and its Management			
i. Percentage Share of Informal Sector to GDP	55 (2023)	29	LTPP2050
ii. Percentage of employment in the informal economy	94.2% (2024)	TBD	ILFS, NBS
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Business Formalisation		• Number of registration/licensing reforms completed	
ii. Labour Market Inclusion		• Number of informal workers reached with skills development initiatives	
iii. Social Protection for Informal Workers		• Number of social protection reforms implemented	
3.4 Building Human Capabilities and Social Development			
3.4.1 Well-Educated, Skilled and Learning Society			

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)	Source
Pre-Primary Education (Early Childhood Education – ECE)			
i. Percentage of 3–4-year-olds enrolment	TBD	20%	Deep Dive Report
ii. Gross Enrolment Ratio	89.5% (2024)	100.0%	GPR, PMO
iii. Net Enrolment Ratio (Percentage of 5-year-olds in Pre-Primary Education)	51.2% (2024)	100.0%	GPR, PMO and ESDP, MoEST
iv. Pupil/Qualified Teacher Ratio (PTR)	105:1 (2024)	40:1	GPR, PMO
v. Percentage of children under 5 years old developmentally on track	47% (2024)	55%	Deep Dive Report, UNICEF
vi. Percentage of 5-year-olds who are school-ready for school			
Primary Education			
i. Gross School Enrolment Ratio	98.2% (2023)	100.0%	ESDP, MoEST
ii. Net Enrolment Ratio (Percentage of Eligible)	81.7% (2022)	100.0%	PHC, NBS
iii. Pupil/Teacher Ratio (PTR)	61:1 (2024)	53:1	ESDP, MoEST
iv. Pupil/Textbook Ratio (PBR)	3:1 (2024)	1:1	ESDP, MoEST
v. Pupil/Classroom Ratio (PCR)	63:1 (2024)	50:1	
vi. Pupil/Latrine Ratio (Boys)	42:1 (2023/24)	25:1	Vision 2025: FYDP III Evaluation Report
vii. Pupil/Latrine Ratio (Girls)	39:1 (2023/24)	20:1	Vision 2025: FYDP III Evaluation Report
viii. Pupil/desk Ratio	4:1 (2023/24)	2:1	Vision 2025: FYDP III Evaluation Report
ix. Percentage of Schools with clean water	54 (2023/24)	66.0%	Vision 2025: FYDP III Evaluation Report
x. Percentage of Schools with electricity	48 (2023/24)	66.0%	Vision 2025: FYDP III Evaluation Report
xi. Completion rate	80% (2024)	95.0%	ESDP, MoEST
xii. Dropout rate	6.2% (2024)	1.3%	ESDP, MoEST
xiii. Transition Rate from Std VII to Form I	73.3% (2024)	100.0%	ESDP, MoEST
xiv. Proportion of children with disability attending primary school	78.6% (2022)	98.0%	TPHC, NBS
Lower Secondary School Education			
i. Gross Enrolment Ratio	51.7% (2024)	79.1%	ESDP, MoEST

e-Level Indicator	(Year)		
ii. Net Enrolment Ratio (Percent of Eligible)	43.2% (2022)	50.0%	PHC, NBS
iii. Student/Teacher Ratio by Subject	26:1 (2024)	23:1	GPR, PM
iv. Student/Classroom Ratio	63:1 (2024)	40:1	Vision 2025: FYDP III Evaluation Report
v. Percentage of Student Passing Form IV Examination	92.37% (2024)	100.0%	Vision 2025: FYDP III Evaluation Report
vi. Transition Rate from Form IV to Form V (Percent)	24.4% (2024)	29.0%	ESDP, MEST
vii. Student/Latrine Ratio	28:1 (2023/24)	20:1	Vision 2025: FYDP III Evaluation Report
viii. Percentage of Schools with clean water	85% (2023/24)	100.0%	Vision 2025: FYDP III Evaluation Report
ix. Percentage of Schools with electricity	69% (2023/24)	100.0%	Vision 2025: FYDP III Evaluation Report
x. Improvement in Maths Examination Pass Rate (Percent)	25.4% (2024)	32.0%	Vision 2025: FYDP III Evaluation Report
xi. Improvement in Science Examination Pass Rate (Percent)	79.37% (2024)	85.0%	Vision 2025: FYDP III Evaluation Report
Upper Secondary School Education			
i. Gross Enrolment Ratio (Percent)	9.1% (2024)	13.0%	ESDP, MoEST
ii. Net Enrolment Ratio (Percent of Eligible)	7.7% (2022)	18.0%	PHC, NBS
iii. Percentage of Students Passing Form VI Examinations	[illegible]	100.0%	
Higher Education			
i. Higher Education Enrolment Rate (Percent)	5.8% (2023/24)	7.0%	
ii. Access to Higher Education (Percent)	91.7% (2024)	92.7%	GPR, MoEST
iii. Percentage of Science and Mathematics Graduates among all University Graduates	19.6% (2024)	21.0%	GPR, MEST
iv. Number of students with Disabilities in HEIs	1,498 (2023)	6,108	GPR, MoEST
v. Number of Students Facilitated with Higher Education Loans	229,652 (2024)	312,235	Government Performance Report (GPR), MEST

Outcome Indicator	(Year)		
vi. Loan/Grant to Science Subjects (Percent)	64% (2021)	70.0%	GPR, MoEST
vii. Number of academic staff	6,009 (2023)	11,854	GPR, MoEST
viii. Percentage of female staff	30% (2024)	50.0%	GPR, MoEST
ix. Number of graduates	56,520	64,998	Vision 2025: FYDP III Evaluation Report
x. Number of male graduates	27,574	31,710	Vision 2025: FYDP III Evaluation Report
xi. Number of Female graduates	28,946	48,961	Vision 2025: FYDP III Evaluation Report
Technical Education			
i. Number of students enrolled in technical institutions	217,204 (2024)	289,605	GPR, MoEST
ii. Proportion of students (women/girls) enrolled in technical institutions (percent)	49% (2024)	50.0%	GPR, MoEST
iii. Proportion of students (with disabilities) enrolled in technical institutions (percent)	0.04% (2023/24)	0.1%	GPR, MoEST
iv. Technical Education gross enrolment rate	5.8% (2023/24)	7.0%	Vision 2025: FYDP III Evaluation Report
v. Annual number of students graduating from Technical Education	89,967 (2023/24)	192,786	Vision 2025: FYDP III Evaluation Report
vi. Of whom science and engineering students	17.2% (2023/24)	28.0%	Vision 2025: FYDP III Evaluation Report
vii. Of whom women/girls	35.7% (2023/24)	40.0%	Vision 2025: FYDP III Evaluation Report
viii. Technical Education students with access to student loans (percent)	1.3% (2024)	2.0%	GPR, MoEST
ix. Number of teaching staff	10,948 (2023)	15,559	GPR, MoEST
x. Of whom female teaching staff	39.5% (2023/24)	50.0%	Vision 2025: FYDP III Evaluation Report
Vocational Education and Training			
i. Average annual number of students enrolled in vocational training centres	415,131 (2023/24)	1,296,705	Vision 2025: FYDP III Evaluation Report

ome-Level Indicator	(Year)		
ii. Of whom women/girls	56.80% (2023/24)	60.0%	Vision 2025: FYDP III Evaluation Report
iii. Of whom are students with disabilities	0.2% (2023/24)	0.33%	Vision 2025: FYDP III Evaluation Report
iv. Number of teaching staff	2,723 (2023)	3,318	GPR, MoEST
v. Of whom is female teaching staff	34.0% (2023/24)	44.0%	Vision 2025: FYDP III Evaluation Report
Employability Skills			
i. Number of people with internship training	30,000 (2021)	150,000	GPR, MoEST
ii. Number of People Attended Apprenticeship Programmes	46,200 (2021)	231,000	GPR, MoEST
iii. Youth Literacy Rate (15-35 years)	87.5% (2022)	100%	PHC, 2022
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Early Childhood Education		• Number of new ECE classrooms with qualified teachers	
ii. Primary Education Quality & Equity		• Number of schools meeting quality benchmarks (books, WASH, infrastructure)	
iii. Secondary Education Expansion		• Number of secondary classrooms and teachers deployed, especially in STEM	
iv. Higher Education Access and Loans		• Higher Education loans disbursed annually vs. budgeted	
v. TVET Access and Equity		• Number of institutions upgraded with modern, inclusive facilities	
3.4.2 A Capable and Motivated Workforce			
i. Proportion of workforce with high skills	3.0% (2011)	12.0%	LTPP 2011/12-2025/26)
ii. Proportion of workforce with medium skills	13.0% (2011)	33.0%	LTPP 2011/12-2025/26)
iii. Proportion of workforce with low skills	84.0% (2011)	55.0%	LTPP 2011/12-2025/26)
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Curriculum Reform and Skills Alignment		• Number of TVET/HE curricula aligned with labour market needs	
ii. Technical and Vocational Training		• Number of TVET/skills training programmes implemented	
iii. Advanced and Digital Skills		• Number of digital and high-skill training programmes delivered	
3.4.3 Managing and Harnessing the Population Demographic Dividends			
i. Age Dependency Ratio	87.4 (2025)	79.4	PHC-Proj, NBS
ii. Child Dependency Ratio (0–14)	80.5 (2025)	73.0	PHC-Proj, NBS
iii. Old-Age Dependency Ratio (65+)	6.8 (2025)	6.4	PHC-Proj, NBS
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Youth Development & Reproductive Health Education		• Number of LGAs implementing youth reproductive health education programmes	
ii. Elderly Protection Systems		• Number of pension/social schemes for elderly implemented	
iii. Labour Force Participation		• Proportion of working-age population reached with employment programmes	
3.4.4 Labour Market Efficiency and Employment Landscape			
i. Labour Force Participation Rate	73.2% (2024)	74.6%	ILFS, NBS

Outcome Indicator	(Year)		
ii. Employment to Population Ratio	68.7% (2024)	71.3%	ILFS, NBS
iii. Unemployment Rate (15+)	6.2% (2024)	4.4%	ILFS, NBS
iv. Youth Unemployment Rate (15–35)	8.3% (2024)	6.0%	ILFS, NBS
v. Proportion of people with disability employed	32.5% (2024)	40.0%	ILFS, NBS
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Job Creation		• Number of national job programmes implemented	
ii. Youth Employment & Skills		• Number of youth reached with employability initiatives	
iii. Disability-Inclusive Employment		• Number of employers adopting inclusive hiring practices	
iv. Decent Work Promotion		• Number of workplaces assessed for decent work compliance	
3.4.5 A Socially Protected and Inclusive Society			
Social Protection			
i. Percentage Increase in social protection coverage	28.4% (2023/24)	42.60%	Vision 2025: FYDP III Evaluation Report
ii. Coverage of health insurance scheme	67.8% (2023/24)	100%	Vision 2025: FYDP III Evaluation Report
iii. Coverage of the social security scheme	10.1% (2023/24)	18.1%	Vision 2025: FYDP III Evaluation Report
iv. Youth in vulnerable employment	42.4% (2023/24)	28.8%	Vision 2025: FYDP III Evaluation Report
v. Proportion of children with disability attending primary school	95% (2023/24)	100%	Vision 2025: FYDP III Evaluation Report
vi. Children aged 5-17 engaging in child labour	22% (2023/24)	0.0%	Vision 2025: FYDP III Evaluation Report
vii. Number of Reconciled children's maintenance	39,560 (2023/24)	163,905	Vision 2025: FYDP III Evaluation Report
viii. Number of Day Care Centres registered	6,900 (2023/24)	33,539	Vision 2025: FYDP III Evaluation Report
ix. Number of destitute elders with health insurance cards for free medical services ('000)	268 (2023/24)	803	Vision 2025: FYDP III Evaluation Report
x. Percentage Increase in social protection coverage	28.0% (2023/24)	43.0%	Vision 2025: FYDP III Evaluation Report
xi. Coverage of health insurance scheme	15.3% (2023)	58.0%	Alternative Health Service Providers Programme, MoH
xii. Coverage of the social security scheme	10.1% (2023/24)	18.12	Vision 2025: FYDP III Evaluation Report
xiii. Youth in vulnerable employment	42.4% (2023/24)	28.84	Vision 2025: FYDP III Evaluation Report
Productive Inclusion			

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)	Source
i. Beneficiary households participating in functional saving groups	42% (2023/24)	52.5%	Vision 2025: FYDP III Evaluation Report
ii. Beneficiaries receiving information on livelihood enhancement services	1,500,000 (2023/24)	2,674,230	Vision 2025: FYDP III Evaluation Report
iii. Eligible beneficiary households receiving enhanced livelihood support including appropriate basic and skill training and livelihood grant	155,400 (2023/24)	414,400	Vision 2025: FYDP III Evaluation Report
iv. Livelihood Income Generating Activities (IGAs) with approved business plans that are set up within six months of receiving livelihood grant support	82.0% (2023/24)	100.0%	Vision 2025: FYDP III Evaluation Report
v. Trained members of beneficiary households reporting improved skills as a result of the training provided by the PSSN programme	68.0% (2023/24)	79.0%	Vision 2025: FYDP III Evaluation Report
Public Works			
i. Beneficiary households receiving transfer through public works	988,000 (2023/24)	4,828,930	Vision 2025:: FYDP III Evaluation Report
ii. PWP sub-projects/community assets created through PSSN Programme (cumulative)	21,200 (2023/24)	35,780	Vision 2025: FYDP III Evaluation Report
iii. PW subprojects with clear maintenance plan and sustainability measures	65.0% (2023/24)	75.8%	Vision 2025: FYDP III Evaluation Report
Cash Transfer			
i. Beneficiary households receiving Cash Transfer (both	1,203,000 (2023/24)	1,256,650	Vision 2025: FYDP III Evaluation Report

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)	Source
conditional + unconditional)			
ii. Proportion of children in beneficiary households aged 0-24 months old attending health facilities regularly	95.0% (2023/24)	96.0%	Vision 2025: FYDP III Evaluation Report
iii. Proportion of children in beneficiary households aged 6-18 years enrolled in primary schools with more than 80% attendance a month	95.0% (2023/24)	96.0%	Vision 2025: FYDP III Evaluation Report
iv. Proportion of eligible children in beneficiary households linked to secondary school	7.0% (2023/24)	8.0%	Vision 2025: FYDP III Evaluation Report
v. Proportion of beneficiary households receiving disability benefit	5.0% (2023/24)	7.5%	Vision 2025: FYDP III Evaluation Report
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Social Protection		• Number of beneficiaries enrolled via digitized systems	
ii. Productive Inclusion		• Percentage of livelihood plans financed% of PWP assets with maintenance and sustainability plans	
3.4.6 Improved Health Care for All			
i. Infant Mortality Rate (per 1,000 live births)	33 (2022)	27	TDHS, NBS
ii. Under-five Mortality Rate (per 1,000 live births)	43 (2022)	34	TDHS, NBS
iii. Total fertility rate (total number of children per woman of a reproductive age)	4.8 (2022)	4.1[4]	TDHS, NBS
iv. Births attended by a skilled health worker	84% (2023/04)	89.3%	Vision 2025: FYDP III Evaluation Report
v. Maternal Mortality Ratio (per 100,000 live births)	104 (2022)	85	TDHS, NBS
vi. Life Expectancy at Birth (years)	68.3 (2025)	70.4	PHC-Proj, NBS
vii. Health expenditure, public (percentage of Government expenditure)	11.6% (2023/24)	14.2%	Vision 2025: FYDP III Evaluation Report

[4] Assuming integrated multisectoral efforts sustained

Indicator	Baseline (Year)	Targ[illegible]	
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Maternal and Neonatal Health		• Percentage of births attended by skilled health personnel	
ii. Child Health and Nutrition		• Percentage of under-5s fully immunised	
iii. Health Workforce		• Patients-health professional ration	
iv. Health Financing		• Public health expenditure as a percentage of total government expenditure	
3.4.7 Enhanced Food Security and Nourishment			
i. Prevalence of stunting in children aged 0–59 months	26.5% (2023/24)	20.0%	Vision 2025: FYDP III Evaluation Report
ii. Prevalence of wasting in children aged 0–59 months	2.6% (2023/24)	2.6%	Vision 2025: FYDP III Evaluation Report
iii. Prevalence of low birth weight (LBW) at birth	3.1% (2023/24)	2.0%	Vision 2025: FYDP III Evaluation Report
iv. Proportion of women aged 15–49 years with anaemia	23% (2023/24)	12.0%	Vision 2025: FYDP III Evaluation Report
v. Prevalence of global acute malnutrition among children 0–59 months	2.7% (2023/24)	2.0%	Vision 2025: FYDP III Evaluation Report
vi. Median urinary iodine concentration of women aged 15–49 years	100-299 (2023/24)	100-299	Vision 2025: FYDP III Evaluation Report
vii. Prevalence of overweight among children aged 0–59 months	2.34% (2023/24)	2.0%	Vision 2025: FYDP III Evaluation Report
viii. Prevalence of overweight among adults aged 15–49 years	22% (2023/24)	16.0%	Vision 2025: FYDP III Evaluation Report
ix. Proportion of households accessing adequately iodized salt	78% (2023/24)	100	Vision 2025: FYDP III Evaluation Report
x. Rate of Exclusive Breastfeeding	62% (2023/24)	100	Vision 2025: FYDP III Evaluation Report
xi. Prevalence of vitamin A deficiency among children aged 6–59 months (serum retinol level < 20 μg/dl)	18μg/dl (2023/24)	10μg/dl[5]	Vision 2025: FYDP III Evaluation Report
xii. Food Self-Sufficiency Ratio (SSR)	128 (2023/04)	128	Vision 2025: FYDP III Evaluation Report
Indicative Enabling Area		**Indicative Enabling Indicator**	

[5] WHO classification as a moderate category

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)	Source
i. Maternal and Child Nutrition		• Percentage of health facilities delivering quality maternal and child nutrition services (with trained staff, supplies, and protocols)	
ii. Micronutrient and Food Fortification		• Percentage of food processors compliant with national fortification standards for salt, flour, and oil	
iii. Infant and Young Child Feeding (IYCF)		• Percentage of community health workers trained and active in IYCF counselling	
iv. Food Security and Agricultural Input		• Percentage of smallholder farmers supported with diversified nutrition-sensitive inputs (e.g. legumes, fruits, vegetables)	
3.4.8 Water and Sanitation Access and Connectivity			
i. Proportion of Households Using Improved Sources of Drinking Water	69.5% (2022)	100%	PHC, NBS
ii. Access to clean water in rural areas (% of total)	79.6% (2023/24)	87.9%	Vision 2025: FYDP III Evaluation Report
iii. Access to clean water in urban areas (% of total)	90.0% (2023/24)	97.2%	Vision 2025: FYDP III Evaluation Report
iv. Percentage of rural population with access to piped or protected water as their main source	78.0% (2023/24)	94.7%	Vision 2025: FYDP III Evaluation Report
v. Percentage of Regional Centre's population with access to piped or protected water as their main source	92.0% (2023/24)	100.0%	Vision 2025: FYDP III Evaluation Report
vi. Percentage of households connected to conventional public sewer systems in the Regional Centre's	26.0% (2023/24)	60.0%	Vision 2025: FYDP III Evaluation Report
vii. Proportion of the households in Rural areas with improved sanitation facilities	72.0% (2023/24)	100.0%	Vision 2025: FYDP III Evaluation Report
viii. Percentage of Non-Revenue Water (NRW) for Regional Centres	14.0% (2023/24)	9.3%	Vision 2025: FYDP III Evaluation Report
ix. Percentage of district capitals and areas' small towns population with access to piped or protected water as their primary source	81.0% (2023/24)	98.4%	Vision 2025: FYDP III Evaluation Report
x. Percentage of the Dar es Salaam population with access to piped or protected water as their main source	90.0% (2023/24)	100%	Vision 2025: FYDP III Evaluation Report

Level Indicator	Baseline (Year)	Target (2030/31)	Source
xi. Percentage of households connected to conventional public sewer systems in Dar es Salaam	22.0% (2023/24)	50.8%	Vision 2025: FYDP III Evaluation Report
xii. Percentage of Non-Revenue Water (NRW) for Dar es Salaam	28.0% (2023/24)	16.0%	Vision 2025: FYDP III Evaluation Report
xiii. Number of water sources demarcated and gazetted for protection and conservation	180 (2023/24)	2,000	Vision 2025: FYDP III Evaluation Report
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Water Supply Infrastructure		• Percentage of water supply projects completed on time and meeting quality standards	
ii. Sanitation Infrastructure		• Percentage of urban and rural LGAs with operational sanitation master plans and budgeted implementation frameworks	
iii. Water Quality and Safety		• Percentage of water schemes with real-time water quality monitoring and emergency response protocols in place	
iv. Water Utility Governance		• Percentage of water utilities with automated metering and billing systems integrated with non-revenue water monitoring tools	
v. Water Source Protection		• Percentage of priority water sources with legally enforced protection zones and active community-based management committees	

3.4.9 Cohesive, Responsible and Engaging Society

Level Indicator	Baseline (Year)	Target (2030/31)	Source
i. Average Crime Index Score	53.2 (2025)	47.8	World Population Review – Crime Rate by Country 2025
ii. Rate (%) reduction in road accidents	35.0% (2023/24)	40.0%	Vision 2025: FYDP III Evaluation Report
iii. Prevalence of gender-based-violence	38.9% (2022)	≤20% / TBD	DHS, NBS
iv. Violence against children (VAC) - (Girls): Sexual	11% (2024)	≤5.5% / 0.0%	GBV, NBS
v. Violence against children (VAC) - (Girls): Physical	24% (2024)	≤14% / 0.0%	VACS, NBS
vi. Violence against children (VAC) - (Girls): Emotion	22% (2024)	≤13.2% / 9.0%	VACS, NBS
vii. Violence against children (VAC) - (Boys): Sexual	5% (2024)	≤2.69% / 0.0%	VACS, NBS
viii. Violence against children (VAC) - (Boys): Physical	21% (2024)	≤12% / 0.0%	VACS, NBS
ix. Violence against children (VAC) - (Boys): Emotion	16% (2024)	≤8% / 0.0%	VACS, NBS
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Crime Prevention and Community Policing		• Percentage of police posts with functional community policing programmes engaging local leaders and conducting regular patrols	

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)	Source
ii. Road Safety Management & Enforcement		• Percentage of road safety inspections conducted monthly and percentage of traffic offenders penalized	
iii. Gender-Based Violence (GBV) Prevention		• Percentage of health, police, and social service facilities trained and equipped to provide multisectoral GBV response services	
iv. Child Protection and Reporting Systems		• Percentage of schools and communities with established child protection committees and functioning reporting and referral systems	
3.4.10 Inclusive Rural Development			
i. Rural Transformation Index (RTI)6		0.35 – 0.42	
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Rural Infrastructure		• Percentage of rural roads maintained and motorable year-round	
ii. Access to Markets and Finance		• Percentage of rural producers with access to financial services and markets	
iii. Social Services (Health, Edu)		• Percentage of rural health clinics equipped with essential medicines	
iv. Governance and Community Engagement		• Percentage of villages with functional local development committees	
3.4.11 Cooperatives Transformation			
i. Number of Industries owned by Cooperatives	328 (2023/24)	530	Vision 2025: FYDP III Evaluation Report
ii. Cooperative using formal market system increased	4,279 (2023/24)	5,759	
iii. Members in Cooperatives Societies (Millions)	8,358,000 (2023/24)	20,540,850	Vision 2025: FYDP III Evaluation Report
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Cooperative Enterprise Development		• Percentage of cooperatives supported with access to capital investment (loans, grants, or equity)	
ii. Market Access and Formalisation		• Percentage of cooperatives registered on national or regional e-commerce and agro-trade platforms	
iii. Membership Growth & Engagement		• Percentage of cooperatives with active member education and engagement programmes	
3.4.12 Expanding the Middle-Income Class			
Proportion of middle-income class population[7]	12 percent (2025)	18 percent	LTPP 2050
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Employment and Wage Growth		• Percentage of formal sector jobs paying wages above national median income	
ii. MSMEs & Entrepreneurship Development		• Percentage of MSMEs accessing business development services and growth financing	
iii. Financial Inclusion		• Percentage of adults with access to credit or savings products suited to business or asset growth	
iv. Skills Development & Vocational Training		• Percentage of youth/adults completing technical or professional skills certification programmes	
3.5: Environmental Integrity and Climate Resilience			
3.5.1 Environmental Integrity			

[6] Rural Transformation Index (RTI): Measures rural development, transformation level, and urban–rural coordination.
[7] African Development Bank (PPP-based): Individuals earning between $2 and $20 per day are considered middle-income.

	Level Indicator	Baseline (Year)	Target (2030/31)	Source
i.	Percentage share of GDP from sustainable utilisation of forest, water and marine resources	4.3	7.53	Vision 2025: FYDP III Evaluation Report
ii.	Percentage share of GDP from sustainable utilisation of forest, water and marine resources	4.3 (2023/24)	7.53	Vision 2025: FYDP III Evaluation Report
iii.	Annual Deforestation rate reduced (Ha/year)	469,420 (2023/24)	234,710.00	Vision 2025: FYDP III Evaluation Report
iv.	Area under Community Plantations, forest and woodlots increases (Ha)	190,000 (2023/24)	253,333.33	VISION 2025: FYDP III Evaluation Report
v.	Percentage of large projects complying with approved Environmental and Social Impact Assessment (EIA) and audit regulations	128 (2023/24)	170.67	Vision 2025: FYDP III Evaluation Report
vi.	Loss of biodiversity reduced	30 (2023/24)	20.00	Vision 2025: FYDP III Evaluation Report
vii.	Percentage share of GDP from sustainable utilisation of forest, water and marine resources	4.3 (2023/24)	7.53	Vision 2025: FYDP III Evaluation Report
viii.	Share of national ecosystems (land, ocean, freshwaters) under effective conservation and management	45% of 32% protected ecosystems (2022)	at least60%	MNRT; CBD
ix.	Environmental Performance Index (Africa ranking)	19th (2022)	Top 15	Yale EPI
x.	Climate Adaptation/ND-GAIN Index (Africa ranking)	18th (2022)	Top 15	ND-GAIN Index; VPO–Environment
xi.	Average Growth rate	4.3%	8.0%	Vision 2025: FYDP III Evaluation Report
xii.	Percentage (%) of national land under formal land use plans	15% (2022)	30%	Vision 2025: FYDP III Evaluation; MLHHSD; NBS
xiii.	Percentage (%) of wetlands under conservation frameworks	25% (2023 est.)	40%	Vision 2025: FYDP III Evaluation; MNRT; NEMC

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)	Source
xiv. Percentage (%) of priority plant/animal/forest genetic resources effectively conserved	30% (2022)	50%	Vision 2025: FYDP III Evaluation; NPGRC; FAO
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Natural Resource-Based Economic Development		• Percentage of resource-based investments (forestry, water, marine) with certified sustainability plans implemented	
ii. Forest and Land Restoration		• Percentage of LGAs implementing annual reforestation and afforestation action plans with verifiable targets	
iii. Environmental Regulation & Compliance		• Percentage of large-scale development projects reviewed through digital ESIA systems and independently audited annually	
iv. Biodiversity and Ecosystem Conservation		• Percentage of protected areas with updated management plans and trained conservation staff	
3.5.2 Sustainable, Well-Planned and Managed Urbanisation			
i. Percentage of Land Surveyed	36	48	MLHS
ii. Number of regularized properties in unplanned settlements	3,347,275	4,347,275	MLHS
iii. Number of residential licenses issued to property owners in unplanned settlements	25,748	44,010	MLHS
iv. Percentage of general land covered by informal settlements	59	25	MLHS
v. Proportions of regions with Master Plan and Land Use Plan	81	100	MLHS
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Land Surveying and Regularisation		• Percentage of LGAs conducting annual land regularisation exercises	
ii. Informal Settlement Upgrading		• Percentage of LGAs with active informal settlement upgrading programmes	
iii. Land Use for Public Infrastructure		• Percentage of protected public land with legal titles	
iv. Urban Spatial Planning		• Percentage of urban LGAs with operational, GIS-enabled master plans	
v. Affordable Urban Housing		• Percentage of LGAs implementing pro-poor urban housing programmes	
3.5.3 Sustainable Land Management and Reforms			
i. Percentage of land formally registered with secure tenure rights	30% (2023 est.)	at least50%	MLHHSD, NBS
ii. Percentage of land allocated for industrial use	5% (2023 est.)	at least7%	MLHHSD, TIC, NBS
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Land Registration and Tenure Security		• Percentage of surveyed land digitised and linked to the National Land Information System (NLIS)	

Indicator Level	Baseline (Year)	Target (2030/31)	Source
ii. Industrial Land Allocation		• Percentage of LGAs with designated industrial zones in their spatial plans	
iii. Title Deed Issuance		• Average turnaround time (days) for issuing title deeds after application	
iv. Land Governance and Legal Frameworks		• Percentage of land laws and regulations harmonised and updated to support land tenure security	
		• Percentage of wards with active land rights awareness campaigns	
v. Public Awareness and Access to Services		• Percentage of land application services available online or through mobile one-stop centres	
3.5.4 Climate Change Resilience			
i. Percentage reduction in GHG emissions relative to 2025 baseline	209 $MtCO_2e$ (2023)	30–35% reduction	UNFCCC NDC; VPO–Environment
ii. Share of renewable energy in national electricity generation	61.8% (2025)	75%	TANESCO; MoE; World Bank
iii. The cost incurred due to climate impact reduced	1 (2023/24)	0.90	Vision 2025: FYDP III Evaluation Report
iv. Land degradation reduced	16 (2023/24)	14.00	Vision 2025: FYDP III Evaluation Report
v. Increased consumption of alternative charcoal in urban areas (Tones)	500 (2023/24)	500,000	Vision 2025: FYDP III Evaluation Report
vi. Proportion of households using clean cooking solutions	15% (2022/23)	50%	Vision 2025: FYDP III Evaluation; Ministry of Energy; NBS
vii. Access to Clean Cooking	6.9% (2021)	75%	National Energy Compact for Tanzania
Indicative Enabling Area		**Indicative Enabling Indicator**	
viii. GHG Emissions Management		• Percentage of national emissions sources covered by functioning MRV systems (sectoral)	
ix. Climate Risk & Loss Management		• Percentage of LGAs with funded and operational Local Climate Adaptation Plans (LCAPs)	
x. Land Restoration & Protection		• Percentage of districts implementing community-led reforestation programmes	
xi. Alternative Energy for Urban Use		• Percentage of registered producers of alternative charcoal receiving technical or financial support	
xii. Clean Cooking Access & Innovation		• Percentage of households reached through clean cooking awareness and market access programmes	
3.5.5 Early Warning Systems and Institutional Capacity			
xiii. Percentage of GDP allocated annually to disaster risk reduction and early warning systems	<0.05–0.1%	at least0.2%	Vision 2025: FYDP III Evaluation; MoF; PMO–DMD
xiv. Number of cities with operational DARAJA and community-based EWS platforms	2 (2023)	at least10 cities	Vision 2025: FYDP III Evaluation; ARISE; PMO–DMD; LGAs

Outcome Indicator	(Year)		
xv. Coverage of population with access to timely, inclusive early warning alerts	2% (2023)	at least30%	Vision 2025: FYDP III Evaluation; NBS; TMA; PMO–DMD
Indicative Enabling Area		**Indicative Enabling Indicator**	
xvi. Disaster Risk Reduction and Early Warning Systems		• Percentage of LGAs implementing risk-informed urban development plans	
xvii. Capacity Building & Training		• Percentage of communities with trained volunteer disaster response teams	
xviii. Data Management and Integration		• Percentage of disaster risk data integrated into national GIS platforms and accessible to key stakeholders	
xix. Community Engagement & Inclusiveness		• Percentage of local communities involved in Disaster Risk Reduction planning and decision-making processes • Number of public awareness campaigns tailored for vulnerable groups (women, elderly, persons with disabilities)	
3.5.6 Enhancing Participation in Cabon Trade			
i. Community and local investor participation in certified carbon projects	<5% t (2025)	at least10–15%	Vision 2025: FYDP III Evaluation; NCMC; LGAs
ii. Annual revenue from certified carbon credit exports (USD)	USD 1 billion (estimate, 2025) vs >USD 20 trillion global market	USD 100–150 million annually	Vision 2025: FYDP III Evaluation; NCMC; BoT; DSE
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Carbon Market Policy and Regulation		• Harmonised legal and regulatory framework for carbon trading adopted	
ii. Community Engagement and Participation		• Number of community-led carbon projects initiated and implemented	
iii. Carbon Project Certification and Monitoring		• Number of projects certified for international carbon credit markets	
iv. Investor Mobilisation and Incentives		• Number of local investors participating in carbon project financing	
v. Export Infrastructure and Market Access		• Percentage of carbon credit transactions facilitated through compliant platforms	
3.6 Harnessing Drivers for Development			
3.6.1 Energy for Unleashing Transformation and Rapid Growth			
xx. Installed electricity capacity	4,504.5 MW (2025)	8,000 MW	Chama Cha Mapinduzi's Election Manifesto, EWURA 2024/25 report
xxi. Per Capital Consumption	170 kWh (2025)	600 kWh	MoE
xxii. Electricity system losses	14.2% (2025)	12.4%	TANESCO annual reports, EWURA Performance Reports, MoE
xxiii. Percentage of connectivity and household electrification respectively	49% and 36% (2025)	55.2% and 42.8%	MoE
xxiv. Percentage of household electricity reliability	<50–60% in rural areas; frequent outages	at least80% reliability by 2031	TANESCO SCADA reports, MoE, REA
xxv. Percentage of household using clean cooking energy	30% (2022)	66%	MoE
Indicative Enabling Area		**Indicative Enabling Indicator**	

Level Indicator	Baseline (Year)	Target (2030/31)	Source
xxvi. Renewable Energy; Finance; Power Sector		• Percentage of total energy investment allocated to renewable energy (public and private combined)	
xxvii. Power Generation & Distribution; Infrastructure; Private Sector Engagement		• Number of energy-related PPP projects initiated or operational (generation, distribution, mini-grids)	
xxviii. Governance & Regulation; Policy Environment		• Number of fully implemented national policies or strategies supporting clean energy transition	
xxix. Technology; Innovation; Efficiency		• Public and private R&D expenditure on clean energy technologies as % of national energy budget	
xxx. Access; Rural Electrification; Social Inclusion		• Proportion of energy access projects targeting underserved areas (% of total projects)	
3.6.2 Integrated Logistics for Enhancing Penetration into Global Market			
xxxi. Transport GDP Share	7.5%	7.7%	MACMOD Projections
xxxii. Transport GDP Growth	4.2%	8.6%	MACMOD Projections
Indicative Enabling Area		**Indicative Enabling Indicator**	
xxxiii. Transport Infrastructure Development		• Total km of new or rehabilitated transport infrastructure by type (road, rail, airport) per year	
xxxiv. Pipeline and Energy Transport Systems		• Total operational pipeline length (km), disaggregated by type (crude, refined oil, gas)	
xxxv. Intermodal and Logistics Integration		• Number of fully operational intermodal logistics centres or dry ports	
xxxvi. Policy, Regulation & Investment		• Number of cross-border cooperation agreements signed or updated	
xxxvii. Digitalisation & Transport Innovation		• Percentage of national logistics corridors equipped with digital cargo tracking and management systems	
xxxviii. Intermodal Integration		• Percentage of strategic trade corridors with functional intermodal connectivity (road-rail-port-air)	
3.6.3 Leverage Advancement of STI			
xxxix. Position of Global Innovation Index (GII) Ranking for Tanzania	120/133 (2024)	50^{th}	WIPO GII, COSTECH
xl. Gross Domestic Expenditure on R&D (GERD) as % of GDP	0.58 (2023)	>0.8	MoEST, COSTECH, UNESCO UIS
Indicative Enabling Area		**Indicative Enabling Indicator**	
xli. Innovation Policy and Governance		• Number of effective innovation policies, laws, or regulations operationalised	
xlii. Research Institutions and Human Capital		• Number of peer-reviewed publications, patents filed, and R&D projects completed	
xliii. Industry-Academia-Government Collaboration (Triple Helix)		• Volume of technology transfer agreements signed and startups/incubators established	
xliv. Innovation Ecosystem Integration		• Number of innovation-driven startups scaled or commercialised	
3.6.4 Foster Quality Research and Development Ecosystem			
xlv. National R&D expenditure as % of GDP	0.58 (2023)	0.8	COSTECH Annual STI Reports; UNESCO UIS; MoEST
xlvi. % of government policies informed by local research evidence	<30% (2024)	100%	MoEST Policy Reviews; COSTECH Research Uptake Reports; Parliament Hansards.
Indicative Enabling Area		**Indicative Enabling Indicator**	
xlvii. National R&D Funding & Investment		• Annual percentage increase in combined public and private R&D expenditure (% growth per year)	

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)	Source
xlviii. Evidence-Based Policy Development		• Number and % of government policies formally reviewed and approved using local research evidence	
xlix. Innovation System Governance		• Number of innovation-related policies, laws, and regulations fully implemented	
l. Research Capacity and Knowledge Production		• Number of patents granted, peer-reviewed publications, and research projects completed	
li. Collaboration & Ecosystem Integration		• Number of operational innovation hubs, incubators, and startups supported annually	
3.6.5 Investing in a Sustainable Data-Driven Ecosystem			
lii. Statistical Performance Indicator (SPI)	103/186 (2023/24)	50th	World Bank
liii. Open Data Inventory (ODIN)/Global Open Data Index	96/198 (2024/25)	42nd	Open Data Inventory
Indicative Enabling Area		**Indicative Enabling Indicator**	
liv. Legal and Policy Frameworks		• Percentage of national data-producing agencies operating under harmonised legal frameworks for statistics and data sharing	
lv. Institutional Coordination		• Number of coordinated data-sharing agreements between NSS members (NSO, MDAs, academia, private sector)	
lvi. Human and Technical Capacity		• Number of National Statistical System (NSS) staff trained annually in official statistics, data ethics, metadata standards, and open data principles	
lvii. ICT and Data Infrastructure		• Percentage of key datasets integrated and accessible via national open data or statistics portals	
lviii. Data Use and User Engagement		• Number of public, academic, or private data users accessing and citing government datasets	
3.6.6 Enhancing Digital Transformation			
i. ICT Share to national GDP.	14.3% (2023)	10%	TCRA, MACMOD Projections
ii. Penetration of smartphones (% of population)	37% (2025)	>70%	TCRA
iii. Percentage of key sectors using emerging technologies (AI, IoT, blockchain, green ICT).	<15%	> 25%	TCRA, World Bank Digital Adoption Index.
iv. Incidence of Major Cyber-Attacks	1,200	<250	TZ-CERT Annual Reports, MoDANS
v. Global Innovation Index Rank	120/133 (2024)	60th	COSTECH, WIPO
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Digital Infrastructure development and Investment		• Percentage of population with access to broadband infrastructure	
ii. ICT Sector Development & Regulation		• Presence of ICT industry support frameworks, including startups incentives and e-commerce laws	
iii. Device Accessibility and Affordability		• Policies supporting affordable smartphone access (e.g., subsidies, import tariff reductions)	
iv. Emerging Tech Adoption Enablers		• Percentage of key sectors adopting emerging technologies	
v. Cybersecurity Governance & Capacity		• Existence of national cybersecurity strategy and frequency of capacity building drills conducted	
vi. Innovation Ecosystem Support		• Funding allocated to innovation hubs, R&D incentives, and digital skills development programmes	
3.6.7 Expanding Accessibility of ICT Infrastructure and Services			

e-Level Indicator	(Year)		
i. Percentage of Population using broadband internet	40% (2025)	>70%	TCRA, GSMA Mobile Connectivity Index
ii. National Digital literacy level	30% (2024)	>60%	MoEST, NBS, TCRA
iii. Global Cybersecurity Index ranking in Africa	5th	3rd	TCRA
iv. Internet penetration rate	79.3% (2025)	98%	TCRA, NBS, World Bank ICT Indicators
v. Proportion of rural population with internet access	<25% (2024)	at least65%	TCRA, NBS Household Surveys
vi. Average cost of 1GB mobile data as Percentage of monthly income	3.5% (2024)	≤1%	TCRA, World Bank, ITU

Indicative Enabling Area	Indicative Enabling Indicator
i. Broadband Infrastructure Policy and Investment	• Existence and funding level of national broadband strategy targeting universal access
ii. Digital Inclusion and Literacy Programmes	• Percentage of education institutions offering government-supported digital skills training
iii. Cybersecurity Governance	• Percentage implementation of cybersecurity and data protection frameworks
iv. Rural Connectivity Policy and Implementation	• Percentage of ICT infrastructure projects targeted at rural/underserved areas
v. Affordable Internet and Pricing Regulation	• Existence of regulatory frameworks to reduce mobile data costs

3.6.8 Robust and Reliable Communication and Courier Services

i. Percentage of population with access to postal services within 5 km	75% (2023)	at least95%	TPC
ii. Value of e-commerce transactions as % of GDP	1.5% (2022)	at least5%	BoT, TRA, WB Digital Economy Reports.
iii. Percentage of population covered by mobile broadband (4G)	90% (xxxx)	98%	TCRA
iv. Percentage of population covered by mobile broadband (5G)	26% (xxxx)	70%	TCRA
v. National Digital Competitiveness Index Score (0–100 scale)	32% (2023)	at least50%	ITU ICT Development Index & World Economic Forum Digital Readiness Index

Indicative Enabling Area	Indicative Enabling Indicator
i. Universal Postal Access Infrastructure	• Percentage of investment in postal infrastructure targeting underserved rural/remote areas
ii. E-Commerce Policy & Legal Framework	• Status of implementation of e-commerce legal framework (e.g. digital ID, consumer protection, e-payments, logistics)
iii. Mobile Broadband Network Expansion	• Percentage of national territory with funded and licensed 4G/5G infrastructure expansion projects
iv. Digital Skills, Innovation, and Platforms	• Percentage of national budget allocated to digital skills development, tech startups, and ICT R&D

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)	Source
v. Public-Private Partnerships in Connectivity		• Number of active PPP projects focused on expanding ICT access, logistics, and digital services	
3.6.9 Facilitative Business Environment and Investment Promotion			
i. Regulatory quality index (points): (Range +2.5 to -2.5 i.e. Strong to Weak)	-0.59 (2023 - Weak)	1.0 (Strong Regulatory Quality)	World Bank
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Institutional Quality		• Existence of reforms targeting corruption, judicial efficiency, and public sector transparency	
ii. Infrastructure Development		• Percentage of infrastructure budget executed annually across transport, energy, and ICT sectors	
iii. Business Registration and Licensing		• Average time (in days) to register a new business	
iv. Skills and Education		• Percentage of education budget spent on STEM, digital literacy, and lifelong learning	
v. Innovation and R&D Ecosystem		• Number of patents, research outputs, and innovation hubs	
vi. Access to Electricity and Utilities		• Average time and cost to get electricity connection (USD and days)	
vii. Taxation and Compliance		• Availability of facilitative and simplified compliance regimes	
viii. Trade Facilitation and Customs Efficiency		• Average cost and time to import/export a container (in USD/days)	
ix. Land & Property Registration		• Average number of procedures and days to register property	
x. Contract Enforcement & Dispute Resolution		• Average time and cost to resolve commercial disputes (in days and % of claim value)	
xi. Access to Finance		• Cost of capital for businesses (average interest rate on business loans)	
xii. Labour Regulations		• Time and cost to comply with labour regulations and obtain work permits	
3.7.1 Enhancing Good Governance, Democracy, Security and Stability			
i. Political stability, absence of violence and terrorism index	- 0.05 (2023)	0.10	World Bank WGI
ii. Government effectiveness index	- 0.46 (2023)	- 0.30	World Bank WGI
iii. Corruption Perception Index (CPI) East African Community Ranking	2nd Least Corrupt Country (2024)	1st	Transparency International
iv. Rule of Law Index in Lower Middle-Income Countries	15/37 (2024)	Top 10	World Justice Project
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Democratic Participation and Civic Space		• Existence and implementation of national frameworks for civic engagement	
ii. Peace, Security and Political Stability		• Political stability and absence of violence	
iii. Constitutional Review and Rule of Law		• Status of inclusive and participatory constitutional review process	
iv. Public Administration and Institutional Capacity		• Percentage of national budget allocated to public service reform and delivery improvement initiatives	
v. Anti-Corruption Systems and Transparency		• Existence and enforcement of legal frameworks for asset disclosure, whistleblower protection, and procurement transparency	
vi. Justice Sector Access		• Availability of gender desks or child-friendly spaces in court facilities • Percentage of courts with digital case management, e-filing, or remote hearing systems	

Outcome-Level Indicator	Baseline (Year)	Target (2030/31)	Source
		• Percentage of districts with functional primary courts or legal aid centres • Judge-to-population ratio; number of trained magistrates, prosecutors, and paralegals per 100,000 people	
3.7.2 Building Effective and Strong Local Governance			
i. % of services digitised at LGA level	25% (2024)	at least 80%	e-Government Authority (eGA), PO-RALG
ii. Citizen satisfaction index (with LGAs)	40% (2024)	at least 70%	NBS Governance Survey, Afrobarometer, PO-RALG
iii. Proportion of LGAs with clean audit opinions (unqualified)	<40% (2024)	at least 80%	CAG Reports, PO-RALG
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Digital Infrastructure and Governance		• Percentage of LGAs with interoperable digital platforms delivering core services	
ii. Legal and Regulatory Framework		• Percentage of LGAs compliant with national service delivery standards and transparency requirements	
iii. Capacity and Human Resources		• Percentage of LGAs with performance management systems linked to service delivery outcomes	
iv. Citizen Engagement Mechanisms		• Percentage of LGAs regularly publishing service performance reports and responding to citizen inputs	
v. Financial Systems and Transparency		• % of LGAs using integrated financial management systems (IFMIS) with real-time reporting	
3.7.3 Strengthening Digital Governance and Smart Data			
i. Percentage of core government services accessible online	45% (2025)	95%	eGA, PO-PSM; CAG
ii. Percentage of population with a functional digital ID linked to public e-services, disaggregated by rural	25% (2025)	75%	NIDA, eGA, NBS Household ICT & Governance Surveys
iii. Percentage of population with a functional digital ID linked to public e-services, disaggregated by urban	40% (2025)	90%	NIDA, eGA, NBS Household ICT & Governance Surveys
iv. Percentage of sectors using interoperable data systems	20% (2025)	90%	eGA, NBS, PO-PSMGG
v. Proportion of MDAs and LGAs with interoperable ICT systems	20% (2024)	20%	eGA, PO-RALG, NBS
Indicative Enabling Area		**Indicative Enabling Indicator**	
i. Digital Service Accessibility		• Percentage of core government services fully accessible online	
ii. Digital Identity Coverage		• Percentage of public e-service transactions authenticated via digital ID	
iii. Data Interoperability across Sectors		• Percentage of inter-agency data exchanges successfully conducted via interoperable systems	
iv. Institutional ICT System Integration		• Percentage of services delivered through integrated ICT platforms covering both MDAs and LGAs	

Outcome Indicator	(Year)
v. Digital Inclusion and Equity	• Percentage of population using public e-services via digital ID

3.7.4 Mindset Change to Embed Reforms

Indicative Enabling Area	Indicative Enabling Indicator
i. Inclusive Governance	• Mindset shift towards shared ownership and responsibility in governance
ii. Future Skills and Lifelong Learning	• Percentage of learners expressing confidence in adaptability and continuous learning
iii. Data Transparency and Citizen Science	• Mindset shift towards valuing evidence-based decision making and accountability
iv. Mental Health and Wellbeing Awareness	• Positive shifts in self-care attitudes and stress management practices
v. Resilience and Crisis Preparedness	• Growth in community collaboration and proactive crisis response behaviours
vi. Digital Inclusion and Equity	• Increased mindset openness to digital learning and innovation
vii. Public Service Delivery Excellence	• Growth in transparency and accountability practices within public agencies
viii. Public-Private Partnership Mindset	• Growth in trust and shared accountability mindset among partners
ix. Citizen Empowerment and Social Accountability	• Increased mindset valuing transparency, and collective responsibility and problem-solving
x. Workforce Wellbeing and Psychological Safety	• Growth in leadership mindset prioritising holistic wellbeing

ANNEX III: Glossary of Terms

This glossary compiles key technical and professional terms across all chapters of FYDP IV. Entries contain definitions and a brief note on where the term is used in the Plan.

[redacted]

Anchor Project	A flagship investment that unlocks surrounding economic activity.
Architecture	The framework that outlines the structure, roles, and systems for implementing the Plan
Asset Recycling	Monetising public assets and reinvesting proceeds into new infrastructure.
Balance of Trade	The difference between exports and imports of goods.
Baseline	The starting value from which progress and targets are measured.
Benchmark	A reference point or standard against which performance is compared.
Beneficiation	Downstream processing of raw minerals to higher-value products before export.
Blended Finance	Use of concessional or public funds to de-risk and mobilise private investment.
Blue Economy	Sustainable use of ocean, lake and river resources for economic growth, jobs and ecosystems.
Capital Markets	Financial platforms for raising long-term funds using instruments like bonds and equity.
Carbon Credit	Units representing reduced or avoided emissions that can be traded.
Catalytic Intervention	Action or investment that triggers system-wide change beyond direct results.
Circular Economy	An economic model focused on reducing waste, reusing materials and recycling resources.
Climate Adaptation	Actions taken to adjust to the effects of climate change reducing harm and taking advantage of emerging opportunities.
Climate Mitigation	Efforts to slow down or stop climate change by reducing greenhouse gas emissions or boosting carbon sinks like forest.
Competitiveness	The ability of firms and sectors to produce and sell goods and services successfully in international and domestic markets.
Data Governance	The policies and processes that ensure data quality, security, accessibility and ethical use.
Data Quality Assessment	A review of data reliability, accuracy, completeness, timeliness and consistency.

	Definition
Digital Transformation	Integration of digital technologies into services, production and governance to improve outcomes.
Disaster Risk Reduction	Systematic efforts to analyse and reduce the causes of disasters.
Early Warning System	A system for monitoring hazards and issuing timely alerts to at-risk populations.
Environmental Integrity	The condition in which ecosystems remain healthy, resilient and productive over time.
Exchange Rate	The price of one currency in terms of another.
Export Diversification	Shifting the export basket toward a wider set of products and markets to reduce risk and increase value.
External Sector	The part of the economy that deals with trade and financial flows with the rest of the world.
Fiscal Space	The budgetary room that allows government to provide resources without undermining fiscal sustainability.
Flagship Programme	A high-impact, nationally significant intervention selected for its strong ability to drive structural transformation, unlock productivity, and generate the largest share of FYDP outcomes. These projects have catalytic effects, attract additional investment, cut across multiple sectors, and represent the top priority investments expected to deliver the greatest socioeconomic gains
Governance	The systems, rules and practices by which public authority is exercised and held to account.
Green Bonds	Bonds whose proceeds are dedicated exclusively to environmentally sustainable investments.
Human Development	Improvements in people’s capabilities, including health, education and living standards.
Inclusive Growth	Economic growth that expands opportunities and benefits across all groups and regions.
Incremental Capital–Output Ratio	Measure of investment efficiency showing how much investment is needed to produce one unit of GDP.
Industrial Cluster	Geographic concentration of interconnected firms and support services.
Industrial Park	A master-planned area with infrastructure and services for industrial activity.
Industrial Policy	Government actions designed to promote industrial development and structural transformation.
Inflation	A sustained increase in the general price level of goods and services.

Infusion Pathway	Phase where technology, skills and know-how are introduced into the system.
Innovation Pathway	Phase where innovation raises competitiveness.
Institutional Capacity	The skills, systems and resources public institutions need to deliver their mandates.
Interoperability	The ability of information systems to exchange and use data seamlessly.
Investment Pathway	Phase in which capital investment unlocks productivity.
Key Performance Indicator	A measurable variable used to track progress towards a target.
Land Value Capture	Financing development by recovering increases in land value created by public investment.
Launchpad	A foundational platform or initiative that enables larger projects or investments to take off by providing the initial conditions, infrastructure, or environment needed to scale
Logical Framework	A structured tool that links inputs, activities, outputs, outcomes and impact with indicators and assumptions.
Logistics Corridor	Multimodal trade route integrating ports, rail, road and dry ports.
Macroeconomic Framework	The set of policies and assumptions guiding growth, inflation, fiscal and external balances.
Medium-Term Expenditure Framework	A multi-year budgeting framework that aligns resources with policy priorities.
Monetary Policy	Central bank actions that influence money and credit conditions to achieve price stability and growth.
Monitoring and Evaluation	The systematic collection and analysis of information to assess performance and guide decisions.
Policy Coherence	Consistency of policies across sectors and institutions to achieve shared objectives.
Poverty Incidence	The proportion of the population living below the poverty line.
Procurement	The process of acquiring goods, works and services from external sources.
Productivity	Output produced per unit of input (such as labour or capital).
Programme-Based Budgeting	A budgeting approach that links resources to programmes and results.
Project Bankability	Degree to which a project is ready for financing.

	Definition
Public Financial Management	The rules and systems for planning, directing and controlling public funds.
Resource Mobilisation	Strategic process of securing financial resources to implement FYDP IV from domestic and external sources.
Results-Based Management	A management strategy that focuses on performance and achievement of outputs, outcomes and impact.
SDG Alignment	Consistency of national plans with the Sustainable Development Goals.
Strategic Pathways	Sequenced routes for transformation toward long term vision targets.
Strategic Project	A project that supports transformation by improving the enabling environment including policies, systems, infrastructure, or capacities.
Sustainable Development	Development that meets present needs without compromising the ability of future generations to meet theirs.
Theory of Change	A logical framework that explains how activities are expected to lead to outputs, outcomes and impact.
Transformation Horizons	Phases used to sequence reforms and investments over time.
Transformation Pathway	Structured set of interventions that shift economic performance upward.
Value Chain	The full sequence of activities from input supply through production, processing and distribution to final markets.
Value for Money	Optimal use of resources to achieve intended outcomes at least cost.
Whole-of-Government Approach	Coordinated action across ministries and agencies towards common goals.

Contact Information

National Planning Commission,
Kambarage Building 9th Floor, 1
Kambarage Street, P.O. Box
1324,
41104 Tambukareli
Dodoma, Tanzania

Tel: +255 26 2961722
Email: es@planning.go.tz
Website: www.planning.go.tz