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

# LONG-TERM PERSPECTIVE PLAN 2026/27- 2050/51

A Prosperous, Just, Inclusive
& Self-Reliant Nation

DIRA 2050

June 2026

# FOREWORD

It is with great pride and a profound sense of responsibility that I present the Tanzania Long-Term Perspective Plan 2026/27–2050/51 (LTPP 2050). This Plan is the twenty-five-year strategic roadmap for the implementation of Tanzania Development Vision 2050 (Dira 2050), translating our collective aspirations into sequenced priorities, measurable outcomes, and a coherent pathway towards the Tanzania we seek to build by mid-century.

Since the independence of Tanganyika in 1961, the Zanzibar Revolution of 1964, and the historic Union that gave birth to the United Republic of Tanzania on 26 April 1964, our nation has remained steadfast in its pursuit of development, guided by the enduring commitment to eradicate poverty, ignorance, and disease, and to improve the wellbeing of all Tanzanians. In 2000, we adopted Vision 2025, our first long-term, non-partisan national development framework. In 2011, we introduced the first Long-Term Perspective Plan to guide its implementation through successive Five-Year Development Plans.

These frameworks delivered significant achievements. Our national income per capita increased from US$453 in 2000 to US$1,277 in 2023, reflecting sustained economic progress over the past two decades. Life expectancy rose from 51 years in 2000 to 68 years in 2024. Tanzania attained lower-middle-income status, expanded access to education, healthcare, water supply, electricity, and social protection, and preserved macroeconomic stability. Above all, our nation sustained peace, unity, and political stability, which continue to provide the foundation for our development journey.

At the same time, the implementation of Vision 2025 and the first Long-Term Perspective Plan yielded important lessons that must shape the next phase of our national transformation. Productivity growth in agriculture, manufacturing, and services has not advanced at the pace required to achieve our full potential. Greater efforts are needed to strengthen value addition, create decent jobs, deepen industrial competitiveness, improve implementation discipline, enhance coordination across institutions, and strengthen financing, monitoring, and accountability systems. Meanwhile, the world around us is changing rapidly, driven by technological transformation, shifting global economic dynamics, climate change, demographic transitions, and the aspirations of a new and energetic generation. These realities, together with the well-documented risks of middle-income stagnation, demand a renewed, ambitious, and future-oriented long-term strategy for our country.

The LTPP 2050 provides that strategic direction. It sets Tanzania on a path towards becoming a prosperous, just, inclusive, and self-reliant upper-middle-income country by 2050. By then, Tanzania is projected to be home to more than 118 million people, supported by a one-trillion-dollar economy, with an average income per capita exceeding US$7,000 and extreme poverty eradicated. Industry and construction are expected to contribute about 40 per cent of GDP, agriculture will become significantly more productive while accounting for around 15 per cent of GDP, and high-value services will drive the remainder of the economy.

To realise this transformation, the Plan organises national efforts around four mutually reinforcing levels. The first is the foundation of good governance, peace, security, national unity, political stability, and effective local administration. The second comprises the pillars of a competitive economy, expanded human capabilities and social wellbeing, and environmental sustainability and climate resilience. The third consists of the key drivers of transformation, including integrated logistics systems, reliable energy, science and technology, research and innovation, digital transformation, and robust national data systems. The fourth encompasses the transformative sectors that will generate jobs, exports, value addition, public revenue, and improved livelihoods, including agriculture, manufacturing, mining, tourism, the blue economy, construction and real estate, finance, sports and creative industries, and other high-value services.

This transformation will be driven by the 3I Strategy: Investment, Infusion, and Innovation. We will mobilise domestic and foreign investment at an unprecedented scale; ensure that investment contributes to local capability through technology transfer, skills development, and stronger domestic enterprise linkages; and harness innovation, digitalisation, research, and green technologies to build a modern, competitive, and knowledge-based economy. Achieving a one-trillion-dollar economy will require sustained investment estimated at approximately US$3.6 trillion over the twenty-five-year period, financed predominantly through a vibrant private sector, complemented by public resources, public and statutory corporations, public-private partnerships, infrastructure bonds, green and climate finance, diaspora financing, and other innovative instruments.

The LTPP 2050 is firmly anchored in the principles of good governance, peace, security, stability, and national unity, which remain indispensable foundations for our development ambitions. At its core lies an unwavering commitment to the values that define us as a nation and that must guide every policy, programme, and decision we undertake. We uphold the dignity and equality of every citizen. We remain committed to democracy, constitutionalism, the rule of law, and the protection of fundamental rights and freedoms. We cherish peace, unity, patriotism, and solidarity as pillars of our sovereignty and national resilience. We commit ourselves to safeguarding our environment and natural resources for present and future generations. We also celebrate and preserve the rich cultural heritage that shapes our national identity and strengthens our unity as one people.

The LTPP 2050 is not merely a government document; it is the implementation framework for the aspirations of the Tanzanian people. It reflects a broad national consensus built through extensive consultations with citizens and stakeholders across all regions and sectors of our country. It embodies our shared vision for the future, the pathways through which that future will be achieved, and the collective responsibility required to realise it. The Plan also draws lessons from the implementation of Vision 2025, the first LTPP, and the Big Results Now initiative by embedding prioritisation, delivery discipline, accountability, performance monitoring, and a results-oriented culture across government institutions.

The successful implementation of the LTPP 2050 will require determination, discipline, patriotism, and a strong culture of execution. We must strengthen institutions responsible for planning, financing, implementation, monitoring, and oversight. We must align Five-Year Development Plans, annual budgets, sector strategies, and local government plans around common national priorities. We must continue building a capable and responsive public service that works in close partnership with the private sector as a key engine of growth, innovation, and job creation. Equally, we must strengthen accountability, uphold meritocracy, embrace innovation, and ensure that public institutions deliver measurable results for the people.

I therefore call upon all ministries, government agencies, local government authorities, the private sector, civil society organisations, cooperatives, development partners, academic and research institutions, youth, women, and all Tanzanians to align their efforts and actions with the aspirations and priorities of the LTPP 2050.

Together, let us move forward with confidence, unity, and determination to build a Tanzania that is prosperous, just, inclusive, self-reliant, and a respected beacon among nations.

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**H.E. Dr. Samia Suluhu Hassan**

President of the United Republic of Tanzania

# PREFACE

A vision derives its meaning from execution. Tanzania Development Vision 2050 (Dira 2050) sets out where we aspire to be by mid-century. The Long-Term Perspective Plan 2026/27–2050/51 (LTPP 2050) sets out how we will get there.

The LTPP 2050 has been prepared in fulfilment of the mandate conferred upon the National Planning Commission under Section 6(2)(b) of the Planning Commission Act, 2023, and pursuant to the direction of Her Excellency Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania, who has consistently emphasised that Dira 2050 must be matched by a credible, sequenced, and accountable framework for implementation. The LTPP 2050 is that framework.

The architecture of the Plan is clear and integrated. It organises national effort around four mutually reinforcing levels: the foundation of good governance, peace, security, stability, and mindset transformation; three pillars encompassing a strong and competitive economy, human capabilities and social development, and environmental integrity and climate resilience; five strategic drivers comprising integrated logistics, energy, science and technology, research and development, and digital transformation; and a set of transformative sectors selected on the basis of their potential to generate employment, exports, value addition, sectoral linkages, and public revenue. These levels are not hierarchical. They form an interconnected system in which progress in one area depends upon progress in the others.

Operationally, the LTPP 2050 will be implemented through the 3i Strategy: Investment, Infusion, and Innovation. Investment mobilises the capital required to expand productive capacity and modernise infrastructure. Infusion ensures that investment translates into domestic capability through technology transfer, skills development, supplier upgrading, and stronger linkages between foreign and local firms. Innovation transforms these capabilities into a modern, knowledge-driven economy anchored in research, digitalisation, and green technologies. Each reinforces the other, and none can succeed in isolation.

The scale of financing required is substantial and must be acknowledged candidly. Achieving a one trillion United States dollar economy will require sustained investment over the twenty-five-year implementation horizon, sequenced across five successive Five-Year Development Plans. Public resources are projected to finance approximately 22 per cent of this requirement, Public and Statutory Corporations about 8 per cent, and the domestic and foreign private sector approximately 70 per cent. This financing structure informs the Plan's approach to fiscal management, investment climate reform, capital market development, and the deployment of innovative financing instruments, including infrastructure bonds, green and climate finance, diaspora bonds, public-private partnerships, and carbon trading.

Implementation is where this Plan must distinguish itself from previous planning efforts. The National Planning Commission is positioned as the anchor institution for national planning, coordination, monitoring, and oversight, supported by clearly defined roles for the Ministry responsible for Finance, sector ministries, Regional Secretariats, Local Government Authorities, Parliament, the National Bureau of Statistics, the private sector, civil society, and other stakeholders. Results-based monitoring, evaluation, accountability, and institutional learning are embedded throughout the implementation framework to ensure that implementation remains focused on measurable outcomes and national priorities. Five-Year Development Plans, annual budgets, and sector strategies will therefore be aligned around a coherent set of long-term national priorities.

The LTPP 2050 also recognises the risks that could derail progress and outlines the mitigation measures necessary to sustain implementation momentum. Long-term planning is not an exercise in prediction; it is a commitment to act with foresight, discipline, and adaptability in the face of changing circumstances.

I extend my sincere appreciation to Her Excellency Dr. Samia Suluhu Hassan for her leadership and for the confidence she has placed in the National Planning Commission in preparing this Plan. The LTPP 2050 now belongs to those entrusted with its implementation. Its success will depend less on the quality of its drafting than on the discipline, coordination, integrity, and accountability with which it is executed.

The work begins now.

**Prof. Kitila Alexander Mkumbo**

Minister of State, President's Office, Planning and Investment

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# EXECUTIVE SUMMARY

**1. Introduction**

The Long-Term Perspective Plan 2050 provides Tanzania's 25-year strategic roadmap for implementing Dira 2050 and achieving its ultimate goal of becoming a USD 1 trillion economy by 2050, with a per capita income of at least USD 7,000 and extreme poverty eradicated. It translates the national aspiration of becoming a prosperous, inclusive, just, and self-reliant nation into sequenced priorities, implementation arrangements, financing strategies, and measurable development outcomes. The Plan builds on the experience of Tanzania Development Vision 2025 and LTPP 2011/12–2025/26, while responding to emerging domestic, regional, and global dynamics that will shape Tanzania's long-term transformation.

The Plan is designed to strengthen the link between long-term national aspirations, Five-Year Development Plans, and annual plans. It responds directly to the implementation weaknesses identified under previous planning frameworks and seeks to strengthen execution discipline, institutional coordination, and accountability. It therefore provides a coherent framework for guiding national transformation towards upper-middle-income status by 2050.

**2. The Context**

The review of Vision 2025 and LTPP 2011/12–2025/26 shows that Tanzania made important progress in several areas, including improved access to basic education, primary healthcare, and clean water; increased life expectancy; macroeconomic stability; and continued peace, stability, and national unity. These achievements provided a strong foundation for the next phase of long-term development.

The review identified structural, institutional, and financing challenges, including inadequate results frameworks, incomplete decentralisation, fragmented coordination, limited institutional capacity, inadequate diversified financing, climate change, and emerging technology. The review also identified important lessons for the design and implementation of LTPP 2050: the importance of early introduction of a strong oversight mechanism, a technically capable and well-positioned institution responsible for national planning, and a financing strategy that aligns with national priorities.

Experience from upper-middle-income countries further demonstrates that sustained transformation depends on diversified productive structures, capable institutions, disciplined implementation, technology adoption, and stronger integration into regional and global value chains. UMIC experience shows that avoiding middle-income stagnation requires productivity-led growth, stronger domestic revenue mobilisation, higher value addition, decent job creation, reliable energy, technology adoption, and sustained improvements in governance and institutional performance.

To address the above challenges, LTPP 2050 organises its interventions around four mutually reinforcing levels: the foundation, pillars, drivers, and transformative sectors. The foundation provides the governance, stability, institutional capacity and mindset needed for effective implementation; the pillars define the core outcomes of a competitive economy, strengthened human capabilities and environmental resilience; the drivers, including logistics, energy, technology, innovation and data systems, accelerate productivity and implementation; while transformative sectors such as agriculture, manufacturing, tourism, mining, the blue economy and high-value services provide the main platforms for jobs, exports, value addition, public revenue and improved livelihoods.

## 3. Development Philosophy

LTPP 2050 is rooted in the foundations of Dira 2050, which aspires to build a prosperous, inclusive, just, and self-reliant Tanzania. Its development philosophy is centred on self-reliance, understood not as isolation, but as the strategic use of Tanzania's people, institutions, natural resources, enterprises, and innovation capacity to drive national transformation, reduce excessive dependence, and strengthen competitiveness.

The philosophy positions economic growth as a means to improve human wellbeing, expand productive opportunities, and strengthen national capability. It links the pursuit of upper-middle-income status with poverty reduction, equitable access to quality services, reduced inequality and regional disparities, and the creation of decent livelihoods. It also places justice, the rule of law, equality before the law, democratic accountability, and environmental responsibility at the centre of development.

A key feature of the development philosophy is the balanced and complementary role of the state, the private sector, Public and Statutory Corporations, cooperatives, and other non-state actors. The state will provide strategic direction, policy coherence, regulation, public investment, and institutional leadership. The private sector is recognised as a key engine of growth, investment, innovation, technology transfer, job creation, and productivity improvement. Public and Statutory Corporations will complement private-sector efforts in strategic and capital-intensive areas where market gaps, risks, or long payback periods limit private investment.

The philosophy is guided by principles that safeguard national values and guide transformation. These include democracy, rights and freedoms; dignity; peace and unity; sovereignty over natural wealth and resources; and culture and national ethos. Together, these principles provide the normative foundation for governance, investment, service delivery, resource use, institutional conduct, and citizen participation.

## 4. Conceptual Framework

The LTPP 2050 conceptual framework aligns with the architecture of Dira 2050 and organises the Plan around four mutually reinforcing levels: the foundation, pillars, drivers, and transformative sectors. These levels are not arranged as a simple linear sequence. Rather, they form an interconnected national transformation system in which each level supports and depends on the others. The strength of their interaction, coherence, and mutual reinforcement will determine the achievement of Tanzania's long-term development goals.

The foundation comprises good governance, democracy, the rule of law, peace, security, stability, effective local governance, responsible public service, and mindset change. These conditions create trust, policy predictability, implementation capacity, and social cohesion. At the same time, they are reinforced by inclusive growth, improved human capabilities, effective service delivery, and productive economic opportunities.

The pillars consist of a strong, inclusive, and competitive economy; human capabilities and social development; and environmental integrity and climate change resilience. Their achievement depends on strong foundations, effective drivers, and transformative sectors. In turn, progress under the pillars strengthens the wider system by expanding the resource base, improving human capital, reducing inequalities, enhancing resilience, and creating conditions for sustained productivity.

The drivers include integrated logistics, energy, science and technology, research and development, digital transformation, and data systems. These drivers operate across the foundation, pillars, and sectors by reducing costs, improving connectivity, raising productivity, supporting innovation, and strengthening evidence-based decision-making.

The transformative sectors are the platforms through which Tanzania's capabilities, infrastructure, technology, financing, and reforms are converted into tangible results. They include agriculture, tourism, manufacturing, construction and real estate, mining, the blue economy, sports and creative industries, financial services, and other high-value services. These sectors generate employment, exports, value addition, fiscal revenue, and improved livelihoods.

## 5. Objectives, Targets, and Interventions for LTPP 2050

This chapter sets out the objectives, targets, and interventions required to achieve the development goals of Dira 2050. It focuses on four strategic areas: the foundation, pillars, drivers, and transformative sectors.

Under the foundation, LTPP 2050 prioritises good governance, democracy, peace, security, stability, effective local governance, digital governance, and mindset change. Strengthened governance, grounded in transparency, accountability, and the rule of law, is essential for improving institutional effectiveness and sustaining public trust. Local governance is treated as a cornerstone of inclusive transformation, participatory democracy, and equitable service delivery. Digital governance is expected to support secure, data-driven, and citizen-centred public administration. At the same time, a mindset change is needed across the public sector, the private sector, and citizens to promote innovation, productivity, accountability, and results orientation.

Under the economic pillar, LTPP 2050 seeks to build a strong, inclusive, and competitive economy. It envisages Tanzania becoming a USD 1 trillion economy by 2050, with a per capita income of at least USD 7,000, and the eradication of extreme poverty. Achieving this will require structural transformation, with industry and construction projected to account for 40 percent of GDP, agriculture declining to 15 percent through productivity gains, and services stabilising at around 45 percent with increasing emphasis on high-value sectors such as finance, ICT, logistics, tourism, education, and health.

The Plan prioritises macroeconomic stability, fiscal sustainability, external sector resilience, private sector development, formalisation, strategic bilateral and regional engagement, and improved investment climate. It seeks to maintain inflation within a 3–5 percent target range, strengthen exchange rate stability, improve domestic revenue mobilisation, raise the tax-to-GDP ratio, manage debt prudently, and maintain the fiscal deficit within sustainable limits.

Under the human capabilities and social development pillar, LTPP 2050 emphasises education, skills, health, social protection, housing, urbanisation, nutrition, water and sanitation, and social cohesion. It seeks to build a healthy, skilled, motivated, and productive population capable of driving national transformation. Priorities include improving the quality and relevance of education, strengthening technical and digital skills, harnessing the demographic dividend, expanding social protection, improving health outcomes, promoting affordable housing, managing urbanisation, strengthening food security and nutrition, and expanding access to clean and safe water and sanitation.

Under the environmental integrity and climate resilience pillar, the Plan aims to position Tanzania as a regional leader in environmental sustainability and climate adaptation. It prioritises biodiversity protection, sustainable land management, climate resilience, early warning systems, green growth, blue economy opportunities, conservation financing, and stronger environmental governance. The Plan recognises that rapid population growth, urbanisation, land degradation, deforestation, pollution, and climate change could undermine long-term development if not effectively managed.

The drivers of transformation include integrated logistics, energy, research and development, science, technology, innovation, digital transformation, and data systems. Integrated logistics will strengthen Tanzania's position as a regional trade and transport hub. Energy will support industrialisation, urbanisation, and inclusive development through a reliable, affordable, and sustainable supply. Science, technology, research, and innovation will support productivity, competitiveness, and knowledge-based growth. A sustainable data-driven ecosystem will strengthen evidence-based policy, transparency, accountability, and service delivery.

The transformative sectors provide the production base for Tanzania's sustained growth and prosperity. Agriculture, livestock, fisheries, forestry, cooperatives, manufacturing, mining, tourism, blue economy, construction, real estate, sports, creative industries, financial services, and other high-value services are expected to drive employment, exports, value addition, domestic revenue, and enhanced livelihoods. The Plan emphasises commercialisation, technology adoption, value addition, productivity growth, private-sector participation, and stronger linkages across sectors.

### 6. Implementation and Oversight

LTPP 2050 recognises that achieving Dira 2050 ambitions will require a fundamentally new approach to implementation, coordination, and oversight. The implementation framework draws lessons from Vision 2025, LTPP 2011/12-2025/26, and the Big Results Now initiative. It seeks to clarify institutional roles, strengthen alignment between planning, budgeting, and implementation, and embed results-based monitoring, evaluation, accountability, and learning across all levels of government.

The National Planning Commission is positioned as the focal institution for national planning, providing strategic leadership, coordination, and oversight. The implementation framework will be supported by comprehensive implementation, reporting, and RBMEA&L guidelines for MDAs, Regional Secretariats, and Local Government Authorities. The LTPP 2050 emphasises partnerships with research institutions and specialised expertise to support evidence-based policy research, technical analysis, capacity building, and advisory services. This is intended to strengthen the analytical base for planning, implementation, oversight, and adaptive management.

A robust communication strategy will be central to implementation. It will promote national awareness, public ownership, accountability, and continuous engagement throughout the implementation period. The strategy will be guided by transparency, inclusivity, localisation, feedback, and continuity.

### 7. Financial Requirements and Mobilisation

Achieving a USD 1 trillion economy will require substantial investment over the next 25 years. The Plan notes that successful upper-middle-income countries typically maintain investment levels of 25-35 percent of GDP while keeping the Incremental Capital-Output Ratio at 4 or below to ensure efficient use of capital. This implies that Tanzania must direct investment towards high-productivity and high-return areas while avoiding inefficient allocation to low-impact sectors.

The total investment required to achieve a USD 1 trillion economy across all FYDP cycles is estimated at USD 3.582 trillion. This includes USD 183 billion for FYDP IV, USD 289 billion for FYDP V, USD 542 billion for FYDP VI, USD 988 billion for FYDP VII, and USD 1.58 trillion for FYDP VIII. Public resources are projected to finance about 22 percent of the required investment, Public Sector Corporations about 8 percent, and the domestic and foreign private sector about 70 percent.

The financing strategy will require stronger domestic revenue mobilisation, including improved local government revenue collection, enhanced tax and non-tax revenue, prudent domestic borrowing, concessional financing, grants, technical assistance, and foreign borrowing. Domestic borrowing will remain important but must be managed to avoid crowding out private sector credit, increasing interest rates, or creating inflationary pressures. Foreign borrowing should be used only where economically justified, fiscally sustainable, and transparently managed.

Alternative financing will complement public resources and will include instruments such as infrastructure bonds, green finance, diaspora bonds, climate finance, carbon trading, and Public-Private Partnerships. These instruments will require stronger technical capacity, effective regulation, robust monitoring systems, and a pipeline of bankable national projects. Private sector financing will be essential, supported by deeper financial markets, stronger investment promotion and facilitation, improved financial regulation, and regional and international partnerships.

## 8. Risk Assessment and Mitigation

The LTPP2050 identifies twenty-three risk areas, grouped into generic and sector-specific categories. Generic risks cut across all objectives and may reinforce one another. These include macroeconomic and fiscal risks, governance, political and regulatory risks, security and geopolitical risks, business environment and infrastructure risks, and technology risks. Such risks may affect fiscal stability, institutional trust, implementation capacity, investor confidence, competitiveness, service delivery, and workforce readiness.

Macroeconomic and fiscal risks may arise from internal and external shocks, high debt dependence, trade imbalances, and economic volatility. Governance, political, and regulatory risks may weaken public trust, raise compliance costs, discourage investment, and undermine long-term planning. Security and geopolitical risks may disrupt investment, trade, infrastructure, and public service delivery. Business environment and infrastructure risks may constrain domestic and foreign investment, while technology and knowledge-economy risks may expose institutions to cybersecurity threats, obsolete systems, and skills gaps.

Mitigation will require prudent macroeconomic management, strong fiscal discipline, effective debt management, predictable regulation, stronger governance and accountability systems, enhanced national security, better planning, cybersecurity preparedness, education reform, skills development, and stronger alignment between technology adoption and labour market needs. Sector-specific risks will also require mitigation measures linked to the circumstances of each sector. They include climate resilience, investment readiness, regulatory enforcement, infrastructure reliability, environmental safeguards, and stronger institutional coordination.

Tausi Mbaga Kida

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

CHAPTER ONE:

# INTRODUCTION

## 1.1 Background

Tanzania's long-term development planning has been guided by successive national visions and plans aimed at transforming the country into a prosperous, inclusive, and self-reliant nation. The Tanzania Development Vision 2025 provided the overarching framework for national development over the period to 2025. In its early years, implementation was undertaken through the National Strategy for Growth and Reduction of Poverty, commonly known as NSGRP or MKUKUTA, which was largely influenced by poverty reduction objectives. While this approach contributed to social development gains, it had limitations, including inadequate long-term targets, fragmented monitoring, inadequate coordination, and incomplete mid-term evaluation arrangements.

The 2011 mid-term review of Vision 2025 marked an important shift in Tanzania's planning framework. It led to the adoption of the Long-Term Perspective Plan 2011/12–2025/26, which introduced a more structured approach to long-term planning through Five-Year Development Plans. This arrangement linked Vision 2025, the Long-Term Perspective Plan, Five-Year Development Plans, and the Medium-Term Expenditure Framework. The merging of MKUKUTA and FYDP frameworks in 2015 further strengthened alignment between national priorities, planning, and budgeting.

The review of Vision 2025 and LTPP 2011/12–2025/26 shows that Tanzania recorded important achievements. These include improved access to basic education, primary healthcare, and clean water; increased life expectancy; sustained macroeconomic stability; and continued peace, stability, and national unity. The country also attained lower-middle-income status. These achievements provide a strong foundation for the next phase of long-term national transformation.

However, several structural and implementation challenges persisted. These include inadequate value addition, youth unemployment, informality, inadequate infrastructure and financing, incomplete decentralisation, inadequate monitoring and evaluation systems, inadequate sequencing of priorities, fragmented institutional coordination, and limited integration of emerging issues such as advanced technology, climate change, environmental sustainability, and the blue economy. These lessons provide an important basis for the preparation of LTPP 2050.

LTPP 2050 is anchored in Dira 2050, which aspires to build a prosperous, inclusive, just, and self-reliant Tanzania. Its development philosophy is centred on self-reliance, understood not as isolation, but as the strategic use of Tanzania's people, institutions, natural resources, enterprises, and innovation capacity to drive national transformation, reduce excessive dependence, and strengthen national competitiveness.

## 1.2 Rationale of the Long-Term Perspective Plan

The Long-Term Perspective Plan 2026/27–2050/51 provides a strategic roadmap for implementing Dira 2050 over the coming 25 years. Its rationale is grounded in the need to translate Tanzania's long-term national vision into sequenced priorities, measurable targets, coherent implementation arrangements, and successive medium-term plans. It provides the bridge between long-term aspirations and practical implementation through Five-Year Development Plans, annual plans, budgets, and institutional delivery systems.

The Plan is also necessary because the transition to upper-middle-income status requires sustained structural transformation. Experience from upper-middle-income countries shows that successful transformation is anchored in diversified economic structures, strong institutions, disciplined implementation, policy coherence, industrialisation, export expansion, technology adoption, human capital development, and effective integration into regional and global value chains. For Tanzania, this means moving beyond growth based largely on natural resources and low-productivity activities towards a more productive, competitive, and innovation-driven economy.

The rationale is further reinforced by the risk of middle-income stagnation. Countries that fail to raise productivity, diversify exports, upgrade skills, strengthen institutions, and sustain competitiveness often struggle to move to higher income levels. LTPP 2050, therefore, seeks to support an inclusive, productivity-driven, and resilient transformation pathway, backed by prudent debt management, stronger domestic revenue mobilisation, decent job creation, value addition in productive sectors, and deeper integration into regional and global value chains.

LTPP 2050 is also required to address critical development issues that will shape Tanzania's development trajectory. These include rapid population growth and urbanisation, low productivity, human capital limitations, infrastructure gaps, informality, limited development financing, institutional capacity constraints, mindset change, and inadequate investment in science, technology, innovation, data, and statistics. Addressing these issues in an integrated manner is essential for achieving the objectives of Dira 2050.

### 1.3 Focus of LTPP 2026/27–2050/51

The focus of LTPP 2026/27–2050/51 is to guide Tanzania's transformation into a prosperous, just, inclusive, and self-reliant upper-middle-income country by 2050, in line with Dira 2050's ultimate goal of building a USD 1 trillion economy, attaining per capita income of at least USD 7,000, and eradicating extreme poverty. The Plan adopts a systemic approach aligned with the architecture of Dira 2050, organised around four mutually reinforcing levels: the foundation, pillars, drivers, and transformative sectors. These levels are not sequential but interconnected and mutually reinforcing. Their combined performance will determine the achievement of long-term national outcomes.

The foundation comprises good governance, democracy, the rule of law, peace, security, stability, effective local governance, responsible public service, and mindset change. These conditions are essential for trust, policy predictability, institutional performance, implementation capacity, and social cohesion. They also require a public sector culture that recognises the private sector as a key partner and engine of growth.

The pillars focus on building a strong, inclusive, and competitive economy; strengthening human capabilities and social development; and promoting environmental integrity and climate change resilience. The Plan seeks to build a diversified and resilient economy, improve access to quality services, expand skills and productive employment, reduce inequalities, and ensure that growth is environmentally sustainable and climate-resilient.

The drivers of transformation include integrated logistics, energy, science and technology, research and development, digital transformation, and data systems. These drivers will reduce production costs, improve connectivity, raise productivity, strengthen innovation, support evidence-based decision-making, and accelerate implementation. Their effectiveness will depend on strong institutions, adequate financing, skilled human resources, and active demand from productive sectors.

The transformative sectors include agriculture, tourism, manufacturing, construction and real estate, mining, the blue economy, sports and creative industries, financial services, and other high-value services. These sectors have been selected for their potential to generate employment, expand exports, strengthen value addition, deepen sectoral linkages, raise public revenue, and improve livelihoods.

## 1.4 Methodology

The preparation of LTPP 2050 was informed by a review of Tanzania's past long-term planning experience, lessons from Vision 2025 and LTPP 2011/12–2025/26, comparative insights from upper-middle-income countries, and analysis of emerging domestic, regional, and global trends. The process drew on evidence from implementation reviews, sectoral assessments, financing analysis, institutional lessons, and strategic issues likely to shape Tanzania's long-term transformation.

The methodology included a review of the achievements, challenges, and lessons from Vision 2025 and LTPP 2011/12–2025/26. This helped identify areas where Tanzania made progress, such as social services, macroeconomic stability, peace and national unity, as well as areas requiring renewed attention, including financing, monitoring and evaluation, implementation coordination, decentralisation, productivity, value addition, and structural transformation.

The preparation also drew on lessons from comparator upper-middle-income countries. This analysis provided insights into the economic structures, institutional arrangements, infrastructure systems, human capital investments, innovation systems, financing mechanisms, and environmental approaches associated with successful long-term transformation. These lessons informed the design of LTPP 2050's priorities, implementation approach, and focus on avoiding middle-income stagnation.

In addition, the Plan was developed through an integrated framework that links long-term national priorities to medium-term plans, annual budgets, and implementation systems. LTPP 2050 will be operationalised through successive Five-Year Development Plans, which will translate long-term objectives, targets, and interventions into medium-term priorities. These will then be linked to annual development plans, institutional plans, resource requirements, and implementation arrangements.

The methodology also emphasised results-based monitoring, evaluation, accountability, and learning. The Plan provides for regular reporting, performance management, mid-term and final reviews, and adaptive learning mechanisms to ensure that evidence, lessons, and innovations generated during implementation are captured and used to improve policy choices and implementation performance. This approach is intended to strengthen accountability, responsiveness, institutional learning, and continuous improvement throughout the 25-year planning horizon.

## 1.5 Document Layout

This document is organised into eight chapters. Chapter One introduces the background, rationale, focus, methodology, and layout of the Plan. Chapter Two presents the national development context, including the review of LTPP 2011/12–2025/26, lessons from upper-middle-income countries, and strategic issues shaping LTPP 2050. Chapter Three outlines the development philosophy, while Chapter Four presents the conceptual framework. Chapter Five sets out the objectives, targets, and interventions across the foundation, pillars, drivers, and transformative sectors. Chapter Six presents the implementation and oversight arrangements, including monitoring, evaluation, accountability, and learning. Chapter Seven outlines the financial requirements and resource mobilisation strategy, while Chapter Eight presents the risk assessment and mitigation framework.

CHAPTER TWO:

# THE CONTEXT

## 2.1 A Review of LTPP 2011/12-2025/26

In the early years, the implementation of Tanzania Development Vision 2025 was undertaken through the National Strategy for Growth and Reduction of Poverty, commonly known as NSGRP or MKUKUTA. Implementation was driven by poverty reduction objectives, which were mainly influenced by debt-relief conditions under the HIPC initiative. This framework had its limitations, including limited long-term targets, inadequate coordination, fragmented monitoring, and incomplete mid-term evaluation arrangements. The Rolling Plan and Forward Budget framework was the main financing instrument.

The 2011 mid-term review of the Vision 2025 marked an important shift in Tanzania's planning framework. It led to the adoption of LTPP 2011/12–2025/26 and introduced a more structured approach to long-term planning through Five-Year Development Plans. This arrangement linked Vision 2025, LTPP 2011/12–2025/26, FYDPs, and the Medium-Term Expenditure Framework, thereby reducing dependence on fragmented sectoral planning. However, the coexistence of FYDP I and MKUKUTA in the early years created overlaps in interventions and weakened budget prioritisation. To address this, the MKUKUTA and FYDP frameworks were merged in 2015, followed by revisions to the Plan and Budget Guidelines to improve alignment between resource allocation and national development priorities, and to strengthen the Results-Based Monitoring, Evaluation, Accountability and Learning framework.

In 2013, the Government launched the Big Results Now initiative through the President's Delivery Bureau to accelerate implementation in priority sectors, including agriculture, education, energy, natural gas, transport, water, and revenue mobilisation. BRN brought several lessons, including delivery discipline, prioritisation, accountability, coordination, and performance tracking, which remain relevant. These principles provide useful lessons for strengthening the implementation architecture of LTPP 2050.

### 2.1.1 Achievements and Challenges

The review of Vision 2025 and LTPP 2011/12-2025/26 shows that Tanzania made important achievements under Vision 2025, including improved access to basic education, primary healthcare, and clean water; increased life expectancy; sustained macroeconomic stability; and peace, stability, and national unity. The country also achieved lower-middle-income status. These achievements provided an important foundation for Tanzania's long-term development aspirations.

Despite these achievements, implementation was constrained by several structural, institutional, and financing challenges. The effectiveness of the LTPP 2011/12-2025/26 was limited by the absence of comprehensive indicators, baselines, and targets for systematic progress tracking. Emerging issues, including environmental sustainability, climate change, and the blue economy, were not adequately reflected in the main strategic objectives. In addition, the absence of a cohesive Monitoring, Evaluation, and Learning framework limited progress assessment, while the lack of a clear communication strategy weakened stakeholder awareness, ownership, and participation.

Several development challenges also persisted. Agriculture performed below expectations and contributed less than anticipated to poverty reduction. Youth unemployment and business informality remained significant, while limited value addition in agriculture, mining, and forestry constrained structural transformation and job creation. The 2011 mid-term review further identified weaknesses in the planning and implementation framework, including inadequate articulation of operational priorities, thin spreading of resources across many activities, inadequate linkage between long-term priorities and annual plans, isolated project identification, inadequate sequencing and synergy, absence of a clear financing strategy, funding unpredictability, overdependence on donor resources, and inadequate institutional arrangements.

Implementation was further affected by incomplete decentralisation despite the adoption of Decentralisation by Devolution in the early 2000s. The intended transfer of financial resources, human capital, and decision-making authority to Local Government Authorities progressed slowly, limiting the ability of subnational institutions to plan, finance and implement development priorities effectively, particularly in areas requiring local responsiveness and accountability.

Financing was another major constraint. The absence of a structured national financing framework limited the implementation of flagship projects and weakened alignment between resource allocation and long-term development priorities. Financing strategies were often donor-driven, sector-specific, and unpredictable. In addition, fragmentation across ministries contributed to duplication, weak synergies, and inefficient resource use. The final implementation review of LTPP 2025 also shows that financing targets were not fully achieved, particularly in the development budget, where the intended 60:40 ratio between recurrent and development expenditure was not consistently met. Development expenditure averaged about 35 percent, below the envisaged 40 percent of the national budget, constraining the implementation of several critical projects.

Domestic revenue mobilisation also remained below potential. Although total revenue increased from around 12 percent of GDP in 2000/01 to 14.9 percent in 2023/24, this remained below lower-middle-income comparator countries and the Sub-Saharan African average. External grants declined sharply from 3 percent of GDP in 2000/01 to 0.3 percent in 2023/24. At the same time, alternative financing instruments such as municipal bonds, infrastructure bonds, natural resource bonds, savings bonds, pension and social security funds, public-private partnerships, sovereign borrowing, and climate finance remained underutilised due to inadequate project preparation, limited institutional coordination, and inadequate enabling frameworks. Although public debt remained broadly stable at around 40 percent of GDP, below the 55 percent sustainability threshold, rising deficit financing underlines the need for continued prudent debt management.

These experiences provide important lessons for the design and implementation of LTPP 2050. First, strong implementation oversight mechanisms should be established early in the policy cycle. Effective execution requires a stable, technically capable, and well-positioned institution responsible for national planning, with authority to effectively coordinate the implementation, monitoring, reporting, and learning. Second, LTPP 2050 requires a financing strategy that aligns financing with national priorities. Such a framework is essential to reduce fragmentation, protect resources for intended programmes, improve budget credibility, and strengthen implementation discipline.

Third, long-term plans require strong results-based reporting, feedback, and accountability systems. Regular performance reporting, management responses, data quality assurance, and clear accountability mechanisms are necessary to ensure that implementation remains focused on agreed priorities. A targeted communication strategy is also needed to strengthen stakeholder awareness, ownership, and alignment around long-term national development goals.

Fourth, the experience of the BRN initiative highlights the importance of prioritisation and delivery discipline. Its use of measurable targets, performance contracts, results-oriented coordination, and high-level political support helped accelerate reforms in selected sectors, while its core principles of clarity, accountability, time-bound delivery, performance tracking, and problem-solving remain relevant for LTPP 2050.

### 2.2 Lessons from the Upper-Middle-Income Countries (UMICs)

The LTPP 2050 charts Tanzania's long-term socio-economic transformation towards upper-middle-income country (UMIC) status. As of July 2024, the World Bank classified UMICs as countries with Gross National Income (GNI) per capita ranging from USD 4,516 to USD 14,005. This benchmark provides an important reference point for Tanzania's long-term development ambition.

The experience of UMICs shows that sustained transformation is anchored in diversified economic structures, strong institutions, disciplined implementation, and policy coherence. UMICs have generally developed stronger industrial and service sectors that support productivity growth, competitiveness, and employment creation. In these economies, the industrial sector contributes about 25 to 40 percent of GDP, services account for 50 to 70 percent, and agriculture contributes less than 10 percent. This structure is an outcome of sustained investment in manufacturing, value addition, export-oriented production, technology adoption, and human capabilities.

UMICs also tend to perform better in key economic drivers, including energy, infrastructure, logistics, digital development, and R&D. In countries with populations above 100 million, electricity generation capacity often exceeds 70,000 MW, while internet penetration is commonly above 70 percent. These features demonstrate the importance of reliable electricity, modern transport and logistics systems, digital connectivity, and innovation capacity in supporting industrialisation, service delivery, and private-sector growth. For Tanzania, expanding energy generation, strengthening logistics and transport systems, and accelerating digital transformation will be critical to raising productivity and competitiveness.

The experience of UMICs further underlines the central role of governance and institutional effectiveness. Countries that have sustained long-term development progress often rely on capable institutions, strong cross-sector coordination mechanisms, and performance-oriented public administration. Inclusive governance arrangements involving government, the private sector, the research community, and civil society have helped improve transparency, accountability, and policy responsiveness. In addition, decentralised results-based monitoring, evaluation, accountability, and learning systems have strengthened local ownership and implementation discipline. Digital technologies have also improved real-time data availability, decision-making, and responsiveness, where they are embedded in accountability-driven governance systems.

Human capital development is another defining feature of UMIC performance. Investments in education, healthcare, technical skills, and workforce productivity have contributed to improved life expectancy, lower child mortality, higher tertiary enrolment, and more facilitative labour-market systems. These investments are reinforced by ethical work practices, institutional stability, and policies that promote inclusion and equal opportunity. For Tanzania, strengthening human capabilities, employability, facilitating labour market systems, and labour productivity across agriculture, manufacturing, and services will be essential for achieving transformation.

UMICs have also benefited from deliberate efforts to mobilise private sector investment, deepen financial systems, and integrate into regional and global value chains. Many have used foreign direct investment, strategic industrial policies, technology transfer, and export-oriented production to build competitiveness. Well-developed and efficient financial systems have supported enterprise growth, innovation, and private-sector-led economic transformation. For Tanzania, this points to the importance of attracting productive investment, promoting technology transfer, strengthening domestic value chains, and expanding access to finance for firms.

Environmental sustainability has increasingly become part of UMIC development strategies. Many UMICs are investing in renewable energy, climate-resilient infrastructure, improved urban management, and modern waste systems. Advanced waste management among UMICs indicates the importance of integrating environmental management into urbanisation and industrialisation. Tanzania's transition to UMIC status will therefore require a development pathway that balances economic transformation with environmental sustainability, climate resilience, and public welfare.

The transition to middle-income status carries a common risk of stagnation where growth is not matched by productivity gains, diversification, institutional discipline, and sustained competitiveness. Comparative experience shows that countries progress to UMIC status when they industrialise, expand exports, upgrade skills, and adopt technology, while those with persistent structural and policy weaknesses often stall. For Tanzania, avoiding the middle-income trap will require inclusive, productivity-driven and resilient transformation, supported by prudent debt management, stronger domestic revenue mobilisation, decent job creation and retention of skilled human capital, deeper integration into regional and global value chains, greater value addition in agriculture, minerals, manufacturing and services, and reliable, affordable energy to support industrialisation, investment, digitalisation and long-term competitiveness.

### 2.3 Strategic Issues Shaping LTPP 2050

The review of LTPP 2025 implementation, Tanzania's endowments, and emerging regional and global trends points to several critical issues that must be addressed for LTPP 2050 to achieve its objectives. These issues are interconnected and require coordinated policy, institutional, financing, and implementation responses.

First, rapid population growth and urbanisation will increase pressure on land, water, infrastructure, employment, housing, and social services. The demographic opportunity can only be realised through productive job creation, skills development, planned urban growth, and improved service delivery.

Second, low productivity remains a major constraint to structural transformation. Productivity gaps in agriculture, manufacturing, and services limit industrialisation, value addition, export competitiveness, and income growth, while inadequate sectoral linkages and dependence on raw material exports constrain Tanzania's movement into higher-value regional and global value chains.

Third, human capital limitations, inequality, and limited inclusion weaken labour productivity and innovation. Gaps in education, health, technical skills, entrepreneurship, and employability, particularly among youth, women, and vulnerable groups, need to be addressed to ensure broad-based welfare improvements.

Fourth, infrastructure gaps in energy, transport, logistics, and technology continue to raise production costs and reduce competitiveness. Reliable energy, efficient transport systems, modern logistics, resilient rural and urban infrastructure, and wider access to emerging technology will be critical for industrialisation and regional and global trade integration.

Fifth, gaps in the business environment and investment climate, and widespread informality constrain enterprise growth, investment, and competitiveness. Efforts should focus on ensuring facilitative regulation, improved governance, access to finance, skills development, and incentives for business growth.

Sixth, limited financial resources for development financing affect implementation capacity. LTPP 2050 will require sustained financing from domestic revenue, private investment, foreign direct investment, development finance and alternative instruments.

Seventh, institutional capacity, governance, and mindset change will be decisive for implementation. Stronger coordination, accountability, results-based monitoring, reform discipline, and a performance-oriented culture are essential to translate the Plan into measurable results. This will also require a public sector mindset that recognises the private sector as a key partner and engine of growth.

Finally, limited investment in science, technology, innovation, data management, and statistics constrains evidence-based decision-making, technology transfer, and productivity growth. Strengthening innovation and data systems will be central to building a competitive and knowledge-driven economy.

CHAPTER THREE:

# DEVELOPMENT PHILOSOPHY

LTPP 2050 is rooted in the foundations of Dira 2050, which aspires to build a prosperous, inclusive, just, and self-reliant nation. Its development philosophy is centred on self-reliance, understood not as isolation, but as the strategic use of Tanzania's people, institutions, natural resources, enterprises, and innovation capacity to drive national transformation, reduce excessive dependence, and strengthen the country's ability to compete in regional and global markets.

This philosophy positions economic growth as a means to improve human wellbeing, expand productive opportunities, and strengthen national capability. It links the pursuit of Upper-Middle-Income Country status with poverty reduction, equitable access to quality services, reduced inequality and regional disparities, and the creation of decent livelihoods. It also places justice, the rule of law, equality before the law, and democratic accountability at the centre of development. Growth under LTPP 2050 will therefore be pursued in a manner that is inclusive, environmentally responsible, and supportive of long-term sustainability.

Self-reliance under LTPP 2050 requires a productive, competitive, and innovative economy. The Plan therefore emphasises value addition in agriculture, minerals, and other strategic sectors; industrial development; export diversification; and stronger participation in regional and global value chains. Tanzania's natural resources, strategic location, cultural assets, tourism, sports, creative industries, and Kiswahili will be leveraged not only as sources of identity but also as drivers of jobs, innovation, soft power, and economic inclusion.

A central principle of this philosophy is the balanced and complementary role of the state, the private sector, Public and Statutory Corporations, cooperatives, and other non-state actors. The state will provide strategic direction, policy coherence, infrastructure, regulation, public investment, and institutional leadership. The private sector will be recognised as a key engine of growth, investment, innovation, technology transfer, job creation, and productivity improvement. Public and Statutory Corporations will complement private-sector efforts in strategic and capital-intensive areas where risks, long payback periods, or market gaps limit private investment. This balance will require sound governance, competitive markets, effective regulation, and well-structured public-private partnerships to prevent distortion and crowding out.

To translate this philosophy into practice, LTPP 2050 adopts the 3i framework of Investment, Infusion, and Innovation. Investment will mobilise domestic and foreign capital, public resources, and private-sector financing to expand productive capacity, upgrade infrastructure, and improve competitiveness. This will require a stable, predictable, and enabling business environment, supported by regulatory efficiency, access to finance, infrastructure development, and credible public financial management.

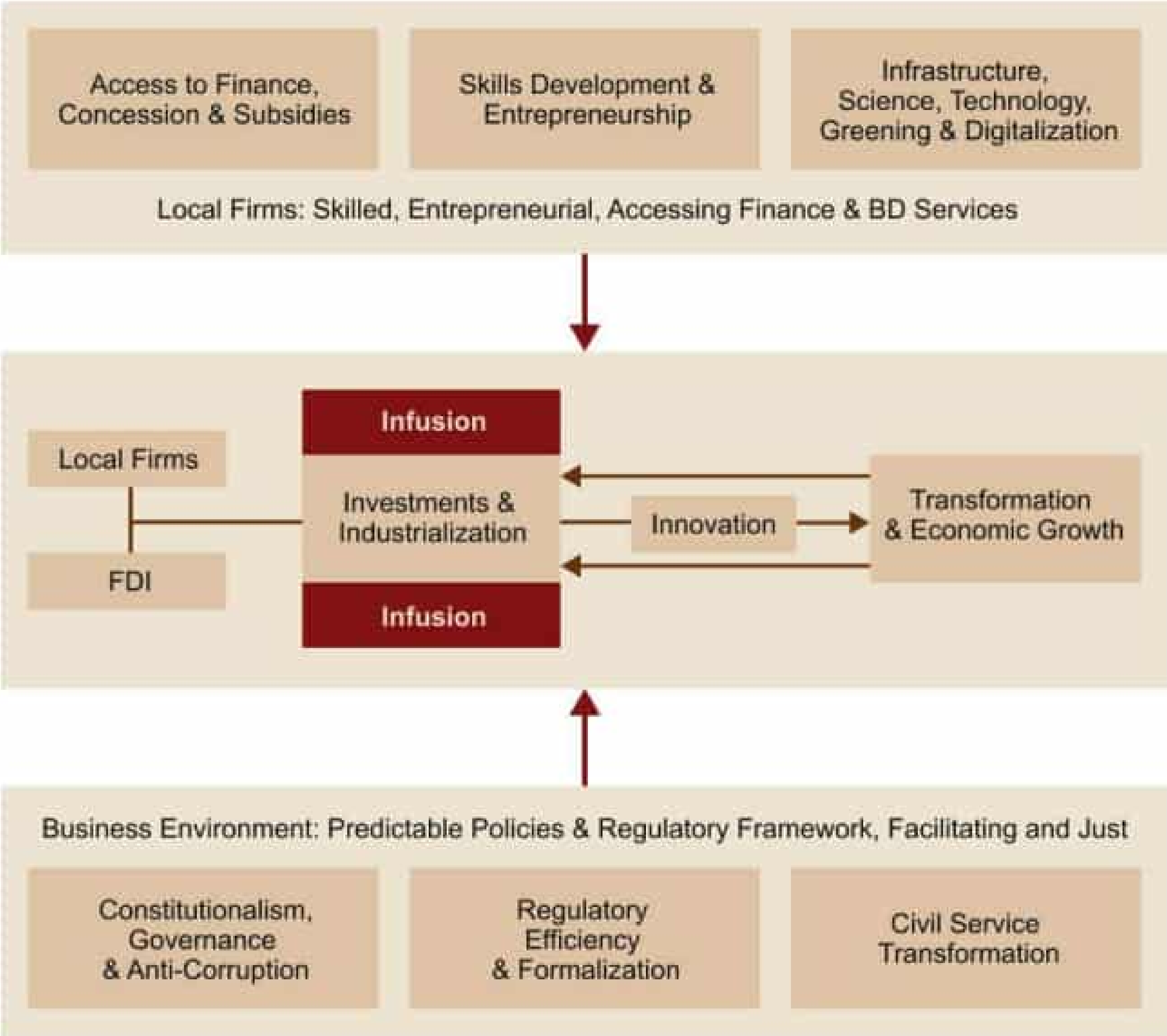



Figure 2:2 An Ecosystem for the Success of a 3i Strategy

Infusion will ensure that investment contributes to domestic capability building, not merely capital inflow. Foreign and domestic investments will be linked to skills transfer, technology adoption, enterprise upgrading, supplier development, research collaboration, and stronger forward and backward linkages. This approach will support localisation, productivity growth, and the integration of Tanzanian firms, especially SMEs, into higher-value production networks.

Innovation will build investment and infused capabilities to create a modern, knowledge-driven economy. It will promote research and development, technology adaptation, digitalisation, green technologies, product development, and process improvement. Stronger linkages between investors, local firms, universities, TVET institutions, research bodies, and innovation hubs will be critical to strengthening productivity, competitiveness, and resilience.

The implementation of this development philosophy will also require a mindset change. Public institutions must adopt a facilitative, performance-oriented, and problem-solving culture that recognises enterprise, investment, and innovation as central to national transformation. The private sector must move towards competitiveness, long-term investment, formalisation, and technological upgrading. Citizens must embrace productivity, skills development, self-reliance, integrity, and ownership of national development.

Overall, the development philosophy of LTPP 2050 seeks to build a self-reliant Tanzania that uses its resources, institutions, people, and partnerships strategically to generate inclusive prosperity. It combines national ownership with openness to investment, technology, and knowledge; balances state leadership with private-sector dynamism; and anchors transformation in productivity, innovation, justice, sustainability, and accountability.

The development philosophy of LTPP 2050 is operationalised through a set of principles that safeguard national values while guiding transformation. Together, they provide the normative foundation for translating the Plan's development philosophy into practical choices on governance, investment, service delivery, resource use, institutional conduct, and citizen participation. These principles are:

(i) Democracy, Rights, and Freedoms

The enjoyment of rights and protections for every person, upheld through the constitution, judicial independence, political pluralism, the rule of law, and inclusive decision-making that promotes equal participation for women, youth, and people with disabilities.

(ii) Dignity

Every person is respected, valued, and cared for, and enjoys the highest standard of privacy and protection.

(iii) Peace and Unity

Every person shall uphold peace, unity, and solidarity as the cornerstone of national development, while safeguarding the sovereignty of the United Republic, where all people respect one another and contribute towards achieving shared national goals.

(iv) 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.

(v) Culture and National Ethos

A nation that preserves, promotes, and safeguards the country's positive cultural heritage and national ethos, reinforcing national identity and unity.

CHAPTER FOUR:

# CONCEPTUAL FRAMEWORK

### 4.1 The Framework

The LTPP 2050 framework aligns with the architecture of Dira 2050 by organising the Plan around four mutually reinforcing levels, namely the foundation, pillars, drivers, and transformative sectors (Figure 1). These levels should not be understood as a simple linear sequence in which one level is completed before the next begins. Rather, they form an interconnected national transformation system in which each level both supports and depends on the others. It is the strength of their interaction, coherence, and mutual reinforcement that generates the ultimate goal of building a prosperous, just, inclusive, and self-reliant nation.

The first level is the foundation, comprising good governance, democracy, the rule of law, peace, security, stability, effective local governance, responsible public service, and mindset change. These conditions create trust, policy predictability, implementation capacity, and social cohesion. However, the foundation is also strengthened by progress in the other levels. For example, inclusive economic growth, improved human capabilities, effective service delivery, productive sectors, and wider access to digital technologies can reinforce citizen trust, institutional legitimacy, accountability, and national stability.

The second level consists of the three pillars: a strong, inclusive, and competitive economy; human capabilities and social development; and environmental integrity and climate change resilience. Due to the interdependence of the system, their achievement depends on strong foundations, effective drivers, and transformative sectors. At the same time, progress under the pillars strengthens the wider system by expanding the resource base, improving human capital, enhancing resilience, reducing inequalities, and creating conditions for sustained productivity and competitiveness.

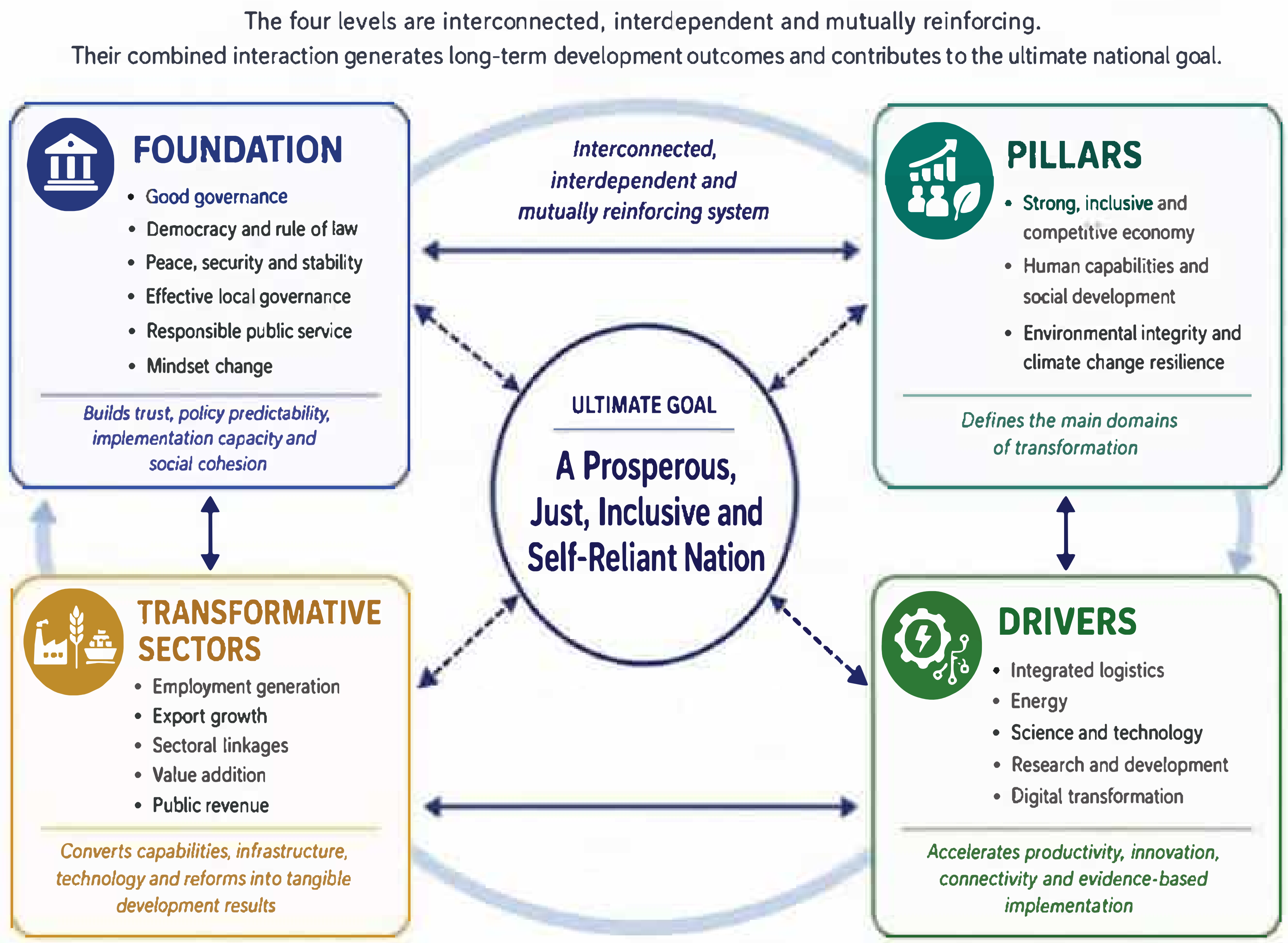
The third level consists of drivers, namely integrated logistics, energy, science and technology, research and development, and digital transformation. These drivers operate across the foundation, pillars, and sectors by reducing costs, improving connectivity, raising productivity, strengthening innovation, supporting evidence-based decision-making, and enabling faster implementation. Their effectiveness depends on good governance, adequate financing, skilled human resources, environmental sustainability, and active demand from productive sectors. In turn, stronger drivers improve institutional performance, accelerate pillar-level outcomes, and increase the competitiveness of transformative sectors.

The fourth level consists of transformative sectors, selected for their potential to generate employment, increase exports, strengthen sectoral linkages, expand value addition, and raise public revenue. These sectors are the main platforms through which Tanzania's capabilities, infrastructure, technology, financing, and reforms are converted into tangible development results. They generate productivity growth, formal employment, exports, value addition, fiscal revenue, and improved livelihoods. At the same time, their performance feeds back into the wider framework by expanding domestic resources, stimulating innovation, strengthening demand for skills and infrastructure, and reinforcing the economic base required to sustain social development, environmental management, and institutional capacity.

The logic of the framework is therefore systemic rather than linear. Strong institutions and social stability support investment, coordination, and accountability, but they are also reinforced by inclusive growth, effective public services, and productive economic opportunities. Together with the foundation, the pillars provide the main domains of transformation, but their performance depends on the drivers and transformative sectors. The drivers accelerate change, but they require capable institutions, skilled people with the right mindset, and financing. Transformative sectors produce jobs, exports, value addition, and revenue, but their competitiveness depends on the quality of governance, infrastructure, technology, human capabilities, and environmental sustainability.

Accordingly, the LTPP 2050 framework is understood as an integrated and mutually reinforcing transformation system. Its effectiveness depends on the coherence and combined performance of all four levels. Weaknesses in one level can constrain progress in the others, while improvement in one level can generate positive spillovers across the system. Through this interconnected logic, the LTPP 2050 operationalises Dira 2050 by linking institutions, pillars, drivers, and sectors into a practical long-term planning framework for achieving a prosperous, just, inclusive, and self-reliant Tanzania.

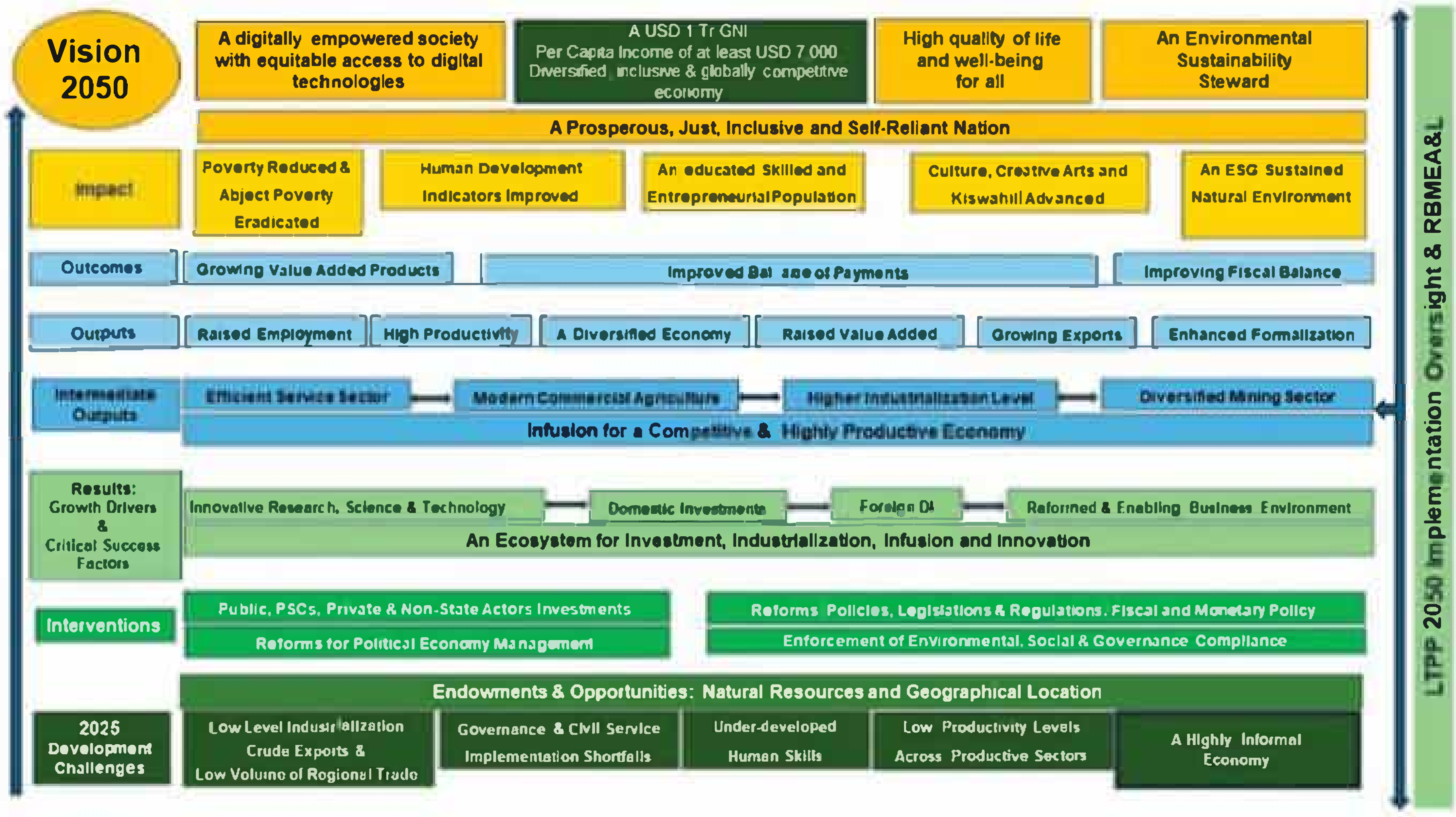
**Figure 1: LTPP 2050 Framework**



## 4.2 Theory of Change Framework

The LTPP Theory of Change Framework, summarised in Figure 2, provides a transformative roadmap for Tanzania's development, addressing challenges encountered during the implementation of Vision 2025 and paving the way for the achievement of Vision 2050. The Framework adopts a Five-Year Development Plan (FYDP) with a phased approach that integrates targeted interventions, measurable results and outputs, impactful outcomes, and sustainable impacts to ensure success.

**Figure 2: LTPP 2050 Theory of Change Framework**




### 4.2.1 Development Challenges

The Evaluation Report on the implementation of Vision 2025 indicates that several interconnected challenges continue to constrain economic growth and improvements in social welfare.Low productivity in agriculture and industry limits structural transformation and diversification. The dominance of the informal economy limits the scope for standardising products and services, restricts both tax and non-tax revenues, and weakens social protection systems. Furthermore, inefficient integration into global value chains isolates the economy from opportunities to exploit higher-value exports, technology transfers, and international finance.

Sectoral forward and backwards linkages remain underdeveloped, limiting efficiency within local production networks and stalling industrial progress. Manufactured value-added remains low, reflecting limited progress in industrial complexity and innovation. Persistent reliance on raw material exports increases vulnerability to global commodity price fluctuations.

Rapid, unplanned urban expansion exacerbates infrastructure deficits and over-stretches public services, undermining urban productivity and sustainable development. Environmental vulnerabilities, including climate variability and resource degradation, are increasingly threatening agricultural productivity, fisheries, and rural livelihoods, undermining poverty reduction efforts. Infrastructure gaps in the transport, energy, and information and communication technology (ICT) sectors continue to elevate operational costs, discourage private investment, and reduce economic competitiveness.

Human capital development remains inadequate, with notable gaps in education, skills development, and entrepreneurship, further hindering labour productivity and innovation. Governance challenges, including underperforming institutions, inefficient regulatory frameworks, and slow reform implementation, exacerbate these constraints.

Macroeconomic management challenges, particularlyin fiscal and monetarypolicy,persist. Limited fiscal space has led to a growing debt burden, constraining the development budget for productive investment. Monetary policy faces liquidity shortfalls, undermining official foreign reserves, exchange rate stability, and the deepening of the financial sector. These factors can constrain economic resilience and sustainability, necessitating further reforms.

### 4.2.2 Endowments and Opportunities

While acknowledging the remaining challenges, Tanzania has substantial natural and geographic endowments that are essential to driving economic transformation. Its vast arable and irrigable land, spread across diverse agro-ecological zones, offers considerable potential to enhance agricultural productivity, ensure food security, and advance agro-industrialisation. Rich mineral resources, including gold, gemstones, industrial and critical minerals, and natural gas reserves, provide foundational opportunities for industrial growth and export diversification. Abundant water bodies, including the ocean, lakes, and rivers, support fisheries, irrigation, water transport, and domestic needs, which are critical to socio-economic activities.

Strategically located along the Indian Ocean coastline and bordering nine countries, Tanzania is well-positioned as a regional logistics hub for landlocked nations in East and Central Africa, and it connects to the Middle East and Far East. This geographical advantage strengthens prospects for regional trade and integration, particularly through gateways such as the Port of Dar es Salaam and transport corridors linking neighbouring markets. Effectively leveraging these endowments through targeted policy measures and improved governance will be pivotal to achieving Tanzania's long-term social and economic objectives.

### 4.2.3 Interventions

The LTPP offers a comprehensive set of interventions to address the development challenges outlined. Central to this approach is investment in industrialisation, infusion, and innovation development pathways, designed to create a thriving manufacturing ecosystem.

Reforms to governance and regulatory frameworks are prioritised to establish a conducive business environment and investment climate. These reforms include streamlining bureaucratic processes, promoting transparency and anti-corruption measures, and strengthening institutional capacity to ensure effective economic governance. Fiscal and monetary policies will focus on controlling inflation, reducing debt, and maintaining competitive exchange rates, thereby fostering investor confidence and economic resilience.

Investments in research, science, technology, and innovation (RSTI) will be prioritised to enhance productivity and competitiveness in global markets. Economic diversification will focus on modernising agriculture through climate-resilient practices, transforming the manufacturing sector, expanding value-added mining activities, and nurturing service and creative industries. Formalising economic activities is essential to broadening the tax base and promoting inclusive growth. Regional integration will be emphasised through initiatives to strengthen Tanzania's role in intra-African trade and expand market access. Additionally, Public and Statutory Corporations (PSCs) and PPPs will facilitate large-scale infrastructure projects and foster cross-sector collaboration.

#### 4.2.4 Results: Growth Drivers and Critical Success Factors

The interventions outlined aim to create an ecosystem that supports industrialisation, value addition, and sustainable and inclusive growth.A key component of this transformation is adapting an investment-infusion-innovation development pathway to Tanzania's unique context. FDI, the private sector, and PSCs will serve as a catalyst for local growth by fostering collaboration, knowledge exchange, and innovation. Imported innovations will be tailored to local needs, empowering youth and entrepreneurs to develop homegrown solutions.

This ecosystem will rely on strong institutions, clear laws, and robust intellectual property protections to attract investment and ensure fair benefits from industrialisation. Strategic public investments in energy, logistics, and transport infrastructure; education; primary, secondary, and tertiary skills-based training; water and sanitation; and healthcare will lay the foundations for growth. Targeted subsidies and fiscal incentives for high-impact industries and start-up businesses will support local entrepreneurship and domestic investment. Skills development initiatives will extend beyond technical and vocational training to emphasise mindset change, entrepreneurship, creativity, and problem-solving, preparing the workforce to thrive alongside local and foreign investors.

#### 4.2.5 Outputs, Outcomes, Impact, and Dira 2050

Outputs: The outputs of these efforts are designed to be measurable and monitorable. Key indicators include increased domestic investment, FDI, and improvements in business-enabling environment metrics. Enhanced skills, a more formalised economy, and a steady supply of skilled workers for emerging industries will also serve as critical benchmarks. Governance reforms will improve resource allocation and transparency, support a stable macroeconomic environment, and foster a favourable business environment and investment climate. Increased investment will drive industrial growth, value-added exports, and improvements in manufacturing and agricultural productivity. These efforts will contribute to a diversified economy, with significant growth in the industrial and service sectors.

Outcomes: These interventions will align with Tanzania's Vision 2050, delivering tangible improvements in productivity, employment, and living standards. Productivity in agriculture and industry will rise, leading to higher wages and improved livelihoods. Employment opportunities will expand, particularly for youth and vulnerable groups, helping to reduce inequality and poverty. Export capacity will increase, with a focus on value-added goods and regional trade, positioning the nation as a key player in the African economy. Sustainable resource management practices will be integrated across all sectors to ensure compliance with Environmental, Social, and Governance (ESG) standards. Broader access to essential services, coupled with social inclusion and poverty reduction, will foster a more equitable and cohesive society. These outcomes will build resilience and set the stage for long-term social and economic transformation.

Impact: The ultimate impact of the LTPP strategy will be the realisation of Vision 2050: a prosperous, just, inclusive, and self-reliant nation with UMIC status. Achieving UMIC status and reducing reliance on foreign aid will demonstrate Tanzania's capacity to mobilise domestic resources and attract sustainable investment. The nation will embody prosperity, justice, and inclusiveness through a diversified economy that provides equitable opportunities for all citizens. Environmental sustainability will remain a guiding principle, ensuring that current growth does not compromise future generations. Tanzania's transformation will be marked by a robust industrial and service economy, reduced poverty and inequality, and enhanced global competitiveness, cementing the country's position as a regional powerhouse, a force to be reckoned with, and a model for sustainable and inclusive development.

CHAPTER FIVE:

# OBJECTIVES, TARGETS, AND INTERVENTIONS FOR LTPP 2050

## 5.1 Overview

This chapter outlines the strategic initiatives required to achieve the development goals and high-level outcomes of Dira 2050, based on the situational analysis of Tanzania's current socio-economic landscape. It sets out key development issues and identifies strategic directions, objectives, targets, and interventions for transforming Tanzania into a prosperous, just, inclusive, and self-reliant upper-middle-income country. The chapter focuses on four strategic areas of Dira 2050, namely, the foundation, pillars, drivers, and transformative sectors.

## 5.2 Foundation: Governance, Peace, Security, and Stability

Effective implementation of LTPP 2050 requires strong foundations of good governance, democracy, peace, security, stability, and a transformative national mindset. Accordingly, implementation of LTPP 2050 will be anchored in and guided by these foundational conditions.

Strengthened governance, grounded in transparency, accountability, and the rule of law, is essential for improving institutional effectiveness and sustaining public trust. Similarly, a stable and secure environment, reinforced by democratic values and national unity, provides the basis for sustained development and greater investor confidence. Continued reforms to strengthen institutional performance, improve regulatory frameworks, and enhance service delivery will also be necessary to support effective implementation.

These efforts must be complemented by a broad-based mindset shift that promotes innovation, responsibility, patriotism, productivity, and results orientation. This will support inclusive, resilient, and sustainable development and contribute to the successful realisation of Dira 2050.

### 5.2.1 Governance, Democracy, Security, and Stability

Enhancing good governance, democracy, security, and stability is essential for broad-based national development. Since independence, Tanzania has upheld peace, stability, and sound governance, creating an enabling environment for sustained socio-economic progress. However, governance challenges remain. They include corruption in the public sector, complaints on the extent of democracy, and local governments' dependency on central government transfers, which limits their autonomy and capacity to deliver services.

The review of Vision 2025 shows that governance inefficiencies significantly undermined its implementation. Inadequate institutional frameworks, weak accountability mechanisms, and prolonged bureaucracy contributed to delayed project execution, resource misallocation, and suboptimal development outcomes. Spatial disparities also exacerbated socio-economic inequalities, with urban centres such as Dar es Salaam and Arusha experiencing relatively robust economic growth, while some regions continued to lag. This uneven distribution of development gains continues to fuel regional imbalances and hinder inclusive growth, with some rural areas still reporting high poverty rates.

A further area of concern has been the persistent underperformance of public sector corporations, which were expected to drive key sectors under Vision 2025. The 2022/23 CAG Report revealed that eleven public sector corporations recorded consecutive financial losses. In addition, some public entities failed to remit taxes to the Tanzania Revenue Authority, reflecting lapses in regulatory compliance and fiscal sustainability.

These challenges point to the need for enhanced reforms to strengthen oversight, institutional accountability, and fiscal discipline. Such reforms will also improve the capacity of public sector corporations to attract private investment and contribute effectively to national development objectives. Table 5.1 presents objectives, targets, and interventions for enhancing democracy, security, and good governance.

**Table 5.1:**
**Objectives, Targets, and Interventions for Enhancing Democracy, Security, and Good Governance**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| Objective 1: To enhance transparency, accountability, ethics, democratic values, peace, and stability | | | | | | |
| 1. Enhanced voice and Accountability | i. Facilitate the review of the constitution, including capacity building and public awareness | | | | | |
| | ii. Facilitate amendment of the legal framework to align with the reviewed constitution | | | | | |
| | iii. Strengthen the legal and institutional framework for election process management | | | | | |
| | iv. Facilitate the translation of all laws into Kiswahili to enhance public understanding and improve access to justice | | | | | |
| | v. Undertake an audit of customary laws and practices to align with statutory laws | | | | | |
| | vi. Strengthen the provision of legal aid services, targeting women, children, persons with disabilities, and underserved communities | | | | | |
| 2. Enhanced political stability, peace, and security | i. Facilitate the modernisation of defence and security systems | | | | | |
| | ii. Strengthen community systems to enhance social harmony, dialogue, and conflict prevention | | | | | |
| | iii. Strengthen early warning systems for conflict prevention, especially in potential risk areas | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | iv. Strengthen the education curriculum to enhance civic values | | | | | |
| | v. Strengthen engagement between the police and local communities | | | | | |
| | vi. Strengthen cooperation with neighbouring countries to promote regional peace, stability, and border security | | | | | |
| Objective 2: To enhance responsive, responsible, and accountable public service | | | | | | |
| 3. Enhanced Government effectiveness | i. Facilitate the development of a long-term Public Service Management Strategy | | | | | |
| | ii. Facilitate public sector institutional reforms to enhance service delivery | | | | | |
| | iii. Strengthen the Integrated Financial Management Information System (IFMIS) to enhance modernisation and interoperability | | | | | |
| | iv. Facilitate capacity development of civil servants to align with the aspirations of Dira 2050 | | | | | |
| | v. Strengthen recruitment and appointment in all positions in the public sector | | | | | |
| | vi. Strengthen the Public Service Recruitment Secretariat (PSRS) to enhance its effectiveness | | | | | |
| 4. Enhanced performance, ethical, and accountable public service work culture | i. Facilitate public service ethics, integrity, and performance-oriented work culture through, among others, training, performance evaluations, and real-time feedback | | | | | |
| | ii. Rationalise public service pay and allowances to enhance current and future remuneration | | | | | |
| 5. Enhanced quality of the regulatory environment | i. Facilitate Legal and Regulatory Impact and Relevance Assessment (RIRA) to ensure all laws and regulations are aligned with national needs, regional, and global standards | | | | | |
| Objective 3: To enhance the integrity and trustworthiness of socio-economic institutions | | | | | | |
| 6. Strengthened rule of law | i. Facilitate implementation of the recommendations of the Presidential Commission on Criminal Justice Reforms (2023) | | | | | |
| | ii. Strengthen the independence, capacity, and effectiveness of legal oversight bodies | | | | | |
| 7. Enhanced control of corruption | i. Facilitate the development of the National Integrity Policy to promote ethical standards, accountability, and transparency. | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | ii. Strengthen the reporting and protection systems for whistle-blowers and witnesses | | | | | |
| | iii. Facilitate institutional capacity building for anti-corruption agencies | | | | | |
| | iv. Strengthen anti-corruption education in the education system | | | | | |
| | v. Strengthen partnerships with non-governmental institutions to enhance anti-corruption efforts | | | | | |

### 5.2.2 Local Governance

LTPP 2050 identifies effective local governance as a cornerstone of inclusive economic transformation, participatory democracy, and equitable service delivery. Tanzania has experimented with different models of local governance.

In 1998, Tanzania introduced a Decentralisation by Devolution policy that granted Local Government Authorities greater operational autonomy. The reform improved social service delivery, particularly in primary education and health care, while also strengthening financial management systems. In addition, the reform enhanced citizen participation in local development processes through mechanisms such as Ward Development Committees and Village Assemblies.

Despite this progress, challenges remain. Local Government Authorities continue to operate with limited autonomy, constrained by limited fiscal space and overlapping mandates. More than 85 percent of LGA budgets are financed through conditional grants from the central government, limiting their flexibility and responsiveness to local priorities. To unlock the transformative potential of local governance and ensure that the goals of Dira 2050 are fully realised at the grassroots level, bold institutional reforms are required.

Ideally, institutional reforms should begin with a comprehensive restructuring of central oversight mechanisms to enable more meaningful decentralisation. This includes enhancing the effectiveness of the ministry responsible for Regional Administration and Local Governments by repositioning it as a facilitative and coordinating ministry, with a clear delineation of responsibilities to reduce institutional inefficiencies, safeguard LGA autonomy, and promote more accountable and technocratic local governance.

Further, LGAs should be granted greater control over their financial resources to plan and implement local priorities effectively. This requires reforming the intergovernmental fiscal transfer system to provide predictable, formula-based grants linked to performance, needs, and equity considerations. LGAs should also be empowered to increase own-source revenue by modernising tax administration systems, expanding the local tax base, and strengthening local revenue collection. Legal frameworks should be reviewed to eliminate overlaps and conflicts with central revenue authorities, thereby ensuring clarity and sustainability of local fiscal space.

In addition, strong local leadership is necessary. District Executive Directors should be recruited on merit through transparent and competitive processes and positioned as Chief Executive Officers of local development. These leaders should be empowered to coordinate local actors, build partnerships with the private sector and civil society. They should lead with integrity and ensure that LGAs are accountable, innovative, and capable of delivering citizen-centered development aligned with national priorities and local needs. A robust performance monitoring framework, complemented by citizen-led scorecards, should ensure that leadership remains transparent, accountable, and development-focused.

Finally, deepening citizen engagement and social accountability will anchor decentralization in democratic legitimacy. Participatory planning and budgeting should be institutionalized at the ward and village levels to foster local ownership. Community scorecards and digital platforms, including mobile-based reporting tools, can enhance transparency, track service delivery performance, and enable timely citizen feedback. Strengthening the capacity of Ward Development Committees, Village Councils, and civil society organizations will help ensure that decentralization translates into tangible, citizen-led improvements in service delivery, institutional trust, and social cohesion. Table 5.2 outlines the objectives, targets, and interventions for effective and strong local governance

**Table 5.2: Objectives, Targets, and Interventions for Effective and Strong Local Governance**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To achieve Strong and Effective Local Governance | | | | | | |
| 1. Achieved Local Authorities operational autonomy | i. Facilitate strengthening of the National Decentralization Policy and its legal framework to enhance efficiency and responsiveness | | | | | |
| | ii. Facilitate the design and implementation of the Local Government Financing Framework, including integration with national public financial management systems | | | | | |
| | iii. Facilitate accessibility of local government performance data and budgets | | | | | |
| | iv. Facilitate the establishment of local digital service delivery platforms, citizen feedback systems, and client service charters | | | | | |
| 2. Restructured institutional structures of LGAs and central oversight | i. Strengthen central oversight to effectively undertake policy facilitation, technical support, and performance monitoring of LGAs | | | | | |
| | ii. Facilitate the institutional capacity building, including structures, systems, and resources, aligning with the LGAs' mandates | | | | | |

| Target | | Interventions | | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | IV | V | VI | VII | VIII |
| 3. | Achieved merit-based recruitment of the LGAs' leadership | i. | Strengthen the recruitment system for executive leadership at LGAs to incorporate transparency and meritocracy | | | | | |
| | | ii. | Facilitate the development of the LGA Skills and Competency Framework | | | | | |
| | | iii. | Strengthen enforcement of performance contracts and annual appraisals for LGA officials | | | | | |
| 4. | Enhanced Citizen engagement and local accountability | i. | Facilitate the rollout of community scorecards and social audit tools | | | | | |
| | | ii. | Facilitate capacity development of Councillors, Ward Development Committees, Village Councils | | | | | |

### 5.2.3 Digital Governance

Tanzania has made significant progress in digital governance, particularly through the digitization of selected government services. However, several challenges persist, including disparities in digital infrastructure, limited digital literacy, limited data interoperability across sectors, and uneven access to smart technologies. Fragmented service delivery platforms and cybersecurity risks also constrain the full potential of digital transformation.

While Tanzania attained Tier 1 status in the 2024 Global Cybersecurity Index due to strong legal and institutional frameworks, evolving cyber threats require continued investment, vigilance, and institutional capacity. To address these challenges, LTPP 2050 sets out a vision for a secure, data-driven, and citizen-centred digital governance system. Table 5.3 outlines the objectives, targets, and interventions for strengthening digital governance and smart data.

**Table 5.3: Objectives, Targets, and Interventions for Strengthening Digital Governance and Smart Data**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To develop an inclusive and digitally empowered society | | | | | | |
| 1. An inclusive, well-connected, and digitally empowered society with at least 95 percent nationwide digital connectivity achieved | i. Facilitate the development of a policy on open data to enable the timely, accessible, and secure sharing of non-sensitive public data | | | | | |
| | ii. Strengthen institutional capacity, including infrastructure, human resources, and systems to leverage emerging digital technologies | | | | | |
| | iii. Facilitate the development of a technology-powered education system | | | | | |
| | iv. Promote the development of Kiswahili content to promote Kiswahili using online facilities | | | | | |
| | v. Strengthen consumer protection frameworks in digital services | | | | | |
| | vi. Facilitate the establishment of regulatory sandboxes to support digital startups in testing and piloting new technologies | | | | | |
| 2. Enhanced facilitative and integrated digital infrastructure | i. Facilitate investment in efficient and integrated infrastructure that supports an inclusive digital economy countrywide | | | | | |
| 3. A secure, connected, interoperable, and trusted digital ecosystem established | i. Strengthen the protection and resilience of critical infrastructure, data, and information systems against physical, cyber, and operational threats | | | | | |
| | ii. Facilitate nationwide access to reliable, safe, affordable, and user-friendly smart devices and broadband services | | | | | |
| | iii. Develop national capabilities in space technology, including satellite applications, geospatial data systems, remote sensing, communication technologies, and related human resource capacity | | | | | |
| | iv. Facilitate data interoperability between public and private sectors | | | | | |
| 4. Reduced incidence of major cyber-attacks by 80 percent | i. Strengthen institutional capacities, including infrastructure, human, R&D and systems for enhanced cyber security | | | | | |
| | ii. Strengthen stakeholders' coordination and collaboration, including global cyber partnerships to manage cyber risks | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | iii. Promote public and institutional awareness and skills on cybersecurity | | | | | |
| | iv. Strengthen the National Computer Emergency Response Team (TZ-CERT) and sector-specific CERTs to enhance cyber threat monitoring, early warning, incident response, information sharing, and protection of critical digital infrastructure. | | | | | |

### 5.2.4 Mindset Change and Reforms

Despite years of policy reform and economic liberalisation, Tanzania's public and institutional mindset remains strongly state-centred. The state is still widely perceived as the default provider of goods and services, blurring the boundary between public provision and private responsibility. In the civil service, entrenched norms continue to prioritise loyalty and seniority over merit, innovation, performance, and accountability. This mindset also affects private sector development and civic participation. Private sector growth remains constrained by overregulation, fragmented business processes, multiple approval requirements, and limited integration into national development strategies. Civic participation has also weakened, partly due to a legacy of state-led development, low trust in institutions, limited responsiveness, and uneven service delivery.

To achieve the objectives of LTPP 2050, Tanzania must pursue a broad mindset shift across government, political leadership, the civil service, the private sector, and citizens. Governance must become more service-oriented, effective, efficient, and accountable. Political leadership must embrace long-term, citizen-centred stewardship that transcends electoral cycles and partisanship, while demonstrating the courage to reform entrenched systems and promote meritocracy. The civil service should be defined by professionalism, objectivity, integrity, competence, and service excellence. Civil servants should be empowered to collaborate across institutions, adopt digital tools, and respond effectively to citizen feedback, with performance increasingly measured by results rather than loyalty or seniority.

The private sector must shift from a survivalist orientation to becoming a responsible partner in national development. This requires businesses to invest in skills development, support local entrepreneurship, participate actively in policy dialogue, and uphold self-regulation, transparency, and ethical leadership. Citizens must also become active participants in national development by demanding accountability, respecting the law, paying taxes, and valuing education, innovation, entrepreneurship, and productivity. Table 5.4 outlines the objectives, targets, and interventions for nurturing a reform-oriented mindset.

**Table 5.4: Objectives, Targets, and Interventions for Nurturing a Reform-Oriented Mindset**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To drive a national mindset transformation | | | | | | |
| 1. Strengthened reform-oriented service excellence and a transformative public sector mindset | i. Strengthen values-driven leadership culture grounded in enterprise, integrity, transparency, innovation, equity, and civic engagement, in the public and non-state sectors | | | | | |
| | ii. Strengthen Public-Private Dialogue at the national and subnational levels | | | | | |
| | iii. Strengthen the curriculum that promotes problem-solving, creativity, and risk-taking | | | | | |

## 5.3 Pillars: Competitive Economy, Human Capabilities, and Sustainable Development

### 5.3.1 Pillar One: Strong, Inclusive and Competitive Economy

Dira 2050 aims to transform Tanzania into a diversified, resilient, inclusive, and competitive upper-middle-income country. It emphasises macroeconomic stability and predictability, fiscal sustainability, diversified and innovative financing, a robust private sector, an enabling business environment and investment climate, and strategic global engagement.
In line with this vision, LTPP 2050 sets out strategic directions for maintaining stable macroeconomic conditions, strengthening public financial management, expanding revenue sources, and building a resilient and diversified economy. It also prioritises positioning Tanzania as a major food production hub, fostering industrial growth through technology infusion, innovation, and sustainability, expanding high-value services, and enhancing trade and commerce.

LTPP 2050 envisages Tanzania becoming a USD 1 trillion economy by 2050, with a per capita income of at least USD 7,000 and the eradication of extreme poverty. Achieving these objectives will require fundamental structural transformation; therefore, LTPP 2050 adopts an ambitious path inspired by the structural patterns of successful upper-middle-income countries.

Under this transformative trajectory, industry and construction are projected to account for 40 percent of GDP by 2050, driven by industrialisation, infrastructure investment, and value addition. Agriculture's share is expected to decline to 15 percent, reflecting productivity gains, technological adoption, and labour movement from subsistence farming to higher-productivity activities. The services sector is projected to stabilise at around 45 percent of GDP, with increasing emphasis on high-value areas such as finance, ICT, logistics, tourism, education, and health. This purposeful structural realignment is intended to drive inclusive growth, create quality jobs, and strengthen Tanzania's integration into regional and global value chains.

#### 5.3.1.1 Macroeconomic Stability and Predictability

Over the past two decades, Tanzania's economy has remained resilient, averaging 6.2 percent real GDP growth. GDP increased from USD 14.1 billion in 2002 to USD 85.2 billion in 2024, while per capita GDP rose to USD 1,277 in 2023. In 2024, the main contributors to GDP at current prices were agriculture at 25.9 percent, construction at 12.7 percent, mining and quarrying at 9.5 percent, transport and storage at 7.7 percent, and manufacturing at 6.7 percent.

Despite shocks such as the COVID-19 pandemic, which slowed growth to 4.8 percent in 2020, Tanzania's economy remained broadly stable due to sound macroeconomic management. However, growth remained below the LTPP 2025 target of 8-10 percent per annum. Inflation averaged 5.4 percent over the period, peaking at 19.4 percent in 2011 before stabilising at between 3 and 3.5 percent in 2023 and 2024. Key challenges persist, including commodity export price volatility, limited fiscal space, a large informal sector, tax evasion, and high youth unemployment.

LTPP 2050 prioritises macroeconomic stability and predictability by maintaining inflation within the target of 3-5 percent, diversifying exports and reducing import dependence, and sustaining a stable exchange rate. Table 5.5 outlines the objectives, targets, and interventions for enhancing macroeconomic stability.

**Table 5.5: Objectives, Targets, and Interventions for Enhancing Macroeconomic Stability**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To achieveastablemacroeconomic environment | | | | | | |
| 1. Low and stable inflation within a target band of 3–5 percent maintained | i. Enhance the monetary policy framework by strengthening inflation-targeting mechanisms | | | | | |
| 2. Enhanced exchange rate credibility and stability; assets diversification; and external resilience | i. Increase the Bank of Tanzania (BOT) Bullion Gold reserves from 6.5 metric tons to 100 metric tons | | | | | |
| | ii. Strengthen strategic foreign exchange interventions to manage short-term volatility | | | | | |
| | iii. Maintain foreign reserves sufficient to cover at least six months of imports | | | | | |
| | iv. Promote export-oriented industries and increase FDI inflows to improve foreign exchange availability | | | | | |

### 5.3.1.2 Enhancing Fiscal Sustainability

Tanzania has implemented several fiscal reforms to strengthen its budget financing. These include expanding the tax base, introducing the Tax Information Management System in 2013, expanding the VAT base, and adopting digital tax systems. The government has also improved transparency and stakeholder engagement in planning and expenditure management. As a result, around 70 percent of the national budget is currently financed from domestic sources.

Despite this progress, fiscal challenges remain. The tax-to-GDP ratio stood at 12.9 percent in 2024, below the Sub-Saharan African average of 16 percent. Domestic revenue mobilisation remains constrained by slow growth in the tax base, limited non-tax revenue, and a large informal sector that generates relatively low tax and non-tax revenue. Budget financing also continues to rely on borrowing, while recurrent and development expenditures have outpaced revenue growth, contributing to a widening fiscal deficit.

Dira 2050 prioritises broadening the tax base, raising the tax-to-GDP ratio, improving public debt management, and ensuring efficient spending. LTPP 2050 aims to increase tax collection to 25 percent of GDP, reduce public debt to 40 percent of GDP, increase non-tax revenue, and contain the fiscal deficit within 1-3 percent of GDP. Table 5.6 outlines the objectives, targets, and interventions for enhancing fiscal sustainability.

**Table 5.6: Objectives, Targets, and Interventions for Enhancing Fiscal Sustainability**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To ensure a sustainable fiscal framework | | | | | | |
| 1. The tax-to-GDP ratio improved from 12.9 percent to at least 25 percent | i. Expand tax digitalisation through automated revenue collection systems and electronic invoicing | | | | | |
| | ii. Formalise the informal sector through structured taxation incentives and simplified compliance processes | | | | | |
| | iii. Implement progressive tax reforms to improve tax equity and efficiency | | | | | |
| | iv. Enter into agreements with international trade partners and multilateral or bilateral bodies on tax information sharing and legal cooperation to curb illicit flows and tax evasion | | | | | |
| 2. Public Debt-to-GDP Ratio reduced to 40 percent | i. Strengthen public debt management | | | | | |
| | ii. Enhance efficiency in public spending and domestic revenue mobilisation | | | | | |
| | iii. Leverage concessional borrowing and reduce reliance on commercial loans | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | iv. Strengthen expenditure ceilings and performance-based budgeting | | | | | |
| 3. Fiscal deficit maintained within 1–3 percent of GDP | i. Ensure value for money in public spending | | | | | |
| | ii. Enhance transparency and accountability in public spending | | | | | |
| | iii. Develop contingency funds for public investment risks and sovereign wealth reserves for strategic projects and future generations | | | | | |
| | iv. Enhance the participation of the private sector in development projects | | | | | |
| | v. Improve efficiency in public procurement and service delivery annually | | | | | |

### 5.3.1.3 External Sector Resilience and Diversification

Tanzania's external sector has recorded mixed performance. The balance of payments registered surpluses between 2014 and 2017, before deteriorating due to the COVID-19 pandemic and adverse geopolitical conditions. Recovery began in 2023 and 2024, with the current account deficit narrowing from 7.3 percent of GDP in 2022 to 3.8 percent in 2023 and 2.6 percent in 2024. This improvement was supported by strong exports of minerals and agricultural products, record tourist arrivals, and a moderate increase in capital goods imports.

Despite recent improvements, Dira 2050 recognises that Tanzania, like many other lower-middle-income countries, remains vulnerable to external shocks and uncertainties. These include slower global economic growth and trade, geo-economic fragmentation, intensification of regional conflicts, and declining foreign development assistance. To mitigate these vulnerabilities, LTPP 2050 aims to strengthen the balance of payments by increasing and diversifying exports and reducing import dependence. Table 5.7 outlines the objectives, targets, and interventions for enhancing external sector resilience.

**Table 5.7: Objectives, Targets, and Interventions for Enhancing External Sector Resilience**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To mitigate external vulnerabilities | | | | | | |
| 1. Increased share of manufactured exports to total merchandise exports to 50 percent | i. Accelerate the implementation of industrial policies that promote value addition in agriculture, mining, and manufacturing. | | | | | |
| | ii. Provide fiscal and non-fiscal incentives for export-oriented industries | | | | | |
| | iii. Strengthen trade facilitation, including ports, logistics hubs, and customs efficiency. | | | | | |
| 2. Import dependency reduced by 30 percent | i. Facilitate local backward industrial linkages through, among others, R&D investments and incentives | | | | | |
| | ii. Facilitate the expansion of domestic manufacturing capabilities in key sectors such as pharmaceuticals, agro-processing, and textiles | | | | | |
| | iii. Implement targeted fiscal and non-fiscal incentives for strategic industries to enhance their competitiveness | | | | | |
| 3. Current account deficit maintained at not more than 1 percent of GDP | i. Promote outward FDI and exports, including services such as tourism and financial services, to diversify foreign exchange earnings | | | | | |
| | ii. Strengthen regional trade integration to reduce dependency on external markets and enhance resilience to external shocks | | | | | |

### 5.3.1.4 Building a Robust Private Sector

Over the past decade, Tanzania has implemented several initiatives to strengthen the private sector and enhance its contribution to national development. These efforts have focused on improving the business environment, developing infrastructure, and expanding access to finance.

However, the private sector remains insufficiently innovation-driven, with growth constrained by low productivity, widespread informality, and a business landscape largely dominated by SMEs. Regulatory bottlenecks, compliance costs, and fragmented approval processes continue to discourage innovation, enterprise growth, and formalisation. These domestic constraints have also weakened the sector's ability to attract and retain investment, particularly during periods of external uncertainty. Foreign direct investment inflows declined from 3.0 percent of GDP during 2004-2013 to around 1.5 percent during 2014-2023, with a sharp drop during the COVID-19 period. This

underscores the sector's vulnerability to global shocks and the need to strengthen investor confidence, policy predictability, and domestic private sector resilience.
A thriving and sustainable economy also requires a clearly defined and complementary relationship between Public and Statutory Corporations and the private sector. This is necessary to promote collaboration, avoid crowding out private investment, and ensure that public entities focus on strategic sectors where private sector appetite remains limited.

To address these constraints, Dira 2050 seeks to cultivate a competitive, inclusive, and innovation-led private sector capable of propelling Tanzania towards upper-middle-income status. Central to this ambition is the transformation of strategic industries into engines of export-led growth.

LTPP 2050 seeks to modernise the private sector by promoting formalisation and targeted incentives for start-ups, proactive investment facilitation, stronger SME-large firm linkages, and commercially viable Public and Statutory Corporations. It also emphasises policy predictability, commercial justice, and alignment with global tax frameworks to reduce investment risk, boost investor confidence, and position Tanzania more firmly in global value chains. Table 5.8 outlines the objectives, targets, and interventions for private sector development.

**Table 5.8: Objectives, Targets, and Interventions for Private Sector Development**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1**: To improve the business and regulatory environment | | | | | | |
| 1. Enhanced business and investment regulatory environment | i. Strengthen the e-Gov policy framework to support efficient, secure, and integrated digital public service delivery | | | | | |
| | ii. Facilitate the development of a unified or integrated National Digital ID System | | | | | |
| | iii. Strengthen institutional capacities, including infrastructure, human, and systems for enhanced regulatory and supporting services | | | | | |
| | iv. Facilitate the establishment of a unified online government services platform and standardised interoperability protocols | | | | | |
| | v. Strengthen the capacity of the One-Stop Centres (OSCs) to deliver their mandate | | | | | |
| 2. Enhanced investment regulatory quality and institutional efficiency | i. Facilitate the implementation of investment reforms | | | | | |
| | ii. Facilitate institutional development, including structures, systems, and human resources to promote business and investments | | | | | |
| | iii. Facilitate regulatory reforms to ensure regulators prioritise service facilitation, compliance support, and business enabling functions over revenue collection and control. | | | | | |

#### 5.3.1.5 Leveraging Bilateral, Regional, and Global Engagement

Tanzania has made steady progress in advancing its international engagement through diplomacy, regional cooperation, and multilateral participation. Key achievements include regional trade agreements, active participation in regional and global forums, and contributions to peacekeeping and cultural diplomacy.

The country is an active member of several regional and international organisations, including the International Conference on the Great Lakes Region, the Indian Ocean Rim Association, and the Non-Aligned Movement. Through these platforms, Tanzania contributes to peace, security, stability, sustainable development, maritime cooperation, blue economy development, South-South cooperation, and the promotion of sovereign equality among nations. These memberships enable the country to advance its national interests while contributing to wider regional and global objectives.

However, Tanzania has not fully capitalised on global opportunities due to underutilisation of economic diplomacy, infrastructure bottlenecks, and inadequate alignment of international programmes with national priorities.

In response, LTPP 2050 provides a strategic shift towards stronger bilateral, regional, and global engagement, with greater emphasis on economic diplomacy. This shift seeks to boost trade, attract investment, address trade barriers, modernise infrastructure, and strengthen Tanzania's global influence.

It also emphasises a strong diplomatic network, strengthened capacity for negotiation and coordination, expanded consular services, and an enhanced national brand. In addition, LTPP 2050 seeks to mobilise regional and international resources, align global engagement with national priorities, deepen diaspora participation, promote gender and youth inclusion, and facilitate technology transfer and skills development. Table 5.9 outlines the objectives, targets, and interventions for enhancing bilateral, regional, and global engagement.

**Table 5.9:**
**Objectives, Targets, and Interventions for enhancing Bilateral, Regional, and Global Engagement**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| Objective 1: To enhance local capacity to promote national interests | | | | | | |
| 1. Diplomatic roles implemented to increase investment growth | i. Strengthen national negotiation capacities | | | | | |
| | ii. Optimise staffing and structure of diplomatic missions | | | | | |
| | iii. Enhance real-time information flows between diplomatic missions and country institutions | | | | | |
| | iv. Expand consular presence in key cities | | | | | |
| | v. Enhance Tanzania's global brand to attract investment and other economic gains | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | vi. Strengthen Dr. Salim Ahmed Salim Centre for Foreign Relations | | | | | |
| | vii. Promote good neighbourliness | | | | | |
| | viii. Strengthen engagement with diaspora | | | | | |
| | ix. Strengthen the role of Kiswahili in diplomatic engagements | | | | | |
| | x. Strengthen international cooperation in environmental management and in addressing climate change | | | | | |
| | xi. Facilitate the integration of gender issues and youth opportunities in international partnerships | | | | | |
| | xii. Enhance the mobilisation and utilisation of international resources for national development | | | | | |
| | xiii. Strengthen partnerships with the private sector to advance economic diplomacy | | | | | |
| | xiv. Define Tanzania's strategic priorities and interests in the global arena | | | | | |
| | xv. Strengthen coordination and implementation of investment agreements between Tanzania and other countries or investors | | | | | |
| | xvi. Strengthen Tanzanians' participation in and benefit from international job markets | | | | | |

### 5.3.1.6 Formalisation of the Economy

The informal sector, predominantly composed of unregistered or semi-regulated enterprises, operates outside the regulatory system. These enterprises play a vital role in income generation and employment, particularly for low-skilled and underserved populations.

As of 2023, the informal sector contributed approximately 55 percent of GDP, significantly above the 29 percent average for lower-middle-income African countries. The informal sector employs a significant proportion of the workforce, ranging from 29 to 70 percent depending on the source of information. If current trends persist, these numbers are likely to grow, underscoring the urgent need for transformation. The sector is characterised by low productivity, limited access to finance, and regulatory compliance. The multiplicity and cost of regulatory requirements continue to discourage formalisation, leaving many informal enterprises without legal protection, access to finance and markets, needed for growth.

To address these challenges, LTPP 2050 sets out key interventions, including establishing a comprehensive digital database for SMEs; streamlining business registration and tax systems; establishing a dedicated TRA wing to counsel, promote, and facilitate SMEs through a graduated tax system; and expanding access to financial services and incentives. Table 5.10 outlines the objectives, targets, and interventions for formalising the informal sector.

**Table 5.10: Objectives, Targets, and Interventions for Formalising the Informal Sector**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| Objective 1: To transform the informal sector as a means to enhance economic growth | | | | | | |
| 1. Increased GDP contribution of the formal sector from 55 to 75 percent | i. Facilitate supportive regulatory environments that encourage formalisation, including simplified tax registration and affordable non-tax obligations | | | | | |
| | ii. Facilitate digitalisation of informal business records | | | | | |
| | iii. Support and monitor the progress of informal businesses towards formalisation | | | | | |
| | iv. Facilitate informal enterprises to modernise and become competitive and integrated into domestic and global value chains | | | | | |
| | v. Undertake a baseline survey of informal businesses to facilitate planning and designing business formalisation strategies | | | | | |

### 5.3.2 Pillar Two: Human Capabilities and Social Development

Dira 2050 places human capability and social development at the centre of sustained economic growth and social transformation. It emphasises building a healthy, skilled, and productive population capable of driving national progress. The Vision envisages strategic investments in education, health, water and sanitation, social protection, and inclusive services to expand opportunities for all. Therefore, LTPP 2050 integrates human capability development with inclusive social policy to promote a high quality of life, well-being, resilience, and long-term national prosperity.

#### 5.3.2.1 A Well-Educated, Skilled, and Learning Society

Dira 2050 recognises education and skills development as foundations for inclusive growth and transformation. It emphasises expanding and modernising vocational and technical training to improve employability and productivity. These are central to Tanzania's ambition to become a knowledge-based and innovation-driven society.

Progress has been made in expanding access to education and strengthening human capital development. Primary school enrolment increased from 8.4 million in 2010 to 11.4 million in 2022, while secondary school enrolment rose from 1.6 million to 2.8 million over the same period. University and college enrolment nearly doubled, increasing from 118,951 in 2018/19 to 229,049 in 2021/22.

Despite these gains, significant challenges remain. Progression across education levels remains uneven, particularly from A-level to tertiary education, limiting the development of advanced skills required for industrialisation, innovation, and a modern services economy. The education and training system also continues to face concerns related to learning outcomes, skills mismatch, inadequate practical and technical competencies, and limited alignment with labour market demands. In addition, disparities in access and quality persist across regions, income groups, gender, and rural-urban locations, affecting the ability of all Tanzanians to benefit equally from education opportunities. These challenges constrain productivity, employability, and Tanzania's capacity to build a competitive, knowledge-based economy.

LTPP 2050 seeks to equip Tanzanians with adaptable and market-relevant skills aligned with changing domestic and global labour market demands. It promotes high-quality and inclusive education and training at all levels, including equitable access to early learning and pre-primary education as a foundation for lifelong learning and well-being. Table 5.11 outlines the objectives, targets, and interventions for an educated, skilled, and learning society.

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**Table 5.11: Objectives, Targets, and Interventions for an Educated, Skilled, and Learning Society**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| Objective 1: To build a well-educated, skilled, and lifelong learning society | | | | | | |
| 1. Equitable access to quality early childhood and pre-primary education for all girls and boys has been achieved | i. Facilitate access to early childhood development centres, and enforce laws that mandate universal and compulsory access to quality pre-primary education 100 percent | | | | | |
| | ii. Facilitate investments in age-appropriate physical infrastructure and inclusive teaching-learning materials for pre-primary education | | | | | |
| | iii. Develop specialised training curricula for early childhood caregivers and educators | | | | | |
| | iv. Integrate early childhood education, health, and nutrition programmes | | | | | |
| | v. Implement quality assurance mechanisms to monitor and improve the delivery of ECE services | | | | | |
| | vi. Mainstream mental health development into curricula at all levels | | | | | |
| 2. Equitable access to quality basic | i. Strengthen and expand teacher training and certification systems | | | | | |

| Target | | Interventions | | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | IV | V | VI | VII | VIII |
| | education and training2 to all girls and boys | ii. | Recruit and retain qualified teachers across all levels of education | | | | | |
| | | iii. | Enhance the quality of teaching curriculum to upskill the existing pool of teachers, strengthening school leadership, and teacher continuous professional development | | | | | |
| | | iv. | Facilitate public-private partnerships in the educational and training sector for improved access to quality education | | | | | |
| | | v. | Enhance the teaching and learning environment, ensuring a national average teacher–pupil ratio of 1:40 at the primary and secondary levels | | | | | |
| | | vi. | Regularly update workforce plans based on population growth, urbanisation, and education participation rates | | | | | |
| | | vii. | Ensure recruitment of teachers with expertise in supporting learners with special needs | | | | | |
| | | viii. | Expand equitable access to high-quality TVET pathways by upgrading infrastructure, modernising curricula, and strengthening industry linkages to align with current and future labour market demands | | | | | |
| | | ix. | Strengthen and integrate STEM education and soft skills development across all levels of education and training | | | | | |
| | | x. | Strengthen partnerships between schools, parents, and communities, to enhance educational outcomes and shared responsibility | | | | | |
| 3. | At least 50 percent of secondary school students transitioned to higher education institutions | i. | Facilitate investments in universities, technical colleges, and open learning centres | | | | | |
| | | ii. | Strengthen institutional capacities of the universities, technical colleges, and open learning centres | | | | | |
| | | iii. | Strengthen the curriculum review mechanism to accommodate industry needs and technological trends | | | | | |
| | | iv. | Strengthen partnerships between academia and industry to promote applied learning, internships, apprenticeship programmes, and graduate employability | | | | | |
| | | v. | Integrate digital tools, blended learning models, and research-based pedagogy to improve student learning outcomes | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | vi. Facilitate an enabling environment to enhance equitable access to scholarships, student loans, and bursaries | | | | | |
| 4. Higher learning graduates with STEM skills increased | i. Facilitate investments in inclusive technological parks where startups, educational and research institutions, and companies collaborate on new technology, product, and service development | | | | | |
| | ii. Facilitate gender-responsive educational programmes that support Industry 4.0 technologies to modernise manufacturing and industrial processes | | | | | |
| | iii. Facilitate the development of digitally enabled learning platforms, enabling remote education and skill-building | | | | | |
| | iv. Facilitate access to internships, apprenticeships, and real-world opportunities, enabling students to exploit cutting-edge technologies | | | | | |
| | v. Strengthen the regulatory environment that supports rapid infusion of new technologies, including digital inclusion, privacy, and ethical considerations | | | | | |
| | vi. Facilitate specialised skill-building that focuses on high-demand fields, including AI, blockchain, cybersecurity, and green technologies | | | | | |
| | vii. Enhance institutions' research capacity on emerging technologies, including AI, machine learning, biotechnology, and environmental sciences | | | | | |
| | viii. Facilitate access to continuous learning opportunities, including adult education programmes, retraining initiatives, and online learning platforms | | | | | |
| 5. Five percent of the total workforce engaged in advanced technological and industrial innovations and R&D | i. Establish a robust research and innovation ecosystem that fosters collaboration between educational institutions, industries, and the government | | | | | |
| | ii. Facilitate access to funding opportunities for incubators and accelerators to foster inclusive entrepreneurship and technological innovation | | | | | |
| | iii. Facilitate the development of vocational training programmes that focus on advanced manufacturing, digital technologies, and green industries to meet the global demand for highly skilled workers | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | iv. Mainstream creativity, critical thinking, and innovation skills across the education system to foster a culture of continuous improvement and problem-solving | | | | | |
| | v. Facilitate R&D and local innovation by linking education and training with production sectors, and provide appropriate incentives | | | | | |
| 6. Over 25 percent of the workforce has relevant skills for a dynamic global economy | i. Facilitate partnerships with international organisations, universities, and innovation leaders to exchange knowledge, best practices, and access to global markets | | | | | |
| 7. Established a national culture of lifelong learning | ii. Strengthen lifelong learning goals within the existing system | | | | | |

#### 5.3.2.2 A Capable and Motivated Workforce

A capable, motivated, and future-ready workforce is central to Tanzania's ambition of becoming an upper-middle-income country with sustained growth, inclusive development, and global competitiveness. While the country has invested in education, skills development, health, nutrition, and social protection, human capital outcomes remain constrained by skills mismatches, high youth unemployment, and a high dependency ratio, which strain education, health, and social services and delay the country's ability to harness the demographic dividend.

Going forward, Tanzania will need a society that embraces openness, exposure, and labour-market competition to enhance quality and productivity, while nurturing a motivated, ethical, and productive workforce with the right mindset to prosper in a supportive and inclusive environment. This will require developing relevant technical, digital, cognitive, and interpersonal skills, supported by professionalism, adaptability, entrepreneurship, lifelong learning, reproductive health investments, and expanded opportunities for youth, women, and girls, thereby building a resilient, innovative workforce capable of driving sustained national development. Table 5.12 outlines the objectives, targets, and interventions for a capable and motivated workforce.

**Table 5.12: Objectives, Targets, and Interventions for a Capable and Motivated Workforce**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To build a capable and motivated workforce | | | | | | |
| 1. Increased workforce with relevant skills for industrial innovation | i. Align local skills development programmes with international standards and competencies | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | ii. Facilitate equitable access to skills opportunities for participation in industrial and technological sectors | | | | | |
| | iii. Strengthen the national skills mapping system to identify current and future skills gaps | | | | | |
| 2. At least 75 percent of the workforce is digitally literate | i. Facilitate access to reskilling and up-skilling initiatives to help workers transition into new roles and industries affected by automation, digital transformation, or changing economic conditions | | | | | |
| | ii. Facilitate improvement in foundational skills needed for the digital economy across transformative sectors | | | | | |
| 3. Increased proportion of technologically skilled workforce in sectors that contribute to global value chains | i. Develop an entrepreneurship ecosystem in critical industries | | | | | |
| | ii. Facilitate access to apprenticeships and internships in innovative and industrial sectors | | | | | |
| | iii. Facilitate labour mobility in tech-driven industries (such as AI, robotics, and clean energy) | | | | | |
| | iv. Facilitate skills development in minerals-based manufacturing and electrical and electronics engineering | | | | | |
| | v. Facilitate access to training and certification programmes in key industries | | | | | |
| | vi. Facilitate a skilled workforce in data science and AI | | | | | |
| | vii. Facilitate participation of female workers in the AI, robotics, and clean energy industries | | | | | |
| | viii. Facilitate employment of Tanzanians in emerging technology industries (e.g., AI, robotics, and clean energy) internationally | | | | | |
| 4. Enhanced labour market competitiveness, workforce productivity, ethics, and motivation | i. Promote open and competitive labour markets to improve quality and productivity | | | | | |
| | ii. Strengthen workforce motivation, ethics, and productivity in inclusive work environments. | | | | | |

### 5.3.2.3 Managing and Harnessing the Population Demographic Dividends

The demographic dividend refers to the economic gains that can arise when a larger share of the population enters the working-age group relative to dependents. Demographic dividend is associated with declining fertility and high investment in human capital, which in turn should lead to high productivity and growth.

Tanzania's population is projected to nearly double, from 61.7 million in 2022 to 118.1 million by 2050. At the same time, the total fertility rate is expected to decline from 5.4 children per woman in 2010 to about 3.4 by 2050, while the age dependency ratio is projected to fall from about 90 to 50 dependents per 100 working-age people. This shift could create an important opportunity for Tanzania to harness a demographic dividend, provided it is matched by sustained investments in education, skills, health, job creation and productive employment.

Therefore, LTPP 2050 intends to intensify investments in education, health, employment-generating activities, including rural and urban infrastructure. Table 5.13 outlines objectives, targets, and interventions for harnessing the demographic dividend.

**Table 5.13: Objectives, Targets, and Interventions for Harnessing the Demographic Dividend**

| Target | Interventions | IV | V | VI | VII | VIII |
|---|---|---|---|---|---|---|
| **Objective 1:** To harness the demographic dividend for economic development | | | | | | |
| 1. Reduced youth unemployment (ages 18–34) from 21.5% to below 8% | i. Align curricula with labour market needs, especially in technology, agriculture, and manufacturing | | | | | |
| | ii. Prioritise girl-child education, especially in rural and low-income areas | | | | | |
| | iii. Facilitate women and youth access to finance, mentorship, business support services and startup incubation | | | | | |
| | iv. Promote digital and gig economy roles for rural and urban youth | | | | | |
| | v. Facilitate linkages between skills development and labour market needs through education institutions and industry partnerships | | | | | |
| | vi. Facilitate an enabling environment for formalisation of informal work through incentives, protections, and support services | | | | | |
| | vii. Mainstream gender equity in employment policy | | | | | |
| | viii. Facilitate access to education, health, and job opportunities in underserved regions to reduce the fertility rate | | | | | |

| Target | | Interventions | | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | IV | V | VI | VII | VIII |
| **Objective 2:** To promote a healthy, secure, and productive population | | | | | | | | |
| 2. | Reduced the age dependency ratio to 50 percent | i. | To strengthen the population management system | | | | | |
| | | ii. | Facilitate investments in infrastructure and services in urban and peri-urban areas to support growing populations | | | | | |
| | | iii. | Strengthen coordination between MDAs on the implementation of the population policy | | | | | |
| | | iv. | Facilitate investments in rural infrastructure, market access, and social services to reduce rural–urban migration pressure | | | | | |
| | | v. | Partner with religious organisations to promote responsible parenthood, birth spacing, and reproductive health | | | | | |
| | | vi. | Expand access to youth-friendly reproductive health services, life skills training, and reproductive health (SRH) education | | | | | |
| | | vii. | Facilitate incentives aiming for school retention for girls | | | | | |
| | | viii. | Use satellite imagery and geospatial data to track population density, migration patterns, and urban sprawl in real-time | | | | | |
| 3. | Enhanced universal access to comprehensive social protection, quality healthcare, age-friendly services, and economic opportunities for the disadvantaged | i. | Strengthen social protection systems and expand access for the disadvantaged | | | | | |
| | | ii. | Strengthen age-friendly infrastructure and community services | | | | | |
| | | iii. | Enhance economic opportunities and social inclusion for the disadvantaged | | | | | |
| | | iv. | Facilitate access to caregiver support and training for the disadvantaged | | | | | |
| | | v. | Promote community-based approaches and local innovation for the disadvantaged | | | | | |
| | | vi. | Strengthen emergency preparedness and response for the disadvantaged | | | | | |

#### 5.3.2.4 A Socially Protected and Inclusive Society

Social protection and inclusion are central to Tanzania's human development agenda. They ensure fair access to opportunities and services for vulnerable and marginalized groups. Progress has been recorded, with the Gender Development Index increasing from 0.936 in 2015 to 0.943 in 2021, and the Gender Inequality Index declining from 0.569 to 0.560 over the same period.

However, challenges remain. Poverty is concentrated in rural areas, where many poor people are engaged in informal, low-paying, and unprotected work, much of it performed by women. Urban poverty is also rising due to rural-urban migration. Gender-based violence and violence against children persist, while social protection coverage remains limited and access to socio-economic opportunities remains unequal.

LTPP 2050 intends to empower women and vulnerable groups, promoting equitable access to services, strengthening social safety nets, and supporting adherence to international protocols. It further aims to promote universal access to social protection, while positioning Tanzania among the leading African countries in gender equality. Table 5.14 outlines the objectives, targets, and interventions for a socially protected and inclusive society.

**Table 5.14: Objectives, Targets, and Interventions for a Socially Protected and Inclusive Society**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| Objective 1: To enhance social protection and inclusiveness | | | | | | |
| 1. Enhanced protection of the vulnerable population | i. Enforce compliance with laws promoting equal opportunities | | | | | |
| | ii. Facilitate the implementation of reforms and policies that ensure equitable access to land for women and vulnerable groups | | | | | |
| | iii. Facilitate access to an inclusive social security system for the informal sector | | | | | |
| | iv. Strengthen the Tanzania Social Action Fund (TASAF) to ensure sustained reduction of extreme poverty | | | | | |
| 2. Increased participation of women in the innovation ecosystem | i. Facilitate investments in innovation hubs and incubators that prioritise women-led startups | | | | | |
| | ii. Facilitate partnerships with tech companies in the development and implementation of STEM-focused curricula and extracurricular activities for girls and vulnerable groups | | | | | |
| | iii. Facilitate access to vocational training programmes for women and vulnerable groups | | | | | |

### 5.3.2.5 Health Care for All

Tanzania has made commendable progress in improving health services and well-being over the past 25 years. Life expectancy increased from 51 years in 2000 to over 67.3 years in 2022, while under-five mortality declined from 112 to 43 deaths per 1,000 live births. Maternal mortality has also fallen, and stunting among children under five declined from 48 percent in 1999 to 30 percent in 2022. In addition, births attended in health facilities increased to 81 percent.

These gains reflect strong national initiatives, including vaccination coverage, and investments in the health workforce and facilities. However, challenges remain, including persistent stunting, the dual burden of communicable and non-communicable diseases, limited health insurance coverage, and underdeveloped pharmaceutical and alternative medicine sectors. LTPP 2050 seeks to ensure long and healthy lives by improving access to quality health care, addressing communicable and non-communicable diseases, and integrating complementary and alternative medicine into the formal health system. Table 5.15 outlines the objectives, targets, and interventions for improved health care for all.

**Table 5.15: Objectives, Targets, and Interventions for Improved Healthcare for All**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | Objective 1: To improve healthcare for the productive population | | | | | |
| 1. Reduced infant mortality to less than 5 deaths per 1,000 live births | i. Facilitate access to skilled birth attendants and emergency obstetric care in all healthcare facilities | | | | | |
| | ii. Facilitate universal access to quality prenatal and post-natal care, with a focus on high-risk pregnancies | | | | | |
| | iii. Strengthen the implementation of nationwide maternal and infant nutrition programmes to reduce risks associated with malnutrition | | | | | |
| | iv. Facilitate exclusive breastfeeding for the first six months and provision of fortified complementary foods | | | | | |
| | v. Strengthen immunisation coverage against preventable common childhood diseases such as measles, pneumonia, and polio | | | | | |
| | vi. Facilitate investments in neonatal intensive care units (NICUs) and specialised newborn care facilities in all primary care facilities | | | | | |
| | vii. Facilitate the availability of essential newborn care technologies such as incubators and oxygen therapy in the healthcare centres | | | | | |
| | viii. Facilitate training of community health workers on maternal and infant care | | | | | |
| 2. Increased proportion | i. Facilitate access to Universal Health | | | | | |

| Target | | Interventions | | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | IV | V | VI | VII | VIII |
| | of population covered by health insurance from 15 percent to 100 percent | | Coverage (UHC) | | | | | |
| | | ii. | Facilitate equitable access to health insurance for all | | | | | |
| | | iii. | Strengthen the implementation of community-based health insurance (CBHI) to expand coverage in underserved areas | | | | | |
| | | iv. | Facilitate investments in digital platforms and mobile technologies for easy health insurance registration and premium payments | | | | | |
| | | v. | Strengthen integrated health information systems to streamline insurance claims, reduce fraud, and improve efficiency | | | | | |
| 3. | Preventable maternal mortality eliminated | i. | Facilitate access to births attended by skilled healthcare professionals | | | | | |
| | | ii. | Facilitate recruitment and training of midwives and emergency obstetric care specialists | | | | | |
| | | iii. | Facilitate investments in advanced maternal and neonatal services | | | | | |
| | | iv. | Facilitate access to essential maternal medicines and medical equipment | | | | | |
| | | v. | Facilitate universal access to high-quality prenatal and postnatal care | | | | | |
| | | vi. | Strengthen implementation of maternal health policies that promote access to quality care | | | | | |
| | | vii. | Expand adolescent-friendly sexual and reproductive health (SRH) services | | | | | |
| | | viii. | Facilitate investments in emergency transport services for pregnant women in rural and marginalised communities | | | | | |
| | | ix. | Facilitate investments in an electronic referral system to reduce delays in service provision | | | | | |
| | | x. | Facilitate access to birth preparedness education for all pregnant women | | | | | |
| 4. | Reduced Total Fertility Rate (TFR) from 4.8 in 2022 to 2.1 | i. | Strengthen reproductive health education in schools and media | | | | | |
| | | ii. | Expand community health programmes promoting male involvement in family planning | | | | | |
| 5. | Increased life expectancy to at least 75 years | i. | Strengthen early disease detection and prevention programmes for non-communicable diseases (NCDs) | | | | | |
| | | ii. | Facilitate the implementation of nutrition programmes focusing on reducing malnutrition, stunting, and obesity | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | iii. Facilitate investments in alternative healthcare services (traditional medicine and treatments) to complement the conventional health system | | | | | |
| | iv. Facilitate investments in specialised care services, including cancer care, neurosurgery, cardiac and cardiovascular care | | | | | |
| | v. Strengthen national multi-sectoral coordination for the prevention, control and treatment of non- communicable diseases | | | | | |
| | vi. Facilitate integration of essential social welfare services, including mental health, and emotional intelligence into primary, secondary and tertiary healthcare services | | | | | |
| | vii. Facilitate an increased skilled healthcare workforce in line with WHO standards to ensure quality and equitable healthcare delivery | | | | | |
| | viii. Strengthen the integration of community-based care services into the formal health system | | | | | |
| 6. Reduced prevalence of infectious diseases, including HIV, Malaria, and Tuberculosis by at least 50 percent | i. Strengthen the implementation of HIV prevention strategies, including Pre-Exposure Prophylaxis (PrEP), voluntary medical male circumcision, and condom distribution | | | | | |
| | ii. Strengthen the implementation of malaria and TB programmes, including the application of AI-driven technologies | | | | | |
| | iii. Strengthen implementation of Tuberculosis infection control measures, including mass screenings, and improved ventilation in public spaces | | | | | |
| | iv. Strengthen implementation of the integrated disease surveillance systems for tracking real-time infections and detecting early outbreaks | | | | | |
| 7. Tanzania's position as a regional hub for healthcare innovation has been achieved | i. Facilitate a conducive environment for private sector participation in the healthcare services | | | | | |
| | ii. Facilitate upgrading of hospitals, clinics, and diagnostic centres to meet regional standards | | | | | |
| | iii. Enforce professional ethics and code of conduct for human resources for health (HRH) | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | iv. Strengthen healthcare professionals' capacity in specialised areas, innovative practices, and technologies | | | | | |
| | v. Facilitate investments in innovation hubs and incubators to foster regional and international collaboration in health technology and research | | | | | |
| 8. Expanded investment in digital, innovative, and specialised health services, research, and medical tourism | i. Facilitate investments in digital health solutions, including telemedicine, electronic health records (EHRs), and mobile health (mHealth) platforms | | | | | |
| | ii. Facilitate investments in mobile clinics and telemedicine services to reach remote areas | | | | | |
| | iii. Facilitate investments in interoperability of health information systems | | | | | |
| | iv. Facilitate investments in AI, robotics, and digital solutions in the provision of health services | | | | | |
| | v. Facilitate investments in research focusing on tropical diseases, public health, and drug development | | | | | |
| | vi. Facilitate investments in medical facilities to attract medical tourism | | | | | |
| 9. Strengthened domestic production of essential health equipment and commodities | i. Facilitate investments in SEZs focused on health commodities manufacturing | | | | | |
| | ii. Strengthen incentives for R&D, knowledge transfer and the availability of inputs for the pharmaceutical industry | | | | | |

### 5.3.2.6 Housing and Human Settlements

Housing and human settlements in Tanzania have improved significantly. The proportion of households with modern roofs increased from 43 percent in 2000 to 84 percent in 2018. Despite this progress, Tanzania faces a housing deficit of 3.8 million units, driven by rapid urban growth, rural-urban migration, and limited access to affordable housing. Many low-income earners live in informal settlements without secure land tenure, limiting their ability to access credit or invest in adequate housing. These challenges are compounded by insufficient infrastructure and poorly planned settlement development.

LTPP 2050 envisions sustainable and inclusive urban growth supported by stable real estate markets, equitable land access, and green, healthy cities; and prioritizes affordable housing, improved settlement planning, housing finance systems, and climate-resilient construction. Table 5.16 outlines the objectives, targets, and interventions for improving housing and human settlements.

**Table 5.16: Objectives, Targets, and Interventions for Improving Housing and Human Settlements**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| Objective 1: To improve housing and human settlements | | | | | | |
| 1. Increased proportion of population living in planned settlements from 30 to 95 percent | i. Enforce implementation of landownership regulations to ensure all citizens, including marginalised groups, have equal access to land ownership | | | | | |
| | ii. Facilitate access to land titling for urban and rural landholders | | | | | |
| 2. Land administration and management fully digitalised | i. Facilitate the digitalisation of all land title records and transactions | | | | | |
| | ii. Invest in digital technology, including GIS and blockchain, to facilitate land titling, transactions, and dispute resolution | | | | | |
| | iii. Strengthen the Integrated Land Information System (ILIS) that will allow citizens, businesses, and local governments to view and access updated land use zoning information, including areas designated for residential, industrial, and commercial development | | | | | |
| | iv. Deploy AI-powered land allocation that uses data on population growth, infrastructure, and economic activity to optimise land distribution for residential, industrial, and commercial purposes | | | | | |

### 5.3.2.7 Sustainable, Well-Planned and Managed Urbanisation

Urbanization in Tanzania is accelerating rapidly, driven by rural-urban migration, population growth, economic opportunities, and infrastructure development. The urban population is expected to reach 50 percent by 2050. This transition presents opportunities for economic diversification, innovation, improved access to services, and more efficient infrastructure delivery.

However, rapid urban growth also presents major challenges, including inadequate infrastructure, unplanned settlements, unemployment, environmental degradation, regional disparities, and increased vulnerability to climate-related risks such as flooding and disease outbreaks. These pressures are particularly severe in areas with limited institutional capacity to manage urbanization effectively.

LTPP 2050 aspires to promote sustainable, inclusive, and well-planned urban development that supports environmental resilience, green growth, and healthy communities; and prioritizes inclusive urban planning, equitable access to urban services, resilient infrastructure, and environmental sustainability. Table 5.17 outlines the objectives, targets, and interventions for sustainable urbanization.

**Table 5.17: Objectives, Targets and Interventions for Sustainable Urbanisation**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| Objective 1: To promote sustainable urbanisation | | | | | | |
| 1. Increased proportion of urban residents in planned settlements to 90 | i. Strengthen the implementation of the national urban planning framework to achieve sustainable urbanisation | | | | | |
| 2. Improved urban transport efficiency by 50 percent | i. Facilitate investments in smart public transport systems in major cities | | | | | |
| | ii. Promote sustainable urban mobility projects, including motorised and non-motorised transport | | | | | |
| 3. Low-carbon urban infrastructure adopted by 70 percent | i. Facilitate investments in low-carbon urban infrastructure, including high-capacity public transport services | | | | | |
| | ii. Facilitate investments in grid electricity that integrates clean energy sources, including solar and wind | | | | | |
| | iii. Strengthen the disaster management system | | | | | |
| 4. Increased availability of decent and affordable housing | i. Facilitate access to home ownership for underserved populations | | | | | |

### 5.3.2.8 Food Security and Nutrition

Adequate nutrition and early childhood development are critical for cognitive and physical growth. Well-nourished children are more likely to succeed in school and contribute productively as adults. Tanzania has achieved food self-sufficiency ratios of around 128 percent, yet malnutrition and lifestyle-related diseases such as diabetes and hypertension persist.

The country faces a dual burden of undernutrition and diet-related non-communicable diseases, driven by the changing lifestyles of a growing middle class. This situation places increasing pressure on the health system and affects productivity and well-being. LTPP 2050 promotes nutrition education, dietary diversity, preventive health care, food security, and improved nourishment. Table 5.18 outlines the objectives, targets, and interventions for enhancing food security and nutrition.

**Table 5.18: Objectives, Targets, and Interventions for Enhancing Food Security and Nutrition**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 1. Enhanced availability of nutritious foods in the country by 90 percent | i. Facilitate investments in food preservation technologies to reduce post-harvest food losses | | | | | |
| | ii. Facilitate investments in technologies in food processing to improve production and storage | | | | | |
| | iii. Facilitate investments in AI-based systems to monitor the nutritional content of food | | | | | |
| | iv. Facilitate investments in digital platforms for emergency food aid distribution | | | | | |
| | v. Facilitate investments in food fortification with essential nutrients such as iron, vitamin A, and folic acid | | | | | |

#### 5.3.2.9 Water and Sanitation Access and Connectivity

Water is a vital shared resource that sustains life, biodiversity and socio-economic development. Safe, clean and adequate water is essential for public health, poverty reduction, quality of life and environmental sustainability, while also supporting food security, industrialization, energy generation, livestock, and mining, fisheries, tourism and hydropower development. Water demand is rising sharply due to population growth, urbanization, and expanding economic activity. Demand increased from 47.5 billion cubic metres in 2015 to an estimated 62 billion cubic meters in 2024 and is projected to reach 80.2 billion cubic metres by 2035. These trends raise concerns about future water scarcity, especially in the context of pollution, inefficient water use, and competing demands.

In 2002, Mainland Tanzania's population was 33.6 million, with per capita water availability of 3,678 cubic metres per year. By 2022, the population had increased to 59.9 million, while per capita water availability declined to 2,105 cubic metres per year. Although this remains above the international water stress threshold of 1,700 cubic metres per capita per year, the downward trend signals growing pressure on water resources. Therefore, investment in water and sanitation infrastructure is essential for economic growth and improved quality of life.

In the sanitation area, progress has been recorded, with 75 percent of households using improved toilet facilities and hygiene coverage increasing from 15 percent in 2010 to about 26 percent in 2023. However, gaps remain, including persistent open defecation in some areas, poor hygiene practices, socio-cultural barriers, regional disparities, rapid urbanisation, population growth, climate vulnerability, governance and financing constraints, and environmental pollution. A significant share of water used for domestic, industrial, and other purposes is also discharged as wastewater, posing risks to public health and the environment when not properly treated and managed.

LTPP 2050 prioritises national water security and universal access to affordable, clean, safe, and sustainable water and sanitation services through water resource planning, development of water sources, pollution control, improved data systems, equitable use of water resources, including transboundary waters, and expansion of dam infrastructure. Table 5.19 outlines the objectives, targets, and interventions for universal access to water and sanitation.

**Table 5.19: Objectives, Targets, and Interventions for Fostering Universal Water and Sanitation**

| Target | Interventions | Five-Year Development Plans |
|---|---|---|

| | | IV | V | VI | VII | VIII |
|---|---|---|---|---|---|---|
| **Objective 1:** To enhance connectivity to safe water | | | | | | |
| 1. Universal access to safe and affordable drinking water | i. Strengthen institutional frameworks of water resource management | | | | | |
| | ii. Facilitate system development for the collection and management of hydrological data | | | | | |
| | iii. Strengthen conservation and protection of water catchment areas | | | | | |
| | iv. Strengthen transboundary cooperation in water system management | | | | | |
| | v. Facilitate investments in multi-purpose water security infrastructure | | | | | |
| | vi. Strengthen rainwater harvesting and storage systems | | | | | |
| | vii. Facilitate investments in renewable energy in water supply systems | | | | | |
| | viii. Strengthen the integrated water resources management system | | | | | |
| | ix. Strengthen water quality management practices | | | | | |
| | x. Review water policies to integrate climate resilience, ensure equitable access to clean water and promote sustainable water usage | | | | | |
| | xi. Establish a framework for decentralising wastewater treatment systems, including small-scale modular treatment plants | | | | | |
| | xii. Facilitate investments in the rehabilitation of ageing water systems, including the introduction of smart water meters | | | | | |
| | xiii. Strengthen inter- and intra-basin water transfer infrastructure | | | | | |
| | xiv. Facilitate the construction of the Lake Victoria/ Lake Tanganyika Water Utilisation Grid | | | | | |
| 2. Increased use of digital technologies for water management. | i. Facilitate investments in solar-powered water systems for remote rural water supplies | | | | | |
| | ii. Re-engineer and automate core business processes in water management | | | | | |
| | iii. Facilitate the use of big data analytics and AI solutions to analyse water consumption patterns, predict demand, and optimise water resource management | | | | | |
| **Objective 2:** To enhance reliable and sustainable sanitation services | | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| 3. Enhanced universal access to adequate sanitation and hygiene | i. Facilitate investments in the rehabilitation of ageing sanitation infrastructure and smart sanitation systems | | | | | |
| | ii. Facilitate investments in sewered and non-sewered climate- resilient sanitation systems | | | | | |
| | iii. Facilitate the roll-out of the Community-Led Total Sanitation (CLTS) initiatives | | | | | |
| | iv. Facilitate the integration of sanitation and hygiene policies with urban and rural planning | | | | | |
| | v. Promote hygiene education through campaigns on handwashing, safe water storage, and sanitation | | | | | |
| | vi. Facilitate investments in water and sanitation-related technologies and products | | | | | |
| 4. Enhanced integration of sanitation and hygiene systems across sectors | i. Facilitate investments in sanitation systems, including waste-to-energy facilities in industrial zones | | | | | |
| | ii. Strengthen compliance of industries with international sanitation standards | | | | | |

#### 5.3.2.10 Cohesive, Responsible, and Engaging Society

A cohesive, responsible, and engaging society is central to Tanzania's development strategy. It promotes unity, accountability, shared responsibility, and active citizen participation across all sectors. Efforts such as promoting Kiswahili, strengthening civic engagement through national service, and balancing economic growth with social inclusion have contributed to national stability and empowerment.

The 4Rs philosophy, Reconciliation, Resilience, Reforms, and Rebuilding, introduced by Her Excellency Dr. Samia Suluhu Hassan, provides a national framework for addressing development challenges, strengthening unity, and promoting collective responsibility.
However, Tanzania continues to face challenges, including overreliance on the central government to address social and economic issues, political inequality, particularly among women and marginalised groups, youth unemployment, and limited civic awareness, especially in rural areas. Cultural shifts and generational divides have also weakened communal responsibility.

To address these challenges, LTPP 2050 emphasises inclusive economic decentralisation, gender and social inclusion, civic responsibility, and a shared national identity. They seek to encourage collective action and enable communities to participate fully in shaping the country's future. Table 5.20 outlines the objectives, targets, and interventions for a cohesive, responsible, and engaging society.

**Table 5.20: Objectives, Targets, and Interventions for a Cohesive, Responsible, and Engaging Society**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To enhance a cohesive, responsible, and engaging society | | | | | | |
| 1. Gender parity in leadership positions achieved | i. Facilitate the development of women leadership sensitisation programmes to realise 50 percent representation of women in leadership positions | | | | | |
| | ii. Mainstream gender guidelines into Board Selection Criteria to realise 50 percent of women appointed to public boards and commissions | | | | | |
| 2. A society with strengthened patriotism, shared national values, and civic responsibility | i. Facilitate the establishment of community dialogue platforms promoting unity, national pride, and shared values | | | | | |
| | ii. Strengthen national patriotism, values, and civic responsibilities in the education system | | | | | |
| | iii. Facilitate the development of social media content promoting national patriotism, values, and civic responsibilities | | | | | |
| 3. Strengthened Social harmony, cohesion, and peaceful coexistence | i. Strengthen the community systems to enhance social harmony, dialogue, and conflict prevention | | | | | |
| | ii. Strengthen early warning systems for conflict prevention, especially in risk areas | | | | | |

### 5.3.3 Pillar Three: Environmental Integrity and Climate Change Resilience

#### 5.3.3.1 Environmental Integrity and Climate Change Resilience

Environmental integrity and climate resilience are among the three key pillars of Dira 2050, which aims to position Tanzania among Africa's top ten performers in environmental management and climate adaptation. Progress has been made in strengthening institutional capacity, promoting sustainable natural resource use, investing in urban waste management, advancing low-carbon energy, and developing green growth and blue economy concepts.

Progress has also been made in conserving and utilising genetic resources through the national gene bank, in situ conservation, on-farm management practices, and community-led seed systems. Agricultural breeding programmes use both indigenous and improved crop and livestock varieties to support food security and rural livelihoods, while Tanzania's international commitments reflect alignment with global conservation standards.

Despite these gains, Tanzania faces persistent environmental, conservation, and climate risks, including land degradation, deforestation, unregulated mining, pollution, unsustainable resource use, encroachment into protected areas, inadequate conservation financing, and fragmented coordination. Climate resilience also remains limited, with only 2 percent of agricultural land under climate-smart practices, while rising temperatures, erratic rainfall, droughts, and floods continue to affect agriculture, water, health, energy, and infrastructure.

LTPP 2050 seeks to build a sustainable and climate-resilient nation. It prioritises biodiversity protection, stronger gene banks and community seed systems, clean energy, effective greenhouse gas emissions management, gender-responsive climate governance, adaptive capacity and access to global climate finance. Table 5.21 outlines the objectives, targets, and interventions for enhanced environmental integrity and climate resilience.

**Table 5.21: Objectives, Targets, and Interventions for Enhanced Environmental Integrity and Climate Resilience**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To strengthen the capacity for environmental management | | | | | | |
| 1. Reduced vulnerability of climate-affected communities | i. Develop framework legislation and a long-term strategy on climate change | | | | | |
| | ii. Integrate climate change education into the education system | | | | | |
| | iii. Develop climate-related occupational standards | | | | | |
| 2. Tanzania ranked among the top ten countries in Africa on environmental performance and climate adaptation | i. Strengthen environmental studies in the basic education curricula | | | | | |
| | ii. Facilitate afforestation programmes under the 'Green Tanzania' initiatives | | | | | |
| | iii. Strengthen the implementation of the national water quality monitoring system | | | | | |
| | iv. Facilitate investments in energy-efficient production, distribution, and household facilities, including clean cooking | | | | | |
| | v. Strengthen the participatory forest management and community-based conservation approaches | | | | | |
| | vi. Review the National Climate Change Response Strategy (2021–2026) | | | | | |
| | vii. Facilitate investments in mobile-based advisory platforms on climate change adaptation and mitigation | | | | | |
| | viii. Develop a national climate finance strategy | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | ix. Mainstream climate change into public finance management (PFM) and ensure that national, regional, and local plans and budgets are climate responsive | | | | | |
| 3. | Enhanced biodiversity conservation | i. Strengthen the legal, institutional, and human capacity for coordination and enforcement | | | | | |
| | | ii. Facilitate an inclusive capacity development of local communities to engage and monitor environmentally friendly activities | | | | | |
| | | iii. Facilitate control of invasive species and restore habitats | | | | | |
| 4. | Wetlands conserved to sustain biodiversity and ecosystem services. | i. Strengthen integrated catchment and wetland management programmes for all wetlands outside protected areas | | | | | |
| | | ii. Assess the status of wetland resources for all wetlands | | | | | |
| | | iii. Strengthen the institutional capacity responsible for wetland management, including the use of digital technology and machine learning | | | | | |
| | | iv. Enhance cooperation in the management of transboundary wetlands | | | | | |
| | | v. Facilitate the transfer of wetlands from unprotected to protected, including establishing buffer zones | | | | | |
| 5. | Universal coverage of urban solid waste collection and hygiene system | i. Facilitate investments in modern waste collection facilities, including waste trucks, bins, and transfer stations, and expand coverage to underserved areas, including informal settlements | | | | | |
| | | ii. Facilitate investments in waste recycling to protect the environment and create economic opportunities | | | | | |
| | | iii. Facilitate investments in upgrading dumpsites to sanitary landfills and new disposal facilities in all urban areas | | | | | |
| | | iv. Facilitate investments in waste collection and wastewater treatment plants, including the use of PPPs | | | | | |
| | | v. Strengthen the implementation of national plastic reduction strategies, including enhancing transboundary cooperation to address plastic pollution in the Indian Ocean, lakes, and rivers | | | | | |
| 6. | Enhanced management of genetic resources of at least 80 percent of | i. Strengthen the National Plant Genetic Resources Centre (NPGRC) to build a sustainable, inclusive, and resilient genetic resources management system | | | | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | the identified priority plant, animal, and forest species | ii. | Facilitate the integration of genetic resource conservation into the national food and nutrition security agenda, and biodiversity protection framework initiatives | | | | | |
| | | iii. | Strengthen the preservation of a diverse array of plant genetic materials, including cereals, legumes, root crops, vegetables, oil crops, and forages | | | | | |
| | | iv. | Facilitate R&D to enhance the conservation and utilisation of plant genetic resources | | | | | |
| | | v. | Facilitate equitable access to genetic resources, responsible utilisation, and ensure fair and transparent benefit sharing in line with international standards and national priorities | | | | | |
| 7. | ESG standards integrated in investments and businesses | i. | Strengthen the framework for fiscal and non-fiscal incentives and green financing for ESG-compliant companies | | | | | |
| | | ii. | Facilitate the establishment of national sustainability standards, certification, and labelling scheme aligned with global standards | | | | | |
| | | iii. | Facilitate capacity development for regulatory bodies on ESG oversight and enforcement | | | | | |
| | | iv. | Strengthen ESG in the education system and professional certification programmes | | | | | |

### 5.3.3.2 Early Warning System

Tanzania's early warning landscape has evolved from a narrow focus on weather alerts to a dynamic, multi-sectoral system designed to anticipate and respond to complex and interlinked risks. The country's early warning system now covers critical domains, including climate resilience, food systems, health, water, energy, digital security, and macroeconomic risks. It also supports real-time monitoring, coordination, and response across sectors. This improvement is aligned with global and regional frameworks

Despite progress, several challenges remain, including outdated meteorological equipment, limited use of AI and advanced analytics, fragmented coordination, and inadequate multi-sectoral communication platforms. Early warning systems are further constrained by limited inclusion of vulnerable groups, low public trust, and insufficient financing. Disaster risk mapping also remains incomplete and inadequately integrated into local and national development planning.

LTPP 2050 aims to build a resilient, inclusive, and digitally enabled early warning architecture that supports Tanzania's transition to an upper-middle-income economy by 2050. Table 5.22 outlines the objectives, targets, and interventions for strengthening the early warning system.

**Table 5.22: Objectives, Targets, and Interventions for Strengthening Early Warning System**

| Target | | Interventions | | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | IV | V | VI | VII | VIII |
| **Objective 1:** To establish an integrated, multi-sectoral early warning system (EWS) | | | | | | | | |
| 1. | Increased investment and financing mechanisms for EWS to 0.5 percent of GDP | i. | Mobilise and diversify resources for EWS through public investment, private sector participation, and development partnerships | | | | | |
| | | ii. | Direct resource allocation towards EWS infrastructure driven by emerging technologies | | | | | |
| 2. | Technology-driven forecasting tools in at least 80 percent of national risk prediction systems | i. | Integrate multi-source data streams (satellite, drone, IoT, citizen science) into a national disaster and multi-sectoral risk reduction framework | | | | | |
| | | ii. | Deploy automated early warning alerts tailored to sectoral needs and regions | | | | | |
| | | iii. | Facilitate access to timely alerts via mobile, web, or radio systems to the population in high-risk zones | | | | | |
| | | iv. | Facilitate access to risk dashboards for the public and local governments | | | | | |
| 3. | Increased access to EWS platforms from 2 to 70 percent | i. | Develop a national EWS coordination framework on risk preparedness that mandates cross-sectoral data sharing and integration | | | | | |
| | | ii. | Facilitate cross-sectoral awareness campaigns on early warning services | | | | | |
| 4. | DARAJA and community EWS scaled up to at least 10 cities | i. | Expand access to DARAJA and community-based early warning services in underserved urban risk zones | | | | | |

### 5.4 Drivers of Transformation and Global Competitiveness

The achievement of Dira 2050 depends on five key drivers of transformation: energy, integrated logistics, science and technology, research and development, and digital transformation. These drivers are essential for accelerating innovation, improving service delivery, increasing productivity, promoting economic diversification, and strengthening Tanzania's competitiveness.

#### 5.4.1 Integrated Logistics

Integrated logistics involves the coordinated management of transport, storage, customs, trade facilitation, and supply chain systems. In 2023, the sector accounted for 7.8 percent of GDP, contributed 3.1 percent of national employment, and 17.6 percent of exports of goods and services, reflecting its strategic role in value chain integration. However, significant potential remains for logistics to drive deeper integration into regional and global trade.

Tanzania has made significant progress in modernising logistics infrastructure through investments in railways, ports, roads, airports, One-Stop Border Posts, upgraded regional corridors, and digital trade facilitation systems. Key developments include the Standard Gauge Railway, rehabilitation of existing rail lines, strategic regional railway extensions, expanded port capacity, upgraded international and regional airports, and improved customs and cargo-tracking platforms. Together, these investments are strengthening domestic and regional connectivity, improving trade facilitation, and positioning Tanzania as an emerging logistics, cargo, and passenger transport hub.

Despite this progress, structural bottlenecks continue to constrain sector performance. Logistics costs remain high, accounting for 35-45 percent of total import costs, due to limited intermodal integration, underutilised rail infrastructure, inadequate storage and handling facilities, slow port turnaround times, and constrained handling capacity. The sector also faces regulatory fragmentation, underinvestment in digital technologies, a shortage of skilled logistics personnel, inadequate linkages with agriculture and manufacturing, and income disparities.

LTPP 2050 aims to unlock the logistics potential by investing in connectivity, multimodal and integrated transport systems, digital infrastructure, and skills development. Table 5.23 outlines the objectives, targets, and interventions for integrated logistics.

**Table 5.23: Objectives, Targets, and Interventions for Integrated Logistics**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To enhance logistics efficiency and connectivity | | | | | | |
| Road Transport | | | | | | |
| 1. An integrated, sustainable, and technologically advanced national road infrastructure has been established | i. Facilitate investments in Intelligent Transport Systems (ITS) that use digital technologies and automation to improve the movement of people and goods | | | | | |
| | ii. Map all roads using modern tools to support planning, maintenance, and emergency response | | | | | |
| 2. Efficient, safe, and well-connected road infrastructure enhanced | i. Facilitate the construction and rehabilitation of regional and feeder roads linking agricultural, mining, and industrial zones to markets | | | | | |
| | ii. Facilitate investments in modern road networks in urban centres, accommodating safety standards | | | | | |
| | iii. Facilitate investments in cross-border highways linking Tanzania with EAC and SADC neighbours | | | | | |
| | iv. Strengthen institutional capacities in financial sourcing, planning, procurement, and monitoring | | | | | |
| | v. Facilitate investments in alternative sources of energy for freight and passenger vehicles | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| 3. Enhanced sustainable, well-monitored, and efficiently maintained road network | i. Strengthen the national road infrastructure monitoring system to track progress, condition, and impact | | | | | |
| | ii. Facilitate investments in the underground duct systems for water, electricity, internet, and sewerage | | | | | |
| | iii. Facilitate investments in research on sustainable, climate-resilient, and cost-effective road construction and maintenance | | | | | |
| Air Transport | | | | | | |
| 4. Efficient, safe, and regionally integrated aviation infrastructure and services enhanced | i. Facilitate investments in expanding and upgrading infrastructure, including cargo terminals in strategic airports | | | | | |
| | ii. Review the regulatory environment to enhance competition and improve service coverage | | | | | |
| | iii. Facilitate investments in radar surveillance and satellite-based navigation across the national airspace | | | | | |
| | iv. Align licensing, safety, and air traffic protocols with neighbouring countries to promote seamless regional aviation and open skies | | | | | |
| | v. Strengthen institutional, human and financial capacity | | | | | |
| | vi. Facilitate investments in integrated commercial developments around major airports, including hotels, retail facilities, and related support services | | | | | |
| | vii. Facilitate investments in aircraft maintenance, repair, and overhaul services | | | | | |
| Railway Transport | | | | | | |
| 5. Increased rail density from 4.97 km per 1,000 km² to 20 km per 1,000 km² of land area | i. Facilitate completion of the planned SGR network, fully accommodating both passenger and cargo components | | | | | |
| | ii. Facilitate rehabilitation of the Meter Gauge Rail (MGR) and TAZARA infrastructure and services | | | | | |
| | iii. Facilitate railway connectivity to high economic potential areas (mining, industrial zones, cities), ports (sea, dry and air) and neighbouring countries | | | | | |
| | iv. Facilitate investments in warehousing (including cold chains) and container handling facilities at railway junctions | | | | | |
| | v. Facilitate the complementarity between SGR, MGR, and TAZARA to enhance trade | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| 6. Enhanced urban mobility in major cities | i. Complete the planned phased construction of the commuter rail lines connecting major suburbs to the Central Business Districts (CBDs) | | | | | |
| | ii. Facilitate investments in modern multimodal interchanges linking commuter rail with SGR, BRT, city buses, and logistics hubs | | | | | |
| | iii. Strengthen institutional capacity, including human and financial sourcing | | | | | |
| | iv. Facilitate a unified digital ticketing and mobility platform integrating multiple transport modes | | | | | |
| | v. Develop and enforce urban rail emission benchmarks | | | | | |
| Water Transport | | | | | | |
| 7. Tanzania ranked among the key transshipment hubs in the EAC and SADC regions | i. Facilitate the development, rehabilitation, expansion, and modernisation of sea and inland ports to enable efficient passenger and cargo handling, cold storage, and customs clearance | | | | | |
| | ii. Harmonise navigation protocols within the region and internationally to improve regional and international trade efficiency | | | | | |
| | iii. Facilitate investments in modern ferry, water taxis, and cruise lines, port logistics, and vessel services | | | | | |
| | iv. Strengthen the integration of water transport with broader economic and transport activities, including fisheries, tourism, maritime trade, logistic centres, and airports | | | | | |
| | v. Strengthen institutional human and financial capacity | | | | | |
| | vi. Facilitate investments in integrated commercial developments around major lakes and seaports, to support trade | | | | | |
| | vii. Facilitate investments in real-time weather monitoring and alerts across major lakes and coastal zones | | | | | |
| | viii. Facilitate a conducive regulatory environment for innovators and startups to invest in new maritime tech solutions | | | | | |
| | ix. Incentivise the insurance sector to support businesses in the water transport sector | | | | | |
| | x. Facilitate investments in linking inland dry ports with ocean and lake ports | | | | | |
| Pipeline | | | | | | |
| 8. Increased oil and gas pipeline network from 1,500 km to at least | i. Facilitate the completion and safe operation of the East African Crude Oil Pipeline (EACOP) | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| 5,000 km | ii. Facilitate the expansion of natural gas pipeline networks to key urban and industrial centres | | | | | |
| | iii. Facilitate investments in multi-product pipelines from coastal ports to inland depots | | | | | |
| | iv. Facilitate investments in cooking gas reticulation systems in major cities | | | | | |
| | v. Strengthen institutional, human and financial capacity | | | | | |
| | vi. Promote the development of industrial parks and agricultural plantations along the SGR corridor. | | | | | |

### 5.4.2 Energy

Energy is a cornerstone of Tanzania's socio-economic transformation and a fundamental enabler of economic growth. Tanzania's electricity requirement is projected to reach about 70,000 MW by 2050, alongside growing demand for industrial heat, transport fuels, and non-grid energy.

The energy mix is gradually evolving, with hydropower, natural gas, solar, wind, geothermal, coal, and potential nuclear energy all forming part of the long-term pathway. While natural gas and hydropower currently dominate electricity generation, Tanzania aims to diversify and transition towards a cleaner system, with a strategic goal of sourcing future electricity from clean and renewable energy and expanding access to clean cooking to all institutions and households.

Tanzania's electricity sector has recorded significant achievements, including rapid expansion of electricity access; near-universal extension of the grid to villages; increased generation capacity through the implementation of strategic generation projects, such as the JNHPP; and expanded regional connection to the national grid. These achievements have strengthened the foundation for universal access, industrialisation, regional equity, and long-term energy security.

Despite these achievements, Tanzania's electricity sector faces several challenges, including rising demand requiring large-scale investment; persistent reliability and quality-of-supply concerns; transmission and distribution losses; incomplete last-mile connectivity despite expanded grid reach; and limited private sector participation. Addressing these challenges will be critical to ensuring a reliable, affordable, and sustainable electricity supply for industrialisation, urbanisation, and inclusive development.

LTPP 2050 prioritises bold and coordinated energy reforms and investments. The reforms include institutional restructuring, streamlining regulations for private-sector participation, mobilisation of green and concessional finance, and development of specialised energy skills. Priority investments include large-scale clean energy generation and expansion of national and cross-border transmission infrastructure. Table 5.24 outlines the objectives, targets, and interventions for the energy sector.

**Table 5.24: Objectives, Targets, and Interventions for the Energy Sector**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To foster modern, transparent, and efficient institutions in the energy sector. | | | | | | |
| 1. 20,000 energy professionals trained | i. Strengthen the institutional and human capacity for the energy sector | | | | | |
| 2. An integrated and investment-friendly regulatory process | ii. Facilitate the digitisation of regulatory processes | | | | | |
| Objective 2: To achieve a competitive, transparent, and financially sustainable energy system | | | | | | |
| 3. Improved performance of the energy sector | i. Facilitate the unbundling of TANESCO into independent units for generation, transmission, and distribution | | | | | |
| | ii. Revise the Electricity Act, including the participation of the private sector | | | | | |
| | iii. Facilitate the implementation of cost-reflective tariff structures to reduce dependency on subsidies | | | | | |
| | iv. Facilitate the implementation of performance-based contracts for TANESCO operations | | | | | |
| 4. Upgraded and upscaled energy infrastructure | i. Facilitate investments in energy infrastructure, including regional cross-border interconnectors, SCADA systems, smart grid technologies, and national transmission backbone | | | | | |
| | ii. Align grid codes and protocols with Southern and Eastern African Power Pools (SAPP and EAPP) standards | | | | | |
| | iii. Develop guidelines for green energy investments | | | | | |
| 5. At least USD 20 billion mobilised to fund energy initiatives | i. Operationalise a Clean Energy Blended Finance Facility | | | | | |
| | ii. Facilitate access to energy funding from multilateral Development Banks (MDBs) and global and regional climate facilities | | | | | |
| | iii. De-risk energy projects through green bonds, PPPs, sovereign financing, guarantee mechanisms, concessional financing, and blended finance | | | | | |
| | iv. Facilitate adequate capitalisation of the Rural Energy Fund | | | | | |

| Target | | Interventions | | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | IV | V | VI | VII | VIII |
| Objective 4: To expand and diversify electricity generation capacity | | | | | | | | |
| 6. | At least 70,000 MW of electricity generated, of which 50% from renewable energy | i. | Facilitate the development of an integrated energy generation master plan | ✓ | | | | |
| | | ii. | Develop a Strategic Energy Reserve Policy, ensuring energy security and supply reliability | ✓ | | | | |
| | | iii. | Facilitate the development of a framework that fast-tracks procurement, licensing, and enhances transparency and coordination | ✓ | | | | |
| | | iv. | Facilitate investments in diversified large-scale energy generation (hydro, solar, wind, geothermal, gas, nuclear) | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | v. | Review the national Renewable Energy Strategy 2024–2034 to ensure adherence to the renewable portfolio standards in utility planning | | ✓ | | | |
| 7. | 3,000 MW of environmentally compliant coal-fired power capacity installed | vi. | Establish a coal-to-power framework to guide project development, environmental monitoring, and integration with national energy diversification plans | | ✓ | ✓ | | |
| | | vii. | Facilitate the development of coal as one of the important energy sources, in compliance with emissions standards | | ✓ | ✓ | | |
| Objective 6: To modernise energy transmission and distribution systems | | | | | | | | |
| 8. | Reduced electricity losses from 14.2 percent to 5 percent | i. | Facilitate investments in upgrading the transmission and distribution system | ✓ | ✓ | ✓ | | |
| | | ii. | Introduce maintenance and loss-reduction performance contracts for utility service providers | | ✓ | | | |
| | | iii. | Facilitate investments in electricity grid equipment and parts | ✓ | ✓ | ✓ | ✓ | ✓ |
| | | iv. | Facilitate the distribution of mini-grids and off-grid solar systems, targeting low electrification areas | | ✓ | ✓ | ✓ | ✓ |
| | | v. | Introduce targeted performance-based incentives for private producers serving remote communities | | ✓ | | | |
| Objective 7: To expand access to reliable, affordable, and sustainable electricity for all households | | | | | | | | |
| 9. | Increased per capita consumption from 600 kWh to 3,000 kWh | i. | Facilitate electricity connection for at least 4 million new households | ✓ | ✓ | | | |
| | | ii. | Simplify electricity connection procedures and subsidise fees for low-income households | ✓ | | | | |

### 5.4.3 Research and Development (R&D), Science, Technology, and Innovation

The R&D ecosystem, including science, technology, and innovation, is central to Tanzania's aspiration to become a resilient, inclusive, and innovation-led UMIC by 2050. Tanzania is increasingly embracing emerging technologies to modernise social, economic, and productive sectors, supported by growing emphasis on STEM education, innovation hubs, research funding, training-industry linkages, and intellectual property protection. These efforts aim to support start-ups and the culture of innovation.

However, the R&D ecosystem remains constrained by low investment, inadequate infrastructure and coordination among actors, including training institutions and industry, slow uptake of emerging technologies, limited commercialisation of research outputs, and regulatory and enforcement gaps. R&D spending remains low, at about 0.56 percent of GDP, limiting Tanzania's ability to generate, adapt, and scale knowledge-based solutions.

LTPP 2050 seeks to position Tanzania as a regional player in science, technology, and innovation by strengthening innovation systems, investing in human capital, and promoting inclusive technology adoption. Key priorities include increasing R&D funding, strengthening research institutions, improving intellectual property systems, enhancing coordination, and deepening links between research, innovation, industry, and policy. Table 5.25 outlines the objectives, targets, and interventions for R&D, science, technology, and innovation.

**Table 5.25: Objectives, Targets, and Interventions for R&D, Science, Technology, and Innovation**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To enhance resilience, inclusiveness, and sustainability of science, technology, and innovation (STI) | | | | | | |
| 1. Position Tanzania among the leading countries in the region in science, technology, and innovation | i. Facilitate access to sustainable financing for R&D, innovation, and commercialisation of technologies | | | | | |
| | ii. Align academic research with industry needs and national development priorities | | | | | |
| | iii. Facilitate grassroots, women and youth-driven innovation ecosystems | | | | | |
| | iv. Facilitate access to research data and collaboration among institutions, especially in priority sectors | | | | | |
| | v. Facilitate the workforce with advanced digital skills to participate in and drive innovation across sectors | | | | | |
| | vi. Facilitate access to global and regional knowledge networks and funding | | | | | |
| 2. At least 10 percent of GDP is from science, technology, and innovation | i. Facilitate access to reliable and affordable internet access across the country | | | | | |
| | ii. Facilitate the adoption of modern technology across sectors | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | iii. Facilitate access to emerging technologies to drive industrialisation in priority sectors | | | | | |
| | iv. Facilitate the development of tech innovation zones and a robust IP system that encourages invention | | | | | |
| | v. Facilitate investments in green technology and sustainability innovations | | | | | |
| | vi. Facilitate investments in modern technology that support local supply chains in priority sectors | | | | | |
| **Objective 2:** To attain a sustainable and digitally powered research and development (R&D) ecosystem | | | | | | |
| 1. One million youth empowered with advanced technological skills | i. Review the National Science and Technology Policy | | | | | |
| | ii. Facilitate the development of the National Future Skills Strategy | | | | | |
| | iii. Facilitate higher learning and research institutions to develop innovation incubation programmes | | | | | |
| | iv. Strengthen coordination of R&D and innovation | | | | | |
| 2. Increased R&D funding from 0.56 to 1 percent of GDP | i. Facilitate the development of the National R&D and Innovation Strategy and Agenda, | | | | | |
| | ii. Facilitate the establishment of a digital and AI ethics framework | | | | | |
| | iii. Strengthen the identification and registration of local innovators and research repository | | | | | |
| | iv. Facilitate the development of the National Innovation Fund (NIF) | | | | | |
| | v. Strengthen the linkages between education and training with production and economic sectors | | | | | |
| | vi. Facilitate the modernisation of MSMEs with advanced technologies | | | | | |
| | vii. Facilitate investments in regional tech parks | | | | | |
| | viii. Strengthen the capacity of research institutions to develop and execute research projects | | | | | |
| | ix. Incentivise private sector participation in R&D | | | | | |
| 3. Strengthened regional and global | i. Strengthen the domestic and cross-border data sharing framework | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| R&D partnerships | ii. Align the national AI approaches with the African Union Continental AI Strategy | | | | | |
| | iii. Facilitate partnerships with regional and international research institutions to tap into global expertise and funding opportunities | | | | | |
| | iv. Strengthen policy-research linkages across sectors | | | | | |

### 5.4.4 Digital Transformation

Tanzania is steadily strengthening its data ecosystem to support evidence-based policymaking, transparency, accountability, and inclusive development. Notable achievements include the digitisation of public services, expanded broadband coverage, and real-time data initiatives within the National Statistical System.

Despite this progress, significant challenges persist. These include limited interoperability across systems, inadequate integration of big data and non-traditional data sources, underinvestment in data infrastructure, capacity gaps in modern digital technologies, and fragmented institutional coordination. Many MDAs lack harmonised administrative data systems, constraining timely and informed decision-making.

LTPP 2050 seeks to establish an integrated, real-time, and high-quality national data ecosystem that supports transparency, planning, decision-making, service delivery, and innovation. Table 5.26 outlines the objectives, targets, and interventions for digital transformation

**Table 5.26: Objectives, Targets, and Interventions for Digital Transformation**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1**: To develop a robust, data-driven ecosystem with integrated high-quality data systems | | | | | | |
| 1. National data aligned with Dira 2050 | i. Strengthen the data regulatory framework to facilitate data production and use | | | | | |
| | ii. Strengthen the MDAs' capacity to align their data reporting systems with Dira 2050 | | | | | |
| | iii. Facilitate interoperability of all key national data systems | | | | | |
| | iv. Facilitate integration of key non-traditional data, including satellite imagery, mobile phone data, and social media data into the national statistical systems | | | | | |
| | v. Strengthen open data and interactive public dashboards in key sectors | | | | | |
| | vi. Strengthen a system to publish key real-time economic and social indicators quarterly | | | | | |
| 2. Increased budget | i. Facilitate PPPs in modern data collection | | | | | |

| Target | | Interventions | | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | IV | V | VI | VII | VIII |
| | allocation for national statistical development to at least 0.4 percent of GDP | | technologies and analytics infrastructure | | | | | |
| | | ii. | Strengthen core statistical surveys and expand the range of official statistical products | | | | | |
| | | iii. | Facilitate capacity building of professional personnel to strengthen the data ecosystem | | | | | |
| 3. | National Statistical System digitised | i. | Strengthen the national data infrastructure system, including cloud storage, real-time dashboards, digitisation tools, data analytics, remote sensing technologies, and interoperable platforms, across all MDAs | | | | | |
| | | ii. | Strengthen the MDAs and LGAs' institutional capacity in emerging technology, including AI and data engineering | | | | | |
| | | iii. | Facilitate the development of AI and data science research to foster innovation in statistical processes and methodologies | | | | | |
| | | iv. | Facilitate the development of a National Statistical Training Curriculum on data science, big data, AI, and automation | | | | | |
| 4. | Established a robust, data-driven ecosystem anchored by real-time digital statistics | i. | Establish an integrated national civil registration and vital statistics (CRVS) system linking national ID, birth, death, marriage, population, housing, and migration data and other vital statistics | | | | | |
| | | ii. | Strengthen data governance frameworks to ensure data privacy, security, interoperability, and institutional accountability | | | | | |
| | | iii. | Facilitate the establishment of a real-time monitoring system with live dashboards to track progress on major national surveys, including census and periodic surveys | | | | | |

## 5.5 Transformative Sectors

LTPP 2050 emphasises an enabling business environment, a competitive investment climate, strategic regional and global engagement, and innovative, diversified financing to support a robust business sector. These priorities are intended to transform high-impact sectors into engines of inclusive, diversified, and globally competitive growth.

The transformative sectors as reflected in Dira 2050 include agriculture, tourism, manufacturing, construction and real estate, mining, blue economy, sports and creative industries, and financial and other service sectors.

### 5.5.1 Agriculture

#### 5.5.1.1 Crop, Livestock, and Fisheries

Tanzania's agricultural sector remains central to livelihoods, food security, and poverty reduction. It employs about 54 percent of the labour force and contributed 26 percent to GDP in 2024.

In the crop subsector, significant investments have gone into the adoption of improved crop varieties, better farming practices, and the expansion of irrigation infrastructure. In the livestock subsector, investments have been directed towards improved breeds, enhanced animal husbandry, and wider access to veterinary services. The fisheries subsector has also seen expanded investments in aquaculture, fisheries management and conservation, landing sites, and cold-chain facilities. Collectively, these investments have led to improved productivity and economic growth.

Despite progress, the crop subsector remains constrained by several factors, including regulatory uncertainty, climate vulnerability, limited irrigation, soil degradation, inadequate market linkages and infrastructure, and limited financing. Livestock and fisheries face related challenges, including inadequate veterinary services, storage and transport infrastructure, inadequate value chains, farmer-pastoralist conflicts, overfishing, and habitat degradation.

LTPP 2050 sets a transformative agenda for the crop, livestock, and fisheries subsectors. It promotes modern technologies, climate-smart practices, value addition, commercialisation, and increased productivity. This will be supported through improved access to inputs and finance, innovation, infrastructure development, capacity building, and stronger enabling conditions for private sector participation. Table 5.27 outlines the objectives, targets, and interventions for transforming the crop, livestock, and fisheries subsectors.

**Table 5.27: Objectives, Targets, and Interventions for the Crop, Livestock, and Fisheries Subsectors**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| Objective 1: To achieve a resilient and commercially viable crop agro business | | | | | | |
| 1. Tanzania ranked among the top five Sub-Saharan African countries in crop agriculture competitiveness, measured by value addition, productivity, and export performance | i. Review and amend relevant legislation to enhance the ease of doing business and enhance agribusiness competitiveness | | | | | |
| | ii. Expand affordable long-term financing options from local and international sources to improve access to finance for both commercial and smallholder farmers | | | | | |
| | iii. Expand access to government subsidies and de-risking instruments to strengthen financial security and support for farmers | | | | | |

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| | iv. Promote competitive pricing for agricultural products through transparent market information and the provision of real-time data on market trends | | | | | |
| | v. Facilitate access to affordable and appropriate mechanisation technologies for smallholder and commercial farmers by increasing the availability and use of farm machinery | | | | | |
| | vi. Support the establishment of rural-based mechanisation service providers and maintenance centres | | | | | |
| | vii. Provide tax incentives and/or soft loans for investment in agricultural machinery | | | | | |
| | viii. Support the development of commodity exchanges | | | | | |
| | ix. Enhance access to market information through ICT platforms and extension agents | | | | | |
| | x. Provide incentives for investment in post-harvest handling, packaging, and processing | | | | | |
| | xi. Promote the development and uptake of agricultural insurance products | | | | | |
| | xii. Strengthen agricultural cooperatives and savings groups as platforms for financial inclusion | | | | | |
| | xiii. Facilitate the development and growth of commercial plantations, focusing on strategic crops | | | | | |
| | xiv. Promote block farming, enhancing collective productivity, reducing input costs through economies of scale, improving infrastructure and logistics, and strengthening bargaining power by organising farmers into coordinated, high-efficiency clusters | | | | | |
| | xv. Promote contract farming, empowering individual farmers by providing assured markets, access to quality inputs, technical support, and stable pricing through direct agreements with buyers | | | | | |

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| | xvi. Facilitate the revival of defunct privatised agricultural industries, including former textile industries such as Urafiki, MWATEX, etc., to enhance value addition | | | | | |
| 2. Increased proportion of smallholders and commercial farmers accessing quality inputs | i. Strengthen input quality regulation and certification systems to combat counterfeit products | | | | | |
| | ii. Strengthen research-extension-farmer-industry linkages to accelerate adoption of improved agronomic practices | | | | | |
| | iii. Promote widespread adoption of high-yielding, drought-tolerant, and disease-resistant crop varieties | | | | | |
| | iv. Expand the national agro-dealer network and ensure last-mile delivery of inputs | | | | | |
| | v. Introduce smart subsidy programmes targeting smallholder farmers for fertilisers, pesticides, and certified seeds | | | | | |
| | vi. Facilitate investments in rural storage facilities, warehouses, and drying centres to reduce post-harvest losses | | | | | |
| | vii. Strengthen the implementation of soil testing programmes and promote integrated soil fertility management | | | | | |
| 3. Increased proportion of agricultural land under climate-smart practices | i. Promote investment in sustainable irrigation systems | | | | | |
| | ii. Facilitate the expansion of irrigated land through the development and rehabilitation of small- and large-scale irrigation schemes. | | | | | |

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| | iii. Promote water-efficient technologies such as drip and sprinkler irrigation systems. | | | | | |
| | iv. Train farmers in sustainable irrigation management practices, including the use of water from the proposed Lake Victoria/Lake Tanganyika Water Utilisation Grid | | | | | |
| | v. Facilitate the adoption of climate-smart agriculture across all agricultural land | | | | | |
| | vi. Promote the adoption of labour-saving technologies in both production and post-harvest processes | | | | | |
| | vii. Develop an integrated digital agriculture platform featuring weather forecasts, pest and disease alerts, and e-commerce tools for monitoring, evaluation, and learning | | | | | |
| | viii. Promote precision agriculture using satellites, drones, and terrestrial sensors to optimise yields and minimise environmental impact | | | | | |
| | ix. Promote agricultural research to address climate risks and improve productivity by fostering public-private partnerships and incorporating farmer feedback for practical, solution-oriented approaches. | | | | | |
| | x. Promote sustainable land use planning in all agricultural zones | | | | | |
| 4. Improved ratio of extension officers and agricultural experts from 1:20,000 to 1:250 | i. Expand training and recruitment of experts in farm management, climate-smart agriculture, and sustainable farming practices. | | | | | |
| | ii. Promote and expand ICT-based (e-extension) platforms to connect farmers with extension services | | | | | |
| | iii. Develop PPPs to expand the reach of extension service delivery | | | | | |

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| Objective 2: To achieve competitive and commercially vibrant livestock and fisheries subsectors. | | | | | | | |
| 5. Increased proportion of marketed processed livestock products | i. Facilitate commercial ranching, dairy enterprises, and poultry farms through enabling policies and incentives | | | | | |
| | ii. Facilitate private sector investment in feed production and veterinary pharmaceutical products, including storage and distribution through enabling policies and incentives | | | | | |
| | iii. Streamline livestock export procedures and border inspection systems | | | | | |
| | iv. Strengthen export certification and traceability systems for livestock products that meet international standards | | | | | |
| | v. Strengthen national livestock breeding capacity and genetic resource banks | | | | | |
| | vi. Promote improved animal husbandry practices and feed management systems | | | | | |
| | vii. Facilitate capacity building of human resources, including veterinary officers, livestock extension agents, and animal health technicians | | | | | |
| | viii. Strengthen public-private partnerships for the delivery of veterinary services and vaccines | | | | | |
| | ix. Improve disease surveillance systems and early warning mechanisms for transboundary and zoonotic diseases | | | | | |
| | x. Facilitate investments in livestock markets, abattoirs, milk collection centres, meat processing facilities, and cold chain logistics | | | | | |
| | xi. Facilitate investment in applied research for feed efficiency, disease control, and climate-resilient livestock systems | | | | | |
| | xii. Promote digital tools and technologies for livestock production, marketing, traceability, and extension services | | | | | |
| | xiii. Promote the branding and market positioning of livestock products to enhance their visibility, competitiveness, and value in global markets. | | | | | |
| 6. Increased domestic production of fisheries inputs | i. Facilitate a conducive environment for the production of aquatic veterinary pharmaceuticals, fingerlings, and fish feed | | | | | |
| 7. A competitive, sustainable, and investment-driven fisheries and aquaculture | i. Strengthen enabling policies, regulations, and incentives to attract domestic and foreign investment in fisheries and aquaculture | | | | | |

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|---|---|---|---|---|---|---|---|
| | subsectors, developed | ii. Support applied research on fishery resources, oceanography, aquaculture, sustainable fish breeding, disease control, and feed innovation to enhance productivity | | | | | |
| | | iii. Facilitate the establishment and strengthening of modern fish processing facilities and cold chain logistics to increase product value, meet international standards, and reduce post-harvest losses | | | | | |
| | | iv. Promote the deep-sea fishing fleet through enabling policies and incentives | | | | | |
| | | v. Facilitate the construction and modernisation of fishing ports, landing sites, and cold storage facilities | | | | | |
| | | vi. Facilitate training and certification programmes for deep-sea fishers, vessel operators, and fishery inspectors | | | | | |
| | | vii. Strengthen maritime surveillance and enforcement to prevent illegal, unreported, and unregulated (IUU) fishing | | | | | |
| | | viii. Promote the commercialisation of aquaculture by supporting medium- and large-scale fish farms | | | | | |
| | | ix. Provide technical training and extension services to aquaculture farmers, particularly youth and women | | | | | |
| | | x. Facilitate the development of tailored financial products and credit schemes for fishers and aquaculture producers | | | | | |
| | | xi. Strengthen fisheries organisations to improve their creditworthiness | | | | | |
| 8. | Enhanced access to fish and aquaculture products in regional and international markets | i. Facilitate the certification and export-readiness of fish and aquaculture products | | | | | |
| | | ii. Improve market infrastructure and logistics to link fish and aquaculture producers to domestic and export markets | | | | | |
| | | iii. Promote Tanzanian fish and aquaculture brands in regional and international markets | | | | | |
| Objective 3: To enhance integrated primary production and processing in the agricultural sector | | | | | | | |
| 9. | Agricultural value addition, agro-processing clusters, and market-linked agri-enterprises strengthened | i. Facilitate the establishment of agro-processing clusters and rural agro-industries to add value to agricultural produce | | | | | |
| | | ii. Strengthen linkages between producers, processors, and markets to increase commercial viability | | | | | |
| | | iii. Support youth-led agri-enterprises in crop farming, input supply, and | | | | | |

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|---|---|---|---|---|---|---|---|
| | | processing | | | | | |
| | iv. | Facilitate the establishment of integrated clusters for horticulture and strategic agricultural products | | | | | |
| | v. | Promote the establishment of livestock processing parks | | | | | |
| | vi. | Strengthen livestock management infrastructure (feeding, water, housing facilities) | | | | | |
| | vii. | Facilitate the establishment of integrated clusters to add value to the livestock subsector | | | | | |
| Objective 4: To enhance innovative and sustainable agricultural financing | | | | | | | |
| 10. Increased proportion of agricultural entrepreneurs accessing formal financing services | i. | Facilitate the provision of input subsidies for fertilisers, improved seed varieties, and modern agricultural technologies to raise productivity | | | | | |
| | ii. | Expand crop insurance schemes to safeguard farmers against losses from adverse weather conditions, pest outbreaks, and crop diseases | | | | | |
| | iii. | Promote contract financing arrangements to facilitate farmers' access to modern inputs and technology | | | | | |
| | iv. | Develop instruments that incentivise private sector investment in high-risk or underserved agricultural areas, including de-risking and public-private partnership facilities | | | | | |
| | v. | Strengthen the credit agriculture window of development banks to enable increased and more accessible financing for the sector | | | | | |
| | vi. | Strengthen mechanisms that improve access to low-interest credit facilities for smallholder and commercial farmers | | | | | |
| | vii. | Facilitate the creation of agricultural development financial instruments within the capital markets to mobilise long-term funding for the sector | | | | | |
| 11. Sustainable financing mechanisms strengthened | i. | Strengthen and consolidate the Agricultural Development Fund to mobilise and allocate sustainable financing for the growth and modernisation of the sector | | | | | |
| | ii. | Facilitate investment in state owned agricultural land through public-private arrangements | | | | | |
| | iii. | Facilitate agriculture-based LGAs to prioritise resource allocation to the agricultural sector | | | | | |
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#### 5.5.1.2 Commercial Forestry

Commercial forestry has significant potential to support industrialisation, create decent jobs, and promote inclusive economic growth. Progress has been recorded through increased private sector participation, expansion of primary processing activities such as sawmilling, pole treatment, engineered wood products, biomass briquetting, beekeeping, and pulp and paper production, as well as growth in secondary industries such as furniture making, carpentry, and wood carving.

However, the subsector remains constrained by outdated technologies, small-scale and scattered plantations, climate risks, limited access to modern inputs and finance, inadequate infrastructure, an underdeveloped business and investment environment, and weak regulatory enforcement.

LTPP 2050 seeks to unlock the potential of commercial forestry by improving the business and investment environment, strengthening regulatory enforcement, promoting sustainable resource management, and facilitating investment in advanced technologies, value addition, green industrialisation, industrial clusters, and engineered wood products. Table 5.28 outlines the objectives, targets, and interventions for commercial forestry.

**Table 5.28: Objectives, Targets, and Interventions for Commercial Forestry**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To ensure the expansion of high-yield commercial forestry | | | | | | |
| 2. Increased area under commercial forestry plantations | i. Strengthen ecosystem conservation and management of forest plantations and woodlot | | | | | |
| | ii. Facilitate an enabling environment to attract private investment in commercial forestry | | | | | |
| | iii. Facilitate access to extension services for commercial forestry, including small tree growers | | | | | |
| **Objective 2:** To promote sustainable forest-based industrial development and trade | | | | | | |
| 3. Increased commercial value of forestry | i. Facilitate the development of a conducive business and investment environment for the growth of commercial forestry | | | | | |
| | ii. Facilitate marketing and trading of forest products and services | | | | | |
| | iii. Facilitate the value addition of forest products | | | | | |
| | iv. Strengthen compliance capacity with the national and international forest management requirements and standards | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | v. Strengthen inter-sectoral coordination, stakeholders' participation, and cooperation at national and global levels | | | | | |
| | vi. Facilitate the development of forestry - related industrial parks | | | | | |
| | vii. Encourage and support women, youths, and people with disabilities to participate in commercial forestry | | | | | |

### 5.5.1.3 Rural Development

Rural areas remain central to Tanzania's production, employment, and livelihoods, particularly through agriculture, livestock, fisheries, forestry, trade, and rural enterprises. They have strong potential to drive inclusive growth, poverty reduction, and food security, but are constrained by limited connectivity, weak access to technology, inputs, finance, and markets, and inadequate infrastructure and social services.

Cooperatives are key vehicles for unlocking rural development by helping producers access inputs, credit, extension services, structured markets, and stronger bargaining power. Recent reforms have improved cooperative governance, supervision, and accountability, including the establishment of the National Cooperative Bank, strengthened marketing systems, and amendments to the Cooperative Societies Act, Cap. 211, and updated guidelines on ICT, SACCOS supervision, and cybersecurity.

However, rural development and cooperative performance continue to face challenges, including inadequate governance, limited internal controls, low management and oversight capacity, integrity concerns, limited digitalisation, and weak commercial orientation. These constraints reduce transparency, accountability, member confidence, and competitiveness, limiting the role of cooperatives in agricultural transformation, rural enterprise growth, and inclusive development.

LTPP 2050 aims to promote inclusive rural development by opening up markets, strengthening land-use planning, and expanding access to infrastructure and services. It also aims to strengthen cooperative governance as a foundation for building resilient and efficient cooperatives for rural development. Table 5.29 outlines the objectives, targets, and interventions for rural development.

**Table 5.29: Objectives, Targets, and Interventions for Rural Development**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To accelerate rural development and enhance the performance of the cooperative sector | | | | | | |
| 1. Enhanced rural transformation | i. Facilitate rural economic infrastructure investments through PPPs and other means | | | | | |
| | ii. Facilitate capacity building in agribusiness targeting youth, women, and marginalised groups in rural areas | | | | | |
| | iii. Facilitate investments in rural services, focusing on education, health, water, communication, and finance | | | | | |
| | iv. Facilitate investments in value addition to agricultural produce | | | | | |
| | v. Mitigate land conflicts and manage the urban encroachment of arable lands through integrated land governance systems | | | | | |
| 2. Enhanced performance of rural cooperatives | i. Strengthen the governance and accountability framework for enhanced performance of cooperatives | | | | | |
| | ii. Enhance the institutional and human capacity of cooperatives | | | | | |

## 5.5.2 Tourism

Tourism is an important subsector that generates foreign exchange earnings, supports direct and indirect jobs, and has strong linkages with other subsectors, including transport, agriculture, retail trade, and travel services.

However, the subsector remains underexploited, particularly in cultural, historical, coastal, and marine tourism, despite Tanzania's rich heritage, diverse coastal assets, and unique marine ecosystems. Tourism activity remains highly concentrated in a few products and destinations, limiting the sector's ability to attract different visitor segments and spread benefits across regions.

Other constraints include inadequate digital marketing and destination branding, insufficient investment in tourism product development, and slow growth of domestic tourism. These challenges limit Tanzania's ability to increase tourist arrivals, visitors' length of stay and spending, local enterprise participation, and the sector's overall contribution to inclusive economic growth.

LTPP 2050 supports the development of a sustainable, inclusive, and competitive tourism industry through improved transport and hospitality infrastructure, diversified tourism products and markets, sustainable practices, and strengthening private sector participation and community benefits. Table 5.30 outlines the objectives, targets, and interventions for the tourism subsector.

**Table 5.30: Objectives, Targets, and Interventions for the Tourism Subsector**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To enhance resilient and sustainable tourism | | | | | | |
| 4. Tanzania's global ranking in the Travel and Tourism Development Index improved from 81st to 50th | i. Facilitate an enabling environment for sustainable tourism investment by improving the investment business climate and strengthening institutional coordination | | | | | |
| | ii. Facilitate quality improvement, access to certification, and diversification of tourism products, services, activities, and markets | | | | | |
| | iii. Facilitate the development of attractive centres for adventure, culture, and eco-tourism | | | | | |
| | iv. Facilitate investments in infrastructure networks, including airports, roads, and railways that support tourism development | | | | | |
| | v. Facilitate human resource capacity development in areas such as hospitality, customer service, and digital literacy | | | | | |
| | vi. Facilitate the participation of local entrepreneurs in the tourism business, including startups focusing on digital innovative solutions | | | | | |
| | vii. Leverage bilateral, multilateral, regional, and international cooperation frameworks to promote Coastal and Marine Tourism | | | | | |
| | viii. Build and position a distinctive, globally recognisable Tanzania tourism brand anchored in unique natural, cultural, and experiential assets | | | | | |
| | ix. Develop Tanzania as a regional hub for international connectivity to enhance tourism access, flows, and global visibility | | | | | |
| | x. Streamline visa processes, including e-visas and visa-on-arrival, to facilitate seamless entry | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| 5. Increased number of tourism SEZs from 1 to 4 | i. Increase the number of LGAs allocating land for tourism investment from 13 to 26 | | | | | |
| 6. At least 60 percent of tourism attraction sites are conserved | ii. Provide incentives to promote sustainable tourism practices, including waste reduction, energy efficiency, and environmental conservation | | | | | |
| 7. Enhanced ICT readiness in the tourism sector | i. Facilitate the development of smart tourism leveraging IoT, AI, and big data to deliver seamless, personalised, safe, and high-quality visitor experiences | | | | | |
| | ii. Facilitate investment in tourism research in areas such as tourist trends, preferences, socio-economic impact, and other priority areas | | | | | |
| | iii. Strengthen adoption of integrated online booking and digital payments, supported by smart entry, digital visas, and automated check-ins, alongside seamless transport and booking platforms | | | | | |
| 8. Increased share of high-end tourists by 40 percent | iv. Facilitate investment in air connectivity, including direct international flights, domestic links to safari circuits, and high-quality airport services, to enhance tourist convenience, comfort, and time efficiency | | | | | |
| | v. Facilitate investment in high-end tourism facilities and distinctive, premium experiences within and around key destinations | | | | | |

### 5.5.3 Manufacturing

Tanzania's manufacturing sector has recorded steady progress through output growth, continued contribution to GDP, manufactured exports, rising investment interest, and the emergence of dynamic subsectors. In 2024, manufacturing grew by 4.8 percent, contributed 7.3 percent of GDP, and generated USD 1.34 billion in manufactured exports. Investor interest has also remained strong, while food products, plastics and rubber, chemicals, and basic metals have emerged as key growth areas.

Despite progress, Tanzania's manufacturing sector remains constrained by unreliable energy and logistics infrastructure, limited export sophistication, weak technology adoption, skills gaps, and limited access to finance. The sector also remains constrained by limited value-chain linkages and increasing exposure to exchange-rate and external supply risks. These constraints limit competitiveness, industrial upgrading, and the sector's ability to drive structural transformation.

LTPP 2050 aims to develop high-value manufacturing value chains in chemicals, non-metallic minerals such as ceramics, cement and glass, food processing, apparel, rare earth-based products, fertilisers, and iron and steel. This will be done by addressing infrastructure gaps, fiscal and regulatory inadequacies, and limited access to finance. Table 5.31 outlines the objectives, targets, and interventions for the manufacturing subsector.

Table 5.31: Objectives, Targets and Interventions for the Manufacturing Subsector

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To transform Tanzania into a leading manufacturing hub in East Africa | | | | | | |
| 1. Tanzania ranked among the top 50 countries globally in the World Bank Business Ready Index | i. Review and streamline the regulatory environment to shift from control- and revenue-driven approaches toward a facilitative and investor-friendly framework | | | | | |
| | ii. Facilitate access to long-term financing from local and international sources. | | | | | |
| 2. Special Economic Zones (SEZ), industrial parks, and Export Processing Zone (EPZ)-based manufacturing exports expanded | iii. Expand the smart and well-equipped SEZs, EPZs and Industrial Parks with modern facilities alongside SGR and selected strategic areas | | | | | |
| | iv. Facilitate incentives for high-tech industrial production and mineral-based manufacturing for EPZs and Industrial Parks | | | | | |
| 3. Local manufacturing integrated into the global value chains | i. Facilitate access to regional and global markets for manufactured goods through enhanced trade agreements | | | | | |
| | ii. Strengthen trade facilitation, harmonise tariffs and standards to enhance access to the East African Community (EAC) and the African Continental Free Trade Area (AfCFTA) market | | | | | |
| | iii. Promote energy-efficient and environmentally friendly manufacturing practices, aligning with global standards | | | | | |
| | iv. Facilitate FDI inflow that brings advanced technologies and expertise, enabling local industries to benefit from knowledge transfer | | | | | |
| | v. Facilitate an enabling environment for local manufacturers to meet international standards, particularly for high-value products | | | | | |

| Target | | Interventions | | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | IV | V | VI | VII | VIII |
| 4. | Export Product Diversification Index improved from 0.4 to 1.0 | i. | Facilitate a conducive environment to attract high-value manufacturing (electronics, pharmaceuticals, machinery, and automotive components) and frontier industries (ICT, AI, manufacturing, health, and energy and environmental technologies) | | | | | |
| | | ii. | Facilitate the integration of AI and robotics into manufacturing | | | | | |
| Objective 2: To enhance local content and inclusive economic growth | | | | | | | | |
| 5. | Increased participation of MSMEs in formal value chains | i. | Facilitate a conducive regulatory framework for enabling MSMEs' formalisation, capacity building, and access to export markets | | | | | |
| | | ii. | Facilitate increased access to finance for manufacturing MSMEs | | | | | |
| | | iii. | Establish MSME industrial parks equipped with shared infrastructure (including utilities, logistics, and storage) in each region | | | | | |
| | | iv. | Facilitate integration of local MSMEs into manufacturing supply chains by supporting access to markets, quality standards, and capacity- building | | | | | |

### 5.5.4 Oil and Gas Sector

Tanzania is estimated to have 57.54 trillion cubic feet of natural gas reserves. This reserve offers significant opportunities to accelerate industrialisation in areas such as petrochemicals, fertilisers, plastics and synthetic materials, lubricants and bitumen, and pharmaceuticals and industrial chemicals. In addition to boosting exports, natural gas can support power generation and therefore act as a driver of economic transformation.

The Government of Tanzania has developed the oil and gas sector through policy and legal reforms, stronger regulation, investment in gas pipelines, expansion of domestic gas use, promotion of local content, and participation in major projects such as EACOP, Ntorya–Madimba gas pipeline, TAZAMA, and the proposed LNG project in Lindi.

However, the sector faces several challenges, including inadequate infrastructure, governance gaps, underdeveloped regulatory frameworks, limited local skills, weak local content development, low technological capacity, environmental risks, and energy generation constraints. In addition, there are delays in unlocking large-scale investments, particularly the proposed LNG project, due to complex negotiations on fiscal, commercial, and project viability issues.

LTPP 2050 aims to fast-track increased investment in exploration and exploitation to enhance domestic value chains, revenue, and export proceeds. Table 5.32 outlines the objectives, targets, and interventions for the oil and gas sector.

**Table 5.32: Objectives, Targets, and Interventions for the Oil and Gas Sector**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To increase investments in oil and gas exploration | | | | | | |
| 1. Oil and gas exploration covering at least 50 percent of Tanzania's sedimentary basins has been achieved | i. Review the regulatory framework to strengthen the environment for investor participation | | | | | |
| | ii. Facilitate investments in oil and gas exploration projects in offshore and onshore basins | | | | | |
| 2. Tanzania Petroleum Development Corporation (TPDC) transformed into a publicly listed company of international standards | i. Incorporate TPDC as a publicly listed company | | | | | |
| | ii. Align the institutional, human resource, and management capacity with the newly transformed company | | | | | |
| **Objective 2:** To increase gas production and domestic consumption | | | | | | |
| 3. Increased production of onshore natural gas | i. Review the regulatory framework to strengthen the environment for investor participation | | | | | |
| | ii. Strengthen institutional coordination and capacity across MDAs to improve project execution and oversight | | | | | |
| | iii. Facilitate private sector investment in onshore gas production | | | | | |
| | iv. Facilitate finalisation of liquefied natural gas (LNG) project negotiations | | | | | |
| | v. Facilitate skills transfer associated with gas production and processing | | | | | |
| 4. Increased domestic consumption of natural gas | i. Facilitate research for enhancing the domestic consumption of natural gas | | | | | |
| | ii. Facilitate utilisation of gas for power generation, industrial, transportation, and domestic use | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | iii. Optimise domestic natural gas distribution networks from onshore fields | | | | | |
| **Objective 3: Tanzania is recognised among the key gas exporters in Africa** | | | | | | |
| 5. Increased exports of gas | i. Review the regulatory framework to strengthen the environment for exports | | | | | |
| | ii. Facilitate investments in strategic gas infrastructure, including pipelines, processing facilities, terminals, LNG plant infrastructure, and export logistics | | | | | |
| | iii. Strengthen long-term export market access through LNG sales agreements, strategic positioning of Tanzania as a reliable future supplier, and competitive gas pricing and delivery terms | | | | | |

### 5.5.5 Construction and Real Estate Sector

Tanzania's construction and real estate sectors have expanded significantly, driven by public infrastructure investment, rapid urbanisation, population growth, economic expansion, private sector participation, and rising demand for housing and commercial space. The construction sector's contribution to GDP increased from 5 percent in 2002 to 14.1 percent in 2022 and 12.7 percent in 2024, while real estate increased from 2.4 percent in 2017 to 4.4 percent in 2022. Progress has been reflected in major investments in transport, energy, housing, and urban infrastructure, and increased employment, facilitated by improved access to mortgages and stronger engagement of public and private real estate institutions.

Despite this progress, both sectors face several challenges. Construction is affected by constrained financing, inadequate participation of domestic firms in high-value contracts, skills shortages, rising material costs, and limited regulatory enforcement. Real estate remains constrained by excessive regulatory oversight, informality, and limited access to affordable housing finance. With rapid urbanisation, pressure on housing supply, serviced land, urban infrastructure, and land-use planning will continue to increase.

LTPP 2050 prioritises investments in modern and resilient infrastructure, affordable and green housing, stronger urban-rural integration, improved land governance, formalisation of real estate markets, expanded public-private partnerships, stronger local contractor capacity, and adoption of advanced construction technologies. Table 5.33 outlines the objectives, targets, and Interventions for the construction and real estate Sector.

**Table 5.33: Objectives, Targets, and Interventions for the Construction and Real Estate Sector**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To develop a competitive and sustainable construction industry | | | | | | |
| 1. Increased participation of local contractors in large-scale infrastructure projects | i. Strengthen the framework for supporting local contractors to enhance their competitiveness | | | | | |
| | ii. Facilitate the establishment of a financing framework to support large-scale infrastructure projects | | | | | |
| 2. Increased proportion of large infrastructure projects implemented through alternative sources of financing | i. Review the PPP regulatory frameworks to enhance private sector participation | | | | | |
| | ii. Establish a framework to guide the participation of the private sector in the provision of public infrastructure | | | | | |
| | iii. Facilitate the capacity building of public officials in negotiating and managing projects implemented through alternative sources of financing | | | | | |
| 3. Increased proportion of local construction companies adopting advanced technologies and sustainable practices | i. Promote partnerships between local firms and multinationals | | | | | |
| | ii. Facilitate R&D and innovation hubs to promote locally produced construction materials | | | | | |
| | iii. Facilitate the local construction industry to adopt advanced digital tools and emerging technologies in project management | | | | | |
| 4. Increased proportion of construction technicians accredited in green building, project management, and international standards | i. Strengthen vocational training in green buildings, project management, and compliance with international standards | | | | | |
| | ii. Facilitate training of construction professionals in modern construction techniques, digital tools, and green building practices | | | | | |
| | iii. Facilitate the integration of apprenticeship and internship programmes in major construction projects to enhance employability | | | | | |
| **Objective 2**: To strengthen the business and investment environment in the real estate sector | | | | | | |
| 1. Enhanced growth of the sustainable construction and real estate sector | i. Strengthen the regulatory environment, including fiscal and non-fiscal incentives, to enhance real estate development | | | | | |
| | ii. Develop the national participatory and integrated land use framework that aligns with national priorities, including environmental safeguards and climate resilience aspects | | | | | |
| | iii. Strengthen integrated and climate-resilient land use planning in the real estate sector to accommodate infrastructure | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | development | | | | | |
| | iv. Facilitate the development of smart cities with tech-driven planning and management | | | | | |
| | v. Enhance institutional capacity development for designing and managing real estate projects | | | | | |
| | vi. Strengthen the adoption of modern and emerging technology to facilitate efficient property-related transactions, interoperability, and planning | | | | | |
| | vii. Facilitate the development of financial instruments, including alternative sources to finance real estate development. | | | | | |
| 2. Expanded access to affordable housing to accommodate the rapidly growing urban population | i. Facilitate the development of a framework to enhance access to affordable houses | | | | | |
| | ii. Facilitate the availability of serviced land to developers of affordable housing | | | | | |
| | iii. Facilitate the development of cost-effective and sustainable building technologies | | | | | |

### 5.5.6 Mining

The mining sector has grown significantly, with its GDP contribution increasing from 2 percent in 2002 to 10 percent in 2024. Other notable progress includes increased export earnings, improved revenue collection, formalisation of mineral trade through mineral markets and buying centres, stronger control of smuggling, and expanded investment in strategic minerals such as gold, diamonds, tanzanite, graphite, nickel, helium, coal, and limestone. The sector has also strengthened transparency and governance, while placing growing emphasis on local content, value addition, and integration of artisanal and small-scale mining into the formal economy.

Despite progress, Tanzania's mining sector continues to face challenges that limit its full contribution to industrialisation and inclusive growth. These include limited domestic value addition and beneficiation, persistent informality and low productivity in artisanal and small-scale mining, environmental, health, and safety risks, and inadequate access to technology, finance, and formal markets.

Further constraints include gaps in transparency and project-level disclosure, as well as smuggling, regulatory compliance, and enforcement challenges that affect revenue collection and environmental management and formalisation.
LTPP 2050 aims to strengthen sector governance, attract reputable investors in exploration and mining development, and improve negotiation capacity. Table 5.34 outlines the objectives, targets, and interventions for the mining sector.

**Table 5.34: Objectives, Targets, and Interventions for the Mining Sector**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To develop a competitive and inclusive industrial-based mining sector | | | | | | |
| 9. Enhanced competence-based skills training for advanced value addition in the mining sector | iv. Strengthen competence-based skills development programmes focusing on mineral-based value addition and manufacturing | | | | | |
| | v. Facilitate the expansion of mining training centres and centres of excellence to strengthen the supply of technical governance, economics, and ESG competencies | | | | | |
| 10. Mining Sector Policy Perception Index increased to at least 85 percent | i. Develop an integrated end-to-end e-governance portal for licensing, permit tracking, royalty payments, and compliance reporting | | | | | |
| | ii. Enhance compliance with Extractive Industries Transparency Initiative (EITI) standards and reporting performance | | | | | |
| | iii. Enhance the technical and managerial capacity of the mining sector regulatory bodies and promoters, including the Geological Survey of Tanzania and the Mining Commission | | | | | |
| | iv. Streamline inter-institutional coordination mechanisms to accelerate decision-making across ministries, LGAs, and mining agencies | | | | | |
| | v. Facilitate partnerships between the Government, training centres, and the private sector to deliver industry-relevant upskilling and certification | | | | | |
| | vi. Strengthen the Mining Investment Facilitation Framework that enhances investors' support, including grievance resolution and reducing bureaucracy | | | | | |
| 11. Enhanced participation of women, youth, and communities in the mining sector | i. Facilitate the development of a framework to enhance the contribution of women and youth in the mining sector | | | | | |
| | ii. Facilitate capacity building to enhance the participation of women and youth in the mining sector | | | | | |
| | iii. Strengthen mechanisms to enhance women's and youth access to finance and technology | | | | | |
| | iv. Promote incubation programmes to support youth-led innovation and technology solutions in the mining sector | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | v. Institutionalise community development agreements to strengthen the relationship between investors and communities | | | | | |
| | xi. Enforce the implementation and monitoring of social impact assessments | | | | | |
| **Objective 2:** To promote the establishment of new mining ventures | | | | | | |
| vi. Mineral sector development strengthened across the entire value chain | i. Streamline the regulatory environment to accelerate exploration, mining, value addition, and manufacturing | | | | | |
| | ii. Transform STAMICO into a strategic national mining company with adequate capitalisation and strengthened management capacity | | | | | |
| | iii. Facilitate STAMICO-led mineral value addition and technical support services for small-scale miners, including processing, geological, drilling, and mine management services | | | | | |
| | iv. Strengthening institutional capacity for geological services through the provision of modern facilities for geological, geophysical, and geochemical mapping, laboratories, and databases, as well as human resource development | | | | | |
| | v. Facilitate private sector participation in mineral exploration and mining to accelerate discovery and resource development | | | | | |
| | vi. Facilitate PPPs in mining projects where risks are too high for exclusive private sector investment | | | | | |
| vii. Increased contribution of industrial minerals and critical base metals to industrialisation | i. Facilitate an enabling environment to attract investments that utilise industrial minerals and critical base metals as inputs in the production of products | | | | | |
| | ii. Establish a Critical Minerals Technology Hub to enhance the quality of industrial minerals and critical base metals | | | | | |
| | iii. Facilitate an enabling environment to attract investments in refineries and smelters for base metals and industrial minerals | | | | | |
| viii. A competitive and conducive environment for the | i. Facilitate an enabling framework to encourage the formalisation of informal artisanal and small-scale miners (ASM) | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| small-scale gemstone and gold industry | ii. Strengthen targeted programmes to support ASM in gold and gemstone exploration and mining through improved access to finance, skills development, technology, and regional and international partnerships | | | | | |
| | iii. Promote private sector investment in gemstone and jewellery value addition, including the establishment of the Lapidary Industrial Centre | | | | | |
| | iv. Facilitate the establishment of an SEZ and a certified gemstone trading hub | | | | | |
| | v. Modernise the Tanzania Geological Centre (TGC) to provide enhanced gemstone testing, certification, training, and technical support that meet international standards | | | | | |
| | vi. Promote Tanzanian gemstones as unique, high-quality, and ethically sourced global brands | | | | | |

### 5.5.7 Blue Economy

Tanzania's blue economy is an important source of sustainable growth and structural transformation, supported by abundant freshwater, coastal, marine, and offshore resources. These include about 61,500 square kilometres of freshwater bodies, 64,000 square kilometres of ocean waters, a 223,000 square kilometre Exclusive Economic Zone, and a 1,424-kilometre coastline, which together provide a strong foundation for fisheries, aquaculture, coastal and marine tourism, maritime transport, ports and logistics, and other ocean-based economic activities.

The country also has significant natural gas reserves, estimated at 57.54 trillion cubic feet, of which 47.13 trillion cubic feet are offshore, creating opportunities for offshore gas development, LNG, gas-based industries, power generation, fertiliser production, petrochemicals, specialised logistics, and local content participation. In addition, Tanzania's marine and coastal ecosystems offer potential for seaweed farming, fish processing, marine biotechnology, blue carbon, and, over the longer term, deep-sea mineral development. If sustainably managed, these resources can expand exports, create jobs, strengthen food and energy security, support industrialisation, improve coastal livelihoods, and position Tanzania as a competitive maritime and blue economy hub in the Western Indian Ocean region.

Notable achievements include increased fish harvesting, rising from 479,976.6 tonnes in 2023 to 522,788.3 tonnes in 2024, valued at TZS 4,352.7 billion. Aquaculture expanded to 34,828.5 tonnes, worth TZS 261 billion, while seaweed production nearly doubled to 8,637.75 tonnes, valued at TZS 9.1 billion. Fishery exports grew to 59,746.4 tonnes, worth TZS 677.55 billion, and tourism recovered strongly, with arrivals reaching 2.14 million and receipts rising to USD 3.90 billion in 2024. Compressed Natural Gas (CNG) expanded from a low base of 4.98 million kg in FY 2022/23 to 7.27 million kg in FY 2023/24, a 46 percent increase, supported by additional CNG mother stations.

Despite this progress, Tanzania's blue economy remains constrained by weak inter-agency coordination, limited institutional capacity, and insufficient data, knowledge, and awareness of available opportunities. These challenges are significant because blue economy activities cut across fisheries, aquaculture, tourism, ports, maritime transport, energy, environment, and local government, requiring strong coordination and integrated planning. The World Bank notes that fisheries policies, laws, and regulations are not yet fully aligned with the blue economy agenda, while institutional capacity for effective resource management remains limited. As a result, many blue economy resources remain underutilised, value chains are weakly developed, and opportunities for investment, jobs, exports, and sustainable livelihoods are not fully realised.

LTPP 2050 promotes sustainable exploitation of blue economy resources through facilitative governance, improved resource management, enhanced investments, and research. Table 5.35 outlines the objectives, targets, and interventions for the blue economy.

**Table 5.35: Objectives, Targets, and Interventions for a Sustainable Blue Economy**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| Objective 1: To exploit marine and freshwater resources fully | | | | | | |
| 1. Strengthened governance framework for the blue economy | i. Strengthen institutional capacities for effective coordination and enforcement | | | | | |
| 2. Increased commercial value of fisheries and aquaculture | i. Undertake a national assessment of the economic potential of the marine resources | | | | | |
| | ii. Facilitate investments in aquaculture, aquaponics, and fish feed production, including promotion of community-based participation | | | | | |
| | iii. Facilitate investments in support systems, including digital traceability, cold-chain infrastructure, and eco-labelling | | | | | |
| 3. Increased revenue from maritime tourism | i. Facilitate an enabling environment and support systems to promote maritime tourism | | | | | |
| | ii. Facilitate institutional and human resource capacity development in beach tourism services | | | | | |
| | iii. Facilitate investments in connectivity between coastal towns and islands | | | | | |
| 4. Increased generation of offshore renewable energy | i. Facilitate investments in offshore wind, wave, and tidal energy generation projects | | | | | |
| 5. Increased revenue from marine biotechnology | i. Facilitate investments in biotechnology that enhance the production of marine bio-products | | | | | |

### 5.5.8 Sports and Creative Arts

The sports and creative arts are emerging as an important source of livelihood and economic diversification. In 2024, the sector grew by 17.7 percent. Notable achievements include the global rise of Tanzanian music, growth in film and fashion, development of international-standard stadiums, and improved performance in sports such as men's and women's football and Athletics, especially marathon.

The Government has facilitated the sports and creative arts by creating a dedicated ministry, strengthening institutions such as BASATA, the Tanzania Film Board, COSOTA, and the National Sports Council, improving regulation and registration systems, and supporting film, arts, and talent development, which has created a more conducive business environment and contributed to rapid growth in arts and entertainment activities.

However, the industry continues to face several challenges, including an inadequate facilitating regulatory framework, inadequate enforcement of intellectual property rights, insufficient financing, limited support infrastructure, low private sector participation, and restricted market access. These are compounded by limited professional training, underdeveloped talent identification and development systems, and weak international exposure.

LTPP 2050 aims to promote inclusive growth, especially for youth and women, by strengthening the regulatory framework and enforcement, expanding access to digital platforms, galleries, creative hubs, sports tourism, and international partnerships. Table 5.36 outlines the objectives, targets, and interventions for the sports and creative arts.

**Table 5.36: Objectives, Targets, and Interventions for Sports and Creative Arts**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To enhance the competitiveness of the sports and creative industry | | | | | | |
| 1. Sustained growth of the sports and creative arts industry | i. Facilitate the development of a national sports and creative arts strategy | | | | | |
| | ii. Strengthen the regulatory framework to enhance participation in the sports and creative arts | | | | | |
| 2. Tanzanian artists recognised internationally in major creative fields | i. Facilitate the development of talents in priority creative fields | | | | | |
| | ii. Promote Tanzanian artists and creative works in regional and international markets | | | | | |
| | iii. Strengthen legal and regulatory framework to enforce intellectual property protection and licensing systems | | | | | |
| | iv. Facilitate capacity building and support systems to enhance artists' awareness and protection of intellectual property and contract management | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| 3. At least 50 percent of creative content is digitally accessible | i. Develop a marketing strategy for Tanzanian arts and creative works in music, film, and fashion by leveraging digital facilities | | | | | |
| 4. At least 70 percent of the work of creative and sports organisations receives royalties | i. Facilitate the development of support systems, including Intellectual Property (IP) clinics, training programmes, and business development services | | | | | |

### 5.5.9 Finance

The financial sector has recorded strong progress, with growth accelerating from 3.1 percent in 2020 to 16.4 percent in 2024, supported by economic recovery, a favourable regulatory environment, rapid expansion of fintech, mobile banking, microfinance, and rising demand for credit. Credit to the private sector increased from 8.6 percent in 2020 to 14 percent in 2025, while non-performing loans declined from about 8 percent to 3.6 percent in 2024, reflecting stronger intermediation and improved asset quality. Investor confidence also improved, with Moody's upgrading Tanzania from B2 to B1 in 2024 and Fitch from B to B+ in 2023, both with stable outlooks. Financial inclusion rose from 16 percent of adults in 2009 to 76 percent in 2023.

The insurance industry also expanded, with Gross Written Premium rising from TZS 1.24 trillion in 2023 to TZS 1.52 trillion in 2024, sector assets reaching TZS 2.47 trillion, insured people increasing to 25.9 million, and insurance penetration improving from 1.58 percent in 2020 to 2.08 percent in 2024.

The financial sector still faces several challenges, including limited access to affordable long-term finance, high lending rates and collateral requirements, shallow capital markets, low insurance penetration, persistent inclusion gaps among rural and low-income groups, limited financial literacy, rising digital finance risks such as fraud, cyber threats, and over-indebtedness, and regulatory gaps in the insurance subsector.

LTPP 2050 aims to build an inclusive, diversified, and innovation-oriented financial sector by improving the regulatory environment, expanding access to finance, strengthening digital and capital market systems, and mobilising long-term financing for private sector growth. Table 5.37 outlines the objectives, targets, and interventions for the financial sector.

**Table 5.37: Objectives, Targets, and Interventions for the Financial Sector**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To enhance good governance and operational efficiency in the financial sector | | | | | | |
| 1. Enhanced financial stability | i. Facilitate financial sector reforms aiming at consolidation and enhanced resilient financial systems | | | | | |
| | ii. Strengthen the use of emerging technologies to facilitate deposit mobilisation and loan recovery | | | | | |

| Target | | Interventions | | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | IV | V | VI | VII | VIII |
| | | iii. | Facilitate banking compliance with international standards, including the Environmental, Social, and Governance (ESG) | | | | | |
| 2. | Enhanced digital deposit mobilisation, credit expansion, and financial inclusion | i. | Facilitate the use of regulatory sandboxes, fintech innovations, and AI-based credit scoring to expand financial inclusion | | | | | |
| | | ii. | Strengthen the self-regulating financial system and real-time regulatory reporting | | | | | |
| | | iii. | Strengthen laws and regulations to enhance financial system resilience through digitalisation | | | | | |
| 3. | Enhanced adoption of emerging technologies to strengthen risk management in the banking sector | i. | Facilitate the deployment of emerging technologies, including AI-based systems with inbuilt fraud detection, cybersecurity safeguards, and predictive risk management | | | | | |
| **Objective 2:** To strengthen the capital base and portfolio quality of Development Finance Institutions (DFIs) | | | | | | | | |
| 4. | The capital base of DFIs increased to 2 percent of GDP, with a 1:2 public-to-private capital ratio | i. | Review the DFI Establishment Acts to accommodate local and international private capital | | | | | |
| | | ii. | Facilitate DFI's capital injection, from government and non-state actors, including partnerships with regional and multilateral financial institutions | | | | | |
| 5. | DFIs' non-performing loans (NPLs) maintained below 5 percent | i. | Strengthening governance, credit appraisal, and risk management frameworks to reduce NPLs in DFIs | | | | | |
| 6. | Increased DFIs' credit-to-GDP ratio to at least 5 percent | i. | Strengthen the technical capacity of potential borrowers in project appraisal, financial structuring, and preparation of bankable financing proposals | | | | | |
| | | ii. | Strengthen the institutional and technical capacity of DFIs to appraise projects submitted for financing and to develop bankable projects in priority sectors | | | | | |
| | | iii. | Mitigate the financing risk of high-risk projects through guarantee, risk-sharing, and blended finance mechanisms, among others, to enhance their access to DFI credit | | | | | |
| | | iv. | Strengthening financing windows for SMEs, start-ups, fintech, and technology-driven enterprises | | | | | |
| | | v. | Facilitate the use of emerging technologies to improve financing across the value chain, from input supply and production to marketing | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 3:** To enhance an inclusive, private sector-led insurance sub-sector | | | | | | |
| 7. Increased insurance penetration from 2 to 5 percent of GDP | i. Review and align the regulatory framework with regional peers | | | | | |
| | ii. Facilitate a public awareness campaign on the benefits of insurance | | | | | |
| | iii. Facilitate product innovation in the insurance sector, including specialised products to cover agriculture, health, and other risky areas | | | | | |
| | iv. Strengthen insurance sector resilience through improved solvency rules, reinsurance, risk assessment, stress testing, and updated regulations. | | | | | |
| | v. Facilitate the strengthening of institutional and human resource capacity to meet regional and international standards in underwriting, reinsurance, claims management, and customer service | | | | | |
| **Objective 4:** To promote diversification of the financial sector | | | | | | |
| 8. Enhanced access and inclusiveness of the financial sector | i. Review the regulatory frameworks aiming at strengthening innovative financial institutions and instruments, including decentralised finance (DeFi) | | | | | |
| | ii. Implement the National Financial Sector Modernisation Programme under the National Financial Inclusion Framework (NFIF) | | | | | |
| | iii. Facilitate the expansion of the Digital Financial System (DFS), including fintech solutions, mobile micro-finance banking, and AI-driven lending platforms | | | | | |
| | iv. Facilitate the implementation of a National Financial Knowledge and Skills programme to improve financial knowledge, professional skills, and consumer confidence in financial services | | | | | |
| | v. Strengthen microfinance credit guarantees to improve access and inclusivity of the microfinance subsector | | | | | |
| **Objective 5:** To promote access to venture capital and angel financing | | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| 9. Enhanced growth and access to venture capital and angel financing | i. Review the regulatory framework to strengthen venture capital and angel financing, including exit mechanisms and linkages with the entrepreneurship support ecosystem | | | | | |
| | ii. Facilitate institutional investors, including pension funds, insurers, and development finance institutions, to invest through pooled vehicles that support start-ups | | | | | |
| | iii. Strengthen the framework to facilitate registration of intellectual property rights | | | | | |

### 5.5.10 Other High-Value Service Sectors

#### 5.5.10.1 Trade and Commerce

Trade and commerce are important for linking domestic and foreign economies. Trade grew by 4.8 percent in 2024, up from 4.2 percent in 2023, supported by improvements in the business environment; the subsector contributed 8.6 percent of GDP in 2024, up from 8.4 percent in 2023. Transport, logistics, accommodation, food services, communications, and financial services also supported commerce through stronger movement of goods, tourism activities, digital payments, and market connectivity.

Tanzania's merchandise exports increased to USD 8.7 billion in 2024, driven mainly by minerals, especially gold, alongside cashew nuts, tobacco, fish products, horticulture, and cereals. Regional trade strengthened, with exports to SADC rising by 71.8 percent, largely due to gold exports to South Africa, while trade with Asia grew by 7.9 percent, supported by cashew exports. The services trade surplus remained strong at USD 4.29 billion, mainly from tourism and transport, helping narrow the overall goods and services trade deficit from USD 2.20 billion in 2023 to USD 866.7 million in 2024.

Despite progress, Tanzania's trade and commerce continue to face structural challenges, including cumbersome export procedures, high dependence on imports of consumer goods, and reliance on a narrow export base dominated by minerals and tourism. Other constraints include limited domestic value addition, high logistics costs, informality, non-tariff barriers, limited SME productive capacity, standards and certification challenges, and exposure to global commodity price shocks. Additionally, national trade and commerce data are not sufficiently disaggregated to clearly distinguish between domestic and foreign trade, limiting detailed analysis of their respective performance and contribution. Table 5.38 outlines the objectives, targets, and interventions for the trade and commerce sector.

**Table 5.38: Objectives, Targets, and Interventions for the Trade and Commerce Sector**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To achieve regional and global competitiveness in the trade sector | | | | | | |
| 1. Increased value addition in exports | i. Facilitate investment in agro-processing for export, including SEZs | | | | | |
| | ii. Strengthening the incentive and financing framework in value addition for exports, including by MSMEs | | | | | |
| | iii. Facilitate capacity development in packaging and branding to meet regional and international certification and traceability requirements | | | | | |
| | iv. Facilitate the deployment of technology to drive the growth of value-added exports | | | | | |
| 2. Reduced export concentration to improve resilience to external shocks | i. Harmonise export-related regulations to facilitate trade | | | | | |
| | ii. Facilitate diversification of export products, markets, and sectors | | | | | |
| | iii. Facilitate the deployment of modern technologies for market and export products diversification | | | | | |
| 3. Increased intra-African trade by 50 percent | i. Strengthen market intelligence to enhance Tanzania's participation in the regional trade | | | | | |
| | ii. Strengthen trade facilitation by improving the business environment, building institutional capacity, adopting modern technologies, and enhancing the enforcement of regulations. | | | | | |
| 4. Improved Performance of Logistics to enhance trade | i. Facilitate the modernisation of land, air, and sea transport infrastructure and operations, including customs procedures | | | | | |
| | ii. Facilitate the development of integrated logistics | | | | | |
| | iii. Facilitate access to the global transport alliance, including maritime, air, and road transport | | | | | |
| 5. Increased Export Complexity for enhanced resilience and higher export earnings | i. Facilitate the adoption of technology to enhance export | | | | | |
| | ii. Facilitate investment in high- tech industrial products to the regional global markets | | | | | |
| | iii. Facilitate investments in R&D to enhance export growth | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | iv. Promote technology transfer through FDI and joint ventures, licensing, and technology transfer agreements | | | | | |
| | v. Facilitate the development of industrial parks for high-tech sectors | | | | | |

#### 5.5.10.2 Carbon Trading

Tanzania has made notable progress in carbon trading since the early 2000s. Key milestones include the Environmental Management Act of 2004, Carbon Trading Regulations of 2022/23, and the Environmental Management Amendment Act of 2024, which elevated the National Carbon Monitoring Centre to a designated national authority. These efforts strengthened national capacity to oversee carbon markets, promote transparency, support equitable benefit-sharing, and enter into carbon market agreements. Other achievements include improved modelling and mapping of carbon stock distribution, attraction of 48 carbon trade projects by 2025.

Despite these gains, challenges persist. Tanzania's participation in global carbon markets remains limited by inadequate technical capacity, low awareness, high project preparation and certification costs, an underdeveloped carbon registry, and complex verification requirements.

LTPP 2050 aims to strengthen carbon trading frameworks, develop a competitive carbon market ecosystem, promote stakeholder engagement, and position the sector as a key export sector in Tanzania. Table 5.39 outlines the objectives, targets, and interventions for carbon trade.

**Table 5.39: Objectives, Targets and Interventions for Carbon Trading**

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| **Objective 1:** To Strengthen Tanzania's Position in Carbon Trading | | | | | | |
| 1. Enhanced system for managing and facilitating Carbon Trading | i. Strengthen the national and subnational institutional capacity to manage and coordinate carbon trade | | | | | |
| | ii. Strengthen the national carbon trading framework, including pricing, verification, and local participation, aligning with global standards | | | | | |
| 2. Increased revenue from carbon credit | i. Undertake a national assessment of the economic potential of carbon resources | | | | | |
| | ii. Undertake a comprehensive study on the scale, players, market behaviour, and trends of global carbon trading | | | | | |
| | iii. Facilitate regional and international partnerships to enhance access to carbon trading opportunities and investments | | | | | |

| Target | Interventions | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|
| | | IV | V | VI | VII | VIII |
| | iv. Facilitate an enabling environment to encourage companies engaging in carbon trading to list on stock exchanges | | | | | |
| | v. Facilitate the establishment of local-level carbon trade hubs to enhance the participation of communities and investors in carbon trading | | | | | |
| | vi. Strengthen community-based conservation through training, fintech solutions, and community-owned enterprises | | | | | |
| | vii. Facilitate the expansion of Marine Protected Areas (MPAs) through ecosystem restoration, community participation, enforcement, research, and technology-driven solutions. | | | | | |
| | viii. Facilitate access to carbon trading including fiscal and non – fiscal incentives to encourage participation in carbon trading | | | | | |
| | ix. Identify and zone potential forest areas for carbon trading | | | | | |
| | x. Facilitate the rollout of REDD+, afforestation, blue carbon, and other high-quality carbon credit projects and strengthen national capacity to integrate carbon trade considerations into project design and implementation | | | | | |

### 5.6 Flagship Programmes

The flagship programme areas have been identified because of their catalytic, high-impact, and mutually reinforcing potential to accelerate Tanzania's long-term transformation under LTPP 2050. Unlike other interventions, they combine scale, strategic relevance, and strong cross-sector spillovers, while addressing foundational constraints across key sectors and subsectors.

They are therefore expected to unlock multiple development pathways simultaneously by raising productivity, expanding domestic value addition, strengthening competitiveness, mobilising investment, creating decent jobs, and positioning Tanzania more effectively in regional and global value chains. Table 5.40 outlines the proposed flagship programmes and the associated components.

**Table 5.40: Flagship Programme Areas and Their Components**

| No. | Areas | Components |
|---|---|---|
| 1. | Industrial Development | i. Industrial Policy and Regulatory Reforms<br>ii. Strategic Mineral-Based Value Addition and Green Industrialisation<br>iii. Bagamoyo Special Economic Zone and Industrial Innovation Hub<br>iv. Cross-Border Economic Zones and Regional Trade Infrastructure |

| | | |
|---|---|---|
| 2. | Green Mining and Industrial Integration | i. Liganga and Mchuchuma Integrated Iron and Steel Complex<br>ii. Engaruka and Lake Natron Soda Ash Development Project<br>iii. Tanzania Critical Minerals and Technology Innovation Hub<br>iv. Arusha Gemstone Special Economic Zone<br>v. Tanzania Natural Gas and Petrochemical Industrial Zone<br>vi. African Fertiliser Value Chain and Green Production Project |
| 3. | Innovative Digital Infrastructure | i. National AI and Quantum Computing Research and Innovation Hub<br>ii. National Digital Twin Infrastructure for Governance & Planning<br>iii. AI-Driven National Data Infrastructure Ecosystem<br>iv. Smart Green Digital Trade Corridor Initiative<br>v. AI-Based Logistics and Trade Facilitation System |
| 4. | Climate and Green Growth | i. Circular Economy Hubs and Green Industrial Parks<br>ii. Coastal Blue Carbon and Eco-Tourism Innovation Hub<br>iii. Great Lakes Ecosystem Restoration and Conservation Programme |
| 5. | Transformative Infrastructure | i. Standard Gauge Railway (SGR) and Integrated Rail Network<br>ii. National Roads Network Expansion and Smart Maintenance Programme<br>iii. Global Smart Ports and Trade Logistics Cluster |
| 6. | Sustainable Energy | i. Mega Energy Generation Projects (Hydro, Gas, Solar, Coal, Wind, Geothermal, Nuclear) and National Power Grid Modernisation<br>ii. Expansion of Petroleum and LPG Storage and Distribution Network |
| 7. | Human Capital Development | i. National Youth Employment and Entrepreneurship<br>ii. Universal Social Protection System<br>iii. Universal Access to Quality Education for All, including STEM Education. |
| 8. | Responsible and Transformative Governance | i. Second-Generation Public Service Modernisation and Decentralisation<br>ii. Public Financial Management Digital Reform (2.0)<br>iii. National Constitutional Review and Implementation Framework<br>iv. AI-Driven Tax Intelligence and Revenue Mobilisation System<br>v. Mindset change |
| 9. | Smart Cities | Development of 10 Smart Economic Cities Across Regions |
| 10. | Trade and Investment | East Africa Digital Trade and Investment Corridor |
| 11. | Tourism Development | i. Dar es Salaam Waterfront Redevelopment and Tourism Cluster<br>ii. Southern Highlands Destination Development |

| | | |
|---|---|---|
| | | Project<br>iii. National Modern Convention Centre for MICE Tourism |
| 12. | Rural and Agricultural Transformation | i. Smart Agriculture and Plantation Development<br>ii. Agriculture Mechanisation and Value Addition |
| 13. | Research and Innovation | i. Investment in R&D<br>ii. Investment in Innovation and Application |
| 14. | Innovative and Inclusive Finance | i. National FinTech and Digital Innovation Development<br>ii. Capital Markets and Securities Development Initiative<br>iii. Startup Capital and Venture Finance Ecosystem Development<br>iv. National Financial Inclusion and Digital Services Expansion Plan |

CHAPTER SIX:

# IMPLEMENTATION AND OVERSIGHT

## 6.1 Overview

Achieving the objectives of Dira 2050 requires a fundamentally new approach to implementation, coordination, and oversight. This chapter reviews Vision 2025 to draw lessons and experience, as well as borrowing experiences from UMICs and global best practices. It then presents proposed implementation, coordination, and monitoring and evaluation frameworks for Dira 2050.

## 6.2 Implementation Framework for LTPP 2050

Building on lessons from the implementation of Vision 2025, LTPP 2011/12–2025/26, and the Big Results Now initiative, this section sets out the institutional framework, tools, and coordination mechanisms required to support effective implementation of LTPP 2050. The proposed framework clarifies the roles of key actors, strengthens alignment between planning, budgeting, and implementation, and embeds results-based monitoring, evaluation, accountability, and learning across all levels of government.

### 6.2.1 The Anchor Institution

The National Planning Commission Act No. 1 of 2023, as amended in 2024, mandates the National Planning Commission to serve as the autonomous central institution for national planning. NPC will provide strategic leadership in coordinating, aligning, and overseeing national development planning in pursuit of Dira 2050. It will also serve as the advisory body on socioeconomic policy, development planning, and economic management, guiding public institutions and other actors in aligning their plans and actions with national development objectives.

NPC will coordinate implementation across sectors and levels of government, support alignment with national priorities, and facilitate strategic dialogue with ministries, subnational governments, the private sector, civil society, and academia. It will also track progress, identify cross-sector linkages, and recommend reforms to the NPC Chairperson.

To ensure coherence in planning and implementation, the NPC will issue comprehensive implementation, reporting, and RBM&EAL guidelines for FYDPs to MDAs, Regional Secretariats, and Local Government Authorities. These guidelines will cover sectoral alignment with LTPP 2050 targets; resource allocation and budgeting procedures; programme and project implementation standards; private sector and civil society engagement protocols; policy and regulatory development processes, including joint sector reviews and regulatory impact assessments; alignment of public investment projects with Dira 2050 and LTPP 2050; harmonisation of RBMEA&L frameworks, including the National Monitoring Dashboard and National Performance Indicators. Together, these measures will ensure that sectoral interventions, programmes, and projects are aligned with national goals and monitored for measurable results.

### 6.2.2 Ministries, Departments, and Agencies

MDAs are central to translating LTPP 2050 into sector strategies, programmes, projects, budgets, and implementation plans. As the national planning authority, the NPC will coordinate with MDAs to ensure that their policies, strategies, plans, and budgets are aligned with Dira 2050, LTPP 2050, and the relevant FYDPs.

The NPC will establish an RBMEA&L system for LTPP 2050 and will include sector-specific key performance indicators and reporting requirements. MDAs will submit progress reports through a centralised digital platform, while the NPC will analyse performance, provide feedback, and publish annual progress reports to strengthen transparency, accountability, and learning.

### 6.2.3 Ministry Responsible for Finance

The Ministry responsible for Finance is a key partner of the NPC in prioritising and financing LTPP 2050 interventions. Its role will include integrating LTPP 2050 interventions into the Medium-Term Expenditure Framework and annual budget process, ensuring alignment with national priorities and in compliance with existing procedures. The Ministry will coordinate with sectors to ensure that their MTEFs reflect LTPP 2050 priorities, while the NPC will align its planning and oversight functions with the MTEF timelines, structure, and approval processes.

### 6.2.4 Regional Administration and Local Government Authorities

Effective implementation of LTPP 2050 will require a strong translation of national priorities into regional and local development strategies. The Ministry responsible for Regional Administration and Local Government will therefore play a key role in coordinating subnational implementation and strengthening decentralisation.

As institutions responsible for local economic development, LGAs will align their plans with LTPP 2050 while adapting priorities to local needs, development challenges, and economic opportunities. This will include setting SMART targets, linking local strategies to measurable outcomes, improving service delivery, and stimulating inclusive local economic activity. The NPC will focus on national plans and strategic projects, while collaborating with PMO-RALG to strengthen oversight of subnational implementation. The M&E Directorate will consolidate regional and local reports, and the NPC will work with investment facilitation institutions to mobilise private investment for LTPP 2050 projects across levels of governance.

### 6.2.5 Parliament

Parliament provides critical oversight in the implementation of national development visions, plans, and budgets. It will also support the effective functioning of the NPC by ensuring that the legal and institutional framework gives the NPC sufficient authority to execute its mandate. Drawing on lessons from UMIC, strengthening the NPC's decision-making authority in planning and economic management will be important for maintaining long-term policy coherence and implementation discipline.

### 6.2.6 Public and Statutory Corporations

Public and Statutory Corporations play an important role in implementing strategic investments under LTPP 2050, particularly in sectors where public investment remains necessary to crowd in private capital, address market failures, and safeguard national economic interests. The Office of the Treasury Registrar, established under the Treasury Registrar Act, Cap. 370, is responsible for the fiduciary oversight of public investments, state equity, and the performance of public commercial entities.

In line with LTPP 2050 and proposed legal reforms, the OTR will be transformed from an administrative custodian of public assets into a strategic public investment authority. This reform will reposition it to manage public investments in a more performance-oriented, value-driven, and impact-focused manner. Non-commercial statutory corporations and regulatory bodies will be transferred to their respective parent ministries, while the OTR's mandate will focus on commercial public corporations with strategic, financial, or developmental significance.

A Public Investment Fund will be established to provide financial flexibility for recapitalising viable entities, investing in high-potential enterprises, and accelerating strategic ventures aligned with national priorities. The OTR will also adopt stronger corporate governance standards, professionalised boards, performance contracts, independent audits, and portfolio management practices focused on return, performance, and long-term value creation. The OTR will coordinate PSCs to ensure that their strategic plans, FYDP-linked plans, annual plans, and budgets are aligned with LTPP 2050.

NPC will monitor the strategic direction of public ownership to identify and address potential risks of crowding out private sector activity. It will establish criteria, guidelines, and procedures for assessing such risks and may direct corrective measures where evidence of market distortion is established.

This approach reflects the hybrid developmental state model adopted by LTPP 2050. The government will strategically invest in sectors where private capital remains limited, or risks are high, while progressively enabling private-sector-led growth through partnerships, divestiture, public listing, and other ownership-broadening mechanisms. This balance is necessary to avoid excessive state control, fiscal burdens, and inefficiency, while ensuring that strategic public investments support long-term economic transformation.

#### 6.2.7 National Bureau of Statistics

The National Bureau of Statistics will lead the generation and coordination of official statistics required for evidence-based planning, monitoring, and decision-making under LTPP 2050. Working with the NPC, MDAs, the private sector, and other stakeholders, NBS will support the development of a robust national information system for tracking LTPP 2050 indicators.

A National Statistical Development Roadmap will be prepared to align statistical outputs with LTPP 2050 priorities. The NPC and NBS will work with MDAs and private sector institutions to ensure that LTPP indicators are integrated into routine reporting systems. This will be complemented by interoperability across the National Statistical System and the use of non-traditional data sources, including satellite imagery, mobile phone data, social media, web-crawled data, sensors, and big data.

#### 6.2.8 Private Sector

While the NPC sets national development priorities and provides strategic direction, the private sector contributes through investment, job creation, innovation, enterprise development, and market expansion. Regular engagement with the private sector will ensure that national plans are feasible, investment-oriented, and responsive to business realities.

The private sector is organised through several apex bodies, including the Tanzania Private Sector Foundation, the Tanzania Chamber of Commerce, Industry and Agriculture, the Confederation of Tanzania Industries, and the CEO Roundtable of Tanzania. These institutions support private sector development through policy advocacy, business networking, capacity building, information sharing, enterprise support, and entrepreneurship promotion. Their engagement will be critical in aligning private investment with LTPP 2050 priorities.

#### 6.2.9 Tanzania National Business Council

The Tanzania National Business Council plays a central role in strengthening public-private dialogue on the business environment and investment climate. Established through Presidential Circular No. 1 of 2001 and operational since 2002, TNBC provides structured platforms for the government and the private sector to reach consensus on strategic issues affecting enterprise growth, investment, and competitiveness.

Operating under the National Public-Private Dialogue Framework, TNBC facilitates dialogue at national and subnational levels through the Council, Executive Committee, Working Committees, and

Coordinating Secretariat. It is chaired by the President of the United Republic of Tanzania, while the Executive Committee is chaired by the Chief Secretary. TNBC is also linked to Ministerial Public-Private Dialogues, Regional Business Councils, and District Business Councils. This structure provides an important channel through which private sector priorities, constraints, and reform proposals can inform NPC planning, implementation oversight, and policy coordination under LTPP 2050.

#### 6.2.10 Civil Society Organisations

Civil society organisations will support LTPP 2050 implementation by promoting transparency, accountability, citizen participation, and inclusive development. Their roles will include policy advocacy, social accountability, community mobilisation, participatory budgeting, service delivery support, capacity building, and feedback generation. Through partnerships with government and the private sector, CSOs will also contribute to gender equality, environmental sustainability, and stronger links between grassroots priorities and national development goals.

#### 6.2.11 Think Tanks

Although the NPC serves as a national think tank for planning and economic management, its internal capacity will need to be complemented by specialised expertise. The NPC will therefore establish strategic partnerships with reputable local and international think tanks to support evidence-based policy research, technical analysis, impact evaluation, capacity building, and advisory services. These partnerships may include joint research, expert panels, peer learning, and regional collaboration on development planning, implementation oversight, and strategic alignment.

#### 6.2.12 Development Partners

Development Partners, including multilateral and bilateral organisations, foundations, and philanthropies, will continue to support LTPP 2050 through financing, technical assistance, policy dialogue, and knowledge sharing. While Tanzania will seek to diversify its resource base, development partners will remain important in areas such as infrastructure, climate change, social programmes, institutional strengthening, and alignment with international good practice. Their support will be guided by national priorities and Dira 2050 aspirations.

#### 6.2.13 Integrated Planning

The implementation of LTPP 2050 will follow an integrated planning framework that links long-term national priorities to medium-term plans, annual budgets, and implementation systems. LTPP 2050 sets the strategic direction for the next 25 years and will be operationalised through successive Five-Year Development Plans. Each FYDP will translate LTPP 2050 objectives, targets, and interventions into medium-term priorities, which will in turn be broken down into Annual Development Plans with specific activities, indicators, and resource requirements.

MDAs plans will be aligned with FYDPs and Annual Development Plans to avoid fragmented and siloed planning. LTPP 2050 provides a space for the private sector, civil society, and non-governmental organisations to align their strategies. Capacity building and inclusive stakeholder engagement will further strengthen partnership, transparency, accountability, and shared ownership of the LTPP 2050. This integrated approach will strengthen coordination, reduce duplication, and ensure that development efforts are mutually reinforcing.

### 6.3 Monitoring, Evaluation, Accountability, and Learning

The NPC will serve as the lead institution for monitoring, evaluation, and review. NPC will issue guidelines for Results-Based Monitoring, Evaluation, and Accountability Framework on the implementation of the LTPP 2050 through the FYDPs.

### 6.3.1 Performance Management

A performance-oriented culture will be strengthened across all levels of government through the existing systems. They include performance contracts, incentive systems, and institutional capacity building.

### 6.3.2 Reporting Mechanisms

Through the FYDPs, regular reporting will provide timely information on implementation progress, emerging challenges, and areas requiring corrective action.

### 6.3.3 Adaptive Learning and Knowledge Framework

The implementation of LTPP 2050 will be supported by an Adaptive Learning and Knowledge Framework to ensure that evidence, lessons, and innovations generated through the FYDPs are systematically captured, analysed, and used to improve policy choices, implementation performance, and future planning. The Framework will promote reflection, collaboration, and continuous improvement across institutions and stakeholder groups. It will also strengthen the feedback loop between implementation experience, monitoring evidence, evaluation findings, and policy decision-making.

The key elements will include knowledge management systems; integration of learning into monitoring and evaluation processes; stakeholder engagement and policy dialogue; adaptive management practices; capacity building and institutional learning; and systematic documentation and dissemination of lessons, innovations, and results.

### 6.3.4 Reviews of LTPP 2050

To maintain relevance over its 25-year horizon, LTPP 2050 will be subject to two major reviews:

**(i) Mid-Term Review:** To assess progress during the first decade of implementation, examine changes in the national and global context, and recommend adjustments to priorities, targets, and implementation approaches where necessary.

**(ii) Final Review:** To assess the extent to which LTPP 2050 objectives have been achieved. It will provide a comprehensive assessment of outcomes, identify lessons, and inform the preparation of the next long-term planning cycle.

## 6.4 Communication Strategy

The successful implementation of Dira 2050, through LTPP 2050 and FYDPs, requires a robust, inclusive, and adaptive communication strategy. The strategy will promote national awareness, public ownership, accountability, and continuous engagement throughout the implementation period. Guided by the principles of transparency, inclusivity, a feedback-driven approach, localisation, and continuity, the Strategy will be embedded in institutional operations at national, sectoral, and subnational levels to ensure consistent messaging, facilitate feedback, and strengthen alignment with Dira 2050. Local Government Authorities will align local communication with implementation priorities. The NPC is the central coordinating institution for the Communication Strategy.

CHAPTER SEVEN:

# FINANCIAL REQUIREMENTS AND MOBILISATION

## 7.1 Overview

Achieving a USD 1 trillion economy requires significant investment over the next 25 years. Evidence from upper-middle-income countries indicates that successful economies typically maintain investment levels of between 25 and 35 percent of GDP, while keeping the Incremental Capital-Output Ratio (ICOR) at 4 or below to ensure efficient use of capital. This implies that investment must be directed towards high-productivity and high-return areas, while avoiding inefficient resource allocation to low-impact sectors.

The private sector will play a central role in mobilising the investment required to drive long-term growth. This will include both domestic and foreign investment. Increased private sector participation will be critical for diversifying sources of capital and improving efficiency. This chapter presents the financial requirements and resource mobilisation strategies for implementing LTPP 2050.

## 7.2 Financial Requirements

The total investment required to achieve a USD 1 trillion economy, across all FYDP cycles, is estimated at USD 3.582 trillion. This includes USD 183 billion for FYDP IV; USD 289 billion for FYDP V; USD 542 billion for FYDP VI; USD 988 billion for FYDP VII; and USD 1.58 trillion for FYDP VIII, as presented in Table 5.1. The public resources are projected to finance about 22 percent of the required investment, Public Sector Corporations about 8 percent, and the domestic and foreign private sector about 70 percent.

Closing this gap will require a deliberate and coordinated resource mobilisation strategy. This should focus on expanding foreign direct investment, deepening domestic private investment, strengthening capital markets, scaling up public-private partnerships, and developing innovative financing instruments, including municipal bonds, green finance, diaspora bonds, and blended finance.

Table 7.1: LTPP 2050 Financing Requirements

| | Weights | Units | FYDP IV | FYDP V | FYDP VI | FYDP VII | FYDP VIII | TOTAL |
|---|---|---|---|---|---|---|---|---|
| **Estimated GDP*** | - | USD Bil | 522 | 827 | 1,548 | 2,823 | 4,513 | 10,233 |
| **Requirement Investment (35% of GDP)** | 35% | USD Bil | 182.67 | 289 | 542 | 988 | 1,580 | 3,582 |
| Infrastructure Development (Roads, Railways, Ports, Airports, Pipelines, Telecommunication) | 25% | USD Bil | 45.7 | 72.4 | 135.4 | 247.0 | 394.9 | 895.4 |
| Energy Sector Expansion (Hydropower, Natural Gas, Renewables | 15% | USD Bil | 27.4 | 43.4 | 81.3 | 148.2 | 237.0 | 537.3 |
| Agricultural Modernization and Value Addition | 10% | USD Bil | 18.3 | 28.9 | 54.2 | 98.8 | 158.0 | 358.2 |
| Industrial Development and Manufacturing Expansion | 15% | USD Bil | 27.4 | 43.4 | 81.3 | 148.2 | 237.0 | 537.3 |
| Mining and Mineral Value Chain Development | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| Oil and Gas Exploration and Development | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| Blue Economy Development (Ports, Fisheries, Maritime, Tourism) | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| Tourism Infrastructure and Product Diversification | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |

| | Weights | Units | FYDP IV | FYDP V | FYDP VI | FYDP VII | FYDP VIII | TOTAL |
|---|---|---|---|---|---|---|---|---|
| Digital Economy and ICT Infrastructure Expansion | 3% | USD Bil | 5.5 | 8.7 | 16.3 | 29.6 | 47.4 | 107.5 |
| Financial Sector Deepening and Capital Market Development | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| Human Capital Development (Education and Skills Training) | 10% | USD Bil | 18.3 | 28.9 | 54.2 | 98.8 | 158.0 | 358.2 |
| Healthcare Infrastructure and Service Delivery | 10% | USD Bil | 18.3 | 28.9 | 54.2 | 98.8 | 158.0 | 358.2 |
| Water and Sanitation Infrastructure | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |

| | Weights | Units | FYDP IV | FYDP V | FYDP VI | FYDP VII | FYDP VIII | TOTAL |
|---|---|---|---|---|---|---|---|---|
| **Estimated GDP*** | - | USD Bil | 522 | 827 | 1,548 | 2,823 | 4,513 | 10,233 |
| **Requirement Investment (35% of GDP)** | **35%** | USD Bil | 182.67 | 289 | 542 | 988 | 1,580 | 3,582 |
| Housing and Urban Development | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| Environmental Protection and Climate Change Resilience | 5% | USD Bil | 9.1 | 14.5 | 27.1 | 49.4 | 79.0 | 179.1 |
| Research, Development, and Innovation Capacity Building | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| Governance, Institutional Strengthening, and Anti-Corruption Measures | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| Private Sector Development and FDI Promotion | 0.50% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| Social Protection and Inclusive Development | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| Regional Integration and Cross-Border Infrastructure | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| Risk Management and Contingency Financing | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| Monitoring, Evaluation, and Accountability Framework | 0.5% | USD Bil | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |

| | Weights | Units | FYDP IV | FYDP V | FYDP VI | FYDP VII | FYDP VIII | TOTAL |
|---|---|---|---|---|---|---|---|---|
| **Total Investment Requirement** | **100%** | **USD Bil** | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| Government Dev. Resource Envelope*** | | | 0.9 | 1.4 | 2.7 | 4.9 | 7.9 | 17.9 |
| **Resource Gap** | | **USD Bil** | **140** | **222** | **424** | **788** | **1263** | **2837** |
| **Financing:** | | | | | | | | |
| **Private Sector (Domestic and Foreign)*** ** | | **USD Bil** | **128** | **203** | **379** | **692** | **1106** | **2507** |
| **Public and Statutory Corporations** **** | | **USD Bil** | **12** | **20** | **45** | **96** | **157** | **329** |

* Nominal GDP.

** Investment Financing from the Government Development Budget, estimated based on Historical Trend, Distributed in a Ratio of 55:45 for Recurrent and Development Budget.

*** Deficit Financing from the Private Sector (Domestic and Foreign Direct Investment-FDIs), Accounting for 70% of the Investment Requirement. The Allocation Based on the Average Share of Private Sector Capital Formation to Total Nominal GDP for the Last Ten Years (Estimated at around 70%).

**** Public and Statutory Corporations, with their contribution to total investment requirements estimated as a residual to the percent contribution of the government (20-22%) and the private sector (around 70%).

## 7.3 Financial Mobilisation

### 7.3.1 Conventional Sources

Conventional sources include tax and non-tax revenues, domestic borrowing, and external grants and concessional financing. The key strategies for strengthening these sources are outlined below.

**(i) Tax and Non-Tax Revenues**

Tanzania's domestic revenue mobilisation depends largely on taxation. The main tax sources include income tax, Value Added Tax, excise duties, and import duties, with income tax and VAT contributing about 64 percent of total tax revenue between 2019 and 2023. The revenue-to-GDP ratio has improved, rising from about 12 percent in 2000/01 to 14.9 percent in 2023/24. However, this remains below the average performance of comparable lower-middle-income countries, whose revenue-to-GDP ratio increased from 17.4 percent in 2000/01 to about 22 percent during 2012–2024. This indicates that Tanzania has scope to strengthen domestic revenue collection.

Key challenges to revenue mobilisation include frequent tax policy changes, administrative inefficiencies, inconsistent enforcement, corruption, and generous tax exemptions. To address these challenges, the following measures will be taken:

**(a) Broadening the Domestic Tax Base:** This will involve expanding taxpayer registration, rationalising tax exemptions, and progressively integrating the informal sector into the tax system. Simplified taxation for Micro, Small, and Medium Enterprises (MSMEs), wider use of digital tax solutions, and strengthened taxpayer education will help improve compliance. Establishing an independent Alternative Dispute Resolution (ADR) mechanism will also support efficient tax dispute resolution and build taxpayer trust.

**(b) Reforming Tax Policy and Administration:** Tax administration will be strengthened through greater use of digital systems, including integration of Electronic Fiscal Devices with digital payment platforms, improved taxpayer databases, and wider use of data analytics to enhance efficiency, compliance, and risk-based enforcement.

**(c) Enhancing Local Government Revenue:** Local Government Authorities will require greater efficiency and autonomy in revenue collection. In line with the Decentralisation Policy and Local Economic Development Strategy, sub-national taxation reforms should reduce nuisance and overlapping local taxes, strengthen digital collection systems, and build the capacity of local revenue administrators.

**(d) Formalising the Informal Sector:** The informal sector can become a stronger contributor to economic growth if barriers to formalisation are reduced. This will require simplified regulatory processes, improved governance, targeted incentives, and better access to finance, markets, and business development services.

**(e) Enhancing Non-Tax Revenue:** Non-tax revenues, including royalties, fees, and levies, will be regularly reviewed to ensure that they align with the national development agenda. Collection systems should be strengthened to improve accountability, while maintaining policy predictability and an enabling business environment.

**(ii) Domestic Borrowing**

Domestic borrowing will remain an important source of financing for budget deficits and strategic public expenditure. It can also support the development of the domestic capital market and reduce exposure to external financing shocks. However, domestic borrowing must be carefully managed to avoid crowding out private sector credit, increasing interest rates, constraining private investment, or creating inflationary pressures.

**(iii) Foreign Grants and Technical Assistance**

Foreign grants, technical assistance, and concessional loans will remain important for supporting LTPP 2050 implementation. The government will seek to expand access to concessional financing, technical assistance, and grants from development partners, including bilateral and multilateral institutions such as the World Bank, International Monetary Fund and African Development Bank, as well as philanthropies and foundations. This will require stronger economic diplomacy, improved project preparation, and a pipeline of bankable projects aligned with national priorities.

**(iv) Foreign Loans**

Foreign borrowing should be minimised and used only where it is economically justified and fiscally sustainable. The Medium-Term Debt Management Strategy 2023/24–2025/26 indicates that Tanzania's debt sustainability indicators remain cautiously optimistic. The government will therefore ensure that all borrowing is prudently contracted, transparently managed, and subject to clear sustainability criteria and oversight.

### 7.3.2 Alternative Financing

Alternative financing will complement public resources by mobilising private capital, deepening capital markets, and using innovative instruments such as infrastructure, green, diaspora, climate finance, carbon trading, and Public-Private Partnerships. These instruments can provide long-term financing for the priorities identified in LTPP 2050. To maximise these opportunities, Tanzania will need stronger technical capacity, effective regulation, robust monitoring systems, and a pipeline of national development projects.

Private sector financing will be essential for achieving the investment requirements of LTPP 2050. The Government will promote access to such financing by deepening financial markets, improving the financial sector regulatory framework, strengthening investment promotion and facilitation, and leveraging regional and international partnerships. These measures will help mobilise domestic and foreign investment, expand long-term financing for strategic projects, improve investor confidence, and support the implementation of transformative national development priorities.

**Table 7.2: Sources, Challenges, Interventions, and Responsibilities for Resource Mobilisation**

| Challenges | Interventions | Responsible | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|---|
| | | | IV | V | VI | VII | VIII |
| **Source 1: Public-Private Partnerships (PPPs)** | | | | | | | |
| 1. Underutilised PPP instruments for development projects | i. Strengthen the PPP framework to enhance the development, coordination, promotion, management, and oversight of projects | MoF | | | | | |
| | ii. Facilitate the implementation of PPP instruments to attract long-term private investment | MoF | | | | | |
| **Source 2: FDI and Capital Market** | | | | | | | |
| 2. Limited foreign investor participation in the development process | i. Facilitate the implementation of investment climate-related reforms to attract FDIs | MoF, POPI | | | | | |
| | ii. Facilitate a conducive environment for foreign investors to participate in the domestic capital market | MoF, POPI | | | | | |
| **Source 3: Diaspora and Sustainable Finance** | | | | | | | |
| 3. Limited access to sustainable and alternative financing instruments | i. Facilitate a conducive environment for attracting investment from the diaspora | MoF, MFAEAC | | | | | |
| | ii. Establish a framework for facilitating domestic trading in carbon credits | VPO, MoF | | | | | |
| | iii. Facilitate a conducive environment for domestic firms to participate in the global green bond market | VPO, MoF | | | | | |
| | iv. Facilitate access to debt swap instruments for financing sustainable development projects. | MoF | | | | | |
| **Source 4: Development Finance and Strategic Funds** | | | | | | | |
| 4. Limited access to development financing instruments | i. Facilitate diversification of government financing beyond traditional sources | MoF | | | | | |
| | ii. Strengthen the institutional capacity of development banks to support the national development agenda | MoF | | | | | |
| | iii. Facilitate the establishment of a Sovereign Wealth Fund | MoF | | | | | |

| Challenges | Interventions | Responsible | Five-Year Development Plans | | | | |
|---|---|---|---|---|---|---|---|
| | | | IV | V | VI | VII | VIII |
| **Source 5: Sustainable Financing** | | | | | | | |
| 5. Limited access to sustainable financing instruments | i. Facilitate access to debt swap instruments to mobilise resources for financing sustainable development projects | MoF | | | | | |

CHAPTER EIGHT:

# RISK ASSESSMENT AND MITIGATION

## 8.1 Overview

This chapter presents a preliminary assessment of the key risks that may affect the successful implementation of LTPP 2050. It identifies and categorises generic and sector-specific risk areas that could undermine the achievement of the Plan's objectives if not effectively managed. It also presents a risk heatmap to illustrate the overall risk profile and highlight areas requiring priority attention. For each identified risk, proposed mitigation measures are outlined to strengthen the resilience, adaptability, and effectiveness of LTPP 2050 implementation.

## 8.2 Risk Assessment

The achievement of each goal and specific objective of LTPP 2050 is subject to uncertainties arising from different categories of risk. A total of twenty-three risk areas have been identified as having the potential to affect the achievement of LTPP 2050 objectives. These risks are grouped into generic and sector-specific risk areas, as outlined below.

### 8.2.1 Generic Risk Areas

Generic risks cut across all LTPP 2050 objectives. They may directly affect implementation outcomes and may also reinforce one another. For example, weaknesses in governance, regulation, internal security, energy, and infrastructure can collectively undermine the business environment and reduce investor confidence. The main generic risk areas are as follows:

(i) **Macroeconomic and fiscal risks:** Economic shocks may affect fiscal stability, macroeconomic performance, and national welfare. These may arise from internal and external factors such as high debt dependence vis-à-vis repayment capacity, trade imbalances, and global economic shocks.

(ii) **Governance, political and regulatory risks:** Threats to the stability, effectiveness, and integrity of public institutions, political polarisation, unethical political conduct, political tensions, and complex or unpredictable regulatory frameworks may weaken public trust, reduce implementation capacity, increase compliance costs, discourage investment, and undermine long-term planning.

(iii) **Security and geopolitical risks:** External events, internal insecurity, crime, terrorism, drug and human trafficking, civil unrest, or other forms of insecurity may threaten territorial integrity, security, and stability, resulting in loss of life, damage to infrastructure, and disruption of investment, trade, and service delivery.

(iv) **Business environment and infrastructure risks:** An insufficiently attractive, supportive, or enabling business environment, combined with gaps in the coverage, reliability, and quality of infrastructure networks, including transport, ICT, water, and energy systems, may constrain domestic and foreign investment, private sector growth, and competitiveness.

(v) **Technology, education, and knowledge economy risks:** Increased digitalisation and adoption of new technologies may expose public and private institutions to data breaches, cyber-attacks, and premature obsolescence of ICT systems. At the same time, inefficiencies in the education system and weak alignment with the requirements of a knowledge-led economy may limit workforce competitiveness in local and global labour markets.

(vi) **Environmental, demographic and public health risks:** Extreme weather events, including droughts, floods, and pollution of land and water bodies, together with rapid population growth, youth bulge, urbanisation, and public health emergencies, may increase pressure on settlements, employment, food security, water, sanitation, health services, and wider social and economic resilience.

### 8.2.2 Sector-Specific Risk Areas

In addition to cross-cutting generic risks, LTPP 2050 may face risks that are specific to individual sectors. These risks may arise from structural weaknesses, policy and regulatory gaps, market uncertainties, technological limitations, and capacity constraints. Identifying them is critical for designing targeted mitigation measures and safeguarding each sector's contribution to national transformation. The key sector-specific risks are as follows:

(i) **Agricultural risks:** Weaknesses in climate resilience, access to finance, extension services, inputs, irrigation, mechanisation, and markets may reduce productivity in crops, livestock, and fisheries. This could undermine food security, agro-processing, trade, and economic transformation.

(ii) **Manufacturing and industrial risks:** Weak industrial enablers, including skills, capital, reliable energy, water, transport, communication networks, and market access, may constrain industrial growth and manufacturing competitiveness.

(iii) **Mining sector risks:** Frequent regulatory changes and weak supporting infrastructure may create investment uncertainty, particularly for foreign investors, slowing exploration, extraction, and investment in local mineral processing.

(iv) **Oil and gas risks:** Exploration, development, and production may fall short of expected potential due to high costs, lengthy contractual and regulatory processes, limited technology, and shortages of specialised local skills.

(v) **Tourism risks:** Tourist arrivals may decline due to changing global travel patterns, reduced wildlife populations, weak hospitality standards, insecurity, environmental degradation, or stronger competition from other destinations.

(vi) **Financial sector risks:** The financial sector may not adequately meet rising demand for investment capital, long-term finance, and larger transaction volumes, creating financing constraints, market uncertainty, and reduced investor confidence.

(vii) **Sports and creative industry risks:** Limited investment, weak support systems, inadequate facilities, and uncertain income opportunities may reduce young people's interest in careers in sports and the creative industries.

(viii) **Carbon trading risks:** Limited local knowledge, the relative newness of the sector, and the absence of a fully established legal and institutional framework may slow participation by local communities and private actors.

(ix) **Water and sanitation risks:** Water sources may become depleted or polluted, while production, distribution, and sanitation systems may fail to keep pace with population growth, urbanisation, and rising commercial and industrial demand.

(x) **Energy sector risks:** Energy generation, transmission, and distribution may not keep pace with rising demand from households, industries, and other productive sectors. Key risks may include limited financing, ageing or inadequate grid infrastructure, outdated generation and distribution systems, reliance on climate-sensitive sources such as hydropower, high distribution losses, and governance weaknesses in energy project planning and management.

The overall risk profile is presented in the risk heatmap under Figure 8.1.

**Figure 8.1. Risk Heatmap**


In summary, seven (7) areas are estimated to be of extreme risk (in red region), and nine (9) are of high risk (in light brown region), requiring immediate attention and mitigation measures, coupled with regular monitoring. Seven (7) risk areas are rated as moderate, requiring some steady improvement in existing controls and/ or mitigation measures.

### 8.3 Risk Mitigation

Effective mitigation of the identified risks is critical to ensuring the resilience, adaptability, and successful implementation of LTPP 2050. For each of the twenty-three risk areas, specific and actionable mitigation measures have been proposed, taking into account the nature of the risk and the relevant institutional or sectoral context (Table 6.1).

Table 8.2: Risk Mitigation Measures

| Risk Area | Mitigation Measures |
| --- | --- |
| RA1: Economic Risks | Diversify the economy; strengthen domestic revenue mobilisation; manage public debt sustainability; enhance export competitiveness and industrial policy; maintain macroeconomic stability through fiscal and monetary discipline. |
| RA2: Governance Risks | Improve transparency, accountability, and anti-corruption frameworks; enhance public sector efficiency; strengthen institutions of checks and balances; ensure budget discipline and participatory governance, especially at sub-national levels. |
| RA3: Political and Ideological Risks | Promote civic education; ensure inclusive political dialogue; enforce electoral integrity; strengthen democratic institutions; promote national cohesion and ideological tolerance. |
| RA4: Geopolitical Risks | Strengthen diplomatic relations and regional cooperation; enhance border security and intelligence; develop contingency plans for external shocks; build strategic reserves and diversify trade and market sources and destinations of our exports. |
| RA5: Internal Security Risks | Invest in law enforcement and crime prevention; strengthen anti- terrorism and anti-trafficking units; promote community policing; address socioeconomic inequalities to reduce drivers of unrest. |
| RA6: Business Environment Risks | Simplify business registration and licensing; ensure policy consistency; improve physical infrastructure; promote public-private dialogue; enforce protection of property and investment rights. |
| RA7: Regulatory Risks | Harmonise and streamline regulatory frameworks; digitise compliance systems; conduct regular regulatory impact assessments; improve investor awareness on compliance obligations. |
| RA8: Infrastructure Risks | Prioritise infrastructure financing; promote PPPs in infrastructure; improve maintenance culture; climate-proof infrastructure development; strengthen spatial planning and enforcement. |
| RA9: Technological Risks | Strengthen national cybersecurity frameworks; invest in digital literacy; promote ethical AI and data governance; build resilient ICT infrastructure; foster local innovation ecosystems. |
| RA10: Education & Knowledge Infusion Risks | Align curricula, especially for TVET, with market needs; invest in STEM and vocational training; enhance teacher training and incentives; promote inclusive education; strengthen R&D and university-industry linkages. |
| RA11: Environmental Risks | Mainstream climate resilience across sectors; enforce environmental protection laws; strengthen early warning systems; invest in sustainable land and marine resource use; promote green technologies. |
| RA12: Demographic Risks | Promote inclusive urban planning; expand access to family planning services; invest in youth employment programmes; scale up social services; strengthen rural development to curb urban migration. |

| Risk Area | Mitigation Measures |
|---|---|
| RA13: Public Health Risks | Strengthen health systems and coverage; invest in disease surveillance and emergency preparedness; promote universal health coverage; improve health infrastructure and personnel distribution. |
| RA14: Agricultural Risks | Promote climate-smart agriculture; improve access to finance and markets; strengthen extension services and mechanisation; secure land rights; expand irrigation and storage facilities. |
| RA15: Manufacturing & Industry Risks | Provide incentives for local manufacturing; enhance access to credit and energy; upgrade infrastructure; develop skilled labour through TVET; simplify regulations and export procedures. |
| RA16: Mining Sector Risks | Stabilise mining policy framework; strengthen investor protection; formalise artisanal mining; improve value addition and local content; upgrade geological data systems. |
| RA17: Oil and Gas Risks | Improve investment frameworks; attract technical partnerships; build local skills; mitigate environmental risks; ensure transparency and public engagement in resource governance. |
| RA18: Tourism Risks | Enhance tourism marketing; diversify tourism products; improve wildlife conservation; invest in hospitality training; ensure safety and infrastructure in tourist zones. |
| RA19: Financial Sector Risks | Deepen financial markets; strengthen regulatory oversight; promote digital financial inclusion; improve credit infrastructure; increase financial literacy and consumer protection. |
| RA20: Sports & Creativity Risks | Invest in grassroots sports and cultural programmes; improve facilities; establish creative industry hubs; promote talent development and commercialisation; integrate arts in education. |
| RA21: Carbon Trade Risks | Develop a national carbon market framework; raise local awareness; build institutional capacity; promote participation of local communities; strengthen MRV (Measurement, Reporting & Verification) systems. |
| RA22: Water & Sanitation Risks | Increase investments in water infrastructure; improve water governance and utility efficiency; implement integrated water resources management; expand rural and urban sanitation coverage. |
| RA23: Energy Sector Risks | Diversify energy sources (e.g., solar, wind, LNG); invest in grid modernisation; reduce transmission losses; attract private investment; strengthen planning and regulatory institutions. |

## ANNEX 1: UMIC COMPARATIVES AND DATA SOURCES

| Indicator | South Africa | Brazil | Mexico | Turkey | Malaysia | Mean UMIC |
|---|---|---|---|---|---|---|
| **Economic and Financial Indicators** | | | | | | |
| GDP (USD) Billion | 351.43 | 1,920.00 | 1,410.00 | 905.00 | 434.00 | 99.22 |
| GDP per Capita (USD) | 6,001.00 | 8,857.00 | 10,045.00 | 10,616.00 | 11,109.00 | 7,485.25 |
| Economic Diversification (Manufacturing as % of GDP) | 13.2 | 9.6 | 17.3 | 19.2 | 22.3 | 10.575 |
| Credit-to-GDP Ratio (% of GDP) | 70 | 70 | 45 | 60 | 80 | 62.5 |
| Export Complexity Index (higher is better) | 0.3 | 0.3 | 0.5 | 0.4 | 0.6 | 0.125 |
| Foreign Direct Investment Inflows (USD, billions) | 4.6 | 50 | 35 | 15 | 12 | 1.775 |
| **Agriculture Indicators** | | | | | | |
| Agriculture contribution to GDP % | 2.4 | 5.5 | 3.8 | 6.2 | 7.1 | 3.675 |
| Cereal Yield (kg per hectare) | 3800 | 4901 | 3981 | 3163.9 | 3750 | 3325 |
| Irrigated Land as (%of Tot. Agriculture Land) | 1.6 | 6 | 23 | 30 | 5.5 | 7.3325 |
| **Environmental Indicators** | | | | | | |
| Forest Coverage (% of land area) | 7.6 | 59 | 33 | 15 | 67 | 13.475 |
| CO2 Emissions (metric tons per capita) | 7.5 | 2.2 | 3.9 | 4.5 | 7.6 | 3.825 |
| Renewable Energy Use (% of total energy consumption) | 10 | 45 | 20 | 15 | 6 | 27.25 |
| Urban Waste Collection (% of urban population) | 80 | 215.3 | 126.7 | 85.3 | 33.9 | 76.25 |
| **Energy and Technology Indicators** | | | | | | |
| Electricity Generation (MW) | 66,700 | 222,000 | 104,000 | 107,000 | 37,900 | 107,520 |
| Electricity Consumption per Capita (kWh) | 4200 | 2600 | 2100 | 3000 | 4500 | 2450 |
| Oil Consumption per Capita (kg) | 1000 | 724 | 828.2 | 10,014 | 965.5 | 700 |
| Internet Penetration (% of population) | 68 | 74 | 70 | 75 | 84 | 48.5 |
| Digital Literacy & Readiness | >50% | Medium | Medium | Medium | Medium-High | 50 |
| **Manufacturing and Processing Indicators** | | | | | | |
| Manufacturing as % of GDP (Economic Diversification) | 12.8 | 10.9 | 18.3 | 18.6 | 22.3 | 15 |
| Export Complexity Index (ECI) | 0.5 | 0.6 | 1.1 | 0.8 | 0.9 | 0.7 |
| Foreign Direct Investment (FDI) in Manufacturing Sector | 1.5 | 5 | 4 | 3 | 2.5 | 3.2 |

| Indicator | South Africa | Brazil | Mexico | Turkey | Malaysia | Mean UMIC |
|---|---|---|---|---|---|---|
| Value Added per Manufacturing Worker | 25000 | 20000 | 22000 | 18000 | 30000 | 23000 |
| **Social and Human Development Indicators** | | | | | | |
| Life Expectancy (Years) | 64.1 | 75.9 | 75.1 | 77.7 | 76.3 | 68.3 |
| Infant Mortality Rate (per 1,000 live births) | 25 | 12.4 | 12.6 | 9.2 | 6.7 | 25.5 |
| Maternal Mortality Ratio (per 100,000 live births) | 119 | 60 | 33 | 17 | 29 | 130.25 |
| Under-Five Mortality Rate % | 31.2 | 14 | 15 | 11 | 8 | 31 |
| Primary Education Enrolment (% Gross) | 98 | 104 | 104.6 | 102 | 104.38 | 100.5 |
| Mean Years of Schooling | 10.2 | 8 | 9.2 | 8.5 | 10.4 | 8.75 |
| Tertiary Education Enrolment (% of relevant age group) | 24.6 | 51.3 | 46.4 | 115 | 45.1 | 25.5 |
| Human Development Index (HDI) | 0.709 | 0.754 | 0.758 | 0.838 | 0.807 | 0.7215 |
| Employment in Services (% of total employment) | 72 | 70.78 | 61 | 56 | 65 | 65 |
| Urbanisation (% of population) | 66 | 87.8 | 81.6 | 77.5 | 78.7 | 56.5 |
| **Governance, Stability, and Institutional Indicators** | | | | | | |
| Corruption Perceptions Index (CPI, higher is better) | 44 | 110 | 140 | 110 | 57 | 52.25 |
| Political Stability Index (higher is better) | -0.3 | -0.31 | -0.51 | -0.88 | 0.03 | 0.15 |
| Global Peace Index | 118 | 2.3 | 2.6 | 2.8 | 1.5 | 50 |
| Research Funding (% of GDP) | 0.85 | 1.15 | 0.27 | 1.4 | 0.95 | 0.495 |
| **Equity and Inclusion Indicators** | | | | | | |
| Gini Coefficient (0=perfect equality, 1=max inequality) | 0.63 | 0.529 | 0.5 | 0.415 | 0.411 | 0.5275 |
| Bank Account Access (% of population ages 15 and older) | 70 | 84 | 49 | 74 | 85 | 63.75 |
| Access to Safe Water (% of population) | 93 | 85.77 | 43.03 | NA | 93.82 | 50 |
| Poverty Rate (% of population below national poverty line) | 55.5 | 21.4 | 43.9 | 32.1 | 5.6 | 24.35 |
| Population | 62,027,503 | 220,051,512 | 130,739,927 | 84,119,531 | 33,573,874 | |

| Data Sources | |
|---|---|
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# ANNEX 2: MONITORING AND EVALUATION FRAMEWORK

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Macroeconomic Indicators | | | |
| GDP per Capita at current prices (TZS Millions) | 2024 | 205,846,493 | State of the Economy Report, 2024 |
| Consumer Price Index (Percent) | 2024 | 3.1 | State of the Economy Report, 2024 |
| Balance of Merchandise Trade (US Millions) | 2024 | -5,157.20 | State of the Economy Report, 2024 |
| Real GDP (mp) (Percent) | 2024 | 5.5 | State of the Economy Report, 2024 |
| Nominal GDP (mp) (Percent) | 2024 | 10.2 | State of the Economy Report, 2024 |
| Investment to GDP (Percent) | 2024 | 37.1 | State of the Economy Report, 2024 |
| Savings to GDP (Percent) | 2024 | 23.8 | State of the Economy Report, 2024 |
| CPI Inflation (Period Average) (Percent) | 2024 | 3.1 | State of the Economy Report, 2024 |
| Short-Term Lending Rate (Up to one year) (Percent) | 2024 | 15.82 | State of the Economy Report, 2024 |
| Short-Term Deposits (12 Months) (Percent) | 2024 | 7.85 | State of the Economy Report, 2024 |
| Interest Rate Spread (One year) | 2024 | 6.65 | State of the Economy Report, 2024 |
| Exchange Rate (TZS/USD), Annual Average | 2024 | 2610.50 | State of the Economy Report, 2024 |
| M3 Growth Rate (Percent) | 2024 | 11.1 | State of the Economy Report, 2024 |
| M2 Growth Rate (Percent) | 2024 | 9.3 | State of the Economy Report, 2024 |
| Non-Performing Loans (Percent) | 2024 | 3.3 | State of the Economy Report, 2024 |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Growth of Credit to Private Sector (Percent) | 2024 | 12.4 | State of the Economy Report, 2024 |
| Export of Goods to GDP (Percent) | 2024 | 11.6 | State of the Economy Report, 2024 |
| Export of Goods and Services to GDP (Percent) | 2024 | 20.3 | State of the Economy Report, 2024 |
| Import of Goods to GDP (Percent) | 2024 | 18.0 | State of the Economy Report, 2024 |
| Import of Goods and Services to GDP (Percent) | 2024 | 20.3 | State of the Economy Report, 2024 |
| Current Account to GDP (Percent) | 2024 | -2.6 | State of the Economy Report, 2024 |
| Reserve Months to Import | 2024 | 4.4 | State of the Economy Report, 2024 |
| Domestic Revenue to GDP (Percent) | 2024 | 15.1 | State of the Economy Report, 2024 |
| Tax Revenue to GDP (Percent) | 2024 | 12.5 | State of the Economy Report, 2024 |
| Total Expenditure (Net Lending) to GDP (Percent) | 2024 | 18.5 | State of the Economy Report, 2024 |
| Recurrent Expenditure to GDP (Percent) | 2024 | 11.1 | State of the Economy Report, 2024 |
| Development Expenditure to GDP (Percent) | 2024 | 7.4 | State of the Economy Report, 2024 |
| Foreign Borrowing to GDP (Percent) | 2024 | 2.0 | State of the Economy Report, 2024 |
| Domestic Borrowing to GDP (Percent) | 2024 | 1.1 | State of the Economy Report, 2024 |
| Contribution of Informal Sector to GDP (%) | 2023 | 0.451 | QIES) World Economics |
| Credit to Private Sector to GDP Ratio (%) | 2024 | 17.5 | NBS |
| Current Account Balance (% of GDP)-Manufactured | 2024 | -2.6 | BOT |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| goods | | | |
| Traditional commodities | | | |
| Coffee (% of total exports) | 2024 | 3.2 | Ministry of Finance |
| Cotton (% of total exports) | 2024 | 0.8 | Ministry of Finance |
| Sisal (% of total exports) | 2024 | 0.3 | Ministry of Finance |
| Tea (% of total exports) | 2024 | 0.2 | Ministry of Finance |
| Tobacco (% of total exports) | 2024 | 5.6 | Ministry of Finance |
| Cashew nuts (% of total exports) | 2024 | 5.9 | Ministry of Finance |
| Cloves (% of total exports) | 2024 | 0.2 | Ministry of Finance |
| Non-Traditional Commodities | | | |
| Minerals (% of total exports) | 2024 | 45.2 | Ministry of Finance |
| Manufactured goods (% of total exports) | 2024 | 14.7 | Ministry of Finance |
| Fish and Fish Products (% of total exports) | 2024 | 2 | Ministry of Finance |
| Horticultural produce (% of total exports) | 2024 | 5.6 | Ministry of Finance |
| Re-export (% of total exports) | 2024 | 2.6 | Ministry of Finance |
| Other exports (% of total exports) | 2024 | 9.2 | Ministry of Finance |
| Exchange Rate Stability (variance or index) | 2025 | 0.12 | BOT |
| FDI inflows (USD million) | FY2023/24 | 1648.9 | Ministry of Finance |
| Fiscal Deficit (% of GDP) - including grants | FY2023/24 | -4.3 | Ministry of Finance |
| GDP Growth (%) | 2024 | 5.5 | Ministry of Finance, NBS |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| GDP Per Capita (USD) | 2024 | 1227.4 | Ministry of Finance, NBS |
| GNI Per Capita (USD) | 2023 | 1104.3 | Ministry of Finance, NBS |
| Gross Domestic Saving as % of GDP | 2023 | 18 | Ministry of Finance, NBS |
| Growth rate in key sectors at constant 2015 prices (agriculture, construction, manufacturing (%)) | | | |
| Agriculture, Forestry and Fishing Growth (%) | 2024 | 4.1 | Ministry of Finance |
| Mining and quarrying Growth (%) | 2024 | 8.3 | Ministry of Finance |
| Manufacturing Growth (%) | 2024 | 4.8 | Ministry of Finance |
| Electricity supply Growth (%) | 2024 | 14.4 | Ministry of Finance |
| Water supply, sewerage, waste management Growth (%) | 2024 | 4.1 | Ministry of Finance |
| Construction Growth (%) | 2024 | 4.1 | Ministry of Finance |
| Wholesale and retail trade; repairs Growth (%) | 2024 | 4.8 | Ministry of Finance |
| Transport and storage Growth (%) | 2024 | 4.2 | Ministry of Finance |
| Accommodation and Food Services Growth (%) | 2024 | 6 | Ministry of Finance |
| Information and communication Growth (%) | 2024 | 14.3 | Ministry of Finance |
| Financial and insurance activities Growth (%) | 2024 | 13.8 | Ministry of Finance |
| Real estate Growth (%) | 2024 | 4.3 | Ministry of Finance |
| Professional, scientific and technical activities Growth (%) | 2024 | 4.8 | Ministry of Finance |
| Administrative and support service activities Growth (%) | 2024 | 6.2 | Ministry of Finance |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Public administration and defence Growth (%) | 2024 | 5 | Ministry of Finance |
| Education Growth (%) | 2024 | 6.2 | Ministry of Finance |
| Human health and social work activities Growth (%) | 2024 | 10.1 | Ministry of Finance |
| Arts, entertainment and recreation Growth (%) | 2024 | 17.1 | Ministry of Finance |
| Other service activities Growth (%) | 2024 | 5.9 | Ministry of Finance |
| Activities of households as employers Growth (%) | 2024 | 2.2 | Ministry of Finance |
| Inflation rate (%) | 2024 | 3.1 | Ministry of Finance |
| Inflation peak due to food shocks (yearly %) | 2023 | 0.021 | |
| Public Debt to GDP Ratio | 2023/24 | 46.3 | BOT |
| Revenue-to-GDP Ratio (%) | FY2023/24 | 15 | WB &MoF |
| GDP Contributions by Sector | | | |
| Agriculture, Forestry and Fishing Share of GDP (%) | 2024 | 26.3 | Ministry of Finance |
| Mining and quarrying Share of GDP (%) | 2024 | 10.1 | Ministry of Finance |
| Manufacturing Share of GDP (%) | 2024 | 7.3 | Ministry of Finance |
| Electricity supply Share of GDP (%) | 2024 | 0.2 | Ministry of Finance |
| Water supply, sewerage, waste management Share of GDP (%) | 2024 | 0.5 | Ministry of Finance |
| Construction Share of GDP (%) | 2024 | 12.8 | Ministry of Finance |
| Wholesale and retail trade; repairs Share of GDP (%) | 2024 | 8.6 | Ministry of Finance |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Transport and storage Share of GDP (%) | 2024 | 7.5 | Ministry of Finance |
| Accommodation and Food Services Share of GDP (%) | 2024 | 1.1 | Ministry of Finance |
| Information and communication Share of GDP (%) | 2024 | 1.6 | Ministry of Finance |
| Financial and insurance activities Share of GDP (%) | 2024 | 3.3 | Ministry of Finance |
| Real estate Share of GDP (%) | 2024 | 2.7 | Ministry of Finance |
| Professional, scientific and technical activities Share of GDP (%) | 2024 | 0.7 | Ministry of Finance |
| Administrative and support service activities Share of GDP (%) | 2024 | 2.6 | Ministry of Finance |
| Public administration and defence Share of GDP (%) | 2024 | 3.3 | Ministry of Finance |
| Education Share of GDP (%) | 2024 | 2.2 | Ministry of Finance |
| Human health and social work activities Share of GDP (%) | 2024 | 1.3 | Ministry of Finance |
| Arts, entertainment and recreation Share of GDP (%) | 2024 | 0.4 | Ministry of Finance |
| Other service activities Share of GDP (%) | 2024 | 0.8 | Ministry of Finance |
| Activities of households as employers Share of GDP (%) | 2024 | 0.2 | Ministry of Finance |
| Share (%) of manufactured exports | 2024 | 14.7 | Ministry of Finance (NBS) |
| Total GDP (USD million) | 2024 | 78853.3 | Ministry of Finance (NBS) |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Financial Sector | | | |
| Commercial Banking | | | |
| Capital Adequacy Ratio (CAR) (%) | 2024 | 19.3 | BOT |
| Private Sector Credit to GDP (%) | 2024 | 22.5 | BOT |
| Deposit to GDP Ratio (%) | 2024 | 27.2 | BOT |
| Financial Inclusion Rate (%) | 2023 | 76 | BOT |
| Number of Commercial Banks | 2024 | 35 | BOT |
| Active Mobile Money Accounts (millions) | 2024 | 60.75 | BOT |
| Non-Performing Loans (NPL) Ratio (%) | 2024 | 3.3 | BOT |
| Stock Market Capitalisation to GDP (%) | 2024 | 8.6 | CMSA |
| Number of companies issuing securities | 2024 | 4 | CMSA |
| Financial Inclusion | | | |
| Percentage of adult population with access to financial services | 2023 | 89 | Bank of Tanzania |
| Percentage of adult population use financial services | 2023 | 73 | FinScope Tanzania 2023 Report |
| Percentage of adults using mobile banking and digital payment platforms (%) | 2023 | 72 | AFIR-BOT |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Percentage of youth with access to financial services (banking, mobile, etc.) | 2023 | 73 | FSDT |
| Percentage of women with access to financial services (loans, savings, etc.) | 2023 | 80.6 | FSDT |
| Percentage of SMEs with access to formal credit | 2023 | 19 | TICGL (Tanzania Investment and Consultant Group Ltd) |
| Percentage of reduction in non-performing loans (NPLs) | 2023 | 16.8 | Bank of Tanzania |
| Interest rates on SME loans (annual %) | 2023 | 9.48 | Bank of Tanzania |
| Number of mobile banking accounts (in millions) | 2023 | 47.2 million | Statista |
| Number of digital financial transactions (USD Billion or number of transactions) | 2023 | 5.9 | Bank of Tanzania |
| Mobile Payments - Volume(million) | 2024 | 6414 | |
| Value (TZS billion) | 2024 | 198859 | |
| Percentage of population with basic financial literacy (e.g., savings, budgeting) | 2023 | 60 | Bank of Tanzania |
| Number of financial literacy programmes implemented | 2024 | 18 | Bank of Tanzania |
| Volume of long-term capital available for infrastructure and industry loans | 2023 | Data not specified | Bank of Tanzania |
| Percentage of businesses (SMEs, agriculture, etc.) accessing long-term credit | 2023 | Data not specified | Bank of Tanzania |
| Market capitalization of the stock exchange (USD Value) | 2023 | 5112568548 | Bank of Tanzania |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Number of new companies listed on the stock exchange | 2022 | 3 | DSE |
| Percentage of population covered by insurance (life, agricultural, etc.) | 2023 | 32% | ScienceDirect |
| Premiums collected in the insurance sector (USD Million) | 2022 | 200 | Statista |
| Percentage of microfinance institutions integrated with digital services | 2024 | 55% | Bank of Tanzania |
| Number of microfinance loans disbursed digitally (USD Value) | 2021 | 8867617.78 | BOT Annual Report |
| Amount of venture capital and angel investment (USD Million) | 2022 | 15 | UNCDF, Sahara Ventures (but MoF records as N/A) |
| Number of startups receiving venture capital investment | 2022 | 32 | UNCDF, Sahara Ventures |
| Financial Inclusion | 2023 | 76% | Bank of Tanzania |
| Bank Account Ownership | 2023 | 0.22 | Bank of Tanzania |
| Mobile Money Account (T/U/R/Gender) | 2023 | 0.72 | Bank of Tanzania |
| Formal Savings | 2023 | 0.47 | Bank of Tanzania |
| Formal Borrowing | 2023 | 0.36 | Bank of Tanzania |
| Financial Exclusion | 2023 | 0.24 | Bank of Tanzania |
| Percentage of adults with access to formal financial services (%) | 2023 | 89% | Bank of Tanzania |
| Percentage of adults using mobile banking and digital | 2023 | N/A | N/A[1] |

[1]

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| payment platforms (%) | | | |
| Number of registered mobile money and digital wallet accounts | 2023 | Over 40 million | FSDT |
| Percentage of adults with active savings accounts | 2023 | 0.18 | BOT |
| Percentage of Male adults with active savings accounts | 2023 | 0.22 | BOT |
| Percentage of Female adults with active savings accounts | 2023 | 0.13 | BOT |
| Percentage of adults covered by insurance products | 2023 | 15% | PMC Article |
| Development Finance | | | |
| Combined Capital base of DFIs (% of GDP) | 2024 | 0.4 | BOT |
| Capita Mix of DFIs include Private Firms, Pension Funds, Insurance Companies | 2025 | N/A | N/A |
| Non-Performing Loans | 2024 | 19.1 | BOT |
| Insurance Services | | | |
| Insurance Penetration (Total Premium per GDP) | 2023 | 0.65% | Africa Re Dashboard |
| Insurance Density (Average Premium per Capita) | 2021 | 15,334.1 TZS | TIRA Annual Insurance Market Performance Report 2019–2021 |
| Microfinance | | | |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Capitalisation and Funding Diversification | | | |
| Paid -up Ordinary Share Capital | 2024 | N/A | N/A |
| Paid-up Preference Shares | 2024 | N/A | N/A |
| Capital Grants | 2024 | N/A | N/A |
| Donations | 2024 | N/A | N/A |
| Share Premium | 2024 | N/A | N/A |
| General Reserves | 2024 | N/A | N/A |
| Retained Earnings | 2024 | N/A | N/A |
| Profit/Loss | 2024 | N/A | N/A |
| Other Reserves | 2024 | N/A | N/A |
| Interest Rate Reduction & Risk-Based Lending (%) | 2024 | N/A | N/A |
| Percentage level of financial Inclusion Beyond Urban Centres | 2025 | N/A | N/A |
| Transition to SME-Focused Microfinance | 2025 | N/A | N/A |
| Venture Capital and Angel Investor | | | |
| Total VC & Angel Investment ($M) | 2025 | $219.27M | Statista |
| Number of VC & Angel Deals per year | 2022 | 853 (Africa-wide) | AVCA Report |
| Notable Exits (IPO/M&A) (Acquisitions) | 2024 | M&As prevalent; IPOs rare | Techpoint Africa |
| Global Innovation Index Rank | 2024 | 120th out 132 countries | WIPO |
| Global Innovation Index Rank (Regular IPOs & large-scale M&A activity) | 2023 | 113 | |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Demography | | | |
| Population (Millions) | 2024 | 64.2 | State of the Economy Report, 2024 |
| Life expectancy at birth, total (years) | 2022 | 66.0 | NBS Policy Implications 2023 |
| Mean age at first marriage | 2022 | 18.1 (no education), 23.7 (secondary+) | NBS Policy Implications 2023 |
| Population (number in million) | 2022 | 61.7 | NBS Sensa Report 2022 |
| Population (0-4 as % of total population) | 2022 | 14.0% | NBS Sensa Profile 2022 |
| Population (0-14 as % of total population) | 2022 | 43.0% | NBS Sensa Profile 2022 |
| Population (15-24 as % of total population) | 2022 | 20.0% | NBS Sensa Profile 2022 |
| Population (15-35 as % of total population) | 2022 | 35.0% | NBS Sensa Profile 2022 |
| Population (15-64 as % of total population) | 2022 | 53.4% | NBS Sensa Profile 2022 |
| Population (65+ as % of total population) | 2022 | 6.0% | NBS Sensa Profile 2022 |
| Population, male (% of total population) | 2022 | 48.7% | NBS Sensa Report 2022 |
| Population, female (% of total population) | 2022 | 51.3% | NBS Sensa Report 2022 |
| Population, urban (% of total population) | 2022 | 34.4% | NBS Sensa Profile 2022 |
| Population, rural (% of total population) | 2022 | 65.6% | NBS Sensa Profile 2022 |
| Sex ratio at birth (male births per female births) | 2022 | 1.03 | NBS Sensa Profile 2022 |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Poverty Eradication and Social Development | | | |
| Proportion of the population living below the poverty line | 2018 | 26.4% | NBS Statistical Abstract 2021 |
| Extreme Poverty (Food poverty) | 2018 | 8.0% | NBS Statistical Abstract 2021 |
| Income Inequality (Gini coefficient) | 2018 | 0.38 | NBS Statistical Abstract 2021 |
| Un-employment rate | 2022 | 7.8% | NBS Policy Brief Feb 2024 |
| Percentage of working age people in formal employment | 2023 | 28% | Tanzania Digest via LinkedIn |
| Percentage of population experiencing EAC Multidimensional Poverty | 2016 | 57.1% | UNDP Human Development Report |
| Health Facilities: Number of Beds | 2024 | 123,769 | State of the Economy Report, 2024 |
| Consumption of Cement (Tons) | 2024 | 7,705,918 | State of the Economy Report, 2024 |
| Percentage of population experiencing National Multidimensional Poverty | 2016 | 74.43% | IARIW-TNBS Research Paper |
| Agriculture | | | |
| Agriculture growth rate, percent | 2024 | 4.1 | Ministry of Agriculture |
| Agriculture growth rate, percent (Crops) | 2024 | 4 | Ministry of Agriculture |
| Share of agriculture (% of GDP) | 2024 | 26.3 | Ministry of Agriculture |
| Share of agriculture (% of GDP) (Crops) | 2024 | 16.1 | Ministry of Agriculture |
| Agriculture net export (Billion USD) | 2023/2024 | 3.54 | Ministry of Agriculture |
| Employment (labour force share) in agriculture (% of | 2024 | 61.4 | Ministry of Agriculture |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| total) | | | |
| Food self-sufficiency ratio (%) | 2024 | 128 | Ministry of Agriculture |
| Agricultural GDP (Billion USD) | 2024 | 15.07 | Ministry of Agriculture |
| Agricultural GDP (Billion USD) (Crops) | 2024 | 7.93 | Ministry of Agriculture |
| Domestic fertiliser production (Tons) | 2023/2024 | 158,628 | Ministry of Agriculture |
| Number of trained Extension Officers | 2023/2024 | 7,061 | Ministry of Agriculture |
| Field-Level Extension Workers (Public Sector) | 2011 | 52 | GFRAS |
| Percentage of SMEs contribution to agriculture | 2023/2024 | 40 | TICGL |
| Percentage of labour force contribution by SMEs | 2023/2024 | 50 | Ministry of Agriculture |
| Percentage of farms using mechanized equipment | 2023/2024 | 83.8 | Ministry of Agriculture |
| Percentage of farms using mechanized equipment (tractor) | 2023/2024 | 40.3 | Ministry of Agriculture |
| Percentage of farms using mechanized equipment (oxen) | 2023/2024 | 43.5 | Ministry of Agriculture |
| Percentage of farmers using climate-smart technologies | 2023/2024 | 20 | Ministry of Agriculture |
| Percentage of farmers practicing recycling and re-using of agricultural waste | 2023/2024 | 12 | Ministry of Agriculture |
| Percentage of farmers with environmental management knowledge | 2023/2024 | 50 | Ministry of Agriculture |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Percentage of irrigated arable land | 2024 | 2.5 | Ministry of Agriculture |
| Percentage of agricultural R&D expenditure to GDP | 2023/2024 | 0.026 | Ministry of Agriculture |
| Percentage of agricultural output processed locally | 2019/2020 | 10 | Ministry of Agriculture |
| Percentage of marketable surplus sold through structured markets | 2019/2020 | 36 | Ministry of Agriculture |
| Share of Private Sector investment in agriculture (%) | 2023/2024 | 14.9 | Ministry of Agriculture |
| Average yield per hectare (tons/Ha) for key chain values | | | |
| Maize | 2023/2024 | 2.1 | Ministry of Agriculture |
| Paddy | 2023/2024 | 4.0 | Ministry of Agriculture |
| Beans | 2023/2024 | 1.6 | Ministry of Agriculture |
| Cassava | 2023/2024 | 2.3 | Ministry of Agriculture |
| Wheat | 2023/2024 | 1.4 | Ministry of Agriculture |
| Cashew (kg/tree) | 2023/2024 | 10.0 | Ministry of Agriculture |
| Cotton | 2023/2024 | 1.3 | Ministry of Agriculture |
| Tobacco | 2023/2024 | 1.5 | Ministry of Agriculture |
| Coffee | 2023/2024 | 1.0 | Ministry of Agriculture |
| Tea | 2023/2024 | 1.5 | Ministry of Agriculture |
| Sisal | 2023/2024 | 1.4 | Ministry of Agriculture |
| Pyrethrum | 2023/2024 | 0.8 | Ministry of Agriculture |
| Sunflower | 2023/2024 | 1.1 | Ministry of Agriculture |
| Sesame | 2023/2024 | 1.6 | Ministry of Agriculture |
| Sweet Potatoes | 2023/2024 | 2.8 | Ministry of Agriculture |
| Irish Potatoes | 2023/2024 | 4.9 | Ministry of Agriculture |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Sorghum | 2023/2024 | 1.1 | Ministry of Agriculture |
| Cost of inputs as % of production cost | 2024 | 83 | Ministry of Agriculture |
| Percentage of arable land with declining soil fertility | 2019/2020 | 68 | Ministry of Agriculture |
| Percentage of land under sustainable land management practices | 2019/2020 | 68 | Ministry of Agriculture |
| Percentage of rural roads in good condition | 2023/2024 | 29.12 | Ministry of Agriculture |
| Percentage of villages with agro-logistics/storage facilities | 2023/2024 | 20 | Ministry of Agriculture |
| Percentage of agriculture affected by extreme climate events (e.g., drought, floods) | 2022/2023 | 10.3 | Ministry of Agriculture |
| Time to access agriculture-related permits/services (days) | 2024 | 3 | Ministry of Agriculture |
| Percentage of farmers accessing extension services digitally or in-person | 2019/2020 | 6.9 | Ministry of Agriculture |
| Percentage of farmers with access to credit | 2022/2023 | 11.5 | Ministry of Agriculture |
| Percentage of crop insurance coverage | 2023/2024 | 0.17 | Ministry of Agriculture |
| Percentage of women-led farming enterprises | 2023/2024 | 56 | Ministry of Agriculture |
| Percentage of youth participation in agribusiness and innovation hubs | 2023/2024 | 0.26 | Ministry of Agriculture |
| Size of irrigated land (Hectares) | 2024/2025 | 983,465.46 | Ministry of Agriculture |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Livestock | | | |
| Annual growth rate | 2024 | 5.1% | SAGCOT - Tanzania Poultry and Livestock Strategic Drive |
| Animal Feeds | | | |
| Commercial Fodder Produced (million tons) | 2024 | 1.0 | National Bureau of Statistics Tanzania |
| Fishing | | 2.9% | |
| Annual growth rate | 2024 | 28.4–37.8 million | Scientific Research Publishing (SCIRP) |
| Hunting | | 2.9% | |
| Total revenue from sale of wildlife products (USD) | 2022 (approximate) | 30000000 | |
| Revenue from leasing wildlife areas (USD) | 2022 (approximate) | 9000000 | |
| Estimated annual value of illegal hunting activities | 2022 (approximate) | 50000000 | National Bureau of Statistics Tanzania |
| Forestry | | | Ministry of Natural Resources and Tourism |
| Annual growth rate | 2024 | | EITI Forestry Scoping Study |
| Gross Value Added (GVA) from Forest Sector | 2024 | N/A | N/A |
| Export Value of Forest Products | 2024 | N/A | N/A |
| Manufacturing | | | |
| Average growth rate of manufacturing | 2022 | 8% | Sciendo |
| Share of manufacturing (% of GDP) | 2022 | 8.2% | Trading Economics |
| Employment in Manufacturing (%) | 2020 | 7.1% | Ministry of Energy |
| Ease of Doing Business ranking | 2019 | 141/190 | Digest Tanzania |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Energy Efficiency to GDP Ratio | 2024 | | |
| Value-added export (% of Total) | 2022 | 56.18% (Intermediate goods) | UNU-WIDER |
| Percent of formalised manufacturing SMEs | 2016 | 2.7% | President's Office, Planning and Investment – Baseline Report |
| Number of Industrial parks expanded | 2024 | 31 industrial parks registered under TIC | UNCTAD stat |
| Share of FDI on gross capital formation (%) | 2024 | N/A | N/A |
| Manufacturing Diversification Index/Export Product Diversification Index | 2024 | N/A | N/A |
| Industry | | | |
| Annual growth rate | 2025 | 6% projected | UNU-WIDER |
| Share of industry (% of GDP) | 2020 | 30% | UNU-WIDER |
| Percent of large-scale share (%) | 2016 | 2.7% | International Energy Agency (IEA) |
| Percent of small-scale share (%) | 2016 | 97.3% | African Development Bank (AfDB) |
| Trade and Commerce | | | |
| Percentage share of value-added exports (Intermediate goods) | 2024 | 0.5618 | World Bank and WITS |
| Percentage share of raw materials | 2024 | 29.09 | World Bank and WITS |
| Percentage share of consumer goods | 2024 | 13.42 | World Bank and WITS |
| Percentage share of capital | 2024 | 1.16 | World Bank and WITS |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Goods | | | |
| Percentage of exports verified through blockchain | 2024 | N/AN/A | N/A |
| Herfindahl-Hirschman Index (HHI) | 2022 | 0.12 | WITS |
| % of trade executed through digital platforms | 2023 | 41 | WITS |
| % of export products diversified (Intermediate goods) | 2023 | 0.5618 | WITS (World Bank) |
| % of import products diversified (Intermediate goods) | 2022 | 28.8 | UN Trade Facilitation Survey |
| Share (%) of intra-African trade in total trade (exports) | 2024 | 36.6 | AfreximBank, World Bank, UNCTAD, IMF and WTO |
| Share (%) of intra-African trade in total trade (Imports) | 2024 | 10.0% | AfreximBank (2024) |
| % of automated cross-border trade (Cross border paperless Trade score) | 2023 | 39% | UNESCAP Global Survey on Digital and Sustainable Trade Facilitation 2023 |
| Global Logistic Performance Index (GLPI) | 2023 | 2.99 | World Bank LPI 2023 |
| Customs Efficiency | 2023 | 2.89 | World Bank LPI 2023 |
| Infrastructure Quality | 2023 | 3.09 | World Bank LPI 2023 |
| Ease of Arranging Shipments | 2023 | 2.78 | World Bank LPI 2023 |
| Logistics Competence | 2023 | 2.81 | World Bank LPI 2023 |
| Tracking and Tracing | 2023 | 2.77 | World Bank LPI 2023 |
| Timeliness | 2023 | 3.09 | World Bank LPI 2023 |
| Overall Ranking | 2023 | 61 out of 139 | World Bank LPI 2023 |
| Export Competitive Index (ECI) | 2023 | -1.13 | OECD |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Export Market Penetration Index | 2022 | 2.77 | WITS (World Bank) |
| High-technology exports as a share of manufactured exports | 2022 | 1.66% | World Bank WITS |
| Percentage of international Property (IP) transactions digitalized | 2024 | N/A | N/A |
| Percentage of trade executed digitally | 2024 | TZS 198.86 trillion in mobile money (28.54% increase) | BOT |
| Number of Products Exported | 2022 | 2392 | WITS |
| Number of Products imported | 2022 | 3935 | WITS |
| Construction | | | |
| Annual growth rate | 2024 | N/A | N/A |
| Share of construction (% of GDP) | 2024 | N/A | N/A |
| Percentage of construction projects handled by local contractors through Roads Funds | 2024 | 100 | Ministry of Construction and Infrastructure |
| Percentage of construction projects handled by local contractors through Contingence Emergency Response Component (CERC) Projects | 2024 | 86.01 | Ministry of Construction and Infrastructure |
| Percentage of large-scale tenders awarded to foreign firms worth than 50 billion | 2024 | 100 | Ministry of Construction and Infrastructure |
| Percentage of large-scale tenders awarded to foreign firms for CERC projects | 2024 | 13.9 | Ministry of Construction and Infrastructure |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Adoption rate of advanced construction technologies (%) | 2024 | 31.39 | Ministry of Construction and Infrastructure |
| Skilled labour availability index / % of skilled construction workers | 2024 | 10 | Ministry of Construction and Infrastructure |
| Percentage of Skilled Workforce to total national workforce | 2024 | N/A | N/A |
| Percentage of construction projects integrating energy efficiency | 2024 | 100 | Ministry of Construction and Infrastructure |
| Percentage of construction projects using sustainable materials for climate resilience | 2024 | 75 | Ministry of Construction and Infrastructure |
| Availability of construction sector financing (% of required investment) for Development Project | 2024 | N/A | N/A |
| Availability of construction sector financing (% of required investment) for Maintenance Projects | 2024 | 40 | Ministry of Construction and Infrastructure |
| Percentage value of PPP construction projects | 2024 | 0 | Ministry of Construction and Infrastructure |
| Number of New projects assessed for climate risks (Percent) | 2024 | 82 projects | Ministry of Construction and Infrastructure |
| Energy | | | |
| Share of Renewables in Total Primary Energy Supply (Percent) | 2022 | 1 | NBS |
| Share of Non-Renewables in Total Primary Energy | 2022 | 99 | NBS |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Supply (Percent) | | | |
| Share of Hydro (Renewable Energy) in Total Primary Energy Supply (Percent) | 2022 | 0.98 | NBS |
| Share of Solar and Wind (Renewable Energy) in Total Primary Energy Supply (Percent) | 2022 | 0.02 | NBS |
| Share of Coal in Industrial Energy Demand (Percent) | 2022 | 15 | NBS |
| Share of Oil Products in Industrial Energy Demand (Percent) | 2022 | 22.7 | NBS |
| Share of Biofuels and Waste in Industrial Energy Demand (Percent) | 2022 | 53.7 | NBS |
| Share of Electricity in Industrial Energy Demand (Percent) | 2022 | 8.1 | NBS |
| Share of Coal in Transport Energy Demand (Percent) | 2022 | 0 | NBS |
| Share of Oil Products in Transport Energy Demand (Percent) | 2022 | 100 | NBS |
| Share of Biofuels and Waste in Transport Energy Demand (Percent) | 2022 | 0 | NBS |
| Share of Electricity in Transport Energy Demand (Percent) | 2022 | 0 | NBS |
| Share of Coal in Residential Energy Demand (Percent) | 2022 | 0 | NBS |
| Share of Oil Products in Residential Energy Demand (Percent) | 2022 | 0.7 | NBS |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Share of Biofuels and Waste in Residential Energy Demand (Percent) | 2022 | 97.1 | NBS |
| Share of Electricity in Residential Energy Demand (Percent) | 2022 | 2.2 | NBS |
| Share of Coal in Commercial and Public Services Energy Demand (Percent) | 2022 | 0 | NBS |
| Share of Oil Products in Commercial and Public Services Energy Demand (Percent) | 2022 | 20.3 | NBS |
| Share of Biofuels and Waste in Commercial and Public Services Energy Demand (Percent) | 2022 | 64.7 | NBS |
| Share of Electricity in Commercial and Public Services Energy Demand (Percent) | 2022 | 15.1 | NBS |
| Share of Coal in Agriculture, Forestry and Fishing Energy Demand (Percent) | 2022 | 0 | NBS |
| Share of Oil Products in Agriculture, Forestry and Fishing Energy Demand (Percent) | 2022 | 0 | NBS |
| Share of Biofuels and Waste in Agriculture, Forestry and Fishing Energy Demand (Percent) | 2022 | 100 | NBS |
| Share of Electricity in Agriculture, Forestry and Fishing Energy Demand (Percent) | 2022 | 0 | NBS |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Share of Coal in Electricity Generation (Percent) | 2022 | 0.8 | NBS |
| Share of Oil Products in Electricity Generation (Percent) | 2022 | 9.7 | NBS |
| Share of Natural Gas in Electricity Generation (Percent) | 2022 | 77 | NBS |
| Share of Biofuels and Waste in Electricity Generation (Percent) | 2022 | 1.3 | NBS |
| Share of Hydro in Electricity Generation (Percent) | 2022 | 11 | NBS |
| Share of Wind, Solar, etc. in Electricity Generation (Percent) | 2022 | 0 | NBS |
| Industry Energy Consumption (Percent) | 2022 | 16.4 | NBS |
| Transport Energy Consumption (Percent) | 2022 | 12.2 | NBS |
| Residential Energy Consumption (Percent) | 2022 | 63.5 | NBS |
| Commercial and Public Services Energy Consumption (Percent) | 2022 | 2.0 | NBS |
| Agriculture, Fishing and Forestry Energy Consumption (Percent) | 2022 | 4.4 | NBS |
| Electricity Sold (GWH) | 2024 | 9,114.7 | State of the Economy Report, 2024 |
| Transmission loss percentage (%) | 2024 | 138.6 | Energy Access and Use Situation Survey II by NBS – 2019/20 |
| Electricity Consumption per capita (kWh) | 2025 | 4031.71 | NBS- IASES 2021/22 |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Electricity generation/installed capacity (MW) | 2024 | 0.784 | NBS- IASES 2021/22 |
| Percentage of population with access to electricity | 2025 | 0.458 | NBS- IASES 2021/22 |
| Percentage of population with access to clean lighting (%) | 2025 | 70% other urban and 87% in Dar-es- salaam | NBS Household Census 2022. |
| Percentage of population in urban areas with Access to Clean Lighting (%) | 2025 | 0.667 | NBS Household Census 2022. |
| Percentage of Population in rural areas with Access to Clean Lighting (%) | 2022 | 15.9 | NBS Household Census 2022. |
| Percentage of households using clean cooking energy (%) | 2022 | 30 | Energy Access and Use Situation Survey II by NBS – 2019/20 |
| Percentage of households in urban areas using clean cooking energy (%) | 2022 | 6.7 | Energy Access and Use Situation Survey II by NBS – 2019/20 |
| Percentage of households in rural areas using clean cooking energy (%) | 2019/20 | 0.696 | TZS 16.5Tirion, |
| Percentage of rural population with access to reliable electricity | 2024 | N/A | N/A |
| Percentage of urban population with access to reliable electricity | 2025 | N/A | N/A |
| Total investment in energy infrastructure (USD value)-Electricity | 2024 | N/A | N/A |
| Percentage of Households in urban areas using clean cooking energy | 2024 | N/A | N/A |
| Transmission loss (Percent) | 2024 | 14 | Deep Dive Reports |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Time taken to secure energy sector permits and approvals (days) | 2023/24 | 133 | Deep Dive |
| Percentage of rural population using clean cooking energy | 2024 | N/A | N/A |
| Percentage of population with access to off-grid clean energy solutions (solar, wind) | 2024 | N/A | N/A |
| Energy export volume (kWh or USD value) | 2024 | N/A | N/A |
| Percentage of energy generated for export vs domestic consumption | 2025 | N/A | N/A |
| Average energy price (USD per kWh) | 2025 | N/A | N/A |
| Oil and Gas | | | |
| Oil and gas sector GDP contribution (Percent) | 2021 | 0.22 | TheGlobalEconomy.com |
| Volume of natural gas reserves (trillion cubic feet) | 2025 | 57.4 | Ministry of Energy |
| Potential Gas and Oil Area under Exploration (Percent) | 2025 | ≤1 | Deep Dive Reports |
| Proven oil reserves (barrels) | 2025 | 0 | Ministry of Energy |
| Foreign direct investment in oil and gas (USD or % of GDP) | 2025 | 3 | Ministry of Energy |
| Number of Resonances/Exploration Licenses Issued | 2025 | 96 | Ministry of Energy |
| Number of sites explored (Wells) | 2024 | 69.5385 | Ministry of Energy |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Annual Oil and Gas Production (Million Barrels of Oil Equivalent - BOE) | 2024 | 67.61537 | Ministry of Energy |
| Annual Volume of Oil & Gas consumption (Million Barrels & m³ LNG) | 2025 | 0 | Ministry of Energy |
| Volume of LNG exports (in tonnes or USD value) | 2024 | 0 | Deep Dive Reports |
| Percentage of oil & gas infrastructure developed (e.g., refineries, pipelines) | 2022/23 | 1040 | Ministry of Energy (EWURA) |
| Revenue from Oil & Gas (USD Billion) | 2024 | 0 | Ministry of Energy (EWURA) |
| Oil and Gas Export revenue (USD Mill) | 2024 | 100/0 | Ministry of Energy |
| Percentage of oil & gas production for domestic use vs. export | 2024 | 4095254.22 | Ministry of Energy |
| Annual investment in exploration (USD/year) | 2024 | 0 | Ministry of Energy |
| Annual crude oil production (barrels/day) | 2024 | 70.57 | Ministry of Energy |
| Annual natural gas production (cubic meters/year) | 2024 | more than 4000 | Ministry of Energy |
| Number of skilled professionals trained in oil & gas sector | 2024 | 79 | Ministry of Energy (EWURA) |
| Annual growth rate of industrial gas consumption (%) | Mar-25 | 58 | Ministry of Energy |
| Number of new industrial gas pipelines and distribution networks | 2024 | 0 | Ministry of Energy |
| Volume of natural gas exported to EAC & SADC | 2025 | 8453 | Ministry of Energy (EWURA) |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| regions (in cubic feet or USD) | | | |
| Employment in oil and gas sector (% of total workforce) | 2024 | 4.5Mega tonne of carbon dioxide | NBS Household Census 2022. |
| Percentage of Households Using Biogas | 2024 | 9.2% in 2022, and 403,638MT-EWURA-2023/2024 | NBS Household Census 2022. |
| Percentage of Households Using LPG | 2024 | 15.9 | NBS Household Census 2022. |
| Percentage of households using clean cooking energy (%) | 2024 | 30 | NBS Household Census 2022. |
| Percentage of households in urban areas using clean cooking energy (Percent) | 2024 | N/A | N/A |
| Percentage of households in rural areas using clean cooking energy (%) | 2025 | N/A | N/A |
| Tourism | | | |
| Total Domestic Tourist Arrivals (2024) | 2024 | 3,218,352 | The 2024 Maliasili Statistical Bulletin |
| National Parks Domestic Visitors | 2024 | 767,151 | The 2024 Maliasili Statistical Bulletin |
| Sports Tourism Visitors | 2024 | 751,521 | The 2024 Maliasili Statistical Bulletin |
| Museum Visitors | 2024 | 452,540 | The 2024 Maliasili Statistical Bulletin |
| Ngorongoro Conservation Area Visitors | 2024 | 401,534 | The 2024 Maliasili Statistical Bulletin |
| Nature Forest Reserves Visitors | 2024 | 254,726 | The 2024 Maliasili Statistical Bulletin |
| Wildlife Zoos Visitors | 2024 | 225,490 | The 2024 Maliasili Statistical Bulletin |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Conference Tourism Visitors | 2024 | 109,829 | The 2024 Maliasili Statistical Bulletin |
| Tourism Festival Visitors | 2024 | 94,119 | The 2024 Maliasili Statistical Bulletin |
| Game Reserves Visitors | 2024 | 84,929 | The 2024 Maliasili Statistical Bulletin |
| Mining Tourism Visitors | 2024 | 49,934 | The 2024 Maliasili Statistical Bulletin |
| Marine Parks and Reserves Visitors | 2024 | 24,579 | The 2024 Maliasili Statistical Bulletin |
| International Visitor Arrivals (2024) | 2024 | 2,141,895 | The 2024 Maliasili Statistical Bulletin |
| International Tourism Receipts (USD Million, 2024) | 2024 | 3,903 | The 2024 Maliasili Statistical Bulletin |
| International Tourism Receipts (TZS Million, 2024) | 2024 | 10,137,611 | The 2024 Maliasili Statistical Bulletin |
| Visitor Arrivals via Air (2024) | 2024 | 1,386,723 | The 2024 Maliasili Statistical Bulletin |
| Visitor Arrivals via Water (2024) | 2024 | 34,553 | The 2024 Maliasili Statistical Bulletin |
| Visitor Arrivals via Land (2024) | 2024 | 720,619 | The 2024 Maliasili Statistical Bulletin |
| International Visitors for Leisure and Holiday (2024) | 2024 | 1,858,643 | The 2024 Maliasili Statistical Bulletin |
| Contribution of Tourism to GDP (%) | 2024 | 17 | MNRT |
| Forestry | | | |
| GDP Share of Forest Sector (Percent) | 2021 | 3.4 | 2021 Study on Forestry Sector GDP Contribution by MNRT |
| Total Value of Exported Commercial Forest Products | 2024 | N/A | N/A |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Total Value of Imported Commercial Forest Products | 2024 | N/A | N/A |
| Value of Exported Engineered Wood Products (USD) | 2024 | N/A | N/A |
| Value of Exported Beekeeping Products (USD) | 2024 | N/A | N/A |
| Total Value of Traded Timber Products | 2024 | N/A | N/A |
| Total Value of Traded Non-Timber Products | 2024 | N/A | N/A |
| Number of Greenfield and Brownfield Commercial Forest Concession Arrangements | 2024 | N/A | N/A |
| Forest Area Covered by Commercial Plantations (Hectares) | 2024 | N/A | N/A |
| Forest Area Covered by Woodlots (Percent) | 2024 | N/A | N/A |
| Number of Engineered Wood Industries | 2024 | 35 | MNRT |
| Number of Beekeeping Firms | 2024 | N/A | N/A |
| Number of Timber Industries | 2024 | N/A | N/A |
| Transport Logistics | | | |
| Volume (tonnes) of cargo transported to the neighbouring nations (e.g., transit and non-transit goods) | 2024 | N/A | N/A |
| Number of landlocked countries served by | 2024 | 7 | Tanzania Map |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Tanzania's transport network | | | |
| Total length of major energy transport pipelines | 2024 | N/A | N/A |
| Time taken for goods to transit from port to major trade hubs (e.g., Dar es Salaam to Kigali) | 2024 | 5.47 days | Ministry of Transport |
| Time taken for goods to transit from port to major trade hubs (e.g., Dar es Salaam to Bujumbura) | 2024 | 7.27 days | Ministry of Transport |
| Time taken for goods to transit from port to major trade hubs (e.g., Dar es Salaam to Bukavu DR Congo) | 2024 | 6.53 days | Ministry of Transport |
| Time taken for goods to transit from port to major trade hubs (e.g., Dar es Salaam to Goma DR Congo) | 2024 | 8 days | Ministry of Transport |
| Time taken for goods to transit from port to major trade hubs (e.g., Dar es Salaam to Lusaka) | 2024 | 8 days | Ministry of Transport |
| PHASE I | 2024 | 300km (99.58%) | Ministry of Transport |
| Lot 1: DSM-Morogoro | 2024 | 422 km (97.63%) | Ministry of Transport |
| Lot 2: Morogoro - Makutupora | 2024 | 294 km (14.53%) | Ministry of Transport |
| Lot 3: Makutupora -Tabora | 2024 | 133km (6.33%) | |
| Lot 4: Tabora-Isaka | 2024 | 341km (62.37%) | Ministry of Transport |
| Lot 5: Mwanza - Isaka | N/A | N/A | N/A |
| PHASE II | 2024 | N/A | N/A |
| Lot 6: Tabora - Kigoma | 2025 | N/A | N/A |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Air | | | |
| Total cargo (Million tonnes) | 2024 | 7405 | Ministry of Transport |
| Number of International Airports | 2024 | 3 | Ministry of Transport |
| Number of Specialised Airports such as Serengeti Specialised Airports | 2024 | N/A | N/A |
| Number of Airstrips | 2024 | N/A | N/A |
| Number of Airlines Services | 2024 | N/A | N/A |
| Railways | | | |
| Length of MGR (Km) | | N/A | N/A |
| Length of SGR (Km) | 2024 | N/A | N/A |
| Length of TAZARA railway line | 2024 | N/A | N/A |
| Number of Neighbouring Countries Connected with Tanzania Railway Network | 2024 | N/A | N/A |
| Volume of Transported Cargo by TRC (Tonnes) | | N/A | N/A |
| Volume of Transported Cargo by TAZARA (Tonnes) | 202 | N/A | N/A |
| Port | | | |
| Annual Port throughput | 2024 | | |
| Number of Ports Connected with SGR | 2024 | N/A | N/A |
| Number of Ports Connected with MGR | 2024 | N/A | N/A |
| Number of Ports Connected with TAZARA | 2024 | N/A | N/A |
| Number of Ports Connected with | 2024 | N/A | N/A |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| International Airports | | | |
| Number of Ports Connected with Road Networks | 2024 | N/A | N/A |
| Ship turnaround time (days) | 2024 | N/A | N/A |
| Exported cargo volume (million tonnes) | 2024 | N/A | N/A |
| Imported cargo volume (Million tonnes) | 2024 | N/A | N/A |
| Pipelines | | | |
| Volume of gas transported (Million cubic feet) | 2024 | N/A | N/A |
| Pipeline distance (TAZAMA, EACOP) | 2024 | N/A | N/A |
| Number of Households Connected with Gas Pipeline | 2024 | N/A | N/A |
| Number of Industries Connected with Gas Pipeline | 2024 | N/A | N/A |
| Democracy and Good Governance | | | |
| Voice and Accountability | 2024 | -0.05 | World Bank |
| Political Stability and Absence of Violence | 2024 | -0.46 | World Bank |
| Government Effectiveness | 2024 | -0.59 | World Bank |
| Regulatory Quality Index | 2024 | N/A | N/A |
| Rule of Law Index | 2024 | N/A | N/A |
| Sports and Creative Industry | 2023 | 17.7 | National Economic Survey 2023 |
| Annual sector growth rate (%) | 2020/21 | 0.1 | Integrated labour Force Survey 2020/21 |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Level of enforcement of Intellectual Property Rights (index) | 2023 | 0.4 | State of the Economy Report 2023 |
| Mining and Quarrying | | | |
| BOT bullion gold reserves (metric tons) | 2023 | 40 | Ministry of Minerals |
| Contribution of gold to foreign exchange earnings (Percent) | 2024 | N/A | N/A |
| Number of Mineral-Based Manufacturing Industries | 2024 | N/A | N/A |
| Establishment of gemstone SEZ and market | 2025 | | Ministry of Minerals |
| Geological Mapping Coverage | | | |
| Geological mapping coverage (%) | 2025 | N/A | N/A |
| Geochemical Mapping (%) | 2025 | N/A | N/A |
| Geophysical Mapping | | | |
| Low resolution airborne geophysical mapping | 2025 | 16 | Ministry of Minerals |
| High resolution airborne geophysical mapping 16% | 2024 | 3.92 | Ministry of Minerals |
| Mineral export values (billion USD) | 2024 | 61676 | Ministry of Minerals |
| Gold production (Kg) | 2024 | 373253 | Ministry of Minerals |
| Diamond production (Carats) | 2024 | 46299069 | Ministry of Minerals |
| Gemstone (excluding Diamond and Tanzanite) (Kg) | 2024 | 83015 | Ministry of Minerals |
| Tanzanite production (Kg) | 2024 | 3715542 | Ministry of Minerals |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| Coal production(tons) | 2024 | 3,129 Kg | Ministry of Minerals |
| Silver production (Kg) | 2024 | 371 | Ministry of Minerals |
| Tin production(tons) | 2024 | 821221 | Ministry of Minerals |
| Gypsum production(tons) | 2024 | 33101000 | Ministry of Minerals |
| Building materials(tons) | 2024 | 1663000 | Ministry of Minerals |
| Industrial minerals(tons) | 2024/2025 | 2 | Ministry of Minerals |
| Number of Integrated Mining Technical Training (IMTT) colleges established | 2024/2025 | 8 | Ministry of Minerals |
| Number of finalised strategic mining projects | N/A | 1 | Ministry of Minerals |
| Number of gemstone facilities (cutting, polishing, lapidary centres) | 2024/2025 | 5 | Ministry of Minerals |
| Number of gemstone-related international partnerships established | 2024/2025 | 4 | Ministry of Minerals |
| Number of international gemstone trading networks | 2024/2025 | 6 | Ministry of Minerals |
| Number of large-scale gold mines | 2024/2025 | 2 | Ministry of Minerals |
| Number of operational mines under STAMICO | 2024/2025 | 21 | Ministry of Minerals |
| Number of special mining licenses (SML) | 2024/2025 | 3 | Ministry of Minerals |
| Proportion of reviewed mining-related policies and legislations | 2024/2025 | 74.19% | Ministry of Minerals |
| Proportion of skilled workforce in the mining sector (Percent) | 2024 | 40 | Ministry of Minerals |
| Share of formalised artisanal and small-scale | 2024 | N/A | N/A |

| Annex 2: Monitoring and Evaluation Framework | | | |
|---|---|---|---|
| Indicator | Baseline | | |
| | Year | Data | Data Source |
| miners (Percent) | | | |
| Share of women in mining sector (%) | 2024 | N/A | N/A |
| Environmental Integrity | | | |
| Percentage of Businesses Adopting ESG Standards and Sustainability Reporting | 2024 | N/A | N/A |

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