THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE, PLANNING COMMISSION

EVALUATION OF THE IMPLEMENTATION OF TANZANIA DEVELOPMENT VISION (TDV) 2025



ESRF

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LIST OF ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Area
AGC	Attorney General's Chambers
AGOA	African Growth and Opportunity Act
APRM	African Peer Review Mechanism
AU	African Union
BEST	Basic Education Statistics for Tanzania
BEST	Business Environment Strengthening for Tanzania
BOT	Bank of Tanzania
BRN	Big Results Now
BRRIBE	Blueprint for Regulatory Reforms to Improve the Business Environment
CAG	Controller and Auditor General
CBOs	Community Based Organizations
CC	City Council
CC	Climate Change
CCM	Chama Cha Mapinduzi
CDG	Composite Development Goals
CHRAGG	Commission for Human Rights and Good Governance
COVID-19	Corona Virus Disease 2019
CPIA	Country Policy and Institutional Assessment
CSCs	Client Service Charters
CSEE	Certificate of Secondary Education Examination
CSO	Civil Society Organization
CSRs	Corporate Social Responsibilities
DC	District Commissioner
DCC	Drug Control Commission
DCEA	Drug Control and Enforcement Authority
DHS	Demographic and Health Surveys
DPs	Development Partners
DRC	Democratic Republic of Congo
DSA	Debt Sustainability Analysis
DSE	Tanzania Stock Exchange
EAAACA	East African Association of Anti-Corruption Authorities
EAC	East Africa Community
EBA	Everything But Arms
EFD	Electronic Fiscal Devise
e-GA	The e-Government Agency
ERM	Enterprise Resources Management Suite
ERP	Economic Recovery Program
ES	Ethics Secretariat
ESAF	Enhanced Structural Adjustment Facility
ESAP	Economic and Social Action Program
ESRF	Economic and Social Research Foundation
EWURA	Energy and Water Utilities Regulatory Authority
FBOs	Faith-Based Organizations
FDC	Fork Development Colleges
FDI	Foreign Direct Investment
FGD	Focus Group Discussions
FIU	Financial Intelligence Unit
FSRP	Financial Sector Reform Program
FSSR	Food Self-Sufficiency Ratio
FY	Fiscal Year
FYDP	Five-Year Development Plan
GATT	General Agreement on Tariffs and Trade
GDP	Gross Domestic Product
GePG	Government Electronic Payment System
GER	Gross Enrolment Ratio
GEWE	Gender Equality and Women Empowerment

GIMIS	GPSA Integrated Management Information System
GMO	Genetically Modified Organism
GMS	Government Mailing System
GOT	Government of Tanzania
HBS	Household Budget Survey
HDI	Human Development Index
HIPC	Heavily Indebted Poor Countries
IAACA	International Association of Anti-Corruption Authorities
ICT	Information and Communications Technology
IFMIS	Integrated Financial Management Information System
IMF	International Monetary Fund
IMR	Infant Mortality Rate
IPC	Integrated Food Security Phase Classification
IPTL	Independent Power Tanzania Limited
IVF	In Vitro Fertilization
JNHPP	Julius Nyerere Hydro Power Project
KII	Key Informant Interviews
KPIs	Key Performance Indicators
kWh	Kilo Watt Hour
LATRA	Land Transport Regulatory Authority
LGA	Local Government Authority
LGRP	Local Government Reform Program
LHRC	Legal and Human Rights Centre
LMICs	Lower Middle-Income Countries
LRC	Law Reform Commission
LSRP	Legal Sector Reform Program
M&E	Monitoring and Evaluation
MAIR	MKUKUTA Annual Implementation Report
MAJIIS	Maji Information System
MC	Municipal Council
MCT	Media Council of Tanzania
MDAs	Ministries, Departments and Agencies
MEL	Monitoring, Evaluation and Learning
MICs	Middle Income Countries
MKUKUTA	Mpango wa Kukuza Uchumi na Kupunguza Umaskini
MKURABITA	Mkakati wa Kurasimisha Rasilimali na Biashara za Wanyonge
MKUZA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Zanzibar
MMR	Maternal Mortality Rate
MoA	Ministry of Agriculture
MoEST	Ministry of Education, Science and Technology
MoFP	Ministry of Finance and Planning
MoW	Ministry of Water
MTEF	Medium Term Expenditure Framework
MUVU	Mfumo wa Usimamizi wa Vyama vya Ushirika
MW	MegaWatt
NACSAP	National Anti-Corruption Strategy and Action Plan
NAO	National Audit Office
NAOT	National Audit Office of Tanzania
NEC	National Electoral Commission
NEEC	National Economic Empowerment Council
NEPAD	New Partnership for Africa's Development
NER	Net Enrolment Rate
NESP	National Economic Survival Program
NGACS	National Governance and Anti-Corruption Survey
NHC	National Housing Corporation
NHIF	National Health Insurance Fund
NICTBB	National ICT Broadband Backbone
NIDA	National Identification Authority
NIRC	National Irrigation Commission
NPC	National Planning Commission
NSAs	Non-State Actors
NSGPR	National Strategy for Growth and

	Poverty Reduction
NSGRP	National Strategy for Growth and Reduction of Poverty
NSSF	National Social Security Fund
NWIF	National Water Investment Fund
OECD	Organization for Economic Co-operation and Development
OGP	Open Government Partnerships
OPEC	Organization of the Petroleum Exporting Countries
PCCA	Prevention and Combating of Corruption Act
PCCB	Prevention and Combating of Corruption Bureau
PFMRP	Public Finance Management Reform Program
PHDR	Poverty and Human Development Report
PO-GGRD	President's Office- Good Governance and Reforms Directorate
PO-PC	President Office-Planning Commission
PO-PSM&GG	President's Office-Public Service Management and Good Governance
PO-RALG	President's Office-Regional Administration and Local Government
POS	Point of Sale System
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
PSLE	Primary School Leaving Examination
PSM&GG	Public Service Management and Good Governance
PSRP	Public Service Reform Program
PTA	Preferential Trade Agreement
PTR	Pupil Teacher Ratio
PwD	Persons With Disability
R&D	Research and Development
RGZ	Revolutionary Government of Zanzibar
RITA	Registration, Insolvency and Trusteeship Agency
RSs	Regional Secretariats
RUWASA	Rural and Urban Water and Sanitation Agency
SADC	Southern Africa Development Community
SAP	Structural Adjustment Program
SDG	Sustainable Development Goals
SEZs	Special Economic Zones
SGR	Standard Gauge Railway
SMEs	Small and Medium Enterprises
SSA	Sub-Saharan Africa
SUA	Sokoine University of Agriculture
TANePS	Tanzania National e-Procurement System
TARURA	Tanzania Rural and Urban Roads Agency
TASAF	Tanzania Social Action Fund
TAZARA	Tanzania Zambia Railway Authority
TBA	Tanzania Building Agency
TBS	Tanzania Bureau of Standards
TCAA	Tanzania Civil Aviation Authority
TDHS	Tanzania Demographic and Health Survey
TDV	Tanzania Development Vision
TeSWS	Tanzania Electronic Single Window System
TGFA	Tanzania Government Flight Agencytg
TI	Transparency International
TMDA	Tanzania Medicines and Devices Authority
TMTP	Tanzania Mini-Tiger Plan
TPA	Tanzania Ports Authority
TPSF	Tanzania Private Sector Foundation
TRA	Tanzania Revenue Authority
TRC	Tanzania Railway Corporation
TRL	Tanzania Railways Corporation
TTCL	Tanzania Telecommunication Company Limited
U5-MR	Under-Five Mortality Rate
UN	United Nations
UNCAC	United Nations Convention Against Corruption
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
URT	United Republic of Tanzania
US	United States
VETA	Vocational Education and Training Authority

VoC	Views of Children
WEE	Women Economic Empowerment
WHC	Watumishi Housing Company
WHO	World Health Organization
WOIs	Watchdog and Oversight Institutions
WSDP	Water Sector Development Programme
WTO	World Trade Organziation
ZAWA	Zanzibar Water Authorities
ZSGRP	Zanzibar Strategy for Growth and Reduction of Poverty

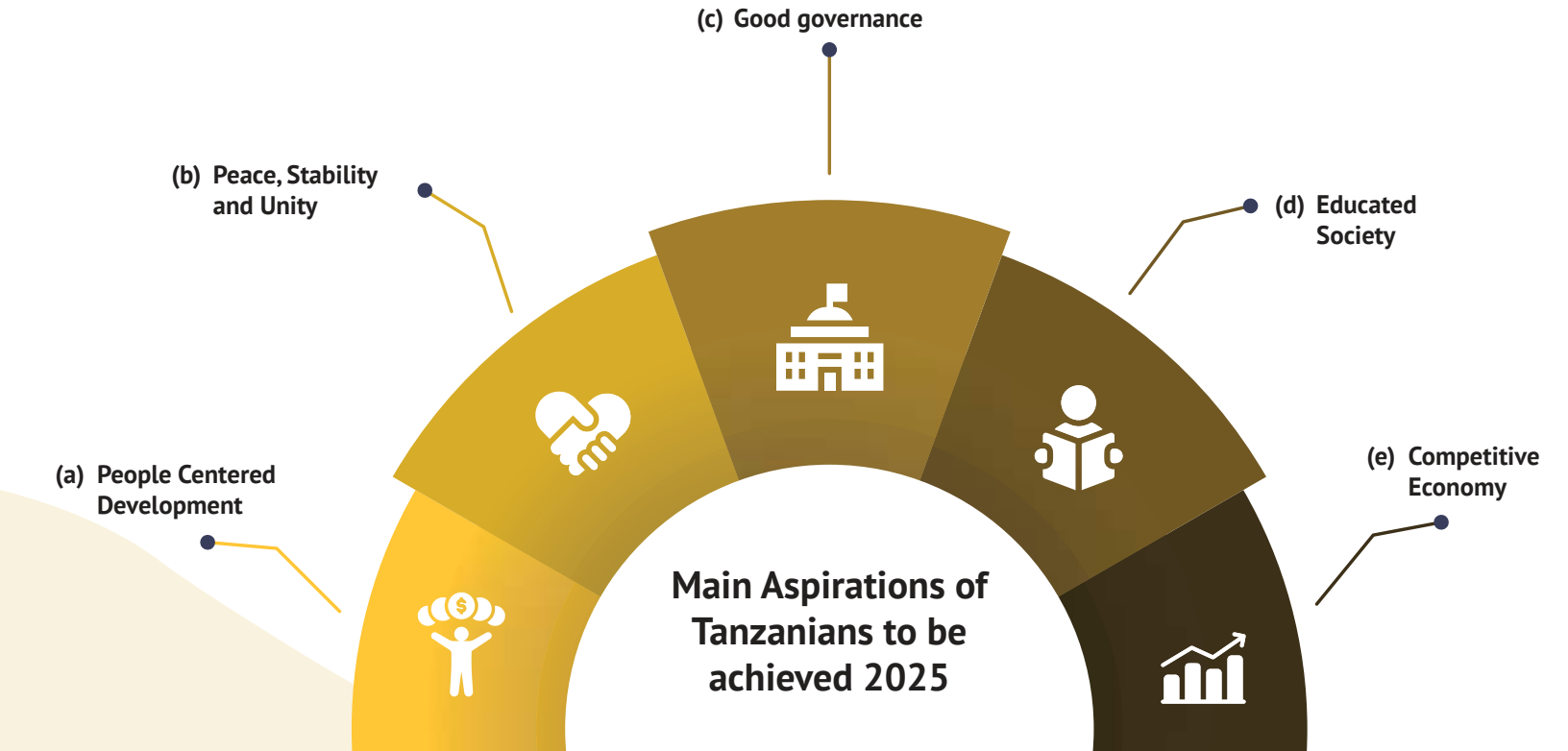




EXTENDED EXECUTIVE SUMMARY

ABOUT TANZANIA DEVELOPMENT VISION 2025

The country adopted the Tanzania Development Vision 2025 (TDV2025) in 2000, which set the tone on the main aspirations of Tanzanians to be achieved by 2025, defined under five main desirable attributes, namely: (a) development that is people-centered, based on sustainable and shared growth and free from abject poverty. Development must mean that the creation of wealth and its distribution in the society is equitable and embracing forms of social and political relations which enhance empowerment and effective democratic and widespread participation of all social groups; (b) living in a country wherein peace, stability, and unity prevail; (c) good governance; (d) a well-educated and learning society whose people are ingrained with a developmental mindset and competitive spirit driven by education and knowledge needed for mobilizing domestic resources for assuring the provision of people's basic needs and for attaining competitiveness in the regional and global economy; and (e) a strong, diversified, resilient and competitive economy which can effectively cope with the challenges of development and readily adapt to the changing market and technological conditions in the regional and global economy. These attributes were ultimately grouped into three main goals of TDV2025, namely:



Goal 1:	To improve the livelihoods of Tanzanians to be comparable to citizens in middle-income countries by 2025 by ensuring that each household is food secure, there is universal access to primary education, there is gender equity, there is universal access to basic health for all, with specific interventions to reduce maternal and child mortality rates; and there is universal access to clean and safe water. All these interventions should contribute to increasing life expectancy from 50 years to 68 years and eliminate abject poverty in the country.
Goal 2:	A country cherishing good governance and the rule of law and ensuring its people are empowered with the capacity to make their leaders and public servants accountable imbued with a culture of accountability, rewarding good performance and effectively curbing corruption and other vices in society; and
Goal 3:	Attained the status of a middle-income country (USD 3,000 per capita per annum) with a high level of human development. The economy will have been transformed from a low-productivity agricultural economy to a semi-industrialized one led by modernized and highly productive agricultural activities effectively integrated and buttressed by supportive industrial and service activities in the rural and urban areas. A solid foundation for a competitive and dynamic economy will have been laid with high productivity, competitive, and an inclusive industrial economy by 2025.

The coordination of TDV2025 implementation was vested in the President's Office, National Planning Commission, with plans to evaluate its progress every five years. The government was expected to be the main funder of TDV2025 implementation, relying on taxation revenue and borrowing from domestic and external sources. Sector ministries, departments and agencies were envisaged as the main implementing institutions through regular annual budgetary resources, projects, and programs involving the private sector as the main partners in the development process.

OBJECTIVE OF THE EVALUATION OF TDV2025

The assignment aimed to evaluate TDV 2025 implementation, governing institutions, and its instruments to identify evidence on progress made, achievements attained, lessons learnt, and challenges experienced and make recommendations towards formulating a new Tanzania Development Vision (TDV 2050). The assessment also specifically obtained views from stakeholders on lessons learnt and policy recommendations for the formulation of the new Vision 2050.

41 focus group Discussions

538 persons participated

24 Zonal workshops

294 participants from special groups

METHODOLOGY

Evidence of the progress made in TDV2025 implementation was obtained from secondary and primary sources. Information from secondary sources included government routine reports, program reports and global comparative reports by international agencies. Primary sources involved interviewing different categories of public and private sector stakeholders in 20 regions of Tanzania using specially designed survey instruments that covered some 216 Key Informant Interviews (KII) (15 more than planned) and 41 Focus Group Discussions (FGDs) as planned, in which 538 persons participated. Additionally, 24 zonal workshops and meetings were convened, engaging 294 participants from special interest groups such as the Tanzania Private Sector Foundation (TPSF), Ministries, Departments and Agencies (MDAs), and the Diaspora and Development Partners (DPs). The evaluation results, therefore, combined information from documents with empirical evidence from the different sectors, which was corroborated by the views of citizens.

Target 1: Food and Nutrition Security

The food self-sufficiency ratio (FSSR) was taken as a proxy of food security whereby the target by 2025 is 140-150 percent, so the surplus is used as a buffer for poor seasons and exports.

TDV 2025 GOALS PERFORMANCE

Goal 1: Improved Livelihoods

Stakeholders' opinions on the nine targets under the goal of improved livelihoods suggested that overall, the top three most impressively performed were **education (23.6%)**, primary **health care (21.6%)** and **food security (10.7%).** The analysis of the nine areas is summarized below.

23.6% education

21.6% health care

10.7% food security

SUCCESS

The country generally managed to increase its food self-sufficiency ratio from below 110 percent in the 1990s to between 114 and 120 percent after 2000, during which the number of districts reporting famine also declined. The Vision also envisaged a well-nourished population, which has been partially successful as evidenced by a reduction in the proportion of children under five years suffering from stunting and underweight from 48.3 percent and 25.3 percent in 1999 to 30 percent and 12 percent in 2022, respectively. The achievements in enhancing food security and a well-nourished society were driven by a combination of national program promoting good agricultural practices (e.g., area expansion of both rainfed and irrigated land, occasional use of subsidized fertilizers and improved seeds), food fortification of micro-nutrients (including iodized salt) and nutritional education provided to mothers. Among the most recent developments in financing agricultural value chains, commercial banks (e.g., NMB and CRDB) have considered reducing single-digit lending rates to the agricultural sector's primary production value chain. There are also some pilot insurance schemes aimed at primary agricultural undertakings.

CHALLENGES

Low crop and livestock productivity persist due to low application of good agricultural practices, including underutilizing available high irrigation potential land and over-dependence on imported fertilizers and improved seeds. This indicates that agricultural transformation from low to high-productivity agriculture, as envisaged in TDV 2025, has fallen below expectations. The level of productivity of agriculture is still low, and the sector is not sufficiently modernized. The country is still dependent on imported wheat (98%), edible vegetable oil (66%), sugar (25%), fertilizers (more than 75%) and improved seeds. Zanzibar is exceptionally more dependent on a broader range of food imports than Tanzania Mainland. Food micro-nutrient fortification is limited to large processors, leaving out medium and small processors who handle and supply the bulk of processed food to consumers. Until recently (2022/23), government budget allocation to the agricultural sector was much lower than its unique strategic contribution to economic growth, food security and poverty reduction. The food basket taken as part of food security excludes some essential items such as edible vegetable oil, wheat, and sugar, which are still imported in large amounts. Also, animal and plant proteins essential for nutritive foods, are excluded from the FSSR computation. Moreover, the country's food and nutrition security is still highly vulnerable to vagaries of weather due to high dependence on rainfall.

97% ▲ (2022)
Primary school gross enrollment increased

69% (1999)

69% ▲ (2020)
increase in schooling completion rate for primary

51% (2000)

80% ▲ (2020)
pass rate for the primary standard seven has improved

22% (2000)

70% ▲ (2020)
transition rate from standard VII to form 1 have increased

20% (2000)

Target 2: Universal Primary Education Provided

The target for universal access to primary school education was to enroll all school-age children involving the first 13-14 years of age up to Standard Seven.

Success

The country has made some remarkable progress in realizing the target of attaining universal primary school enrolment due to combined investments made by the government, the private sector, and faith-based organizations (FBOs), coupled with continuous efforts to ensure desirable ratios between teachers and students, as well as the number of basic books and sitting desks in classrooms. The primary school gross enrolment rate (GER) increased from 69 percent in 1999 to 97 percent in 2022, with the schooling completion rate also increasing from 51 percent in 2000 to 69 percent in 2020. The pass rate for the primary standard seven examinations has improved from 22 percent in 2000 to 80 percent in 2020. The transition rate from Standard VII to Form I have increased from 20 percent in 2000 to 70 percent in 2020. Following this success, the government increased the minimum level of compulsory basic education from Primary Standard VII to Secondary education level of Form IV to be realized by 2025. On the other hand, Zanzibar surpassed the target of universal primary education such that by 2019, GER was 118.1 percent, being an exception among the Lower Middle-Income Countries (LMICs) globally.

Challenges

Among the main weaknesses has been the low levels of academic competence of children completing primary standard VII and those finishing secondary school Form IV. In addition, there is a lack of a life skill-based education system that prepares them to be productive citizens ready for both formal and informal sectors/self-employment. The rapid expansion aggravated the shortage of teachers, reaching one teacher handling 51 pupils (1:51.4) in 2023, higher than the recommended ratio of 1:45 in primary schools.



one teacher handles 51 pupils

Target 3: Gender Equality and Empowerment

The Vision envisaged empowering women by dismantling barriers that prevent women from accessing social and economic opportunities.

Successes

The government has, over time, implemented policies that facilitated women's empowerment such that the girl child now has equal access to primary and secondary education, with increasing proportion of women enrolled in tertiary education. At the same time there are relatively more adult women holding decision-making positions in politics (as councilors and members of parliament) and in managerial and executive positions in public and private sector institutions (e.g., banking and mining sectors).

Challenges

Cultural values and traditions still torment the girls from early ages such that they are not psychologically ready to compete with men later in life for decision-making positions in politics and business.

Target 4: Access to Quality Primary Health Care

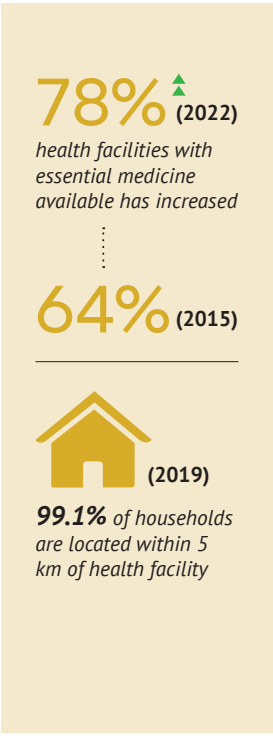
The Vision recognized that primary health care was essential to citizens to have a healthy workforce for attaining human and economic development and therefore planned to have a dispensary in every village (within walking distance of 5 kilometers), a health center in every ward and a hospital in each district.

Successes

The proportion of health facilities with a core set of relevant essential medicines available and affordable on a sustainable basis has significantly increased from 64 percent in 2015 to 78 percent in 2022. Zanzibar appears to have done better since 2019, when 99.1 percent of households were located within 5 kilometers of a health facility. However, in Tanzania Mainland, national and regional referral hospitals can now offer medical procedures hitherto available overseas only. Tanzania can now provide some medical tourism as patients come for health services from some Southern African Development Community (SADC) and East African Community (EAC) countries. Progress has been made to enhance access to health care services by promoting universal health insurance for every citizen and ensuring a dispensary is available in every village.

Challenges

About one-quarter of villages have yet to get own dispensaries to reduce travel distance to the nearest health facility villages. Moreover, despite the occasional staff shortages and medical equipment, the implementation of universal health insurance is ongoing but unlikely to cover all citizens at a reasonable cost and value-for-money service coverage. The under-staffing of facilities located in remote parts of the country frustrates patients.



Target 5: Access to Quality Reproductive Health Care

The target was to reduce the maternal mortality rate (MMR) caused by the death of pregnant women while giving birth from above 600 deaths per 100,000 live births in 2000 to below MMR of 265 per 100,000 live births by 2025.

Successes

The proportion of women aged 15-49 years with a live birth in each period who received antenatal care four or more times increased from below 40 percent in the early 2000s to about 65 percent in 2022. Consequently, the MMR among Tanzanian women decreased from more than 750 per 100,000 live births in 2000 to about 235 per 100,000 live births in 2020, thus surpassing the MMR benchmark of 265 per 1,000 live births in some reference Middle-Income Countries (MICs).

Challenges

Absence of primary health care facilities for some villages and difficulty tracking and monitoring pregnant women in nomadic pastoral communities. Although pregnant women attend antenatal clinics, some cannot afford to buy basic delivery kits due to a shortage of the kits in public facilities.

Target 6: Reduced Infant Mortality Rate

The target was to reduce the infant mortality rate (IMR) from 85 per 1,000 live births in 2000 to be comparable with the IMR benchmark of 43 per 1,000 live births in lower-middle-income countries (LMICs). Similarly, aimed to reduce the under-five mortality rate (U5-MR) of 112 per 1,000 live births to be comparable with that in LMICs of 57 per 1,000 live births.

Success

The country has reduced IMR from about 85 deaths per 1,000 live births in 2000 to about 36 deaths per 1,000 live births in 2022. Likewise, the mortality rate of children under five years of age has been reduced to 49 deaths per 1,000 live births, compared to about 130 deaths per 1,000 live births in 2000. The proportion of stillbirths also declined from about 25.9 per 1,000 births to 18.6 deaths per 1,000 births. The recorded successes are attributed to national programs on massive vaccination against infectious diseases during pregnancies and after giving birth and training adequate numbers of formal and informally trained birth attendants to cover most of the villages.



Challenges

Absence of primary health care facilities for some of the villages. Corruption persists in some health facilities. Tracking and monitoring children under five moving with their parents has also been difficult among nomadic pastoral communities. Consequently, although Tanzania Mainland and Zanzibar appear to have reduced IMR to 49 and 45 deaths per 1,000 live births, respectively, they are still half-way to reaching the ideal target of 20 for LMICs.

Target 7: Universal Access to Safe Water at Short Distance

The target was to increase the proportion of the rural population with access to piped or protected water as their primary source from 50 percent in 2000 to 85 percent by 2025. The corresponding target for the urban population is 95 percent.

Successes

By December 2022, the proportion of the rural population with access to safe and clean water had reached 77 percent, while in urban areas, it had reached 88 percent, suggesting that the targets for 2025 are most likely to be attained. Zanzibar surpassed the target by 2019, the proportion of rural households with access to clean water was 88.3 percent, whereas, in urban areas, it was 95.9 percent. This is possible due to establishing a special water fund with stable and predictable sources managed by a dedicated Rural and Urban Water and Sanitation Agency (RUWASA) and Zanzibar Water Authority (ZAWA). The government has also established 17 laboratories in 17 regions to monitor water safety using samples from more than 2,090 water sources and 4,600 water distribution schemes in rural and urban areas.



77% **rural (2022)** *population with access to safe and clean water*

88% **urban (2022)** *population with access to safe and clean water*

Challenges

Budgetary constraints result in a relatively slower pace of investments in water supply compared with population growth and the formalization of new human settlements. Climate change effects result in many unproductive drilled wells. Limited innovative technologies to explore, utilize and manage sustainably available water resources.

Target 8: Life Expectancy Increased

The life expectancy of Tanzanians in 2000 was about 52 years. It was envisioned that by 2025, it would be increased to 68 years, comparable to most MICs.



52 **years (2000)** *life expectancy of Tanzanians*

68 **years (2025)** *envisioned life expectancy of Tanzanians by that year*

Successes

This target is most likely to be attained, given that it reached about 68 years by 2022. This appears to be a consequence of the country's decision to invest in key drivers of life expectancy, namely, education, primary health care, maternal health care, and access to clean water, as shown elsewhere in this report. There are special windows/desks for attending to the elderly in hospitals, and homes for the elderly have been established. TASAF also gives special attention to the elderly. Zanzibar introduced a monthly allowance of TZS 20,000 for the elderly.

Challenges

There is a lack of public social services for the elderly, and no monthly allowance is provided for the elderly in Tanzania Mainland. Medical care costs for senior citizens can be high and unaffordable to many, and most lack medical insurance coverage. The few who wish to take medical health insurance obtain it at prohibitive costs, which increase with age. The health insurance policies don't cover key ailments typical with older people.

Target 9: Absence of Abject Poverty

Abject poverty is considered the lowest and most extreme form, whereby it's difficult to get even one basic meal per day, let alone find shelter to live in. It was envisioned that the proportion of Tanzanians living in abject poverty would be reduced to a single-digit percentage, from about 19 percent in 2000, with Zanzibar aiming more specifically to reduce the abject level to ten percent by 2020.

Success

The realization of this target is on the margins of just below ten percent, with Zanzibar having succeeded in reducing the proportion of food poverty to 9.3 percent by 2020. The target to reduce abject poverty was consistently mentioned as elusive by all stakeholders consulted as part of the TDV2025 evaluation in both Tanzania Mainland and Zanzibar. One of the reasons provided was the inability to implement programs with a high propensity to create pro-poor employment and the lack of innovative initiatives by Local Governments to cater to the needs of young people out of college.

Challenges

The level of economic growth is not robust enough to create employment for income generation, given that the agricultural sector, which has a higher potential to create jobs, had the lowest growth rate due to low investments for an extended period. Poverty is still higher in rural Tanzania Mainland and Zanzibar areas than in Tanzania Mainland and Zanzibar urban areas. Most of the undertaken mega infrastructural projects were also not pro-poor. The population growth rate increased from 2.8 percent to 3.2 percent in the latest population census (2022), compared to the overall economic growth rate of about 6-7 percent or about 4 percent in the agricultural sector, leading to net growth rates of 3 and 1 percent, respectively.

Goal 2: Good Governance

Target 1: Moral and Cultural Uprightness

It was envisioned that in 2025, Tanzanians would remain truthful to their acceptable moral and cultural values and desist from external influences in dressing codes and abuse of alcohol and drugs. Families, places of worship, educational institutions, and the media are key centers for molding societal morals and culture.

Successes

Among the measures taken was establishing a self-vetting common code of ethics for media professionals and broadcasters and the joint support by the Media Council of Tanzania (MCT) and the Government. Media houses have tried to disseminate locally made content in music, drama, and movies, contrary to the situation in 1999 when the drafters of TDV 2025 lamented the media being agents of promoting foreign cultural and moral values. To prevent the spread of illicit drug abuse, the Drug Control and Enforcement Authority (DCEA) was established with powers to conduct investigation, arrest, search, and seizure. Some 42 Drug Rehabilitation Centers (or Sober Houses) have been built in different parts of the country.

Challenges

(a) lack of coherent national integrity policy to guide efforts by different stakeholders in building a morally and culturally upright society; there is only the Public Service Code of Conduct and

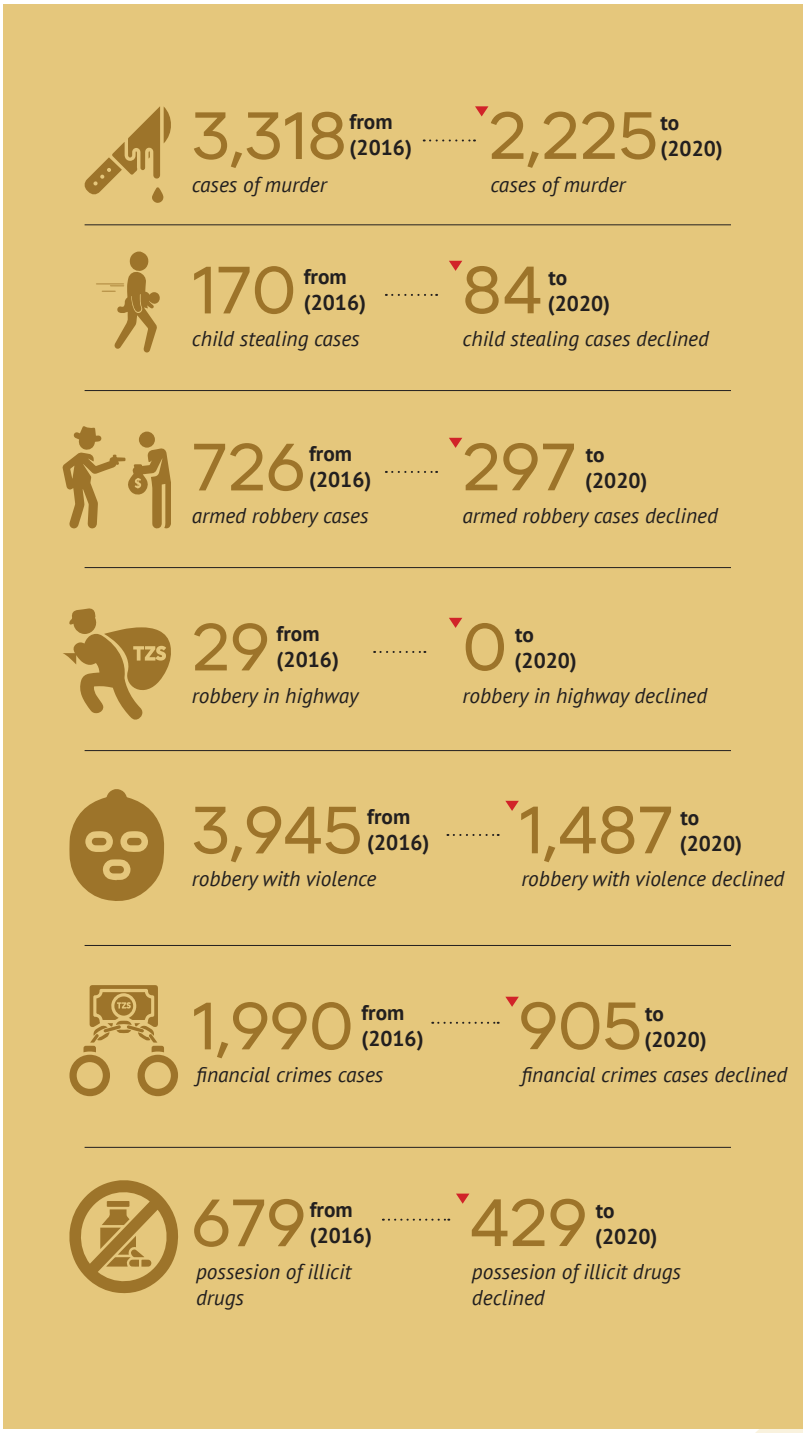
the Public Leadership Code of Ethics Act which act as guides to how these few people should behave. Needed is an instrument that covers all Tanzanians; (b) globalization trends, facilitated by electronic media, have taken over the minds and souls of the younger generation leading to imitation of foreign cultures; (c) licensing businesses (e.g. casinos and nightclubs) that negatively influence morality; (d) lifestyle of parents, including prevalence of single parents, abstaining from taking care of their children; (e) Low public awareness and knowledge on handling victims of drug abuse; and, (f) Limited budgetary resources to implement programmes such as sober houses for substance abusers.

Target 2: Adherence and Respect to the Rule of Law

TDV2025 envisioned a country with adherence to the rule of law, which could be reflected by, among others, a decline in cases of breach of the law.

Successes

Records from 2016 to 2020 indicate that there has been some decline in reported cases of murder, which declined from 3,318 to 2,225 cases, child stealing (from 170 to 84 cases), armed robbery (726 to 297 incidences), robbery in highway (29 to none), robbery with violence (from 3,945 to 1,487 cases), financial crimes (1,990 to 905 cases) and possession of illicit drugs (679 to 429). However, criminal incidences showed an insignificant decline, such as theft of motorcycles, livestock theft and illicit local liquor brewing. This overall success in reducing cases of different types of criminal acts was made possible through measures to establish and build the Watchdog and Oversight Institutions (WOIs) capacity to improve governance and enforce the rule of law in the country.



Challenges

There is a widespread culture of preference for informalities and disrespect for laws, rules, and procedures, with some sections of the population, especially among leaders, ignoring them with impunity. Citizens are also unaware of their rights and obligations in adhering to the rule of law. Low capacity within law-dispensing institutions eroded confidence in the due processes for dispensing justice. Consequently, it attracts corrupt practices, resulting in a growing culture of mob justice when suspects of breach of the laws are apprehended.

Target 3: Absence of Corruption and Other Vices

The need to deal with corruption as one of the targets under the governance goal emanated from the observations made in the Warioba Report of 1996/97. There was a resolution to build a society supported by institutions with zero tolerance for corruption.

Successes

Different surveys and research reports have shown that corruption levels have decreased gradually. The ranking by Transparency International (TI) indicates the country improved its score from 25 among the most corrupt countries globally in 2000 to 39 and 38 in 2021 and 2022, respectively. Service delivery has noticeably improved, resulting in increased trust in the Government; the National Governance and Corruption Survey (NGACS) conducted in 2020 also indicated that 88.6 percent of interviewed stakeholders perceived that corruption levels had decreased (63.6%) or significantly decreased (25%), compared to the situation in 2014/15. About 85 percent of the respondents perceived public services as responsive to the population's needs. Other search organizations that have indicated the downward trend include the World Justice Project whose data show that Tanzania has improved her score from 0.37 in 2015 to 0.42 in 2021 but went down to 0.41 in 2023. Afrobarometer (rounds 7 and 8) also show a downtrend. Earlier surveys in 2014 showed that most respondents – 67 percent – felt that corruption had increased in the last 12 months. Only 13 percent felt that it had decreased. But in the 7th round in 2017, 72 percent of respondents believed corruption was decreasing, and only 10 percent thought it was increasing. A government's own survey by the PO-PSM & GG showed that corruption was on a downward trend moving from 67 percent in 2014 to 44 percent in 2017 (URT, 2022).

This was made possible by implementing the necessary legal and institutional infrastructure and interventions for prevention and combating corruption. The application of ICT was cited as among the enabling factors for the success in driving down corruption. All public institutions have been taking measures to promote good governance. Among other efforts undertaken to enhance moral uprightness include the establishment of Integrity Committees in all public institutions, the obligation of public servants to take an oath that they will observe the Public Service Code of Conduct, awareness Campaign against Corruption through various platforms, the establishment in 2009 of the Ethics Tribunal as per the Public Leadership Code of Ethics Act No. 13 of 1995 (under section 26(1) to enforce the code).

Challenges

Inadequate services/goods or cumbersome procedures to access public services create conditions for corruption, which is worsening in institutions lacking transparency. Lack of public awareness of their basic rights to be served prompt citizens to believe they have to offer bribes to be served. Monopolistic and/or discretionary powers among service providers or officials have also been a driver of corrupt practices.

Target 4: Learning Society

There was a desire to build a well-educated and learning society whose people are ingrained with a developmental mindset and competitive spirit to participate in the regional and global market. Continuous learning was done at three levels: (a) at the individual level, Tanzanians sought to acquire requisite skills and knowledge to be able to explore and benefit from the development opportunities in the competitive labor market; (b) at firm or enterprise level, and (c) at the government level, learning in terms of best practices, success, lessons learned what worked well and what did not work well (challenges) were well integrated in designing and planning to inform implementation of the various interventions related to the TDV2025.

Successes

We appear to have done very well at the individual level, whereby the number of Tanzanians receiving formal education has increased at different levels. For example, in 2021, Tanzania had 18,553 primary schools with 10.9 million pupils, 5,280 secondary schools with 2.3 million students and 49 universities with 240,523 students. In 2000, the University of Dar es Salaam and Sokoine University of Agriculture (SUA) were the only full-fledged universities in Tanzania. Facilities to enable continuous learning to have been introduced in the country, including the availability of social media platforms that barely existed in 2000. Tanzania is now among the countries with many social media users in Africa, with about 9.9 million WhatsApp users, 6 million Facebook users, 3.15 million YouTube users, and 594,800 Twitter (X) in 2022. This implies that Tanzanians are massively exploring learning, news, and entertainment opportunities through social media. At the firm level, they supported government efforts through contributions to the skills development level, primarily used for expanding training for vocational education (spearheaded by VETA and some privately owned colleges). On the Government side, all public programs and projects needed in-built monitoring, evaluation, and learning, with planned mid- and end-term evaluations.



Challenges

Much as the desire to achieve a development mindset and competitive spirit was expressed, no explicit targets were set to achieve a development mindset and competitive spirit. There is no evidence that Tanzanians have developed a development mindset and competitive spirit to enable them to participate effectively in the regional and global markets. The lack of reading culture among Tanzanians has limited the ability to imbibe knowledge from published materials. On the other hand, the digital divide between urban and rural areas has limited online learning among rural people due to limited internet infrastructure. There are also inadequate official support systems for promoting innovations Tanzanians generate, especially those in rural areas. Young people are not adequately protected from undesirable content disseminated through social media and mainstream mass media.

Target 5: Political Stability and Absence of Violence

TDV2025 prescribed giving people more voice through practical, democratically conducted, peaceful political elections.

Success

This principle was started in October 1995 and has continued uninterrupted every five years without fail and devoid of politically motivated violence. A "national dialogue platform" for political parties was established in mid-2023. The country has participated in peacekeeping missions in other countries.

Challenges

Occasional lack of genuine tolerance for multi-party politics, probably emanating from historical belief in a one-party supremacy system. The voter turnout ratio has been declining in successive elections since 1995. There have been some limitations on the abuse of freedom of expression on national matters. There has also been a lack of capacity of the media for objective analysis, opinion, and reporting on matters of public interest, with some exceptions, such as the need for a new constitution, which were among the issues to be accomplished by 2025.

Goal 3: Building a Strong and Competitive Industrial Economy

Target 1: Diversified and Semi-industrialized Economy

Successes

The combined contribution of industry, construction and manufacturing to the country's GDP increased from 24.3 percent in 2000 to 35.6 percent in 2022, implying a 54.7 percent increase in 22 years and an annual increase of 2.48 percent. The performance of the manufacturing sub-sectors' contribution to GDP on its own was around seven percent, below the target of 12.5 percent. The apparent growth in the industrial sector's contribution to GDP overshadowed that of the agricultural sector, which declined from 36.2 percent to 24.5 percent during the same period. In 2022, the manufacturing subsector exported products worth USD 1,321.6 million, up from USD 43.1 million, (about 3000%) in the year 2000. The performance in 2022 was 18.6 percent of total export earnings. As of July 2023, exports from this sub-sector reached USD 1402.2 million, an increase of 6.1 percent over 2022.

Challenges

Weak linkage and growth of agricultural-based industries and other resource-based industries. Relatively high cost for value addition of

Given the evidence from official data, it can be concluded that the target of a diversified and semi-industrial economy is yet to be achieved.

agricultural and other raw materials due to the high cost of power and water. A significant challenge is the lack of a clear and implementable industrialization strategy with clear roles for the private and public sectors. The country still relies on imported manufactured goods for lack of similar items produced locally. It also relies on imported intermediate goods for locally manufactured goods.

Target 2: Macro-economic Stability

Since the launching of TDV 2025, the government has highly emphasized practicing sound macroeconomic management principles, most of them being part of IMF agreements and later becoming part of regional agreements among SADC and EAC member states. The country has, over the past 22 years, except for a few years, such as the global financial and food crisis in 2008/09 and recently the COVID-19 phenomenon and Russia/Ukraine war managed to keep the inflation rate below five percent. Simultaneously, inflation has been kept at single digits since 2000 except for 2008 (10.3%) and 2009 (12.1%) due to the 2008 global financial and food crisises. Recent data show that inflation has been controlled at single digits and has been below five percent during the past five years.

Year	2017	2018	2019	2020	2021	2022
Inflation Rate (%)	5.3	3.5	3.4	3.3	3.7	4.3

Source: *Bank of Tanzania*

Over the years, the country has maintained adequate official foreign reserves to cover a minimum of 4 months of the import bill, maintained external borrowing at sustainable debt levels, and allowed stable fluctuations of the foreign exchange rate. The macro-economic policies, coupled with a stable political environment, attracted foreign direct investment flows into different sectors of the economy such that Tanzania has been among a few Sub-Sahara African (SSA) countries to sustain reasonably high annual economic growth rates despite the unforeseen externalities occasioned by drought, food shortages, financial crises, wars, and COVID-19.

Challenges

Lack of adequate trickle-down effect from established industries, mainly because they are not linked to high employment potential sectors such as agriculture. High cost of borrowing from the formal banking sector. Lack of financial literacy among small and micro-enterprises. Unstable conditions of the external sector due to high dependence on imports and low levels of exports. Lack of sustainability of the economy due to drastic weather effects.

However, unfolding global geopolitics influenced by the Russia-Ukraine war, the weakening of the US Dollars, and the response by OPEC countries, led by Saudi Arabia, to cut down oil production pose a challenge to the government of Tanzania on its ability to refrain from pursuing monetary and fiscal policies that may trigger inflation, deplete foreign exchange reserves, and increase government debt burden to unsustainable levels contrary to the TDV2025 aspirations.

$3,000
status of USD per capita by 2025

$1,114
Zanzibar GDP per capita by 2019

6.7%
(2000 - 2021)
average GDP growth rate per annum

Target 3: GDP Growth Rate of 8 Percent or More

It aspired that Tanzania would have attained a lower MIC (LMIC) status of USD 3,000 per capita by 2025, propelled by the growth real GDP growth rate of an annual average of 8-9 percent from 2005 to 2010 and after that from 10 percent or more from 2010 to 2025. The baseline rate was four percent in 2000 for Tanzania Mainland and Zanzibar. However, Zanzibar set a modest GDP per capita target of USD 1,036 (the threshold for LMIC status), surpassed in 2000 when it reached USD 1,114 per capita in 2019.

Successes

These growth targets were part of the consequent Five Year Development Plans (FYDPs) but could not be realized as the highest level attained over the past 22 years was 7.7 percent in 2011. Using spliced GDP data, the average GDP growth rate between 2000 and 2021 was 6.7 percent per annum (pa). As earlier mentioned, the latest low growth rate below five percent was influenced by the COVID-19 pandemic, the Russia-Ukraine war, and partly by drought. The government forecasts GDP growth of 5.2 percent in 2023 and 6.1 percent in 2024. On the other hand, Fitch forecasts are 5.2 and 6 percent in 2023 and 2024, respectively. The World Bank estimates growth in 2023 to be 5.1 percent, while the medium-term growth is projected at 5.8 percent, citing "weakening demand, persistent inflationary pressures and high-interest rates preventing more robust expansion". In May/June 2023, Moody's and Fitch issued a sovereign credit rating report on Tanzania of B2+ and B+, respectively, confirming the positive outlook of the economy.

Notably, among the assumptions for attaining an economic growth rate beyond eight percent was the reduction of the population growth rate to 2.0 percent below, which could not be realized as its rate was stuck at about 2.8 percent in the consequent population census of 2012 and 2022.

Challenges

Susceptibility to external shocks such as the global financial crisis, adverse weather, and pandemics (e.g., COVID-19).

Target 4: Adequate Physical Infrastructure for all Sectors

A well-developed and managed hard and soft infrastructure is key for economic development. It reduces business costs, attracts private sector investment, facilitates production and service delivery, and links markets. The composite effect of good physical infrastructure is sustainable high GDP growth and poverty reduction.

Successes

Among the notable achievements for the past 22 years include:



Roads

Roads provide 70 percent of Tanzania's transport needs. The road network connects the urban and the rural areas and is broadly categorized as national/ trunk, regional, district and village/feeder roads. In 1999, the road network covered about 85,000 km, but this length increased to 181,190 km by 2022, as summarized below, and the most significant change is that of rural roads, whose total length has expanded by 381.4 percent over the past 22 years.

Year	Total Road Network (km)	National Trunk roads (km)	Of which Tarmac (km)	Of which Regional (km)	Of which Rural (km)
2000	85,000.0	10,300	3,830	24,700	30,000.0
2022	181,190.1	36,730	-	-	144,429.8
Rate of increase over 22 years	113.2 %	256.6 %	-	-	381.4 %

Source: *see detailed data in Chapter 3 of this report.*

In addition, the government has invested heavily in building more bridges and establishing one-stop center service posts at border posts to improve cross-border movement, reducing the cost of cross-border trade.



Railway Netwroks

The Railway Network managed by Tanzania Railways Corporation (TRC, with 2,722 km stretching from Dar-es-salaam to Kigoma (via Tabora), Mwanza (via Tabora) and Arusha (via Tanga and Moshi) and Tanzania Zambia Railway Authority (TAZARA, with 1,860 km from Dar-es-salaam to Tunduma in Tanzania and onward to Kapirimposhi in Zambia) has remained unchanged for a long time. The network has suffered gross undercapitalization and shortage of operational capital, run-down infrastructure, and rolling stock. However, this scenario will change soon after the completion of a new Standard Gauge Railway (SGR) project that started in 2017 to cover the central corridor to Mwanza and Kigoma. The investment will increase the railway network by 1,219 km (Dar es Salaam to Mwanza line) starting at the end of 2023



Air Transport

Air transport is characterized by heavy involvement by the government through its national carrier, Air Tanzania Corporation Limited (ATCL), whose services have gone through a series of ups and downs during the past two decades. However, a decision was made by the Government in 2016/17 to revamp ATCL as part of its flagship projects in the Five-Year Development Plans. Since then, the airline has acquired 13 new passengers and one cargo aircraft on lease from the Tanzania Government Flight Agency (TGFA), and three more are under procurement. The Government has also invested in air transport infrastructure. Among the new improvements is the expansion of Dar-es-salaam and Zanzibar International Airports, and the modernization of regional airports such as Songea, Iringa, and Mpanda, as well as the construction of new airports at Songwe, Geita and Dodoma (ongoing). Pemba Airport was upgraded to provide 24-hour service. New air space radar facilities for aircraft navigation also serve these airports.



Ocean Transport

Lake and Ocean transportation improvements: There have been significant improvements in the handling capacity of the major seaports of Dar-es-salaam, Tanga, and Mtwara, as well as the lake ports of Mwanza and Kigoma. This was done parallel to renovating, building, and commissioning new passenger and cargo ships to serve the major lakes of Mwanza (e.g., MV Victoria), Tanganyika (e.g., MV Liemba), and Nyasa (e.g., MV Njombe). However, plans to build a new port at Mbegani in Bagamoyo were delayed but are likely to take off before 2025. In Zanzibar, in addition to improvements in major ports in Unguja and Pemba, the government improved the fleet of ships by introducing a new passenger ship, MV Mapinduzi II and an oil tanker ship, MT Ukombozi II, with a capacity of carrying 3,500 tons of oil.



Energy

Reliable and competitively priced energy is key to propelling development, private sector investment and business, and producing goods and services at competitive prices. In 2023, about 78.4 percent of Tanzanian households had access to electricity, with Zanzibar at about 84 percent. This is a significant improvement compared to 1999, when the level of connections to private houses was only about ten percent and less than one percent in the rural areas. It is now projected that 12,318 villages will be connected by June 2024. The initiative is part of the Presidential directive issued in 2022 that at least 80 percent of Tanzanians should have access to safe and clean cooking energy by 2032.



Telecommunication

Telecommunication is a sub-sector that has recorded phenomenal growth since 2001, when the country had only one telephone/voice service provider, Tanzania Telecommunication Company Limited (TTCL), with 144 telephone exchanges and a capacity of 239,616 fixed lines. Using the PPP policy framework, the sector has attracted five more telecommunication service providers covering 94 percent of the country, with about 60,192,331 active SIM card mobile connections and 31,172,544 internet users. By 2019/20, 86.2 percent of households had at least one mobile phone. Investment in the National ICT Broadband Backbone (NICTBB), which reached 9,982 km, covering 26 regions by December 2022. The backbone has reached all the key border posts with Kenya, Uganda, Rwanda, DR Congo, Zambia, Malawi, and Mozambique. The success in ICT investment has allowed the initiation of e-learning, e-medicine, e-justice, and e-government service provision and online platforms for services such as public financial management, revenue administration, human resource management, payment systems, business registration, insurance, education, and health. Among the most revolutionary services is the financial inclusion brought about by mobile money services. By 2021/22, there were 34,971,596 active mobile money wallet accounts with a mobile market size of TZS 1,158.5 billion.



Real Estate

Real Estate and Improved Shelter: In 2019, real estate contributed 3.1 percent to Tanzania's real GDP, with USD 1.5 billion in 2019, compared to USD 1.2 billion in 2015, an increase of 25 percent. In comparison, the contribution of real estate to GDP in Zanzibar increased from 5.2 percent in 2000 to 7.7 percent in 2019. The contribution of real estate to GDP in Zanzibar increased from 5.2 percent in 2000 to 7.7 percent in 2019. The proportion of houses with modern roofs in Tanzania Mainland increased from 43 percent in 2000 to 84 percent in 2018, lower than that in Zanzibar, whereby 91.3 percent had modern roofs in 2019.

Challenges

Weak follow-up implementation of key performance indicators (KPIs) for infrastructural projects leading to high costs, low value for money, and delayed delivery of services. Lack of immediate economic impact due to high dependence on imported goods (e.g., equipment) and services (e.g., expertise). Lack of operation and maintenance culture of infrastructural facilities. Low capacity and unorganized local contractors to win and implement infrastructure projects. In the case of road networks, especially the rural network, there has been a bias towards equipment-based technology instead of labor-based technology, which would have provided more employment to the communities where road construction is carried out. In the case of air transport, there has been the challenge of an inappropriate balance between the role of the public sector and that of the private sector, which is tipped in favor of the public sector. This is a deviation from the directive of TDV 2025. This indicates that despite several amendments, the PPP policy has not been put to work during this period. There was the challenge of slow energy diversification in the case of energy. Most of the investments went into hydropower instead of diversifying sources of energy.

Resource Mobilization for Financing TDV2025

The government relied on different funding sources, including external borrowing, whose proportion has declined over time, to improve domestic tax collection and management. However, although during the initiation of FYDP-I, there were plans to use some innovative funding approaches such as municipal bonds, infrastructure bonds and natural resource bonds, not much progress has been made in applying those instruments. It has, therefore, continued to rely on its domestic resources and, if borrowed externally, on concessional loans for project implementation and grants for project preparation. The country's ability to mobilize domestic resources is exemplified by the experience of more than doubling revenue collection within ten years from 2011/12 to 2021/22, whose amount increased from TZS 4,293.1 billion in 2008/09 (89.8% of revenue target) to TZS 38,298 billion in 2021/22 (100.8% of revenue targets).

Among the development budget execution experiences were years in which the Exchequer disbursed funds significantly less than the budget approved by Parliament, sometimes failing to reach 70 percent, as was the case in 2019/20 (66.2%) and 2013/14 (62.5%). Among the sectors that suffered most from under-disbursement was agriculture, which failed to implement its plans, such as to expand areas under irrigation. Otherwise, once the funds are released, the absorption rate was reasonably good, surpassing 97 percent in the past three years (see Table 3.19).

Lessons Learned from Comparator Countries

a. Infrastructure development: Higher levels of investment in enablers for real economic growth, notably electrical energy for industries, was the main factor that separated a set comparator country from Tanzania. In the power supply, the comparator countries had already attained electricity supply above 200 kWh per capita before graduating to MIC status compared to Tanzania's 95 kWh per capita in 2010, some 15 years before 2025.

b. The relative contribution of agricultural and industrial sectors to GDP in comparator LMIC some 16 years before attaining MIC status had reached around 24 percent. In contrast, during the same remaining years to 2025, its contribution was 28.4 percent. The manufacturing sector of the LMICs contributed 17.8 percent to GDP in the year of graduation, compared to 9.4 percent for Tanzania in 2009. It was feared that reaching 17-18 percent by 2025 would be challenging, given the power supply state necessary for manufacturing to thrive.

c. Role of SMEs in industrial development and contribution to GDP: Whereas SMEs in Tanzania contributed 22.6 percent of Tanzania's GDP and more than 80 percent of formal employment, those in Indonesia contributed 58.3 percent to GDP and 80-95 percent of employment generation. SMEs in China accounted for 90 percent of the country's enterprises.

Overall Summary of Lessons Learned

Cross-Cutting Lessons

a. Need for predictability of policies, strategies and institutional frameworks for planning and implementing development initiatives. For example, the Planning Commission responsible for preparing TDV2025 was dissolved in 2016, only to be revived in 2023. There have also been frequent changes in ministerial portfolios, e.g., in the last six years, the Investment Portfolio has been shifted to different ministries.

b. Achieving inclusive economic growth requires special attention to transforming those sectors that carry most people, such as the agricultural sector.

c. Building an inclusive, competitive, semi-industrialized economy, the sectors with proportionately higher contributions to the recorded GDP growth for the last 22 years failed to benefit most Tanzanians. Therefore, in future, there should be special attention to transforming those sectors, the easiest being the agriculture sector (crops, livestock, fisheries, and forestry), which can have higher multiplier effects through backward and forward linkages.

d. Life expectancy preparedness in handling and ensuring the provision of prerequisite social services to senior citizens should entail partnership between government, civil society organizations, and private sector actors.

e. ICT application and use in digitizing public service delivery can enhance transparency and accountability among ministries, departments, and agencies.

f. Need for focus and dedication to pursue agreed national priorities. For example, in the energy sector, the strategy was to invest in developing natural gas for power generation. Still, it was partially implemented, resulting in underutilization of the gas pipeline and power shortages.

g. Importance of allocating the requisite financial and human resources commensurate with the approved development plans. Low funds disbursement to implement projects made it difficult for public officials to be objectively evaluated on the committed key performance indicators.

h. Need to avoid over-ambitious investments not supported by adequate financial and human resources, as well as balancing between development expenditure and

recurrent expenditure. For example, the building of health facilities and classrooms without adequate health personnel and teachers.

i. Need to have an enabling environment that empowers citizens to promote local content that effectively enhances the participation of citizens in economic activities as per the Constitution Article 8(1) (d) to enable the private sector to thrive. There is a need to hasten the pace of implementing local content in all sectors, including building the capacity of local contractors so that they can actively participate in mega infrastructure projects and ultimately contribute and maximize the internalization of investments through domestic backwards and forward linkages.

j. Need to sequence the implementation of prioritized projects. For example, the development of basic industries for iron and steel (from Liganga and Mchuchuma) was planned to come before commencing the building of SGR. In practice, the construction of SGR has preceded the implementation of the iron and steel project, resulting in huge imports of steel and the use of foreign exchange.

k. Population growth and structure that commensurate with population growth and ensure that population growth rate corresponds to economic growth rate, hence the need to maintain a balance between population growth and economic growth so that there is an adequate translation of the economic growth to household incomes and improved livelihoods.

l. It was realized that the practice of being preoccupied with PRSP and MKUKUTA, which were initiated and supported by donors, was covering narrower ground than TDV 2025 had called for. The need to strike a balanced approach considering both improved social services (e.g., health, water, education, food security and shelter) and enhancement of infrastructural services (e.g., transport, energy, and communication) to strengthen the real economy. Despite the presumed good intention of Development Partners (DPs) focusing more on Goal 1 and Goal 2 under MKUKUTA[2], it was feared that if the real economy did not perform as expected, there would be no adequate tax revenue to maintain the investments made for improved social services. This lesson made a case for returning to five-year plans as an instrument to implement TDV 2025.

m. There is a need for a robust plan for financial resource mobilization and creating an enabling business environment for the foreign and domestic private sectors to invest in industries and businesses. The lack of a robust plan for resource mobilization continued to pose a challenge to the implementation of TDV and five-year plans through the TDV period.

n. Adherence to the approved monitoring and evaluation framework on a regular and institutionalized basis is needed, including regular evaluation of the Vision every five years, to allow for earlier corrective measures in weak areas of implementation.

2 Mpango wa Kukuza Uchumi na Kupunguza Umaskini Tanzania (National Strategy for Growth and Poverty Reduction (NSGPR)

o. Need to have a dedicated secretariat for coordination of TDV2025, which would have, among other things, the task of preparation and implementation of a Communication and Dissemination Strategy. This was based on the realization that a small proportion of Tanzanians, including political leaders, were aware of the existence of TDV2025.

p. In governance, the need for a pluralistic approach to enhance success in building a morally and culturally upright society requires joint efforts by government, private sector, and civil society organizations. There is a need for a solid and efficient decentralized system that can enforce transparency and accountability at the local level in line with subsidiarity principles. Also, there is a need to respect the independence of strong oversight institutions to enforce public sector accountability to the taxpayer. Active engagement of the public, civil society organizations (including faith-based institutions) and the private sector businesses in the campaign to enhance governance and the rule of law instead of leaving the matter to oversight and watchdog institutions alone.

q. Need for sustained champions on agreed national projects, including the championing of National Development Vision.

Sector-Specific Lessons

a. Education: There is a need to promote competence and skill-based education systems that respond to the needs of industries/sectors, create jobs for locals and promote complementarity between local human resources and foreigners. It is also essential to have an adequate ratio of students to teachers/tutors.

b. Gender empowerment: A change of societal mindset, starting at the family level, is an important factor in the success of empowering women to take more active roles in social and economic spheres nationally and internationally.

c. Health services: (i) ensure the right mix of quality infrastructure, retooling, and well-trained and motivated human resources; (ii) place a high priority on primary/public health to attain a more appropriate balance between curative and preventive health interventions.

d. Water supply: Success in the protection and maintenance of water infrastructure, including water catchments, water storage, and distribution systems, requires effective partnerships between citizens and their governments at different levels. Surrounding communities can effectively guard trees planted in water catchment areas if they feel some ownership of the initiative.

Key Issues for TDV2050 Arising from TDV2025 Evaluation

An Overview

The country needs to protect and sustain the progress gained in the last 22 years in all TDV2025 goals and attributes. It will also be important to capture issues that were identified in the TDV2025 write-up but not addressed and are still relevant. Overall, the following will need to be taken care of for the success of TDV 2050:

a. Special focus on the country's national goals that promote broad-based inclusive economic growth and poverty reduction and ensure that there is adequate and high-quality human capital.

b. Align with key development goals and targets that are in the UN SDG2030, and other global initiatives are taken onboard TDV2050. Among them are dealing with inclusive and shared growth with minimum abject poverty (slogan: "no one should be left behind", (part of SDG Goals 1 and 2), climate change adaptation and mitigation as well as ensuring environmental sustainability (part of SDG Goal no.13 on environmental sustainability, life on land (SDG No.15) and life below water (SDG No.14).

c. Align with goals and targets under regional (EAC and SADC) and the African Union's Agenda 2063. Of specific interest is the readiness of Tanzania to participate and benefit from the Pan-African Free Trade Area (AfTA) and customs union implementation.

Specifically, some of the key cross-cutting issues to be considered from the above-mentioned overall goals include:

a. Intensify and strengthen initiatives for the digitization of the economy through ICT to enhance efficiency in service delivery and improve transparency and accountability for both public and private sectors.

b. Gradual and strategic adaptations towards high tech 4th industrial revolution for global competitiveness while promoting employment creation.

c. Make legislation that will help to stabilize the predictability of policies, strategies, and institutional frameworks for planning and implementing development initiatives so that individual leaders do not change them without due process.

d. Ensure that all approved flagship projects that are well planned, appropriately sequenced, and timely are provided with adequate financial (for both capital and operational expenses) and the requisite human resources.

e. Provide an enabling environment that empowers citizens to effectively participate in economic activities to enable the private sector to thrive as per the (Blueprint for Regulatory Reforms to Improve the Business Environment (popular as the BLUEPRINT)) document. Promote the use of local content and capacity building of local human resources such as contractors, including the requisite national and international certification, so that they can actively participate in medium-scale and mega infrastructure projects.

f. Strict enforcement of Monitoring, Evaluation and Learning (MEL) in all interventions.

g. There should be a well-funded Communication Strategy for TDV 2050 to ensure that all segments of the population are knowledgeable about and adequately sensitized.

h. Identify champions on agreed national projects, including the championing of the TDV 2050.

Goals Proposed for TDV 2050

a. Those carried forward from 2025, namely: (i) improved livelihoods, (ii) governance and rule of law, and (iii) competitive economy and inclusive growth; and,

b. New ones, namely: (i) climate change and environmental sustainability, (ii) digital transformation, and (iii) sports, arts, and creative industry.

Those mentioned above are elaborated below.

Improved Livelihoods

a. Pursue a type of development that is people-centered, based on sustainable and shared growth and free from abject poverty. This type of development must mean that the creation of wealth and its distribution in society is fair and equitable. It embraces forms of social and political relations which enhance empowerment and effective democratic and widespread participation of all social groups. This approach to development will ensure that no one is left behind, and abject poverty will be eradicated through employment by promoting investments in sectors with a high propensity for employment creation, such as the agricultural sector and the formalization of informal economic activities.

b. Agriculture: (i) Accelerate modernization and commercialization of the agricultural sector that embraces smart agriculture that is resilient to climate changes, (ii) investment in smart irrigation systems, and (iii) agricultural transformation with emphasis on value addition through high productivity and movement up the value chain.

c. Smart gender empowerment that includes all categories of gender, having balanced support for boys and girls.

d. Education sector: there is a need to have a skills-based education system that responds to the needs of industries/ sectors to create jobs for locals and minimize the need to employ foreigners. It is also essential to have an adequate ratio of students to teachers/tutors, considering increasing the use of ICT in delivering education services.

e. Health services: (i) ensure the right mix of quality infrastructure, retooling, and well-trained and motivated human resources; (ii) place a high priority on primary/public health to attain a more appropriate balance between curative and preventive health interventions.

f. Population growth and structure that commensurate with population growth; and (ii) ensure that population growth rate corresponds to economic growth rate. Two specific demographic dynamics will need to be considered: population growth and urbanization and their implications for both human development and economic transformation, as well as their socio-economic and environmental opportunities and challenges. Proper urban planning facilitates development through site planning and planning of economic activities that will make urban centers the drivers of the economy.

g. Water supply: (i) protection of water sources, (ii) implement strict maintenance of water supply infrastructure, and (iii) enhance adoption of water harvesting techniques.

h. Life Expectancy: To continue increasing through reduced infant and child mortality, improved access to quality health and investment in social protection packages to cater for senior citizens.

Governance and Rule of Law

a. Continue to support the establishment and building of a strong and efficient decentralized system that can enforce transparency and accountability at the local level in line with subsidiarity principles.

b. Continue to seal loopholes that can erode the principles of separation of power between the three pillars of the state: the executive, the judiciary and parliament. Within each, there will still be a need to strengthen the independence of strong oversight institutions to enforce public sector accountability.

c. Complete the process of a new constitution as was aspired in TDV2025.

d. Support the functioning of a formally constituted National Political Parties Forum.

e. Develop and adopt a national ethics policy.

f. Intensify prevention and combating corruption, particularly in the political parties' eco-system, to ensure the integrity of the leadership of the country.

g. To ensure institutionalization of public service performance management and reporting system.

h. To ensure state and non-state actors' effective participation in anti-corruption and integrity measures.

Competitive Economy and Inclusive growth

a. The country should aim at achieving a Technology-driven Economy in all sectors with extensive application of ICT and Artificial Intelligence in almost all sectors.

b. Continue to invest in hard (e.g., power, railways, maritime) and soft (e.g., optic fiber network) infrastructure.

c. Strengthen land administration, including land use planning, surveys, and titling.

d. Prioritize public and private investment in sectors with a high propensity to create and propel job creation, in particular agriculture.

e. Expand investment financing of public banks, ensuring they are adequately capitalized.

f. Hasten the establishment of special economic zones in each region.

g. Identify new and dynamic sectors that have emerged recently and have huge potential to grow and transform the lives of many citizens. Examples of these sectors are the creative industry (such as sports, music, and film) and the blue economy.

Climate Change and Sustainable Environment

a. Capacity building of existing institutions in human resources to deal with the causes and impacts of climate change (CC).

b. Provide adequate financial resources to respective institutions for CC adaptation and mitigation measures.

c. Enhance support for promoting sustainable use of natural resources.

d. Promote the use of low-carbon energy sources (e.g., natural gas), alternative energy (e.g., wind and solar) and renewable energies (e.g., hydropower, bioenergy).

e. Promote investments in sustainable waste management, especially in urban areas.

Green Economic Growth

Prepare and adopt a national green growth policy and strategy. A concept note on the same was prepared in 2019 by ESRF for the Ministry of Agriculture.

Blue Economy Development

To prepare and adopt a national blue economic growth policy and strategy that supports a similar one already prepared by the Revolutionary Government of Zanzibar.

Digital Transformation

a. Capacity building in digital transformation (IT application, artificial intelligence, cloud computing, internet of things, robotics, edge computing, social media platforms).

b. Investment in last-mile connectivity of the national ICT broadband backbone optic fiber network.

c. Promote connectivity to the national ICT broadband backbone network.

d. Promote local production of ICT hardware and software.

e. Invest in community-based ICT facilities/ kiosks.

f. Investment in cyber security.

Optimizing Tanzania's Strategic Geographical Location

The country is strategically positioned as a gateway for more than 8 countries in Eastern, Central and Southern Africa. Continued and concerted efforts will have to be made to improve service delivery to those countries in handling their imports, exports, and passenger travel. Smart investments are required in the following areas:

a. Modernized sea/lake ports and airports with facilities to handle all types of goods.

b. Modernised and safe railways and road networks.

c. Modernized sea vessels and train wagons.

d. Capacity building of smart logistics services companies.

e. ICT investments for efficient communication and electronic cargo tracking.

f. Simplification of movement of persons from neighbouring countries engaged in transport logistics.

Implementation

a. Establish a robust Communication and Dissemination Strategy and Action Plan to ensure that TDV2050 is understood and owned by all stakeholders in society. This is important to avoid the shortfalls in TDV2025 whereby a third of the interviewed sample of stakeholders indicated to have heard for the first time some 15 or more years after it was launched.

b. Ensure that the process of evaluation, monitoring and learning is used to track down progress towards the realization of the Vision goals. This will require the development of specific performance benchmarks and measurable outputs to assist in monitoring the process of implementing the Development Vision goals. Review the Development Vision every five years to gauge how the nation is faring and what adjustments need to be made as part of a regular evaluation and monitoring exercise.





PART ONE

INTRODUCTION AND OBJECTIVES

1.1 Introduction

The Tanzania Development Vision (TDV) 2025 was unveiled in 2000, thereby marking an implementation period of about 23 years to date. The Vision had set clear issues that the country aspires to attain socially, economically and politically over the period up to June 2025, with the thrust of ensuring that Tanzania graduates from the group of least developed and low-income countries into a middle-income (MIC) group of countries, with per capita income of around USD 3,000 by 2025 and distinguishing itself with five (5) core attributes, in particular (i) high quality of livelihood (ii) peace, stability and unity (iii) good governance (iv) a well-educated and learning society; and (v) a semi-industrialized and competitive economy that is capable of producing sustainable and broadly shared benefits. These attributes of TDV 2025 are translated in the following key performance indicators, namely life expectancy of 68 years at birth, Human Development Index (HDI) of 0.65, the infant mortality rate of below 20 per 1000 live births, universal primary education, and secondary school enrolment ratio of above 60 percent, as well as access to safe water for urban and rural dwellers of about 90 percent. The vision also outlines the existence of challenges and what was supposed to be achieved considering five main dimensions of sustainable human development: social and economic progress, political development, institutional dimensions, technological dimensions, and environmental sustainability.

Following an extended period of implementing transitional, short-term economic and structural reforms in the mid-1980s, there was a general national consensus that Tanzania lacked a development framework (vision) for guiding and mobilizing the citizens, particularly after the phasing out of the Arusha Declaration development philosophy. Hence, it was considered necessary to formulate a new economic and social development vision for the country, a vision that could guide national development efforts. Consequently, TDV 2025 was prepared following a need to have a long-term development philosophy to sustain its course. Subsequently, in 1995, the government appointed a group of cross-sectional experts and advisors to formulate TDV 2025, which was completed in 1999 after comprehensive consultations with key stakeholders at the national and regional levels.

The desired attributes are structured for systematic implementation under three main goals, each with several target areas. The first goal is to attain a high quality of livelihood, with about nine target areas; the second goal is to attain good governance and has four target areas, while goal three for building a strong

and competitive economy has four target areas. The below-mentioned broad goals and their specified target areas were elaborated in 2000 in the Composite Development Goal (CDG) for the TDV 2025. The CDG for TDV 2025 listed five multi-dimensional goals touching on (i) social and economic progress, (ii) political development, (iii) institutional dimensions, (iv) technological development, and (v) environmental sustainability.

1.2 Objectives

The main objective of this assignment is to evaluate the TDV 2025 implementation, governing institutions, and its instruments to identify progress made, achievements attained, lessons learnt, and challenges experienced and make recommendations towards the formulation of a new Tanzania Development Vision (TDV 2050). Specific objectives are:

a. Undertake an evidence-based assessment of progress made so far in achieving TDV 2025 goals and targets, including the identification of goals and targets unlikely to be achieved by 2025. Document the lessons and challenges and make recommendations on the same.

b. Identify policy, legal, regulatory, structural, and institutional factors behind success and challenges in achieving TDV 2025 goals and targets.

c. Assess the relevance, efficacy and sustainability of major strategies and interventions adopted during TDV 2025 implementation.

d. Review resource mobilization, availability, and management in the execution of TDV 2025.

e. Identify and map out the impact of domestic political, socio-economic, and demographic dynamics during the implementation of TDV 2025.

f. Identify and map out the impact of regional and global dynamics of international trade, investments, risk contagion and security during the implementation of TDV 2025.

g. Propose policy recommendations and lessons learnt for the formulation of the new Vision, including key drivers and areas of focus.

1.3 Scope of Work

The scope of the evaluation covers Tanzania, both mainland and Zanzibar. It involves the whole period from the year 2000 to 2025 (precisely making use of actual data/information until 2022 and estimation of achievement expectations for the remaining three years between 2023 and 2025). The evaluation focuses on the level of attainment of TDV 2025's objectives and targets, covering all performance indicators for the vision's five attributes, namely:

a. High-quality livelihood.

b. Peace, stability, and unity.

c. Good governance.

d. A well-educated and learning society, and

e. Strong and competitive economy.

Additionally, the evaluation covers TDV 2025 implementing instruments (including Long Term Perspective Plan 2011/12–2025/26, medium-term national development plans such as National Strategy for Growth and Poverty Reduction or MKUKUTA and Five-Year Development Plans), as well as governing institutions.

1.4 Expected Deliverables

a. An inception report: Detailed deliverables (expected results and risks)
   - Implementation schedule.
   - Detailed methodology, including the appended survey tools and the preliminary observations.

b. Interim report
   - Methodology and approach used in the field.
   - Data collection.
   - Data analysis.
   - Preliminary findings of the evaluation of the TDV 2025 (achievements or strengths, weaknesses, challenges and constraints, and comprehensive set of recommendations and inputs to be used during the formulation of TDV 2050).

c. The First Draft Report (English)
   - Numerous impacts, Outcomes, and outputs are viewed as accomplishments, lessons learned, and difficulties.
   - Methodology and approach used in the field.
   - Comprehensive report on the evaluation of the TDV 2025 (achievements or strengths, weaknesses, challenges and constraints, and comprehensive set of recommendations and inputs to be used during the formulation of TDV 2050).

d. Final reports (Final findings of the study include various impacts, outcomes and outputs regarded as achievements, lessons learnt, and challenges.
   - Methodology and approach used in the field.
   - Comprehensive report on the evaluation of the TDV 2025 (achievements or strengths, weaknesses, challenges and constraints, and comprehensive set of recommendations and inputs to be used during the formulation of TDV 2050).

e. Two (2) policy briefs (English and Swahili)
   - Citizen's policy brief.
   - National policy makers' brief.









PART TWO

APPROACH AND METHODOLOGY

2.1 The General Approach

In the course of undertaking the evaluation, the consultant used a broad-based approach in soliciting evidence of the progress and achievements made in implementing the Vision based on the set goals and targets, identifying constraints and gaps, and lessons for the following Vision 2050. Primary information was obtained from different categories of stakeholders at different levels, using individual and group dialogues and interviews. A secondary type of information, which was obtained from administrative and technical reports, provided quantifiable evidence through data and observations recorded over the past 22 years. The primary and secondary information collected allows a combination of qualitative and quantitative analysis and presentation of the evaluation.

2.2 Methodology

2.2.1 Sampling Procedure

The team consulted stakeholders from seven geographical zones of Tanzania and Zanzibar, namely: Lake zone (Mwanza, Mara, Geita, Shinyanga, Simiyu and Kagera); Northern zone (Arusha, Kilimanjaro, and Manyara); Southern highlands zone (Iringa, Njombe, Mbeya, Rukwa, and Songwe); Western zone (Katavi, Kigoma and Tabora); Coastal zone (Dar es Salaam, Morogoro, Tanga and Zanzibar); Central zone (Singida and Dodoma) and Southern Zone (Mtwara, Lindi and Ruvuma). Table 2.1 provides a summary of stakeholders' consultation plans.

A stratified sample of 18 out of the 26 administrative regions in Tanzania Mainland and 2 regions in Zanzibar were purposefully selected from different geographical zones by using a combination of criteria such as urbanization pressure and potential for industrialization (Dar es Salaam, Pwani, Songwe, Arusha and Mwanza), policymakers presence (Dodoma), potential for food production as a grain basket for the country and the SADC/COMESA region (Rukwa and Morogoro), high level of poverty and poor infrastructure (Lindi), potential for a diversified economic base and value addition of agricultural produce (Morogoro), water resource/blue economy and mineral richness and bordering EAC partners states (Mwanza, Mara, Tanga and Zanzibar) to mention but a few as shown in Table 1.

Table 1: Selected Zones/Regions for Stakeholder Consultations

Zones	Criteria	Regions for FGD and KIIs	Regions for RTFs/ Workshops
Lake zone	Urbanization, minerals, export crops and gateway to the EAC market by road and water.	Mwanza, Kagera, and Mara.	Mwanza (Hosting region). Other regions are Simiyu and Shinyanga.
Central zone	Policymakers with sector ministries departments and agencies, parliamentarians, livestock keeping and edible oil production.	Dodoma and Singida.	Dodoma (Hosting region).
Southern Highland zone	Food secure, border region, high concentration of non-foods cash crops, developed infrastructure connecting with SADC market through Mtwara Corridor and TAZARA corridor.	Rukwa, Iringa, Songwe.	Mbeya (Hosting region) Other regions are Njombe and Songwe.
Coastal Zone	Historically with low density of road and electricity physical infrastructure, historically poverty-stricken, blue economy activities (Zanzibar), one border region (Mtwara); potential for a natural gas driven economy; a gateway for the Mtwara Development Corridor connecting with SADC countries.	Dar es Salaam, Morogoro and Pwani.	Dar es Salaam (Hosting region)
Northern zone	Urbanization, tourism, high incomes, diversified economy, high costs of living, border regions connecting with the EAC partner states, and political development.	Arusha and Kilimanjaro.	Arusha (Hosting region) Another region is Kilimanjaro.
Western zone	Border region, food secure, underdeveloped, historically recipient of refugees from insecure neighboring countries on its western side.	Kigoma and Katavi.	Tabora (Hosting Region) Other regions are Kigoma and Katavi.

Zones	Criteria	Regions for FGD and KIIs	Regions for RTFs/ Workshops
Southern Zone	Border region, food secure, underdeveloped; blue economy; non-food crops (cashew nuts); connects with SADC market through Mtwara corridor; natural gas potential; Dangote Cement factory.	Mtwara, Lindi and Ruvuma.	Mtwara (Hosting Region) Other regions are Lindi and Ruvuma.
Zanzibar	Blue economy, beach/heritage tourism and Spices production	Pemba and Unguja	Coastal workshop in DSM.
Total		**20**	

Source: *Consultant's Compilation, 2023*

2.2.2 Data Collection Techniques

a. Key Informant Interviews

To get feedback from stakeholders in 18 selected regions in the mainland and two regions in Zanzibar (20 regions in total), the consultants conducted Key Informants Interviews (KIIs) with various stakeholders (10 people per region). A special interview guide with structured questionnaires was used. Key informants included government officials from the selected district/region, such as heads of key departments (e.g., industry and trade, infrastructure, agriculture, livestock, planning, health, and education), private sector representatives, political leaders, retired officers, civil society representatives, (professional bodies, trade unions, Community-Based Organizations (CBOs) and Faith-Based Organizations (FBOs) and development partners.

b. Focus Group Discussions (FGDs)

The consultant conducted two focused group discussions (FGDs) of 8 to 15 participants per FGD in the selected LGAs. The feedback was sought from representatives of different sectors/ occupations ranging from production (farmers and livestock keepers), processors, transporters, small-scale miners, fishermen, petty traders, political leaders, religious leaders, and traditional leaders to understand the impact of different sectoral interventions targeting communities at lower levels. However, the consultant was cautious enough to ensure that dominant sectors relevant to each respective region were given appropriate weight during the selection of FGD participants.

c. Round Table Fora (RTF)/Workshops

Round table fora/workshops were organized at zonal levels. RTF workshops were intended to draw experts with relevant and proper expertise to brainstorm on various issues (particularly on the strengths and weaknesses of the developmental instruments used by the government for the past 22 years. It was planned that one forum be conducted in each of the seven zonal centers. At least 30 participants were involved in 7 of the RTFs, bringing a total of about 210 stakeholders.

RTF/workshops included government officials, Ministries, Departments, and Agencies (MDAs) from the selected regions, such as heads of key departments (industry and trade, infrastructure, agriculture, livestock, planning, health, and education), private sector representatives, political leaders, civil society representatives (including professional bodies, trade unions, etc.) and development partners.

d. Document/Literature Review

A comprehensive literature review was undertaken to draw lessons from domestic and international experiences with respect to the implementation of TDV 2025 and other countries' development visions. The literature review provided some specific lessons from different national and sector-based strategies, approaches, and programs which Tanzania has so far adopted and implemented. The literature included government documents (such as sector policies, strategies, plans and programs) and other national and international studies relevant to this task. The list of reviewed documents is presented in Annex 2 of this report.

2.2.3 Samples Size Plan Implementation

The sample plan implementation was satisfactory. As presented in Table 2, the evaluation team managed to reach all regions as planned. A total of 235 KIIs were administered against the planned 229; 45 FGDs with a total of 601 participants were conducted against the target of 45 FGDs with 675 participants; 7 zonal stakeholders' workshops were conducted, and one special workshop in Dodoma for MDAs, bringing a total of 210 participants. The initial plan was to hold seven workshops with a planned number of 263 participants. The complete list of study participants is presented in Annex 3.

Table 2: Sample size and implementation

S/N	Region	KIIs		FGDs		Zonal Workshop	
		Planned	Actual	Planned	Actual	Planned	Actual
1	Mbeya	10	09	2 (30)	2 (24)	30	19
2	Iringa	10	12	2 (30)	2 (26)	N/A	N/A
3	Ruvuma	10	10	2 (30)	2 (29)	N/A	N/A
4	Lindi	10	10	2 (30)	2 (28)	N/A	N/A
5	Mtwara	10	10	2 (30)	2 (34)	30	28
6	Kigoma	10	10	2 (30)	2 (30)	N/A	N/A
7	Tabora	10	10	2 (30)	2 (21)	30	28
8.	Morogoro	10	10	2 (30)	2 (31)	N/A	N/A
9	Singida	10	10	2 (30)	2 (22)	N/A	N/A
10	Dodoma	10	10	2 (30)	2 (22)	50	40
11	Kagera	10	09	2(30)	2(19)	N/A	N/A
12	Mara	10	10	2(30)	2(19)	N/A	N/A
13	Mwanza	10	10	2(30)	2(23)	30	28
14	Songwe	10	10	2(30)	2(30)	N/A	N/A
15	Rukwa	10	10	2(30)	2(23)	N/A	N/A
16	Kilimanjaro	10	15	2(30)	2(15)	N/A	N/A
17	Arusha	10	19	2(30)	2(39)	30	42
18	Dar-es-Salaam	25	20	5(75)	5(75)	30	0
19	Pwani	14	12	2(30)	2(28)	N/A	N/A
20	Zanzibar	20	19	4(60)	4(63)	N/A	N/A
21	Dodoma*	-	-	-	-	33	25
	TOTAL	**229**	**235**	**45 (675)**	**45(601)**	**263**	**210**

Source: *Field data, 2023*

**Special consultative workshop for MDAs*

2.2.4 Data Entry and Analysis

Both quantitative and qualitative information informed this evaluation study. Data entry and analysis for qualitative data employed DEDOOSE, a qualitative data analysis software that is commonly used for analyzing textual and audio-visual data. All qualitative data collected from the field were imported into the project. This was followed by codebook creation that defined the codes and categories that were used for data analysis. The coding process involved applying codes to relevant sections of text data by highlighting and tagging text segments with codes from the created codebook. Finally, various visualized outputs were generated to reflect the coded data. Quantitative data was run through Excel, and analysis tables were developed.



PART THREE

MAIN FINDINGS- ACHIEVEMENTS AND CHALLENGES

3.1 An Overview

As explained in part two on the methodology used to review TDV2025, the evidence on achievements made during the past 22 years of its implementation, as well as challenges encountered, were obtained from a combination of firsthand views by stakeholders and the analysis of secondary data. In this report, the presentation of stakeholder views is limited to those provided by key informants in different parts of the country. There are also limited results from the analysis of views provided by stakeholders through focus group discussions, but also exclude views from the Diaspora community, whose analysis is ongoing and will be incorporated in the next draft report. We believe what has been presented reflects an accurate picture of what Tanzanians perceive about the successes, challenges, and what should be the focus for the next phase of the Tanzania Development Vision 2050.

Views from key informants indicated the topmost impressive areas when they heard about TDV2025 for the first time were the resolve to provide universal primary education (15%), improved access to primary health care (14.3%), improved infrastructure (9.1%) with specific mention of electricity (4.3%), universal access to clean water (7.3%), and improved governance (7%), singling out its impact on peace and stability (6.4%) (Figure 1).

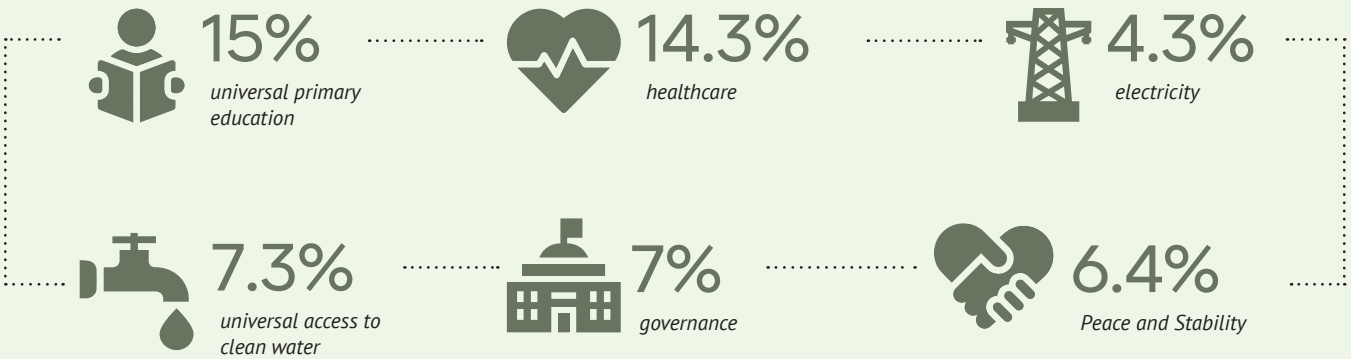
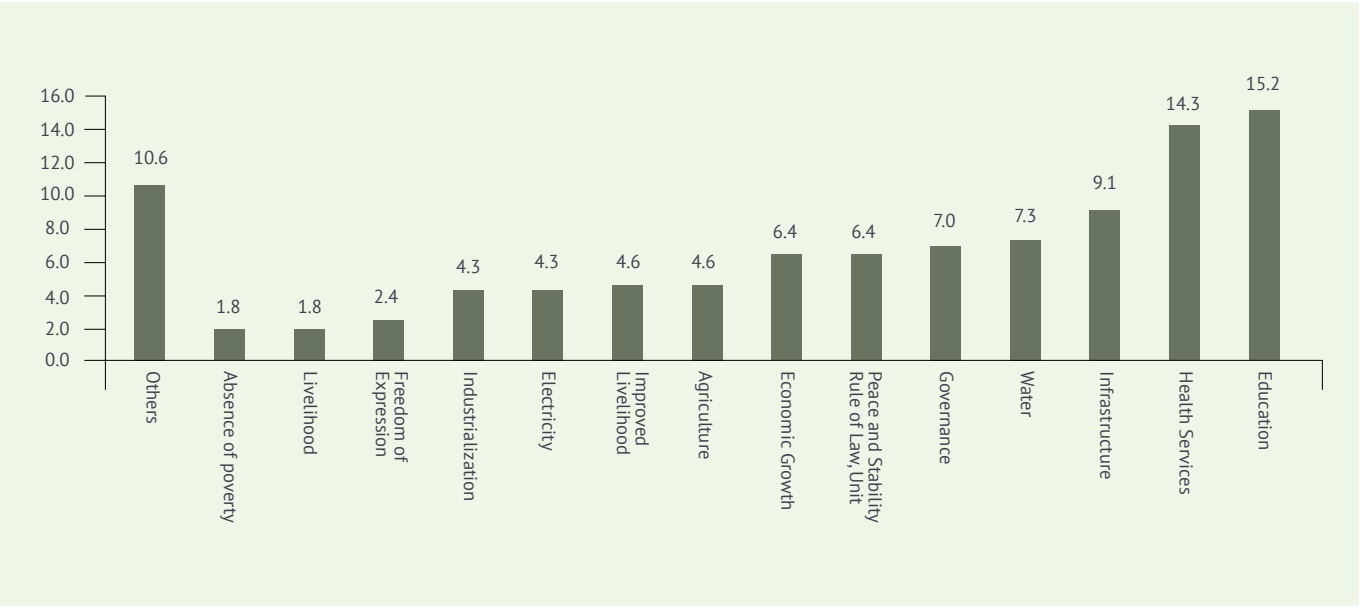


Figure 1: Scores (%) of most impressive issues in TDV2025 when heard for the first time (N=187)



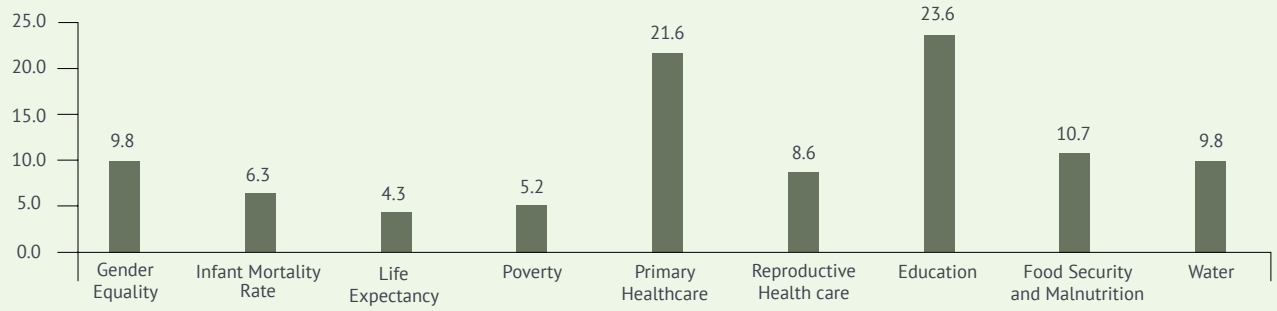
Source: *This Study's Field data, 2023*

3.2 Goal 1: Attaining High-Quality Livelihood

This goal was designed to improve the livelihoods of Tanzanians to be comparable to citizens in middle-income countries by 2025 by ensuring that each household is food secure and universal access to primary education (raising the gross enrolment rate from 76 percent in 2000 to 100 percent in 2025), there is gender equity where women have an equal say in the society, universal access to basic health services reducing the average distance to health facilities from 5 km to a radius of one kilometer, with particular emphasis to reduce maternal and child mortality rates, there is universal access to clean and safe water within 400 meters distance from 46 percent in rural areas and 68 percent in urban areas to 85 percent and 95 percent, respectively, by 2025. It was also envisaged to increase life expectancy from 50 years to 68 years, and few or no households living in abject poverty, and raise the score of the Human Development Index (HDI) from 0.421 in 1999 to 0.65 by 2025.

Stakeholders' opinions on the nine targets under the goal of improved livelihoods suggested that overall, the top five most impressively performed were education (23.6%), primary health care (21.6%), food security and nutrition (10.7%), water supply (9.8%), and gender equity (9.8%) (Figure 2).

Figure 2: Stakeholder scores (%) of the most impressively performed target areas under the goal of improved livelihoods (N=187)



Source: *This Study's Field data, 2023*

The analysis based on secondary data, with occasional stakeholder views provided of the nine areas, is summarized below.

3.2.1 Target 1: Food secure society with reduced malnutrition

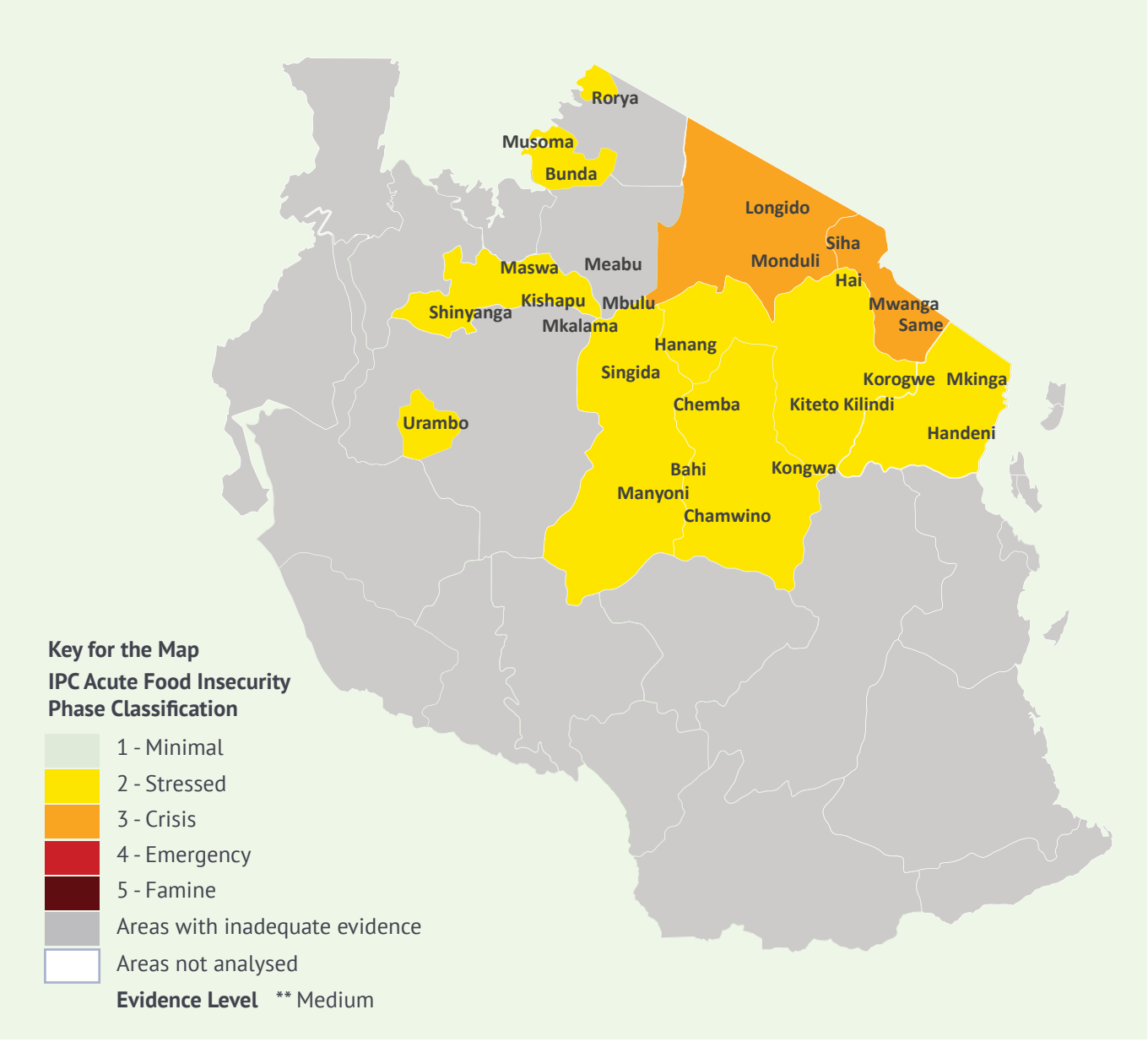
This target has two interrelated dimensions: first is to ensure that there is adequate food, and every household has access to food; second, equal importance is that food translates to a well-nourished population. This implies that citizens should be able to access sufficient and nutritious food. Evidence suggests that the food self-sufficiency ratio increased from less than 100 percent in the 1990s to between 115 and 120 percent in recent years.

According to the Integrated Food Security Phase Classification (IPC, 2023),[3] food insecurity is mainly driven by prolonged dry spells and erratic rainfall leading to crop failure. Districts that are usually more prone to food insecurity include Hai, Longido, Monduli, Mwanga, and Same.

Despite the mapping of some famine-prone areas, as shown on Map 1, it is now rare to get reports of district-wide cases of famine. This success is attributed to different approaches supported by the government, including encouraging the private sector to adopt good agricultural practices, mainly using improved seeds and partially subsidized fertilizers. The private sector has been supported by policies that encouraged traders to buy food from surplus areas to take to different parts of the country where there is demand for the commodities. The area under public-funded irrigation schemes also almost doubled over the past 15 years. Combined public and private sector investments in warehouses, park houses, and cold chain facilities resulted in a reduction of food post-harvest losses.

3 IPC (2023). IPC Acute Food Insecurity Analysis: October 2022 to May 2023. Report prepared by the Integrated Food Security Phase Classification (IPC).

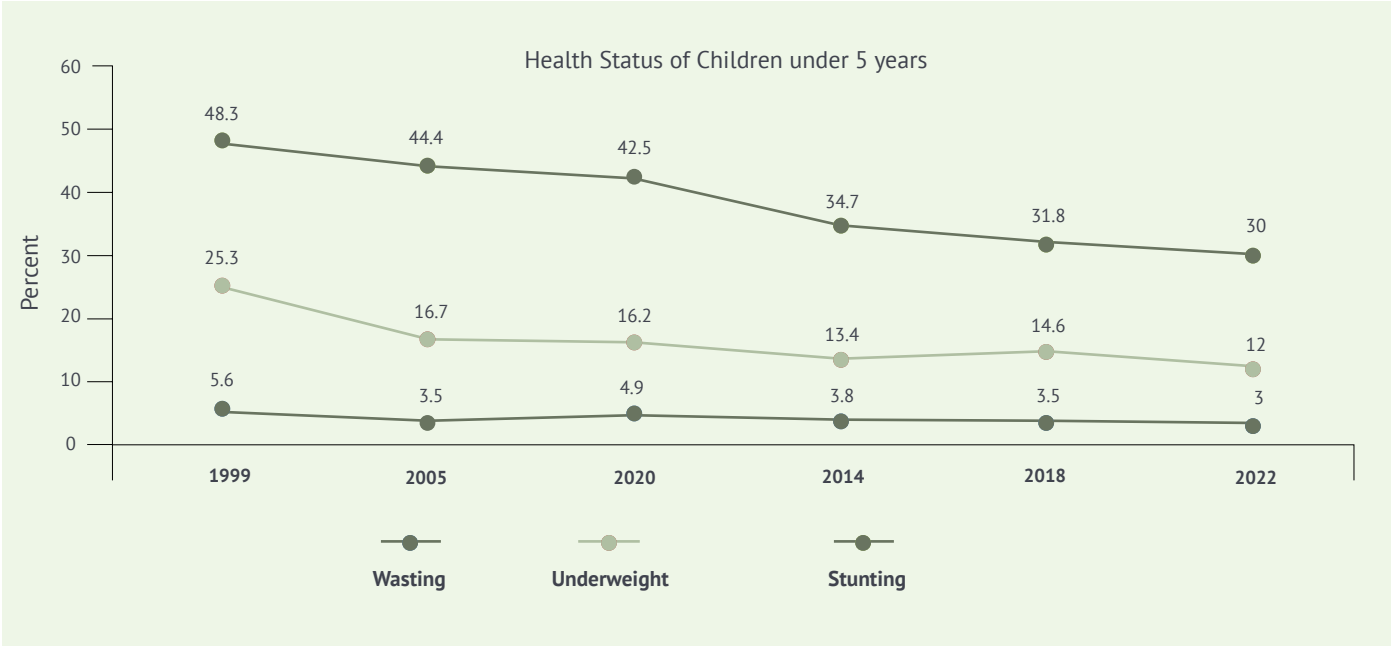
Map 1: Districts in Tanzania Mainland Suffering from Regular Food Insecurity



Source: *: IPC (2023).*

When it comes to nutritional status, there has been some progress in reducing levels of malnutrition among (i) adults in general, which is exemplified by a decline in nutritional anemia among pregnant women from 80 percent in 2000 to 45 percent in 2016, and (ii) children under five years, whereby stunting declined from 48.3 percent in 1999 to 30 percent in 2022 (Figure 3).

Figure 3: Trend in Wasting, Underweight and Stunting Children



Source: *URT (2019). Final Tanzania National Nutrition Survey_July2019.indd (unicef.org) for 1999 to 2018; and TFNC (2023). Demographic and Health Survey and Malaria Indicator Survey 2022. Key Indicators for the year 2022.*

The observed achievements were driven by coordinated national programs on maternal and child health conducted by the central government and supported by local government authorities (LGAs) and development partners such as the United Nations Children's Fund (UNICEF). It includes closely monitoring pre-and post-natal development of mothers and infants until 5 years old (see targets 5 and 6 below). There is also a requirement for micronutrient fortification of maize and wheat flour, including producing iodized salt.

3.2.2 Target 2: Universal Primary Education Provided

The goal is to ensure equitable access to quality primary education for boys and girls at both pre-primary and primary levels. Increasing access to universal primary education is crucial to ensure a sustainable increase in literacy rates in the country. By ensuring that all children can attend primary school, there is a greater likelihood of improving overall literacy levels.

Enrollment Rate of School-Age Children

Pre-Primary Education

The data shows a consistent rise in enrollment at the pre-primary level for children aged 3 to 6 years. Figure 4 demonstrates this upward trend, with gross enrollment climbing from 28 to 84 percent over a span of approximately 15 years. The government set an ambitious target of achieving a 100 percent enrollment rate, as stipulated in the FYDP III for the period 2021/22 to 2025/26. As of the latest data in 2022/23, the enrollment rate stands at around 84 percent, showing that the country is on course to meet its targets. Nevertheless, efforts are needed to maintain and enhance this enrollment rate.

Figure 4: Pre-Primary Enrolment in Tanzania (% of gross)



Source: *World Bank (2023) (data.worldbank.org/indicator/.../locations=Tanzania)*

According to the Ministry of Education Science and Technology (MoEST) data, a total of 1,543,843 children were enrolled in pre-primary school in 2022, with around 51 percent being boys and 49 percent being girls. Most of these pupils are aged 3 to 5 years, with those over five years old accounting for 38 percent of all enrolled students, the majority of whom are boys.

Moreover, evidence shows that overall, there has been an increase in the number of children with special needs or disabilities enrolled into pre-primary schools since 2009. The GOT has successfully increased access to education for pupils with disabilities. Table 3 shows that, for instance, mentally impaired pupils increased from 448 in 2009 to 964 in 2017. The achievements were due to the government's intentions to increase awareness of special needs/disability and their rights, improve access to education, hence giving opportunities to such pupils to be educated, as well as the progress of disability inclusion initiatives.

1.5mil
(2022)
number of children enrolled in pre-primary school

51%
(2022)
male pupils

49%
(2022)
female pupils

Table 3: Enrolment of pupils with disabilities in pre-primary schools, by type of disability and sex, 2009 - 2017

Type of Disability	2009			2010			2011			2012			2013			2016			2017		
	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T	M	F	T
Albino				59	78	**137**	86	78	**164**	92	94	**186**	54	72	**126**	247	158	**405**	226	213	**439**
Autism	32	42	**74**	16	11	**27**	86	71	**157**	63	49	**112**	39	31	**70**	75	40	**115**	119	88	**207**
Deaf/Blind	11	9	**20**	22	18	**40**	12	17	**29**	19	17	**36**	27	19	**46**	147	120	**267**	140	92	**232**
Deaf/Mute	62	124	**186**	88	81	**169**	121	117	**238**	138	94	**232**	103	96	**199**	216	163	**379**	232	171	**403**
Mentally Impaired	207	241	**448**	232	168	**400**	293	202	**495**	171	117	**288**	268	171	**439**	710	492	**1202**	561	403	**964**
Multi-Impaired	26	25	**51**	18	29	**47**							20	12	**32**	56	30	**86**			
Others	119	117	**236**	116	93	**209**															
Physical Impaired	409	550	**959**	355	257	**612**	587	415	**1002**	380	296	676	331	223	554	654	385	**1039**	629	408	**1037**
Visually Impaired	118	116	**234**	57	73	**130**	43	42	**85**	61	57	118	58	51	109	184	147	**331**	69	58	**127**
Poor Vision																213	134	**347**	184	120	**304**
Grand Total	**984**	**1224**	**2208**	**963**	**808**	**1771**	**1228**	**942**	**2170**	**924**	**724**	**1648**	**900**	**675**	**1575**	**2446**	**1639**	**4085**	**2160**	**1553**	**3713**
Percentage Increase in enrollment				-2.1	-34.0	-19.8	27.5	16.6	**22.5**	-24.8	-23.1	-24.1	-2.6	-6.8	-4.4	171.8	142.8	159.4	-11.7	-5.2	-9.1

Source: *BEST (Basic Education Statistical Abstract) 2014-2017.*

Primary Education Enrolment

The GER and NER targets for the country stand at 100 percent (MoF,2021). Table 4 shows that the country has made significant progress in increasing primary education enrolment for school-age children over the past 20 years. For instance, total GER increased from 69 percent in 2000 to 97 percent in 2022. Also, the NER increased from 54 percent in 2000 to 88 percent in 2015 (Table 3.2).

Table 4: GER and NER, 2000 – 2022

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025. (source FYDP 21/22-25/26)	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025 (use color codes: green=above 90%, etc.))	Data source
1	Primary enrollment rates, total (% gross)	100	69	105	103	85	97	97		https://data.worldbank.org/indicator/SE.PRM.ENRR?locations=TZ
2	Primary enrollment rates, male (% gross)	100	69	107	102	82	95			https://data.worldbank.org/indicator/SE.PRM.ENRR.MA?locations=TZ
3	Primary enrollment rates, female (% gross)	100	69	104	104	87	98			https://data.worldbank.org/indicator/SE.PRM.ENRR.FE?locations=TZ
4	Primary school net enrollment rates, total (% of primary school age children/ gross)	100	54	91	93	87.8	95.7			https://data.worldbank.org/indicator/SE.PRM.TENR?locations=TZ
5	Primary school net enrollment rates, male (% of primary school age children/ gross)	100	53	92	92					https://data.worldbank.org/indicator/SE.PRM.TENR.MA?locations=TZ

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025. (source FYDP 21/22-25/26)	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025 (use color codes: green=above 90%, etc.))	Data source
6	Primary school net enrollment rates, female (% of primary school age children/ gross)	100	54	90	94					https://data.worldbank.org/indicator/SE.PRM.TENR.FE?locations=TZ

Source: *World Bank (2023) (data.worldbank.org/indicator/.... /locations-Tanzania)*

The increase for both GER and NER had been sharp from 2000 to 2005 – 2010, then the rates decreased slowly, 97 percent and 88 percent, respectively. Such a trend is attributed to the enrolment increase not being able to keep up with the growing school-age population, as well as an increase in the number of primary school children who are outside the official age range (mostly older than 13 years). Hence, the GOT introduced the Education and Training Policy 2014, which expanded the entrance age to Pre-Primary education from a fixed 5 years to a flexible 3 to 5 years and to Primary education from a fixed seven years to a flexible 4 to 6 years. Zanzibar, on the other hand, appears to have done even better by achieving a GER of 118 percent, which is above the average for LMICs.

The table also shows that there is a gender gap in enrollment rates, with girls being slightly less likely to be enrolled than boys. However, the gap has been narrowing over time, and it is expected that the target of 100 percent enrollment for both boys and girls will be met by 2025. This shows Tanzania is on track to achieve SDG target 4.2 (ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes) and SDG target 4.5 (by 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations). However, more efforts are needed to increase the NER.

During stakeholder consultations in Tarime Municipal Council (MC), a Member of Parliament (MP) attested that 'Fee-free primary education has increased enrolment leading to shortage of classrooms. Years back, school-age kids were loitering in the streets, but now more attend schools. – after Standard 7, many students were getting married; but now this has changed.' These sentiments were more-or-less supported by other leaders, such as the Mayor of Musoma MC, who acknowledged that the Government was "…constructing new classrooms and renovating old classrooms, the government is giving us teachers…and hence the pass rate has increased". Likewise, a Sheikh from Muleba, DC, said, "Primary education has improved. Fee-free education has facilitated this. Even those in poverty can enroll, unlike the way it used to be before". Even with these achievements, room for improvements (and challenges), especially about the availability and quality of teachers, have been noted by most stakeholders. For example, a politician from Bukoba, DC, said, ***"Universal primary education has done well though not 100 percent. We have facilities, books, desks—you can see things but need teachers and improving their conditions".***

Table 5: Primary Education Performance Indicators

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025. (source FYDP 21/22-25/26)	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025 (use color codes: green=above 90%, etc.))	Data source
1	Percentage of cohort passing the examination (PSLE)	90	22	67.5		57	80			
2	Pupils/ Teacher ratio	30:1		56:1	51:1	43:1	37:1			
3	Trained teachers in primary education (% of total teachers)					86	86			https://data.worldbank.org/indicator/SE.PRM.TCAQ.ZS

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025. (source FYDP 21/22-25/26)	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025 (use color codes: green=above 90%, etc.))	Data source
4	Pupils/ Textbooks ratio	1:1	20:1	3:1		3:1	1:1	1:2		https://www.un.org/en/collection/936/6479
5	Pupils/ Classroom ratio	40:1				75:1	50:1			
6	Pupils/ Latrine ratio (Boys)	25:1				56:1	25:1			
7	Pupils/ Latrine ratio (Girls)	25:1				58:1	20:1			
8	Pupils/desk ratio	3:1				4:1	3:1			
9	Proportion of schools with clean water	60					40			
10	Proportion of schools with electricity	50				18.3	30			

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025. (source FYDP 21/22-25/26)	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025 (use color codes: green=above 90%, etc.))	Data source
11	Transition rate from Standard VII to Form I	90	20.3	49.3	52.2	55.5	70			https://www.tamisemi.go.tz/storage/app/media/uploaded-files/BEMIS_ABSTRACT%20 2017%20-%2008-05-2018.pdf
12	Primary school completion rate, total (% of relevant age group)		51	55	91	65	69			https://data.worldbank.org/indicator/SE.PRM.CMPT.ZS?locations=TZ
13	Primary school completion rate, male (% of relevant age group)		50	56	89	60	66			https://data.worldbank.org/indicator/SE.PRM.CMPT.MA.ZS?locations=TZ
14	Primary school completion rate, female (% of relevant age group)		51	54	93	70	72			https://data.worldbank.org/indicator/SE.PRM.CMPT.FE.ZS?locations=TZ
15	Persistence to last grade of primary school, total (% of cohort)		74	79	81 (2009)		79 (2019)			https://data.worldbank.org/indicator/SE.PRM.PRSL.ZS?locations=TZ
16	Persistence to last grade of primary school, male (% of cohort)		71	78	76 (2009)		75 (2019)			https://data.worldbank.org/indicator/SE.PRM.PRSL.MA.ZS?locations=TZ

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025. (source FYDP 21/22-25/26)	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025 (use color codes: green=above 90%, etc.))	Data source
17	Persistence to last grade of primary school, female (% of cohort)		77	81	87 (2009)		83 (2019)			https://data.worldbank.org/indicator/SE.PRM.PRSL.FE.ZS?locations=TZ
18	Education spending (% of GDP)			18.14	19.8	17.63	13.63	14.33		https://www.macrotrends.net/countries/TZA/tanzania/education-spending

Source: *World Bank (2023) (data.worldbank.org/indicator/.../locations=Tanzania)*

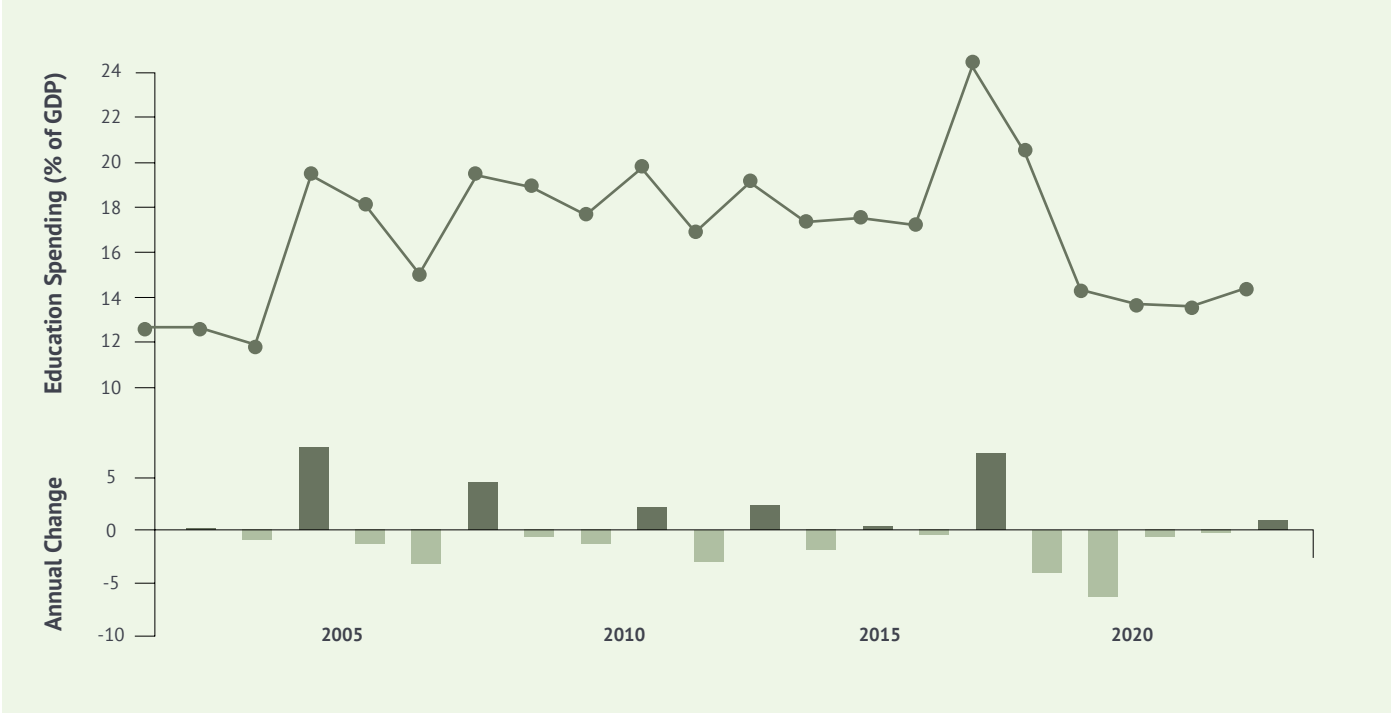
Completion rate: The percentage of children completing primary school in Tanzania has improved over the past 20 years. In the year 2020, 69 percent of pupils completed primary school, with girls having a higher completion rate than boys (72% versus 66%), which is an improvement compared to the year 2000 when the overall completion rate was at 51 percent. The persistence to the last grade of primary school has also shown a slow upward trend over the years, with girls having a higher persistence rate than boys.

Transition to Secondary School Education

In 2000, about 22 percent of students passed the Primary School Leaving Examination (PSLE). The rate was increased to 80 percent by 2020. However, more students pass Kiswahili than Mathematics or English, and the pass rate varies by region. These disparities need to be addressed by providing adequate training materials and more training to teachers on how to teach subjects with low pass rates, such as mathematics, and addressing the disparities in the PSLE pass rate by providing

more resources to schools in disadvantaged areas, thus ensuring that all students in pass the PSLE and continue their education. The transition rate from Standard VII to Form I have improved significantly over the years, from 20 percent in 2000 to 70 percent in 2020. This upward trend can be attributed to the implementation of a fee-free initiative, which minimized financial barriers for students, especially from poor households, and the construction of classrooms, which enhanced the educational infrastructure. As a result, more students are enrolling in schools and staying in the education system, ultimately leading to higher transition rates.

Figure 5: Education spending as % of GDP



Source: *Macrotrends (2023): Tanzania/education spending.*

The pupil/teacher ratio (PRT) improved from 56:1 in 2005 to the current 37:1, which is not very high compared to the target of 30:1 by 2025 and the ideal standard PTR of 25:1 for pre-primary education and 45:1 for primary education. However, the achieved ratio could be more meaningfully impacted by increasing the proportion of trained teachers with relevant qualifications, which in 2020 was 86 percent of the total number of teachers.

The pupil/textbook ratio has significantly improved over the past 20 years and now stands at 1:2, compared to 20:1 in 2000 (Table 4) (ESRF,2007). The improvement can be attributed to an effective procurement system in the government, which ensures that teachers do not hoard books for fear of damage or future shortages and that pupils have equitable access to learning materials.

Figure 5 illustrates the trend of education spending in Tanzania spanning from 1996 to 2022, expressed as a percentage of GDP, which indicates that the portion of GDP allocated to education has displayed significant fluctuations over the years. For instance, in 1998, education spending rose dramatically from 11.8 percent of GDP to 19.5 percent of GDP by 2004. However, it subsequently experienced a slight decline to 15 percent of GDP in 2006, followed by another increase to 24.4 percent of GDP in 2017. Subsequently, it decreased to 13.6 percent by 2020.

3.2.3. Target 3: Gender Equality and Empowerment

Tanzania's 2022 National Population Census report revealed that there are more women than men in the country by about one percentage point, just like it has been in previous reports. However, there are observed gender disparities in various aspects of life, such as access to tertiary level of education, whereby women still face barriers to transit from high school to colleges and universities. As shown in Figure 6 presents data on the number of female and male students enrolled in these three education levels from 1970 to 2023. Until 2010, the figure shows that the number of male students enrolled exceeded that of female students across all three education levels. However, a significant shift occurred in the subsequent years. However, the situation primary and secondary education enrolment changed from 2015 when female students started to exceed male students (see Figure 6, panels A and B). Increased budgetary allocation to the education sector and the fee-free education system for primary and secondary schools contributed to this trend.

Policy initiatives and interventions could focus on promoting equal opportunities for female students in tertiary education, addressing potential barriers that contribute to the enrollment gap. The ongoing efforts by the government through the Ministry of Education, Science, and Technology to grant scholarship awards to female applicants in higher education levels demonstrate a commendable initial move in narrowing the gender disparity in higher education. This proactive approach aims to boost female involvement in higher education, tackling potential obstacles and promoting increased gender equality in advanced academic pursuits.

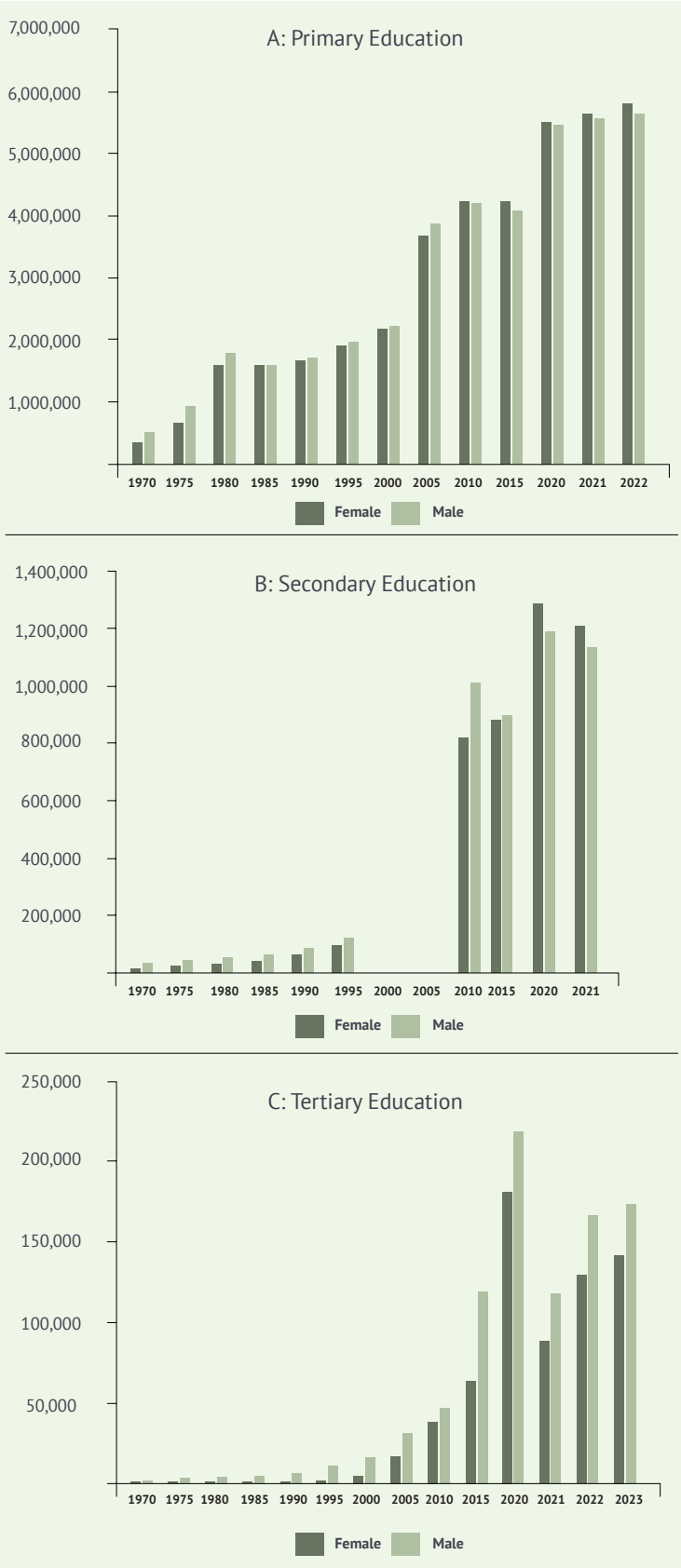


Figure 6: Progress in Enrolment of Girls in Primary, Secondary and Tertiary Education in Tanzania (1970 – 2022)

In leadership women are underrepresented in decision-making roles. In the job market they are subjected to gender-based discrimination during recruitment and in the workplace. At the family level they are denied equal rights to possession of productive assets such as land. It is customary for women to be responsible for childcare and other household tasks in the family; this limits their ability, and sometimes willingness, to participate in the workforce.

Significant disparities exist in the distribution of women and men in leadership and decision-making roles. Despite the 2022 population census indicating a slightly higher female population in the country, women's participation and representation in crucial leadership positions, governance structures, and decision-making organs remain lower compared to men. The historical data on the proportion of women occupying leadership roles in Tanzania illustrates a prevailing dominance of men in such positions. Nonetheless, there has been a gradual increase in the proportion of women in such positions in consequent years, as evidenced by Figure 7, Table 6 and Table 7, although it still remains lower than that of men.

Table 6 Representation Numbers in Key Decision-Making Positions in Tanzania, 2004–2014

	2004 - 2005		2013 - 2014	
Position	**Number**		**Number**	
	Women	Men	Women	Men
Minister	4	23	10	22
Deputy Minister	5	12	6	19
Member of Parliament	62	226	126	224
Permanent Secretary	7	18	4	18
Deputy Permanent Secretary	1	7	11	16
Director	29	83	51	114
Assistant director	49	145	132	225
Commissioner	-	-	5	14
Assistant Commissioner	-	-	2	3
Regional Commissioner	2	19	7	18
Regional Administrative Secretary (RAS)	4	17	10	15
District Commissioner	20	87	53	91
District Executive Director (DED)	14	86	33	101
District Administrator	23	86	32	49
Ambassador	2	34	12	36
Judge	13	25	24	43
Heads of Department – Local Council	-	-	114	526
TOTAL	**235**	**868**	**632**	**1534**

Source: *Women and Men booklet 2017*

Table 6 compares the number of men and women in government positions in Tanzania between 2004-2005 and 2013-2014. The overall trend is that the proportion of women in government positions has increased over time. In 2004-2005, women held 22 percent of ministerial positions, 29 percent of deputy ministerial positions, and 22 percent of parliamentary seats. By 2013-2014, women held about 31 percent of ministerial positions, 24 percent of deputy ministerial positions, and 36 percent of parliamentary seats. There are some notable exceptions to this trend. For example, the proportion of women in permanent secretary positions has declined from 28 percent in 2004-2005 to 18 percent in 2013-2014. Moreover, the number of women in other leadership position increase in the consequent time period, however the overall proportion when compared to men is still low.

There has also been a substantial improvement in the representation of women in the legislative body of the country (Figure 7). To quote a retired civil servant from Tarime MC, "Gender equality has done well because now women are more involved…there is even increased attendance of women in public. There are also more women in politics and as members of local government councils. Even in rural areas there are more women who contest for leadership positions. Although women are not as educated as men, they are well sensitized and can compare and compete well with men in leadership". However, the target set by the UN for women's representation in parliament is 30 percent, implying that the country is within reach of this target. Some way forward could be improving the legal and policy frameworks to promote gender equality, such as ensuring that political parties have gender quotas.

Figure 7: Percent of seats held by women in the National Parliament 1999 – 2022

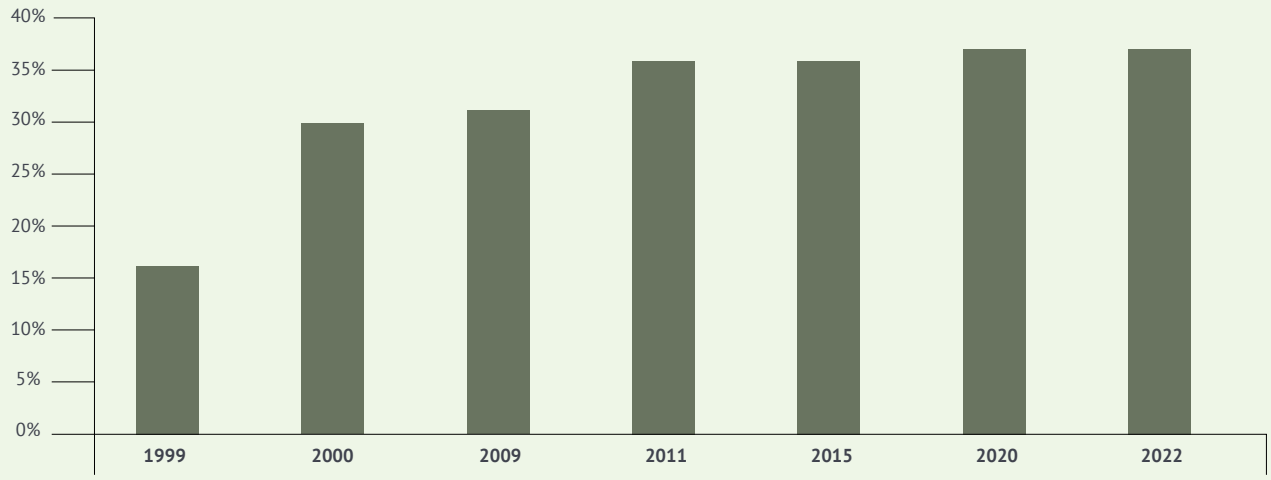


Figure 6 shows that the increase in the percentage of seats held by women in parliament over the past two decades is a positive sign of progress towards gender equality in Tanzania. This achievement can be attributed to the Gender Development policy formulated in the 2000s to promote women's rights, increase women's education and participation in the workforce, and probably the role of women's organizations in raising awareness of gender issues, women's rights advocacy, and professional training.

Another action point could be challenging traditional gender stereotypes, for example, education and awareness-raising campaigns. A respondent from Muleba, DC, suggested the

use of elderly and influential people to educate others on gender issues. They are quoted saying "Gender equality is also going on well, but traditional values and attitudes have not changed yet. We should use elderly and influential people to mitigate and educate on the importance, as mitigation".

Interview responses from KIIs and FGDs show that there has been some progress in terms of gender equality. Most respondents believe Tanzania has done well in implementing gender equality. The existence of intentional efforts to 'forgotten' groups, as they dubbed them, has been encouraging. They have noticed that the government has prioritized lending to women, youth, and people with disabilities (PWD). The only observed drawback with the loans is the unintended use, which fails to repay the loans. This is attributed to the lack of family (husbands) involvement in managing the loans. "We see groups that were forgotten, like women, youth, and PWD whom the government is giving priority. The challenge of loans is that many women use it on unplanned activities, hence loss of repayments…" noted a respondent from Mwanza MC.

According to the Country Policy and Institutional Assessment (CPIA), gender equality rating remains relatively low, and there is still a significant proportion of women who believe that a husband is justified in using violence against his wife. This suggests that there may still be challenges and areas where gender equality is not fully realized and that cultural and social norms around gender roles and violence need further attention and transformation. Therefore, efforts to promote gender equality should continue and expand to address persistent disparities and societal attitudes (Table 7). Areas that require more effort to improve gender equity include supporting policies and programs that (a) promote gender equality such as discouraging gender-based violence, providing training for men and women on gender equality, and supporting programs that help women to enter the workforce and to advance their careers; (b) provide opportunities for women's economic empowerment and enhanced gender equality; (c) encourage women to access and own assets, resources, and services, such as education and training, credit, technology, and inputs; (d) involvement in the labor market with equal pay opportunities (ILFS 2020/21; Idris 2018); (e) discourage women involvement in unpaid domestic and care-work and spend much more time than men working (HBS, 2018)[4] implying that women have less time for leisure and personal activities[5]; (f) encouraging women's autonomy in making decisions over income, expenditures and some social aspects. For example, there is evidence that only 35 percent of women (aged 15-49) have decision-making power regarding their health care, visiting family and friends, and major household purchases (Demographic and Health Survey [DHS] (2017)); (g) continuing to invest in girl-child education given that female literacy is around 73 percent, compared to male literacy rate is 83 percent (UNESCO 2015; (World Bank World Development Indicators, 2018); and, (h) dealing with social norms that undermine the dignity of women (Newton, 2016)[6].

4 Household Budget Survey 2018

5 ibid.

6 Making Social Protection Gender Sensitive for Inclusive Development in Sub-Saharan Africa (2016) http://includeplatform.net/wp-content/uploads/2016/01/INCLUDE-GRF-Newton-Making-Social-Protection-Gender-Sensitive.pdf

Table 7: Gender equality outcome indicators

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Forecast in 2025	Data source
1	CPIA gender equality rating (1=low to 6=high)			4	3.5	3.5	3			https://data.worldbank.org/indicator/IQ.CPA.GNDR.XQ?locations=TZ
2	Women participating in 3 decisions (own health care, major household purchases & visiting family) (% of women aged 15-49)			25.4	30.3	35.2				https://data.worldbank.org/indicator/SG.DMK.ALLD.FN.ZS?locations=TZ
3	Proportion of time spent on unpaid domestic & care work, female (% of 24-hour day)			17 (2006)		16 (2014)				https://data.worldbank.org/indicator/SG.TIM.UWRK.FE?locations=TZ
4	Proportion of seats held by women in national parliament		16 (1999)	30	31 (2009) 36 (2011	36	37	37		ttps://data.worldbank.org/indicator/SG.GEN.PARL.ZS?locations=TZ
5	Women who believe a husband is justified in beating his wife (%)			59.6	53.5	58				https://data.worldbank.org/indicator/SG.VAW.REAS.ZS?locations=TZ

Source: *World Bank (https://data.worldbank.org/indicator/....?locations=TZ*

3.2.4. Target 4: Access to Quality Primary Health Care

Primary health care is considered essential for the well-being of a population. In Tanzania, primary health care services are provided by the government, non-governmental organizations (NGOs – mostly faith-based) and the private sector. The long-term target is to achieve 100 percent accessibility to primary health care services within a short walking distance of five kilometers or less.

Healthcare expenditure, facilities, and workforce

In 2000, the country's Health Care System consisted of 173 hospitals, 276 health centers and 3,017 dispensaries, of which 49 percent of the hospitals, 97 percent of the health centers, and 81 percent of the dispensaries were public facilities (MFP/NPC, 2000). The number of hospitals has increased by 94 percent to 418 by June 2022, of which 16 percent are found in the Dar es Salaam region, whereas that of health centers has increased to 1,016 and that of dispensaries to 7,447 (Table 8). It is also noteworthy that health expenditure, in absolute terms, has been on the rise due to the expansion of the National Health Insurance Fund (NHIF), which has helped to increase access to healthcare in Tanzania, but at the same, putting a strain on the government's budget.

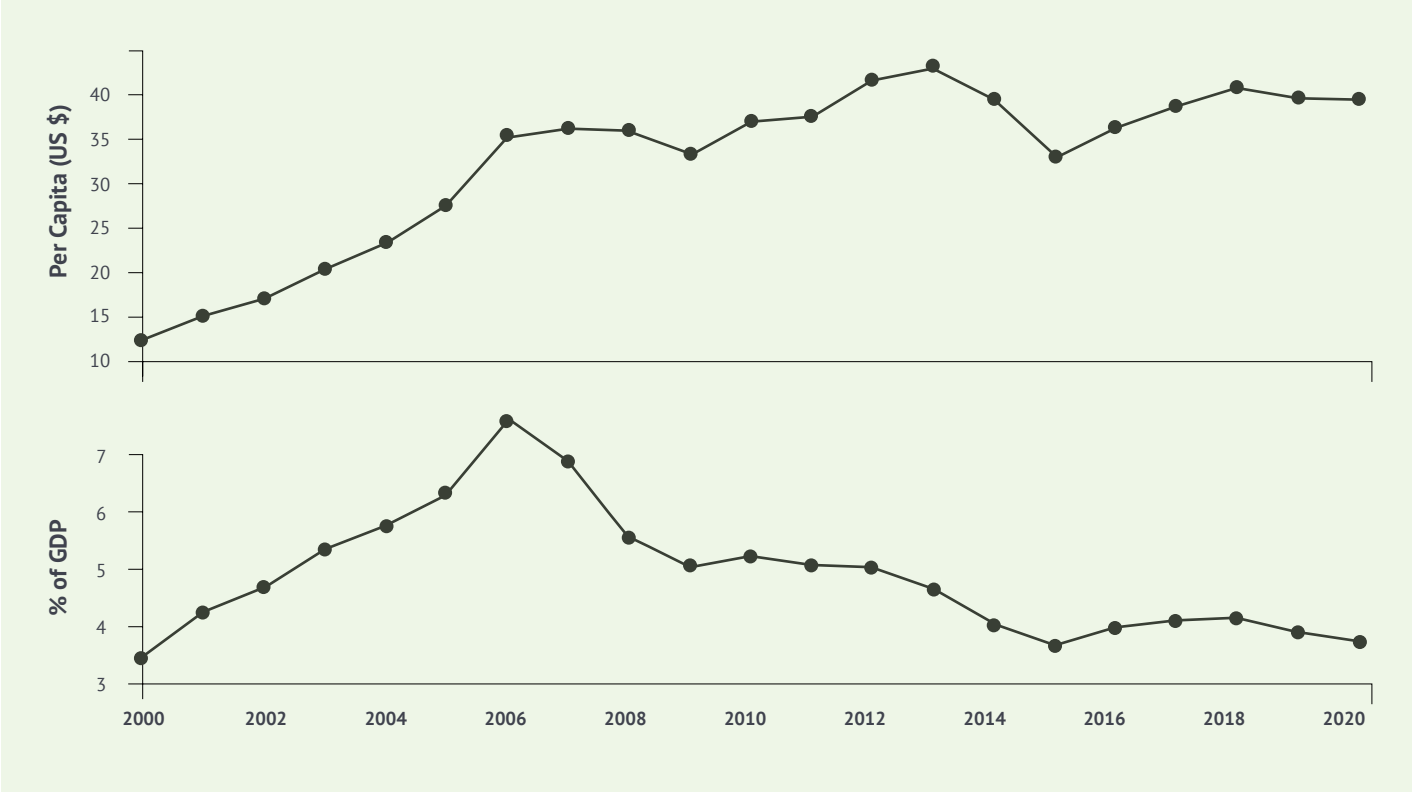
Table 8: Number of healthcare facilities in Tanzania in 2022

2022				
Facility	**Government**	**FBOs**	**Private Sector**	**Total**
Hospitals	217	119	82	418
Health Centers	725	162	129	1,016
Dispensaries	5,719	692	1,036	7447
Sub-total	**6,661**	**973**	**1,247**	**8,881**
Polyclinic	3	32	284	319
Others	17	35	1,716	1,763
Maternity/ Nursing homes	1	1	71	73
Total	**6,682**	**1,041**	**3,318**	**11,041**
Proportion out of total	**60.5%**	**9.4%**	**30.1%**	

Source: *MoF (2022). The Economic Survey, 2022*

The government has set a target of boosting health expenditure to 5 percent of GDP by 2030. Government expenditure on health services in 2005 was 6.2 percent of the GDP[7] but declined in subsequent years, such that in 2010, it accounted for 3.7 percent of the GDP (Figure 8). There has been a consistent upward trajectory in healthcare spending, increasing from USD 12 per capita in 2000 to USD 39 in 2020. This uptrend in healthcare spending signifies a positive trend, reflecting the government's commitment to enhancing the well-being of its citizens as the population expands.

Figure 8: Healthcare spending in Tanzania 2000-2020



Source: *Macrotrends (2023) (...Tanzania/Healthcare spending)*

7 With 2 percent attributed specifically to HIV and AIDS prevention and cure.

Table 9: Healthcare Facilities and Workforce Indicators

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025	Data source
1	Current health expenditure (% of GDP)		3.4	6.2	5.2	3.7	3.8			https://data.worldbank.org/indicator/SH.XPD.CHEX.GD.ZS?locations=TZ
2	Proportion of health facilities with a core set of relevant essential medicine available and affordable on a sustainable basis					0.64	76.1	78		https://www.nbs.go.tz/nbs/takwimu/SDGs/SDGs_Indicators_in_Brief_June_202023.pdf
3	Health worker workforce density per 10,000 population and distribution by major cadre						17.9	18.4 (2021)		https://www.nbs.go.tz/nbs/takwimu/SDGs/SDGs_Indicators_in_Brief_June_202023.pdf

Source: *Row 1: World Bank (2023). Row 2 and 3: NBS (2023)*

Likewise, health workforce density per 100 population has slightly increased over time in the past 2 years. Moreover, the proportion of health facilities with a core set of relevant essential medicines available and affordable on a sustainable basis has significantly increased from 6.4 in 2015 to 7.8 in 2022 (Table 9). This progress in improving the health of the workforce and access to essential medicines is encouraging. However, there is still more work to be done to ensure that everyone has access to quality healthcare. A respondent from Bukoba MC noted that the regional hospitals are now capacitated to perform relatively complex procedures such as human body separation services, which were available in India, CT scans, dialysis, which was sought in hospitals in Nairobi, heart operations, etc. They said, "we have made big progress in the improvement of maternal health, medicines and services, possibly leading in East Africa in services like hearts (operation) institutes, kidney implants…which are big steps."

This observation is supported by the responses of Lake Zone interviewees who witnessed that employment in the healthcare domain has increased, and so has the number of new hospitals and dispensaries. A respondent from Musoma MC noted, "We used to have problems with the availability of medicines, but now we are at 99-100 percent availability. Facilities and health centers/dispensaries have increased in number, and health centers are now operating and have reduced maternal death and health primary services at 100 percent almost". Another response from Bukoba MC said, "…I remember between 2008 and 2010 many areas had no health facilities. So, we often had to do outreach services, but now there are already established services since 2020". As a result, improved health outcomes have been observed, for example, reduced mortality rate and improved maternal health care.

Others, on the other hand, expressed dissatisfaction with the number of healthcare facilities available in their communities, as well as a lack of (qualified) staff and medicines in the existing healthcare facilities. For example, the Sengerema DC said, "We have made big steps as we have more facilities now but have a problem with medicines and shortage of staff… endangering people's lives. And this is not that we do not have medical staff. Government should hire more staff…"

Population infectious by endemic diseases

Figure 8 shows a positive trend in the fight against HIV, as the prevalence of the disease has steadily decreased over the years. In 2000, the prevalence of HIV among individuals aged 15 to 49 years was 7.2 percent, but by 2020, it had reduced to 4.6 percent. This decline in HIV prevalence is a positive indicator, suggesting that efforts to prevent and manage the spread of HIV have been effective. Moreover, it means that fewer people are being infected with HIV because of increased awareness of HIV/AIDS, improved access to testing and treatment, and prevention programs. Evidence from Musoma MC shows that the government has done an excellent job in improving the availability and accessibility of ARVs. To quote them, "…in our work on HIV, we support mothers and children, and therefore, we have saved many lives across the country. The government has provided ARVs, which are now easily accessible, and people are sensitized to using them. They are available to rural areas…"

Women seem to be disproportionately affected by HIV/AIDS. In 2000, women accounted for 57 percent of the total HIV-positive population, but by 2022, their share had risen to 62 percent. This indicates that targeted interventions and support are needed to address this gender disparity and ensure better access to prevention, treatment, and support services for women.

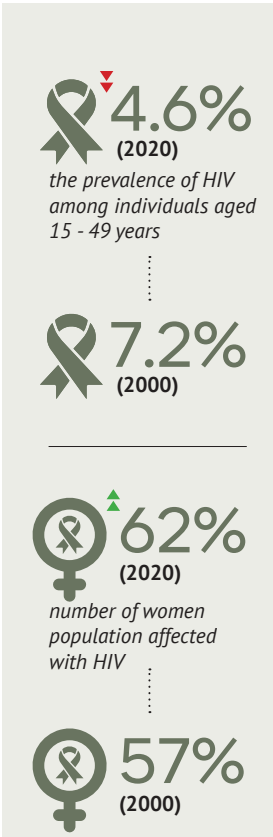
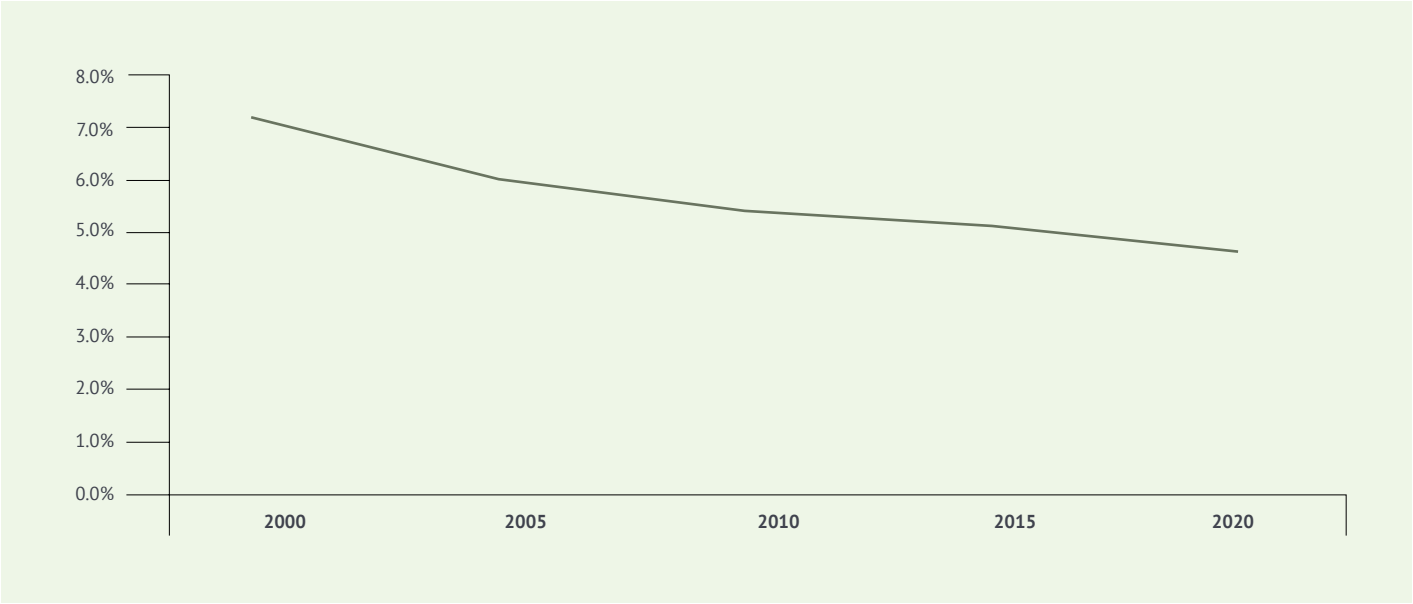


Figure 9: Prevalence of HIV (% of population ages 15-49)



Source: *World Bank (..data/worldbank.org/indicator/.../locations=Tanzania)*

Table 10 shows the increasing burden on women and, hence, the need for continued efforts and targeted strategies to combat HIV/AIDS and the importance of addressing gender-specific issues in healthcare and public health interventions.

Table 10: Population infection rate by endemic diseases

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025	Data source
1	Prevalence of HIV, total (% of the population ages 15-49)		7.2	6	5.4	5.1	4.6			https://data.worldbank.org/indicator/SH.DYN.AIDS.ZS?locations=TZ
2	Women's share of population ages 15+ living with HIV (%)		57	58	58	60	62			https://data.worldbank.org/indicator/SH.DYN.AIDS.FE.ZS?locations=TZ

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025	Data source
3	Incidence of TB (per 100,000 people)		503	510	426	306	222			https://data.worldbank.org/indicator/SH.TBS.INCD?locations=TZ
4	TB treatment success rate (% new cases)		78	83	89	90	96			https://data.worldbank.org/indicator/SH.TBS.CURE.ZS?locations=TZ
5	Incidence of malaria (per 1000 population at risk)		350.3	252.3	140.8	140.5	123.2	125.8 (2021)		https://data.worldbank.org/indicator/SH.MLR.INCD.P3?locations=TZ
6	Children with fever receiving antimalarial drugs (% of children under 5 with fever)		53 (1999)		59.1	51.1				https://data.worldbank.org/indicator/SH.MLR.TRET.ZS?locations=TZ
7	Use of insecticide-treated bed nets (% of under-5 population)		2 (1999)	16	63.6	54.4				https://data.worldbank.org/indicator/SH.MLR.NETS.ZS?locations=TZ

Source: *World Bank (2023) (data.worldbank.org/indicator/…./locations=Tanzania)*

In the same Table 10, one can see there has been some success in controlling the spread of Tuberculosis (TB), such that the treatment success rate increased from 78 percent in 2000 to 96 percent in 2020. Nevertheless, continuous efforts are necessary to reduce the incidence of TB further and enhance treatment success rates to eliminate TB as a major public health concern. There has also been some success in reducing the number of malaria cases per 1000 people at risk from 350 in 2000 to 126 in 2021. This decline in the incidence of malaria is due to factors including improved healthcare, increased awareness, and increased vector control measures such as spraying pesticides and the use of treated bed nets. The same table also shows the proportion of children under 5 years with a fever who received antimalarial drugs.

Most interviewed respondents considered there has been convincing progress in providing access to quality health care by citizens in terms of new buildings, availability of drugs, and staff performance, leading to good health outcomes such as a decrease in maternal mortality rate. One respondent from Bukoba MC quipped, "… the policy requires each street (mtaa) to have a health center. Currently, we have nine health centers, so I see we have improved by having more service providers. Pregnant women have services close to them. As a result, the mortality rate is reduced". In Muleba, DC; another respondent was quoted saying, "…primary health care is done well since we now have more dispensaries, health centers, regional and zonal hospitals". They also had suggestions for improvement, such as expanding health insurance coverage and access to every person in the country and providing clear guidelines for people with disabilities (PWD).

3.2.5. Target 5: Access to quality reproductive healthcare

Target 5 focuses on ensuring access to quality reproductive health services for all individuals of appropriate ages. It seeks to address sexual and reproductive well-being by offering a wide range of healthcare information and services, including contraception, prenatal care, maternal and child health services, as well as the prevention and treatment of sexually transmitted infections (STIs). The target aims to enhance the overall health and well-being of individuals, particularly in the realms of family planning, maternal and child health, prevention, and treatment of STIs. Furthermore, Target 5 emphasizes gender equality within reproductive health, aiming to promote equitable access and control over services and information for people of all genders while eliminating gender-based disparities and discrimination in healthcare.

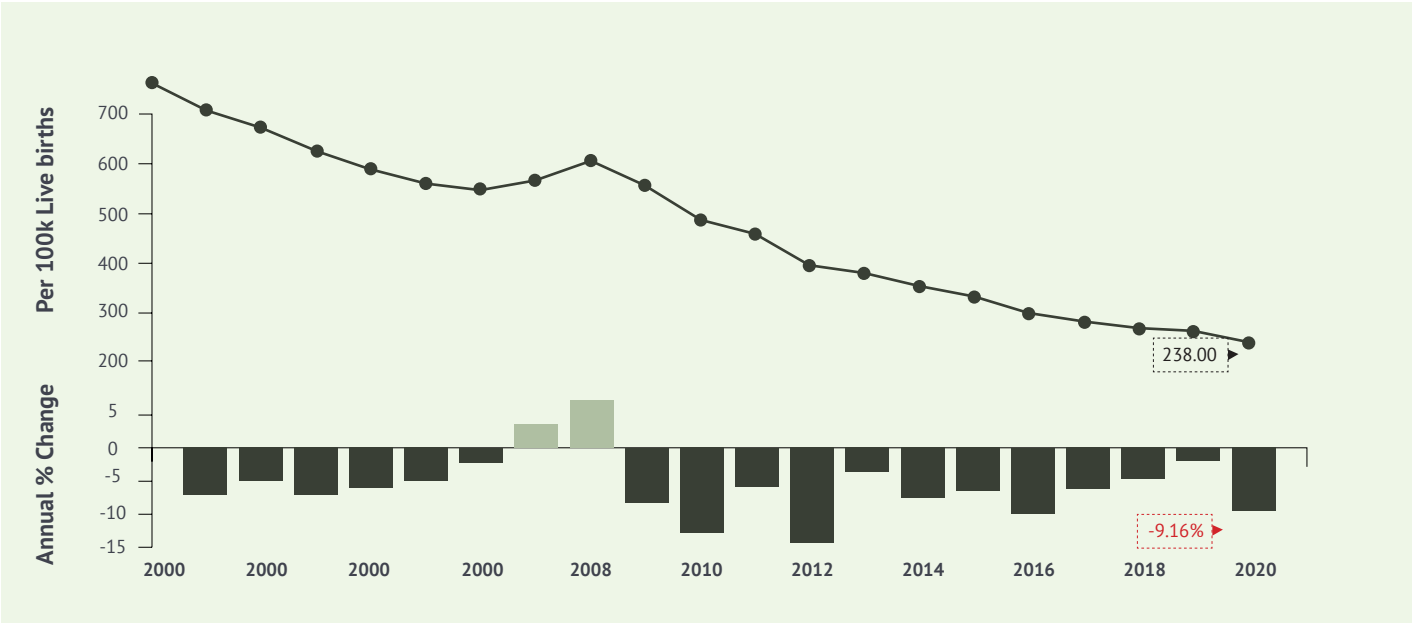
Table 11: Ratio of women with access to reproductive clinical services

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025	Data source
1	Proportion of reproductive age (15-49 years) with satisfied modern family planning needs					38.4		31.1		https://www.nbs.go.tz/nbs/takwimu/SDGs/SDGs_Indicators_in_Brief_June_202023.pdf
2	Proportion of women aged 15-49 years with a live birth in a given period who received antenatal care 4 or more times					43.2		65		https://www.nbs.go.tz/nbs/takwimu/SDGs/SDGs_Indicators_in_Brief_June_202023.pdf

Source: *NBS (2023) (www.nbs.go.tz/takwimu/SDGs)*

The proportion of women of reproductive age (15-49 years) with live birth and who received antenatal care at least four times during their pregnancy increased from 43 percent in 2015 to 65 percent in 2022. On the other hand, satisfaction with modern family planning needs among adults of reproductive age decreased between 2015 and 2022 (Table 11). Figure 10 shows a consistent and significant reduction in the number of maternal deaths per 100,000 live births over 20 years.

Figure 10: Trend of Maternal mortality rate (per 100,000 live births) in Tanzania from 2000 to 2020



Source: *: Macrotrends (2023): Tanzania Maternal Mortality Rate 2000-2023 | www.MacroTrends.net*

In 2000, there were approximately 760 cases, but the number dropped to 238 cases in 2022. This signifies a decrease of more than three times in the incidence of maternal deaths. This is attributed to substantial progress in maternal healthcare (access to skilled birth attendants and emergency obstetric care) and a decrease in maternal mortality rates. Indeed, according to the qualitative data collected, most respondents indicated an improvement in maternal health over time. This progress has been credited to the improvements in infrastructure, particularly road networks, as well as an increase in healthcare facilities in most areas of the country.

A respondent from Mwanza MC stated, "We see some increase in the number of health centers that led to these improvements. People do not have to bike with pregnant women long distances as before. When I started working in Utete Rufiji, there were no roads and no bridges;" Furthermore, compared to previous years, the maternal death rate has been dramatically lowered. According to a Tarime MC sheikh, pregnancy-related deaths are decreasing. As he stated, ***"Maternal death cases have reduced compared to earlier years. There are fewer deaths due to pregnancy issues".*** In Musoma MC, the mayor noted, ***"Maternal health care is perfect, services of which are also available in our dispensaries. There are more health centers now compared to only one five years ago. Consequently, the number of patients coming to district level hospitals have decreased...".*** They urge the government to guarantee that medicines are readily available in all healthcare facilities so that women and children do not have to struggle to obtain them.

3.2.6 Target 6: Reduced infant mortality rate

This target focuses on reducing infant and maternal mortality rates by three-quarters of their current levels, and it is aligned with the global commitment to improve maternal and child health, as outlined in the SDGs. The target

aims to address the significant challenges faced by Tanzania in reducing infant and maternal mortality rates. Infant mortality rate (IMR) refers to the number of deaths per 1,000 live births within the first year of life, while maternal mortality rate (MMR) refers to the number of maternal deaths per 100,000 live births. By reducing infant and maternal mortality rates by three-quarters of their current levels, Tanzania aims to improve the well-being and survival of mothers and infants significantly. This target reflects the country's commitment to ensuring safe pregnancies, childbirths, and postnatal periods, ultimately contributing to the overall improvement of healthcare and sustainable development in Tanzania.

Table 12: Survival rate of infants under-5 and mothers

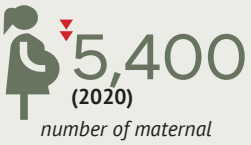
Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025	Data source
1	Number of maternal deaths		11,000	9,300	8,700	6,700	5,400			https://data.worldbank.org/indicator/SH.MMR.DTHS?locations=TZ
2	Birth attended by skilled health worker (% of total)		44 (1999)	45	50	64	92.4	85		https://data.worldbank.org/indicator/SH.STA.BRTC.ZS?locations=TZ https://www.nbs.go.tz/nbs/takwimu/SDGs/SDGs_Indicators_in_Brief_June_202023.pdf
3	Maternal mortality ratio (per 100,000 live births)		760	559	486	330	238			https://data.worldbank.org/indicator/SH.STA.MMRT?locations=TZ

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025	Data source
4	Infant mortality ratio (per 1000 live births)		84.9	64.8	52	44.6	38.4			https://population.un.org/wpp/
5	Under 5 mortality ratio, total (per 1000 live births)		129.9	94	71.7	58	49			https://data.unicef.org/country/tza/
6	Under 5 mortality ratio, male (per 1000 live births)		135	98.6	75.8	61.8	52.5			https://childmortality.org/data/United%20Republic%20of%20Tanzania
7	Under 5 mortality ratio, female (per 1000 live births)		124.5	89.3	67.5	54	45.2			https://childmortality.org/data/United%20Republic%20of%20Tanzania
8	Stillbirth rate (per 1000 total births)		25.9	22.4	21.3	20.4	18.6			https://childmortality.org/data/United%20Republic%20of%20Tanzania
9	Life expectancy at birth, total (years)		52	56	60	65	66			https://data.worldbank.org/indicator/SP.DYN.LE00.IN?locations=TZ
10	Life expectancy at birth, male (years)		51	55	58	62	64			https://data.worldbank.org/indicator/SP.DYN.LE00.MA.IN?locations=TZ

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025	Data source
11	Life expectancy at birth, female (years)		54	57	62	67	69			https://data.worldbank.org/indicator/SP.DYN.LE00.FE.IN?locations=TZ
12	Immunization HepB3, (% of one-year-old children)		89 (2002)	90	91	96	86			https://data.worldbank.org/indicator/SH.IMM.HEPB?locations=TZ
13	Immunization DPT (% of children ages 12-23 months)		79	90	91	96	86			https://data.worldbank.org/indicator/SH.IMM.IDPT?locations=TZ
14	Vitamin A supplement coverage rate (% of children aged 6-59 months)		11	95	99	87	1			https://data.worldbank.org/indicator/SN.ITK.VITA.ZS?locations=TZ

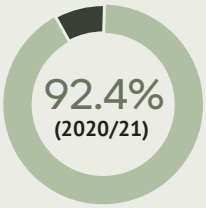
Source: *Various sources are shown in the last column of the table for each row.*

In general, although both Tanzania Mainland and Zanzibar appear to do well in reducing IMR to 49 and 45 deaths per 1,000 live births, respectively, they are still halfway to reaching the ideal target of 20 for LMICs. The information in Table 12 reveals the following developments in maternal health over time:

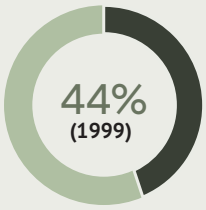


number of maternal deaths has declined





proportion of births attended by skilled health workers





HepB3 immunization coverage has increased in the past 15 years.

a. The number of maternal deaths has consistently declined over the years, i.e., from 11,000 in 2000 to 5400 in 2020. This suggests that efforts to improve maternal healthcare, access to skilled birth attendants, and emergency obstetric care have been effective in reducing maternal mortality and improving maternal health outcomes. This is in line with observations from the field. According to a respondent from Tarime MC, maternal fatalities have significantly reduced. They stated, "There are reduced deaths, and this is due to improved health facilities—generally, about 90 percent are doing well".

b. There was an increase in the proportion of births attended by skilled health workers from 44 percent of births in 1999 to 92.4 percent in 2020/21. This contributed to the reduction of maternal and neonatal mortality rates. However, health personnel's conduct has been unpleasant in some parts of the country. For instance, a respondent from Sengerema, DC, reported, "Sometimes the behavior of the staff is not good, e.g., women in labor are abused. Hospitals are supposed to be hospitable —they do the opposite and insult these women".

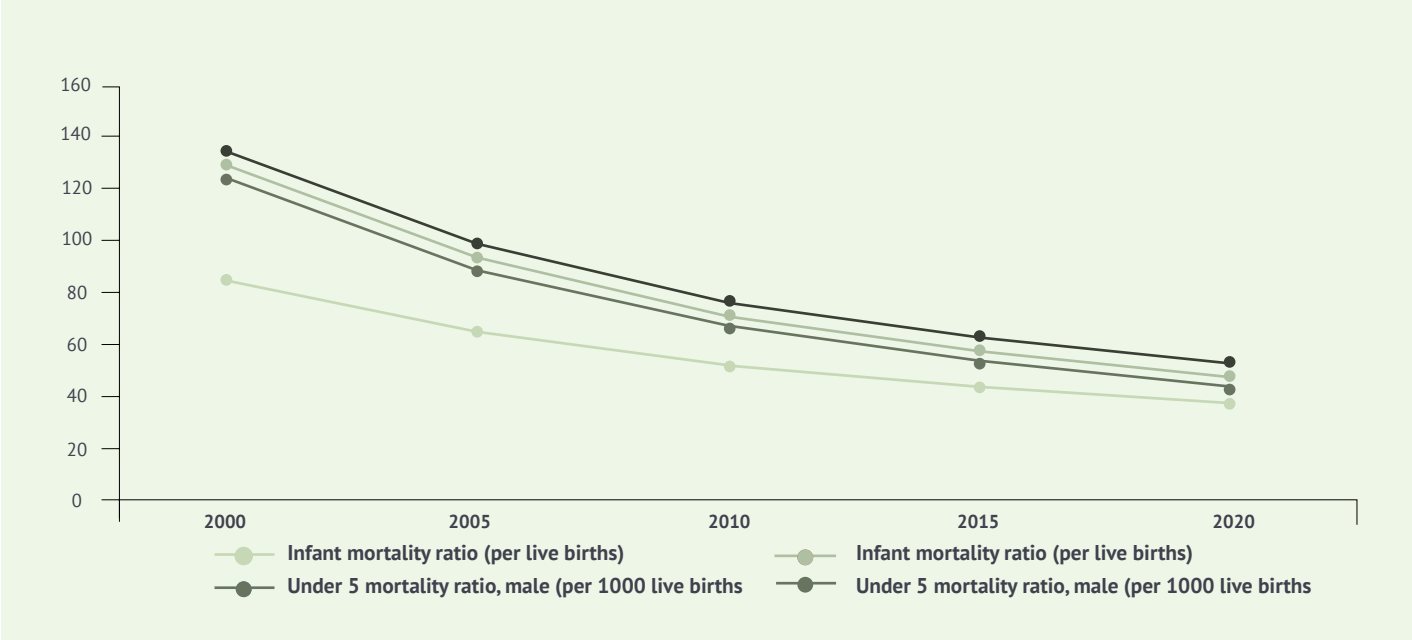
c. The maternal mortality ratio declined from 760 maternal deaths per 100,000 live births in 2000 to 238 in 2020. The positive maternal health outcomes suggest successful efforts in improving maternal healthcare, access to skilled birth attendants, and emergency obstetric care.

d. The stillbirth[8] rate, measured by the number of stillborn births per 1000 total births, decreased from 25.9 in 2000 to 18.6 in 2020. There has been a consistent and positive trend of reducing stillbirths in Tanzania over the years. The decreasing stillbirth rate suggests positive outcomes due to a combination of improved access to quality maternal care, better antenatal and intrapartum interventions, and enhanced newborn care practices. It is also a result of investments made in healthcare infrastructure, skilled attendance during childbirth, and greater awareness and education on maternal and neonatal health.

e. There was also enhanced immunization coverage for two important vaccines, Hepatitis B (HepB3) and Diphtheria, Pertussis, and Tetanus (DPT), used for protecting children from preventable diseases and ensuring their overall health and well-being. Immunization HepB3 (% of one-year-old children) increased from 89 percent to 96 percent in the past 15 years, while the DPT immunization increased from 79 percent to 96 percent over the same period.

8 Baby born with no signs of life after 28 weeks of gestation or weighing 1000 grams or more.

Figure 11: Infant mortality ratio and under-5 mortality ratio 2000 – 2020



Source: *Macrotrends (2023)*

Figure 11 represents various indicators related to child health and mortality. First is IMR, which measures the number of deaths of infants under one year of age per 1,000 live births. In 2000, IMR was 84.9 deaths per 1000 live births, which declined to 38.4 deaths per 1000 live births in 2020. This shows a significant and consistent decline in the infant mortality ratio over the years, indicating improvements in child health, access to healthcare services, and efforts to reduce the number of infant deaths in Tanzania. A Bukoba MC respondent has observed this and noted that ***"This has done well. There is a reduced infant mortality rate".***

In general, the total number of the under-5 mortality ratio has decreased from 129.9 deaths per 1000 live births in 2000 to 49 deaths per 1000 live births in 2020.

The drop in the infant mortality ratio, under-5 mortality ratio, and stillbirth rate indicates improvements in child and maternal health, access to healthcare services, and initiatives in the country to minimize child mortality and enhance child survival rates. Moreover, opinions and observations of the interviewed stakeholders support these findings and attribute them to the effort by the government to improve healthcare facilities and infrastructure. In Tarime MC, a respondent stated, ***"...the limited road infrastructure caused maternal deaths, but now the rates have reduced".***

Table 13: Rate of malnutrition

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025	Data source
1	Prevalence of stunting height for age, total (% of children under 5)		47.4	44.2	40.3	35.4	32.1			https://data.worldbank.org/indicator/SH.STA.STNT.ME.ZS?locations=TZ
2	Prevalence of stunting height for age, male (% of children under 5)		50.9 (1999)	47 (2004)	45.6	36.7	37.8 (2019)			https://data.worldbank.org/indicator/SH.STA.STNT.MA.ZS?locations=TZ
3	Prevalence of stunting height for age, female (% of children under 5)		45.7 (1999)	41.9 (2004)	34.3	32.2	39.3 (2019)			https://data.worldbank.org/indicator/SH.STA.STNT.FE.ZS?locations=TZ

Source: *World Bank (2023) (data.worldbank.org/indicator/…./locations=Tanzania*

Table 13 presents information relating to the prevalence of stunting height for age among children under 5 years old. Stunting is a condition that occurs when children do not reach their expected height for their age due to chronic malnutrition or inadequate nutrition during their early years of life. The proportion of stunting prevalence has declined over the years, from 47.4 per cent in 2000 to 32.1 percent in 2020, attributed to efforts to improve child nutrition and address malnutrition. Although there have been improvements in reducing stunting among both genders, the most recent data shows a slight increase in prevalence among both male and female children, thus underlining the need for continuing efforts to sustain success and reduce stunting rates in Tanzania. Enhancing nutrition programs, mother and child healthcare, and tailored interventions to address variables contributing to stunting are examples of such approaches.

3.2.7 Target 7: Universal Access to Safe Water

The target set was to increase the proportion of Tanzania's Mainland rural population with access to piped or protected water as their main source from 50 percent in 2000 to 85 percent by 2025. The corresponding target for the urban population is 95 percent. By December 2022, the

proportion of the rural population with access to safe water had reached 77 percent, while in urban areas, it had reached 88 percent, suggesting that the targets for 2025 are most likely to be attained.

Universal Access to Safe Water

Based on baseline data (1999), water supply coverage in rural and urban areas was 46 percent and 68 percent, respectively, notwithstanding the importance of water for human survival. Thirty percent of rural water supply coverage was inconsistent or non-existent, while technical and economic losses reduced 52 percent of urban water delivery coverage. Vision's target was set to increase the proportion of the rural population with access to piped or protected water as their main source from 50 percent in 2000 to 85 percent and for urban 95 percent by 2025.

Achievements

The proportion of the rural population with access to safe water has increased from 50 percent and 68 percent to 77 percent and 88 percent in rural and urban areas, respectively, from 2000 to 2022. These achievements are 91 percent and 104 percent of the rural and urban targets, respectively, set by the vision (URT-MoW, 2023). This suggests that the target of 2025 for rural areas is more likely to be attained and surpassed in urban areas. The achievements are less than that presented by Zanzibar, whereby in Zanzibar, 95.9 percent of urban households used protected water sources as compared to 88.3 percent of rural households (ZPC, 2020)[9]. These achievements include the implementation of policies (e.g., the 2002 Water Policy), undertaking institutional reforms (including the establishment of Water and Sanitation Authorities to operate at district, regional or zonal levels), and regulatory reforms (e.g., the National Water Supply and Sanitation Act 2009). The government also established the Energy and Water Utilities Regulatory Authority (EWURA) under the EWURA Act Cap 414-2006, with the mandate to regulate water utilities in a transparent, effective, and efficient manner that ensures their quality, availability, and affordability. The amended Water Supply and Sanitation Act No.5 of 2019 established the Rural Water Supply and Sanitation Agency (RUWASA) to ensure adequate provision of water services in rural communities, small towns, and district headquarters, taking over mandates previously vested in PO-RALG, Regional Secretariats (RSs), and Local Government Authorities (LGAs). In order to ensure that citizens have access to clean, safe and adequate water services, the Government has been using reliable sources, including the main lakes of Victoria, Tanganyika and Nyasa, to deliver water to the regions of Mwanza, Geita, Simiyu, Kagera, Mara, Katavi, Kigoma and Rukwa, Ruvuma and Njombe. It has established seven water laboratories for water quality assessment in Mwanza, Singida, Shinyanga, Kigoma, Bukoba, Musoma and Dar es Salaam.

The government established the Water Sector Development Program (WSDP) (2006-2025), whose budget and disbursement rates are indicated in Table (URT-MoW, 2015)[10]. Table 14 indicates the commitment against disbursed as of 2015.

9 ZPC (2020). Evaluation of Zanzibar Vision 2020 https://info.undp.org/docs/pdc/Documents/TZA/Evaluation%20of%20Zanzibar%20Vision%202020%20Final%20Version%20(1).pdf

10 URT-MoW (2022). Water Sector Development Programme III. https://www.maji.go.tz/uploads/publications/sw1664866566-WSDP%20III%20FINAL%20FINAL%202022%20(1).pdf

Table 14: WSDP Commitments against Disbursements as of June 2015 in USD

Sources	Original Commitment in USD	Revised Commitment	Actual Disbursement as of June, 2015	Performance (%)
GoT	251,000,000	353,775,148	353,775,148	100%
Basket Partners*	410,000,000	683,797,353	663,489,570	*) 97%
Earmarked Partners**	290,000,000	577,566,763	367,076,033	**) 64%
Own Source (LGAs)	0	5,533,604	5,533,603	100%
Total	**951,000,000**	**1,620,672,869.**	**1,389,874,356**	**86%**

Source: *Water Sector Status Report 2015*

The distribution of funds per WSDP commitments is indicated in Table 15. The Urban Water Supply and Sanitation component received more funds (USD 722,812,656.80), followed by the Rural Water Supply (USD 486,357,431.86), while the rest of the components had less than USD 100 million.

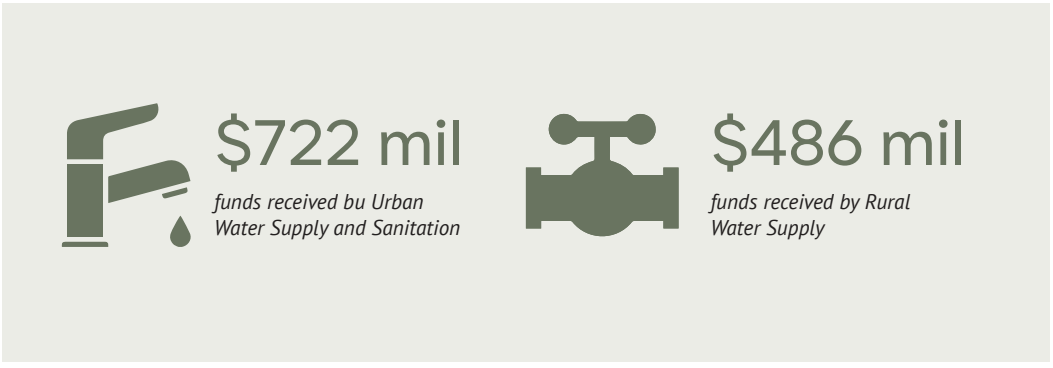


Table 15: Funds Released against Expenditure as of June 2015

Component Description	Released Amount (USD)	Used Amount (USD)	% Used	Balance Amount (USD)
Water Resource Management	83,368,283.67	76,303,466.66	92%	7,064,817.01
Rural Water Supply	486,357,431.86	457,093,358.16	94%	29,264,073.70
Urban Water Supply and Sanitation	722,812,656.80	704,239,136.31	97%	18,573,520.49
Institutional Strengthening and Capacity Building	89,515,138.96	88,709,768.52	99%	805,370.44
Funds in Holding A/Cs & Forex Acc	7,820,844.79	0		7,820,844.79
Total	**1,389,874,356.08**	**1,326,345,729.65**	**95%**	**63,528,626.43**

Source: *Water Sector Status Report 2015*

The government operationalized the National Water Investment Fund (NWIF) in FY 2016/17 to ensure steady financing and liquidity for water supply investments, a significant portion of which was provided by a levy on vehicle fuel purchases (TZS 50 per liter of fuel). Among the achievements in rural homes' sanitation was that by 2023, about 7,236,188 households had improved latrines, which is equivalent to 73.2 percent of households, while the target set by 2025 is 75 percent while households with handwashing facilities with running water and soap have reached 42.7 percent (URT-MoH, 2023) (Table 16). The ongoing national initiatives imply that by 2025, all the targets set under Universal access to safe water and sanitation might be achieved.

7,234,188 mil

number of households that had improved latrines by year 2023

Table 16: Water and Sanitation Status

Indicator		Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2016/2017	Status in 2020/21	Status in 2022/23	Approximated status in 2025 (use color codes: green=above 90%, etc.))
1	Rural population with access to piped or protected water as their main source	85	50%a	54%a		67%b	68.9%c	70.1%d	77%	
2	Households in Rural areas with improved sanitation facilities	75				25%e	25%c	36%c	73.2%	
3	Regional Centre's population with access to piped or protected water as their main source	95%	68%	78%c		86%e	86%c	84%c	88%	
4	Households connected to conventional public sewer systems in the Regional Centre's	30					20%c	13%c	13.5%	
5	Non-Revenue Water (NRW) for Regional Centre's	20			35.98%f	31.7%f	37%c	36.8 %g	35.7%g	

Indicator		Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Benchmark in 2015/16	Status in 2016/2017	Status in 2020/21	Status in 2022/23	Approximated status in 2025 (use color codes: green=above 90%, etc.))
6	District capitals and areas small towns population with access to piped or protected water as their main source	85				60%e	60%c	70%c		
8	Dar es Salaam population with access to piped or protected water as their main source	95				72%e	72%c	85%d	89%f	
9	Households connected to convention public sewer systems in Dar es Salaam	30			4.8%h	10%e	10%c	13%c	13.5%	
10	Non-Revenue Water (NRW) for Dar es Salaam	20			53.7%i		47%c	48%d	39%f	
11	Number of water sources demarcated and gazette for protection and conservation	200						18%c	41 (21%)j	

Notes: *aUNDP (2007) Poverty Assessment Report; bMOF (2016). Five-Year Development Plan for 2016/17 to 2020/21. cESRF, 2011, Assessment of Tanzania Development Vision 2025; d Five Year Development Plan for 2021/22 to 2025/26 e(Water sector status report 2015-2020); f EWURA Annual Report For The Year Ended 30th June, 2010); g(EWURA (2023) Water Utilities Performance Review; Report For Financial Year 2021/22; h- 2012 (A Review Of Sanitation And Hygiene In Tanzania April 2013); iEWURA Annual Report For The Year Ended 30th June, 2010); jURT-MoW Budget Speech 2023/2024. Sources: Various sources are indicated in the notes for each indicator.*

In Zanzibar, the 2019/20 HBS report indicates that 91.5 percent of the households used protected water sources for drinking, with urban households having better access (95.9 %) to protected water sources compared to rural households (88.3 %).

3.2.8. Target 8: Life Expectancy Increased

Among the targets as part of the goal, the livelihoods of Tanzanians were to increase the life expectancy to that of middle-income countries. There has been a global increase in life expectancy in developing countries from 40 years in 1950 to 63 years by 1991. Studies have revealed the drivers of life expectancy include growing incomes, increasing education, and public investment in improving health services[13]. In addition, access to safe water, well-planned urbanization and public health expenditure had a positive contribution to prolonging life expectancy[14]. Other influential factors in determining life expectancy are nutrition, sanitation, and access to healthcare (WHO, 2019)[15].

Both the Composite Goal for TDV2025 and Zanzibar Development Vision 2020 set a target of attaining a life expectancy of 68 years for Tanzanians, equivalent to that of middle-income countries globally, which is between 66 and 70 years. The country appears to have done well in promoting drivers of life expectancy (e.g., education, primary health care, maternal health care, and access to clean water, as shown elsewhere in this report), such that the average reached 66 years for citizens in Tanzania Mainland (Table 17) and 65 years in Zanzibar in 2022, compared with Uganda's 63 years and South Sudan's 55 years. Since there are only 4 out of every 100 Tanzanians aged above 60 years, one would expect that this segment would receive adequate care from the rest of the citizens. Unfortunately, the age cohort below 20 years constitutes 25 out of 100 citizens, adding to the ratio of dependence to almost 30 percent; however, more attention is paid to the younger generation in need of education, medicare, and other services. Consequently, senior citizens are taken care of less compared to children and the youth. This does not mean there have not been any interventions in support of the youth, as the government has been progressively increasing the number of established elderly homes, introducing community health insurance covers, and opening special desks for the elderly in hospitals. The Revolutionary Government of Zanzibar has gone a step further by introducing a monthly subsistence allowance of TZS 20,000 for the elderly above 70 years of age as part of its social welfare program.

13 Husain, Abhar Rukh, 2002. "Life Expectancy in Developing Countries: A Cross-Section Analysis," Bangladesh Development Studies, Bangladesh Institute of Development Studies (BIDS), vol. 28(1-2), pages 161-178, March-Jun

14 Mahfuz Kabir, 2008. "Determinants of life expectancy in developing countries," Journal of Developing Areas, Tennessee State University, College of Business, vol. 41(2), January-M.

15 WHO (2019). Uneven access to health services drives life expectancy gaps: WHO (www.who.news…/4 April 2019

Table 17: Summary of Realization of Targets on Life Expectancy as Part of the Goals for Attaining High-Quality Livelihoods for all.

Intervention Outcome Areas[16]	Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Status in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025[17]
Goal 1: Target 8: Life expectancy increased								
Life expectancy at birth	70a	52.4b	56.3(c)	60.1(c)	64.7(c)	64.7(c)	66.4(c)	Green
Average years of life	65-70	45 (1992 census)	51 (2002 census	54	58		61 (2022 census)	Green

Source: *aData. World Bank.org (2023). Average life expectancy at birth (total years) in 2021 for lower- and middle-income countries; bHuman Development Index (HDI) - Our World in Data; (c) IPC (2020) op.cit. under Table 3.*

3.2.9. Target 9: Absence of abject poverty

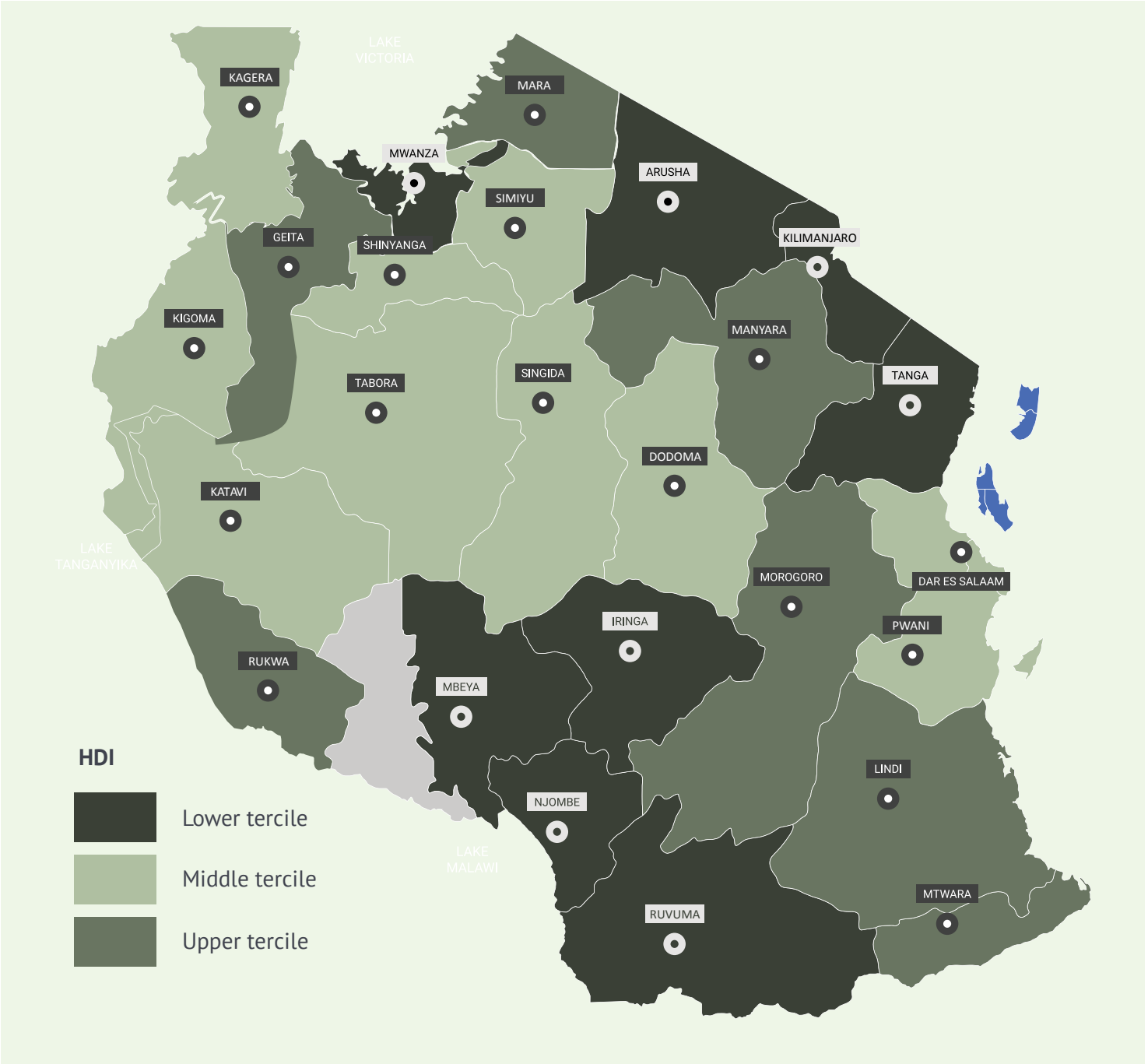
This target appears to have performed least compared to other targets; statistically, it shows levels of abject have been halved from about 19 percent in the early 2000s to about nine percent in recent years. Abject poverty is usually measured by the inability to access at least one meal per day. The Human Development Index (HDI), which incorporates other measures of livelihoods such as income levels and education, suggests there have been some improvements over time (Table 18). Tanzania's ranking in the global HDI improved from 0.40 in the year 2000 to 0.55 in 2021, against the target of reaching a HDI of 0.65 by 2025, which would have been met had it not been for the most recent disruptions caused by COVID-19 and the Russia-Ukraine war. It is noteworthy that Tanzania's HDI score of 0.55 in 2021 was above the average of 0.505 for countries in the low human development group and above the average of 0.518 for countries in Sub-Saharan Africa.

UNDP sponsored a project to compute localized HDI scores for the country by considering other developmental dimensions unique to Tanzania that are excluded in computing the global HDI. Based on that exercise, Tanzania Mainland's HDI for 2015 was 0.614, which was a small decrease from the HDI value of 0.627 for 2010 reported in the first localized HDI in 2014 (ESRF, UNDP and MOF 2015). Looking at regional differences, HDI values ranged from a high of 0.75 in the Kilimanjaro region to a low of 0.44 in the Kagera region. Map 3 shows that Kilimanjaro, Dar es Salaam, Arusha and Iringa are the four highest-ranking regions for the HDI in Mainland Tanzania. In contrast, Kagera, Singida, Tabora and Kigoma are the four regions with the lowest levels of human development (Map 2).

16 Indicator in Number or Percentage achievement

17 Colour codes: grey=below 50 percent; amber=between 50 and 80 percent; green=above 90 percent likelihood

Map 2: Status of poverty in regions of Tanzania by category of localized HDI scores, 2015



Source: *ESRF et.al. (2017). Map 1.1*

Based on the 2019/20 Zanzibar Household Budget Survey, Zanzibar has managed to reduce the proportion of people living below food poverty to 9.3 percent in 2019/20 from 13.2 percent in 2004/05, while poverty in rural areas decreased to 12.7 percent from 16.0 percent in 2004/05. Interviewed stakeholders in Pemba and Unguja, scored failure to reduce poverty as second after that of eliminating corruption among the least performed targets during TDV2025 period. On the other hand, stakeholders in Tanzania Mainland were least satisfied with that of reducing abject poverty, followed by access to clean water within 400 meters.

9.3%
(2019/20)
Proportion number of people living below food poverty in rural areas

13.2%
(2004/05)

Table 18: Summary of Realization of Targets on Absence of Abject Poverty as Part of the Goals for Attaining High-Quality Livelihoods for all.

Intervention Outcome Areas (indicator if in Number or Percentage achievement)		Target set for 2025	Status in 2000	Status in 2005	Status in 2010	Status in 2015/16	Status in 2020/21	Status in 2022/23	Approximated status in 2025 (use color codes: green=above 90%, etc.))
Goal 1: Target 8: Life expectancy increased									
Population below the poverty line (USD 1.00 per day)			36%	33.6% (2007) (a)	31%[18]	28.2% (2012) [19]			
Basic Needs poverty (proportion of the population who cannot afford basic human needs)	Urban	25.8%			12.9%				
	Rural	38.6%			24%				
Human Development Index (Global ranking)		0.60(d)	0.40[20]	0.45(c)	0.49(c)	0.52(c)	0.55(c)		amber
Human Development Index (Localized) (HDI)		0.70			0.627[21]	0.614(d)			green

Source: *(a) IPC (2023). op.cit. (b)URT (2019). Tanzania National Nutritional Survey 2018 (op.cit); (c) UNDP Human Development Index- Our world data.' (d)ESRF (2017) op.cit*

18 ESRF et.al. (2017). Tanzania Human Development Report 2017. Figure 1.2 (Based on TBS Household Budget Survey Data 2009/2010). THDR Report was jointly produced by the Economic and Social Research Foundation, United Nations Development Programme in Tanzania and the Ministry of Finance and Planning of the United Republic of Tanzania.

19 World Bank (2013). Tanzania Economic Update: Raising the Game. Can Tanzania Eradicate Extreme Poverty? Issue 4. December 2013.

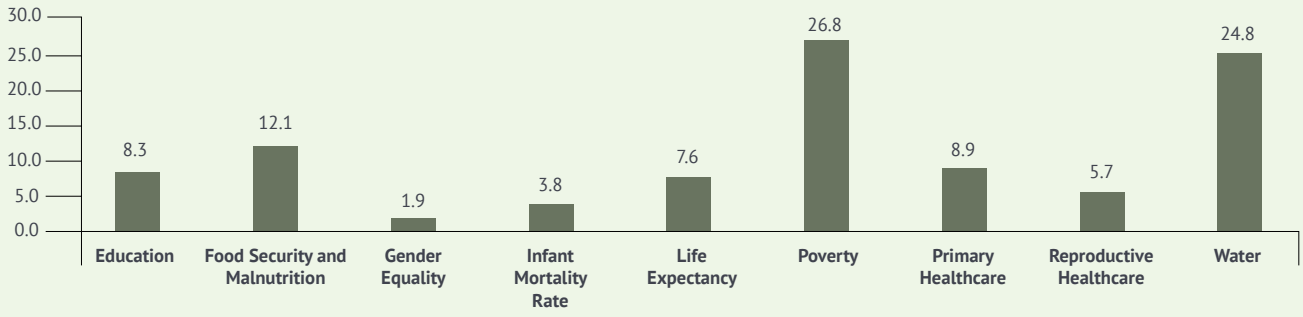
20 Human Development Index (HDI) - Our World in Data

21 ESRF (2017). THDR 2017, Figure 1.1

3.2.10. Challenges

Stakeholders were also asked to mention five areas of Goal 1 on improved livelihood, that were least impressively performed during the past 22 years of TDV 2025 implementation. The results suggest that the highest scores of under-performances fall under poverty reduction (26.8%), improving water supply (24.8%), food security and malnutrition (12.1%) (Figure 12).

Figure 12: Scores (%) of aspects of targets for improved livelihoods with the least impressive performance (N=187)



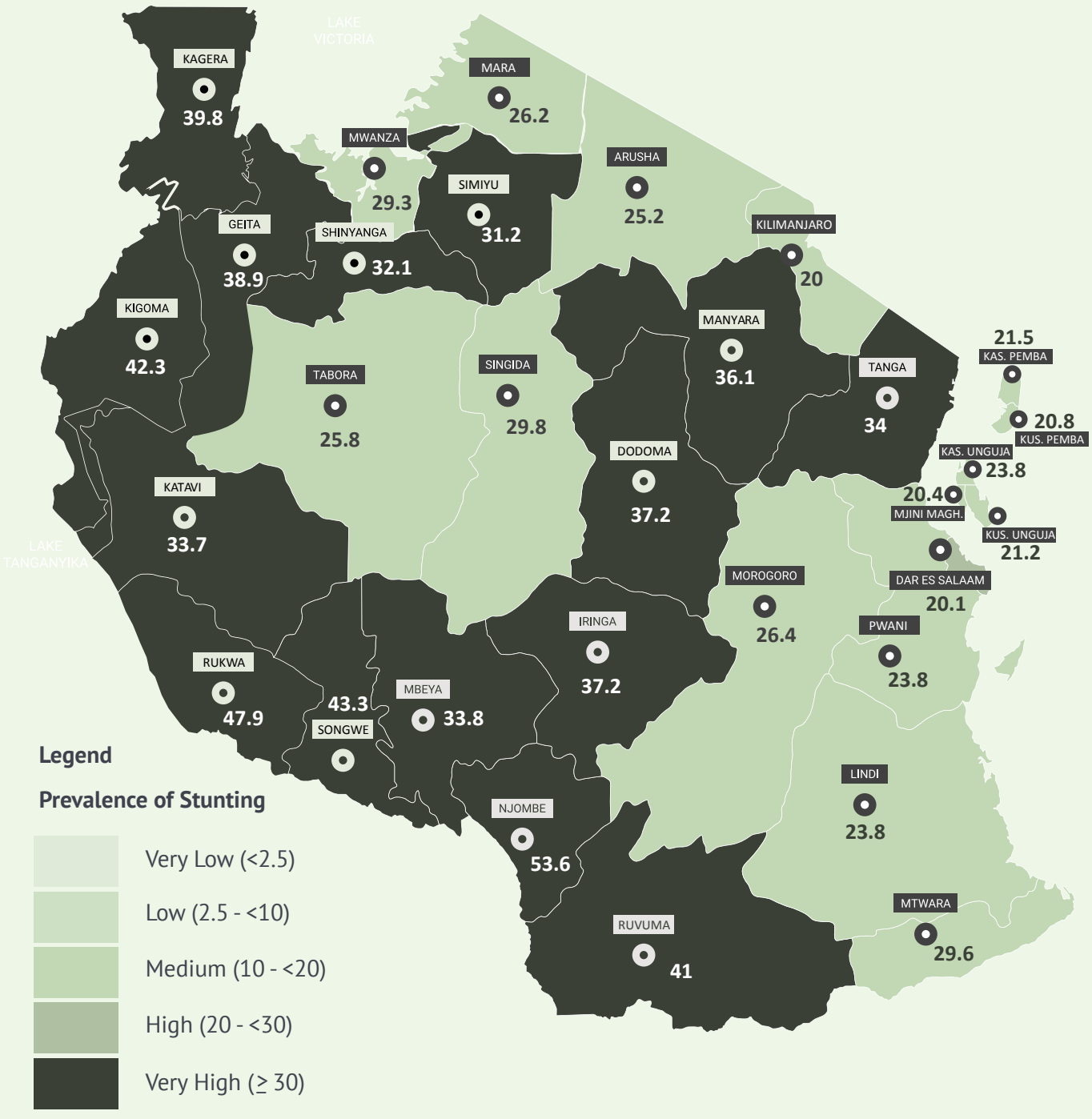
Source: *Field data 2023*

Target 1: Food Secure Society with Reduced Malnutrition

Food self-sufficiency is above 100 but below 120 percent. This level does not provide enough comfort for the government to encourage food export trade. Furthermore, the country is still dependent on imported essential food items such as wheat (98 %), edible vegetable oil (66 %t) and sugar (20 %). Among the reasons for the failure to produce enough food are the inability of the government and private sector to invest in irrigated farming (less than one-third of high-potential irrigable land is developed) and the reluctance of the domestic financial sector to provide adequate development funding for primary production (receive less than ten percent of total bank loans). Food micronutrient fortification is limited to medium and large-scale food processors, living out small-scale processors, who, in practice, supply the bulk of locally produced and processed food.

When it comes to attaining a well-nourished population, there is an observed fallacy whereby regions with otherwise surplus food, such as Njombe and Iringa, also have the highest prevalence of child stunting (see Map 3).

Map 3: Indications of the intensity of child stunting in Tanzania by region



Source: *URT (2019)*

Target 2: Universal Primary Education Provided

Most challenges identified from the field can be grouped into three major categories. First, the scarcity and condition of facilities – the classes are congested with too many students overseen by too few teachers. The high student-teacher ratio makes it difficult for teachers to work effectively and overloads them which negatively affects students' learning outcomes. A CSO from Sengerema DC noted '…we did not have a good sense of how many children we have so facilities became a problem. Later on, we started addressing the challenge—started to have desks, toilets etc. we have made good steps. What remains is employment of staff. Teachers—in some schools the ratio of students to teachers is way above normal. From 45 to 150 per class. So, this is still a big challenge. Even a saint cannot work effectively. We should not expect children to pass exams with few teachers and increasing number of classes because teachers are overloaded'.

Second, the quality of education offered at school. Some students complete primary school without acquiring basic literacy skills – they are unable to read and write effectively. This calls into question the importance of not only ensuring access to education but also focusing on the quality of education. A project manager from Bukoba MC was quoted saying "Education is still a challenge, especially the quality of education because proper learning and understanding how to read and write is lacking. There is need to also improve the availability of teaching facilities".

Third, the education system does not provide training based on the talents of the students. For certain students, a standard approach to schooling may be unproductive. Though it may be difficult to assess and cater to all student's talents and interests, opportunities should be provided for students to develop 'non-academic' talents such as art, music, science, or athletics. We need to put less emphasis on standardized testing and more emphasis on teaching pupils the skills they need to succeed in life. As mentioned by a respondent from Mwanza MC "Our education system is not training specializations based on talents. We need to invest in a competence-based education system starting from early ages".

Target 3: Gender Equality and Empowerment

Early marriages and unwanted pregnancies remain among the major contributory factors to school drop-out for girls. The 2015/16 Tanzania Demographic and Health Survey (TDHS) shows that 23 per cent of girls aged 17 had already given birth or were pregnant. Early pregnancy puts both the mother and child at heightened risk of malnutrition, complications in childbirth and death. Also, despite the progress in primary and secondary education as shown in Figure 6, there is still a persistent gender gap at tertiary level of education (Figure 6, panel C). This highlights that, over the years, more male students have been enrolled in tertiary education compared to their female counterparts. This ongoing gap underscores a continuing challenge in achieving gender balance at the highest levels of education.

With gender equality, community sensitization and uptake of gender issues is a challenge. In some areas, women are mistreated because of their gender, for example, not getting paid for work done, even after reporting to their appropriate channels. In Sengerema DC, a politician said, "The government is making efforts but still struggling. Yesterday, I saw a girl who came to complain that she was not paid, and the other government leaders worked hard to ensure she got paid. This is a community thing, so we need to work hard to strengthen it".

Cultural norms are a challenge to achieving gender equality in some communities. For example, in some areas, women are not free to speak up or express their opinions in meetings. These attitudes are deeply ingrained at the household level, which may not be evident at the

community level. Therefore, achieving meaningful changes may require interventions that work not only at the community level but also within households to challenge and transform these norms. The general consensus from stakeholders consulted was that although there have some progress raising societal awareness on the rights of women, there are still some impediments due to deep-rooted "cultural norms and values whereby women are not allowed to speak their minds and are expected to orders from men".

Some stakeholders observed that there are still challenges in understanding what gender equality really means. Some participants to a FGD in Musoma DC noted that "when women are economically empowered, they disrespect their husbands". And that "Women have got it all wrong about gender equality; when they have money, they start controlling and disposing of men". Another observation is that this knowledge contradicts religious beliefs: women are meant to respect males, yet they do not.

The final observation is that gender equality focuses primarily on addressing women's issues. This may result to a lack of attention and resources for addressing men's challenges related to gender inequality. According to a FGD in Musoma MC "men have issues as well, but do not have a place to report their issues or seek solace in addressing their concerns". This suggests a need for a more balanced approach to gender equality that recognizes and addresses the unique challenges faced by both men and women, emphasizing the importance of developing a more inclusive framework that supports gender equality for all.,

Target 4: Access to Quality Primary Health Care

Access to primary healthcare is limited in some areas due to the lack of healthcare facilities, particularly in rural areas. People must travel considerable distances to reach a healthcare facility, which can be difficult and expensive, and it can also cause treatment delays. The lack of healthcare facilities causes geographic inequities, overcrowding, and lengthy wait times in existing facilities, all of which have a negative impact on public health.

The existing healthcare facilities are inadequately equipped and staffed, i.e., the staff-patient ratio is a challenge, putting people's health and lives at risk. Moreover, at some health clinics, doctors and nurses are only available for a few hours a day and are not present most of the time, jeopardizing the quality of healthcare provided.

High cost of healthcare services, which makes them unaffordable to most people. This affordability challenge creates significant access barriers, delaying care and exacerbating healthcare inequalities. In a way, it transforms healthcare from a fundamental right into a luxury, undermining public health and perpetuating poverty cycles. The government needs to design interventions that aim at reducing costs, expanding insurance coverage, and investing in public healthcare infrastructure to ensure equitable access to affordable healthcare for all Tanzanians. A respondent from Mwanza MC said, "Service costs are still high and unaffordable to many people, compelling some sick people avoiding seeking medical help from hospitals".

Health insurance is a serious challenge in some areas and for certain age groups. Some procedures, such as surgery, ultrasonography, and medications, are not covered by insurance in some healthcare facilities, according to respondents. For example, NHIF is only accepted in a few hospitals, mostly public ones. "…NHIF and ICHF pay TZS 30,000, but when you go to a health service, not all diseases are covered, e.g., ultrasound, operation, etc., are covered. The whole system must be improved, or maybe service providers do not understand the way it works". Another concern with health insurance is that the elderly are excluded from receiving some healthcare treatments. Respondents at Tarime MC stated, "…exclusion

of the elderly in healthcare, for example, for 70+ years, some services are not available to them. They must buy their medications".

Target 5-Access to Quality Reproductive Healthcare

Fertility issues among women

It has been reported that, currently, there is a problem with the ability of some women to conceive. Women are having trouble in getting pregnant due to various reasons. Moreover, fertility issues can contribute to challenges in maternal health by affecting the ability to have healthy pregnancies and safe deliveries. According to Mwanza MC respondents, the government should investigate alternatives that might help women conceive, for example, IVF (In Vitro Fertilization). They stated, "Women are now not conceiving. IVF services seem to work in other countries—the government should also make this service accessible and affordable".

Staff scarcity

The number of healthcare workers available in hospitals or health centers is insufficient to adequately meet the needs of patients, particularly women seeking maternal health services. This challenge has generally been observed in the primary healthcare sector; however, it poses a unique challenge to maternal health services, especially through intensified risks for pregnant women and their infants.

Un-regulation of providers for maternal health services

The government is lax in setting and enforcing standards to ensure that maternal health services are safe, effective, affordable and of high quality. This leads to adverse health outcomes for pregnant women, mothers, as well as infants. For example, healthcare providers charge fees for services identified as free by the government, such as maternity cards and medications, and sometimes they overcharge some services to make more profits (corrupt). In other cases, the charges are not explicit, and patients are charged with their awareness. According to respondents from Musoma MC, these costs are frustrating, unfair to people and erode trust among people in the community. To quote one of them, "Maternal health services are not well regulated; some providers charge money for attending expecting mothers contrary to national policy exempting them. If the Minister for Health repeatedly emphasizes that the services are free, why do service providers charge? It is frustrating to hear the service is free, but when you visit hospitals, you are told to pay for the rendered services". Stakeholders urged the government to strengthen its service delivery monitoring system so that 'untrustworthy' healthcare centers can be held accountable for going against government policy. The government should establish and enforce effective regulatory measures to guarantee the provision of high-quality and safe care to those in need.

Lack of Facilities and Understanding the Needs of People with Disabilities

There is a significant deficiency in infrastructure or resources that are specifically designed and equipped to accommodate individuals with disabilities within the context of maternal healthcare, such as accessible clinics, transportation, and supportive services. The healthcare providers must be sensitized to deal with such patients. A FGD from Mwanza MC stated, "PWD have a big challenge of communicating and therefore disadvantaged due to the absence or shortage of sign translators, infrastructures, ramps, etc. There is also public ignorance on some types of disabilities such as albinism—even among people who are expected to know better and hence the need to target health workers in understanding all aspects of PWD.

Target 6-Reduced Infant Mortality Rate

Despite earlier successes in raising the rate of infant immunization to above 90 percent, most recent data suggests decreased coverage to 86 percent for essentials, which requires special attention to sustain the earlier achievements. Corruption persists in some healthcare facilities, affecting the services provided, notably those to infants. People are required to purchase birth instruments and medicines that are supposed to be provided free of charge, causing delays in accessing services and, in some cases, death. The emphasis on corruption was salient, which disheartened most of the respondents. Corruption is preventing people from accessing healthcare services. They said, "…if you bribe the nurses, you get all these very quickly, including visitations outside official hours". Other comments included that "Service provision is not timely given, thus causing death. Bureaucracy attracts corruption".

Target 7: Universal Access to Safe Water at Short Distance

The main challenges are threefold: (i) the impact of climate changes and environmental degradation, which results in a high proportion of non-yielding drilled water wells because of the receding water table in areas expected to have enough underground aquifer; (ii) allocating adequate financial resources to cope with a rising number of new settlements and householders; (iii) lows capacity within the private to provide drilling services; (iv) limited innovative technologies for sustainable utilization of water resources available including rainwater harvesting, wastewater treatment and desalinization; and (v) low capacity to manage water resources. Although financial resources are mentioned as among the challenges in hastening the supply of water and sanitation, there is also evidence of limited absorption capacity of provided funds within the agreed timeframe. This was the case with the WSDP II, which started in July 2016 and ended in June 2022 with a total commitment of USD 3.2 billion. By the end of December 2021, the disbursement was only 37 percent of the overall commitment. Also, until April 2022, the state of sewage disposal had reached 13.5 percent, which is 45 percent of the target set by 2025.

Target 8: Life Expectancy Increased

There are two dimensions of challenges: those related to facilitating prolonged life expectancy and those related to maintaining quality of life at advanced ages. Sub-optimal successes in reducing malnutrition at early ages and among active adults imply having senior citizens who are relatively not optimally healthy, demanding constant medical care above 65 years of age. The lack of a universal national system for taking care of the elderly implies living miserable lives for senior citizens. The cost of medical insurance increases with age, making it unaffordable for most elderly.

Target 9: Absence of Abject Poverty

The main challenge in reducing abject poverty has been a shortage of public spending on programs that can create sustained jobs and/or incomes for more people. There is also a lack of specific job creation or self-employment opportunities for the youth, primarily due to the absence of officially supported business, agricultural or industrial parks by Local Government Authorities. Although abject poverty is mainly defined as relating to affording one meal per day, there is a need to bring other critical dimensions, such as the quality of shelter, that define decent living. More than one-third of Tanzanians, mostly in rural areas and in some specific regions/districts, live in makeshift structures built using sticks and grass or tree leaves. This should not be tolerated in the 21st century.

3.3 Goal 2: Attaining Good Governance and the Rule of Law

Tanzania subscribes to the United Nations (UN) system, which underscores that the rule of law is a principle of governance in which all persons, institutions, and entities, public and private, including the State itself, are accountable to laws that are publicly promulgated, equally enforced, and independently adjudicated, and which are consistent with international human rights norms and standards. It requires measures to ensure adherence to the principles of supremacy of the law, equality before the law, accountability to the law, fairness in the application of the law, separation of powers, participation in decision-making, legal certainty, avoidance of arbitrariness, and procedural and legal transparency. The rule of law is fundamental to international peace and security, and the rule of law and development are strongly interlinked. There has been a series of legal reforms in Tanzania over the years, all meant to improve the country's governance framework, as shown in Annex 2.1. It included concerted efforts by the government to enhance moral uprightness in society, with the hope that it will have some positive effects in promoting ethical behavior, reducing corruption and improving the state of governance in general. Among the measures undertaken over the past 22 years include:

a. Integrity Committees were established in every MDA, RS and LGA for the purpose of coordinating the implementation of the National Anti-Corruption Strategy and Action Plans (NACSAPs).

b. The Public Service Code of Conduct was developed to guide ethical and moral behavior in the conduct and discharge of duties.

c. Awareness Campaign against Corruption through Media, Anti-Corruption Clubs, Community Groups, etc., were significantly undertaken.

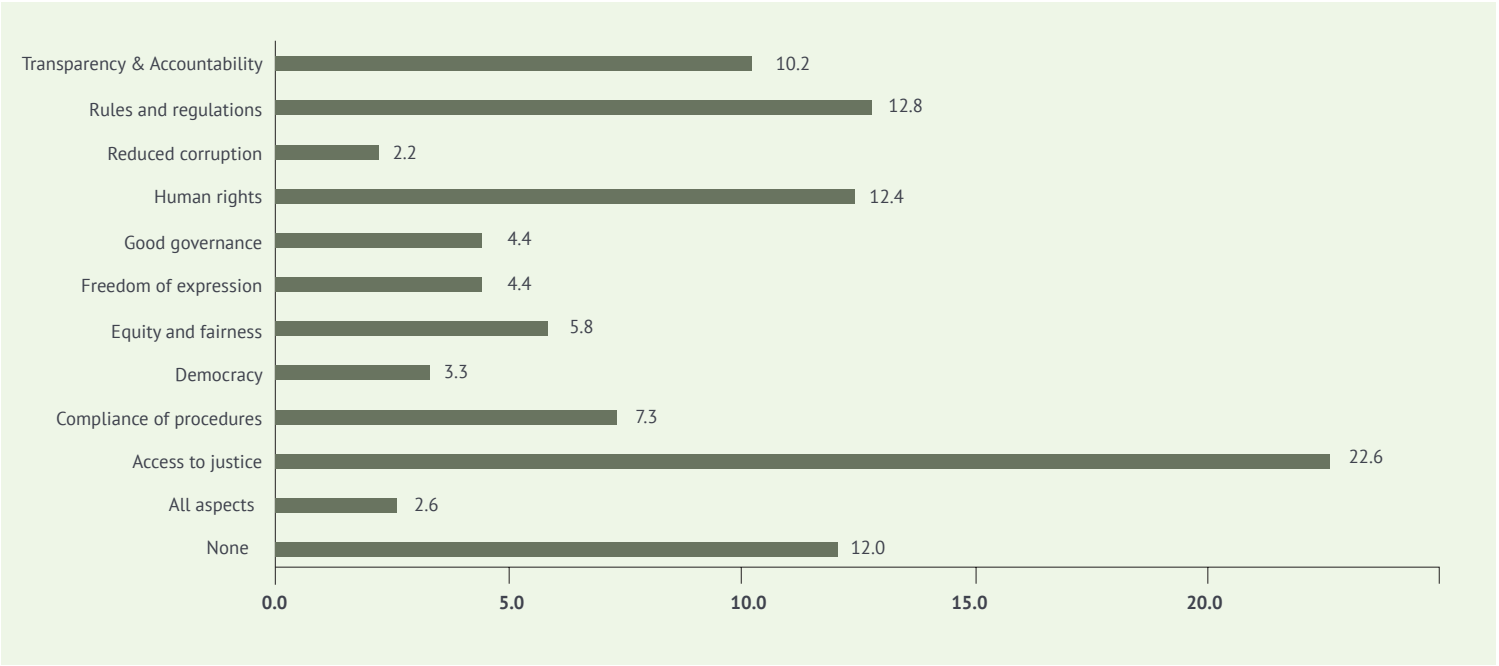
d. Appointment of Ethics Tribunal Members by the President of the United Republic of Tanzania in 2009 under section 26(1) of the Public Leadership Code of Ethics Act No. 13 of 1995 to enforce the code.

3.3.1. Key achievements

There were about ten areas of interventions that were targeted for improvement as part of improving governance in the country.

The best five targeted areas for improved governance that were scored as most impressively performed during the last 22 years were access to justice, which was an appreciation of the way courts of law had made some improvements in handling cases (22.6%), enforcement of rules and regulation (12.3%), which was qualified by some as compliance with procedures (7.3%), protection of human rights (12.4%), and transparency and accountability within public institutions (10.2%) (Figure 13).

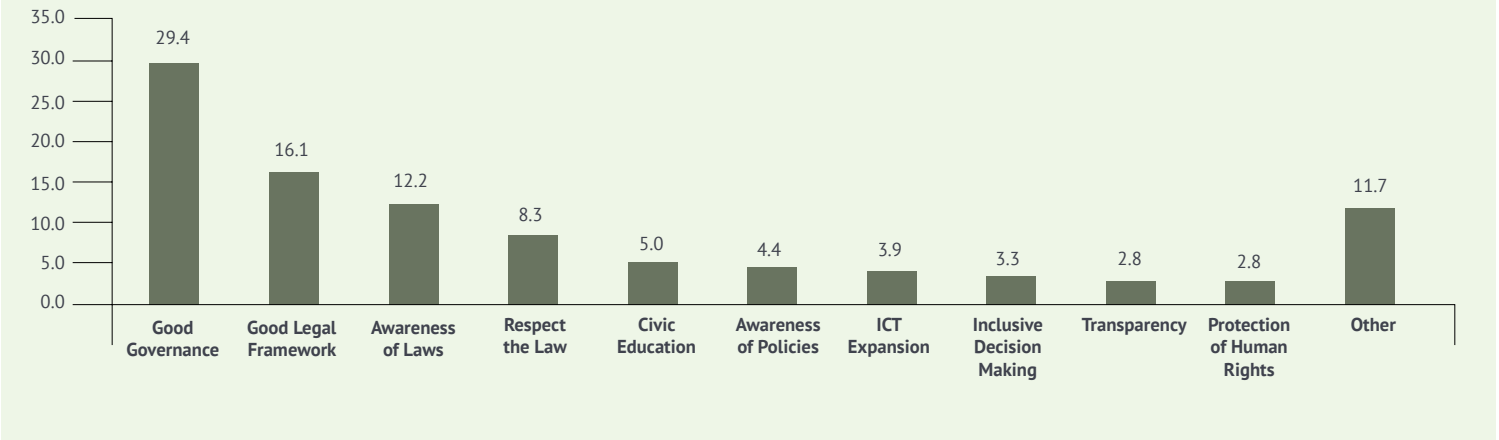
Figure 13: Target areas scored (%) by key informants as most impressively performed (N=187)



Source: *Field data 2023*

The leading reasons for the performance observed under the goal of improving governance included observed governance practices among public institutions (29.4%), good legal frameworks (16.1%), improved awareness of laws (12.2%), respect of the laws (8.3%) and civic education (5.0%) (Figure 14).

Figure 14: Scores (%) of reasons for the observed successes in improved governance (N=180)



Source: *Field data 2023*

Target 1: Moral and cultural uprightness

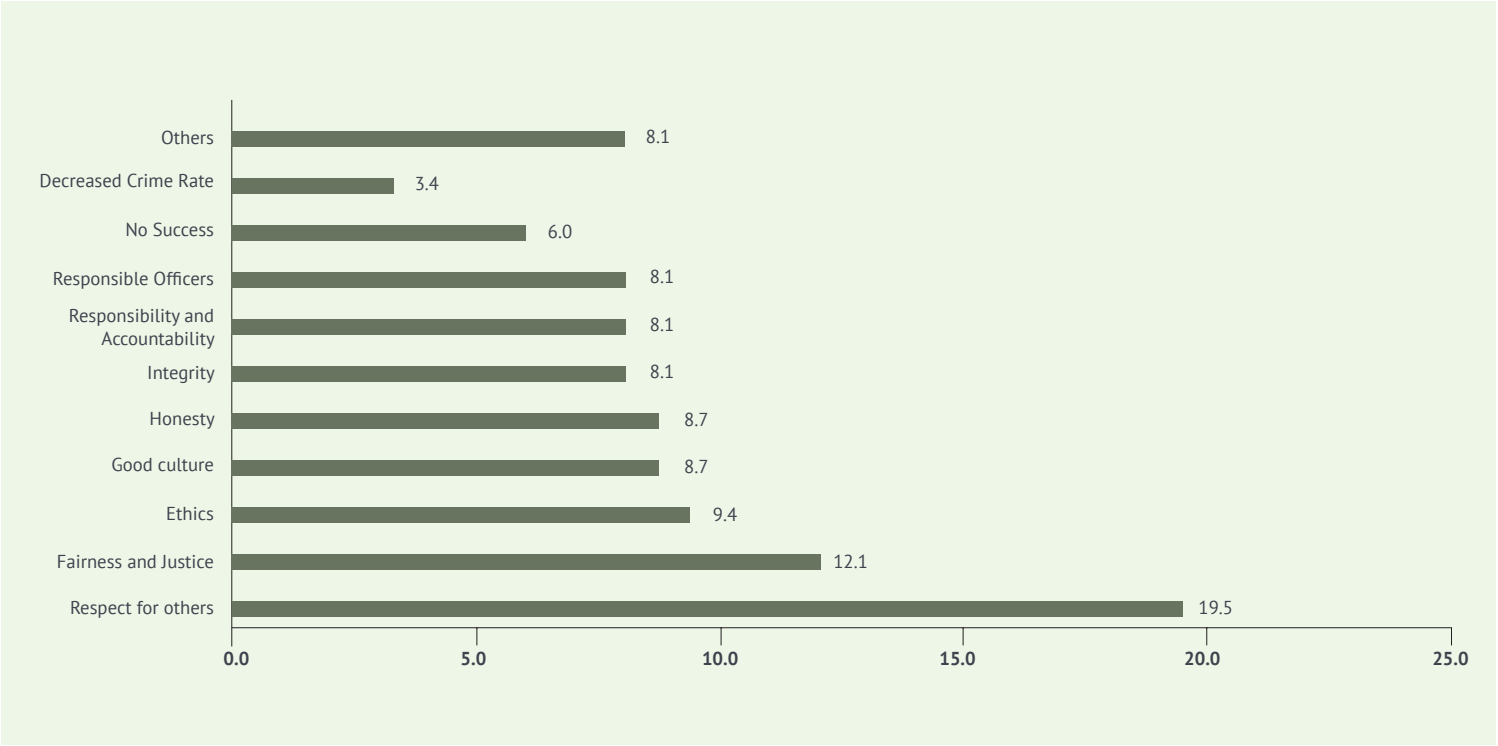
TDV 2025 envisaged a country whose citizens observe acceptable moral and cultural values, notwithstanding the dynamism associated with these two metrics. The Vision document referred to culture as "a people's way of life," i.e., the perception and manner of doing things that not only identifies a people but also sets particular standards of moral behavior and self-esteem necessary for a decent socio-economic survival and development of a society" (Planning Commission 2000: p.61[22]). It goes on to say that "the parameters for defining a people's culture are constructed from a society's vision of what constitutes an ideally decent socio-economic structure for its survival. The members of society are then expected to lead a life that strives to make that vision a reality". It was emphasized that "people must be in the right frame of mind. They must espouse the required beliefs, morals, ethics, values, and attitudes in order to participate effectively and meaningfully in the socio-economic processes for development" (ibid). There was public concern in 1999 when collecting views that traditional societal values were fast being eroded through the influence of mass media and interactions with foreigners visiting the country. The authors of TDV2025 Composite Development Goals (CGs) observed in 2000 that "It is not clear what constitutes a Tanzanian way of life. Because of the vacuum, there is utter chaos. The youth are busy adapting to Western culture, Arab culture, or other foreign cultures. The youth, often with the assistance of parents, are diligently cramming the American race-hate rap, smoking dope, or flying the Union Jack, the French, Canadian and American flags and even the Nazi Swastika. Religious fanaticism (both Christian and Islam) is keeping hundreds of people, especially the unemployed, youth and women, in churches and mosques for many hours. These people are now looking up to heaven for miracles as solutions to their socio-economic problems" (Planning Commission, 2000: p.62).

It was not easy to assess the extent to which Tanzanians have remained faithful to their traditional morals and culture over the last 22 years. However, in dealing with mass media's influence on societal morals and values, some measures were taken to establish a self-vetting standard code of ethics for media professionals and a code of ethics for broadcasters, and the joint support by the Media Council of Tanzania (MCT) and the Government. Media houses have tried to disseminate locally made content in music, drama, and movies, contrary to the situation in 1999 when the drafters of TDV2025 lamented mass media's negative influence.

The opinions of interviewed stakeholders, however, provided some clues on areas that appear to have impressed them the most. Areas that had the highest scores included respect for each other (19.5%) and fairness and justice (12.1%). Integrity (8.1%), honesty (8.7%), and ethics (9.4%) were mentioned individually, and so if joined, they constitute a combined score of 26.2 percent. On the other hand, the responses for "responsible officers" (8.1%) and for "responsibility and accountability" (8.1%) bring a combined score of 16.2 percent (Figure 15).

22 TDV2025 Composite Goals (CG), Section 2.4 pg.61.

Figure 15: Scores (%) of areas that were impressively implemented and achieved.



Source: *Field data 2023*

Dealing with Drug Abuse

Tanzania has been facing an increase in drug abuse and trafficking problems. To fight this problem, the government of the United Republic of Tanzania has taken different measures by involving various stakeholders to address drug problems in the country.

The Drug and Prevention of Illicit Traffic in Drug Act Cap 95 was enacted in 1995 and established the Drug Control Commission (DCC) with the responsibility of defining, promoting, and coordinating drug control activities in the country. The DCC was replaced by the Drugs Control and Enforcement Authority (DCEA) in 2017 based on the Drug Control and Enforcement Act No. 5 of 2015, which provided more powers to powers to conduct investigation, arrest, search, and seizure as part of its core mandates provided instruments to promote, coordinate and implement all measures geared towards control of drugs, drug abuse and trafficking in drugs.[23]

23 Section 4(1) of the Drug Control and Enforcement Act No 5 of 2015.

Table 19: Number of Persons Arrested for Illicit Drugs Trafficking and Among of Drugs

Indicator	Target Set for 2025	Baseline 2000	Status	Status in 2010	Status in 2015/16	Status in 2020/21	Status in 2022/23	Approximated Status in 2025
Arrested drugs Cocaine (Kg)		2.104	0.362	[128]	17.788	0.811	1.7	
Accused person (Cocaine)		05	20	30	281	100		Increasing trend
Arrested drugs Heroin (Kg)		5.322	9.9	264.26	64.752	1,124.52	254.7	Increasing trend
Accuses person (Heroin)		200	269	20	474	588		Increasing trend
Arrested drugs (Mirungi) Tons		1,415.1	1,122	102	16,599	10.93	15.2	Decreasing trend
Accused person (Mirungi)		265	289	100	1,780	9,484		Increasing trend
Arrested drugs (Bangi) tons		24.9	150.5	17.3	22.0136	22.74	12,869	Increasing trend
Accused person Bangi		4,431	3,949	39	13,275	1,395		

Source: *(a) Taarifa ya Hali ya Dawa za Kulevya ya Mwaka 2021, Mamlaka ya Kudhibiti na Kupambana na Dawa za Kulevya. www.dcea.go.tz ; (b) Taarifa ya Hali ya Dawa za Kulevya ya Mwaka 2015, Tume ya Kuratibu Udhibiti wa Dawa za Kulevya, Ofisi ya Waziri Mkuu. www.dcea.go.tz*

Establishment of Rehabilitation Centers

Through DCEA, more than 42 Rehabilitation Centers (sober houses) have been established in Tanzania aimed to provide special treatments for drug users have worked in different regions, including Dar es Salaam, Dodoma, Tanga, Kilimanjaro, Morogoro, Iringa, Mwanza, Kagera, Pwani and Arusha.

There have been efforts to deal with those supplying illicit drugs by arresting and taking them to courts of law for conviction, as shown in Table 19.

Divorce Rate

The status of divorce rate registered by RITA has increased[24] from 42 in 2011, 150 in 2015, and then 303 in 2020/21. The number of divorces has

24 Hotuba ya Waziri wa katiba na sheria, Mheshimiwa Dk Damas Daniel Ndumbaro (Mb), wakati akiwasilisha bungeni makadirio ya mapato na matumizi ya wizara kwa mwaka wa fedha 2022/2023. Pg 22. Accessed at www.parliament.go.tz

also been on the increase taking note that this is an iceberg of a more significant problem because most of them happen without officially reporting to the authorities. This increasing trend, based on official records, is an indication of an underlying crisis in the stability of the family unit as the basis for national unity.

Target 2: Adherence and Respect to the Rule of Law

In ensuring that Tanzanians build a sustainable culture of adherence and respect to the rule of law, several measures were taken aimed at (a) strengthening the judicial system to enable it to dispense justice to citizens fairly, (b) building the capacity of law enforcement agencies and their staff; (c) strengthening the legal framework through amendments of existing legislations; (c) creating public awareness on their rights and responsibilities in adherence and respecting established laws.

According to the World Justice Report (see Table 18), the country has improved tremendously in its endeavor to dispense justice to citizens. This success has been due to several measures that have been undertaken over the past 22 years. They include: (i) the Community Service Act, No.6 of 2002 Cap. 291, which was enacted as early as 2002 to provide for community service in lieu of prison sentence as an attempt to decongest the prisons, (ii) enacted the National Prosecution Service Act in 2008, thereby separating investigation and prosecution as they were before, (iii) created specialized courts by having three new divisions – Land Division (2002), Commercial Division (1999) and Corruption and Economic Crimes Division (2016); (iv) In 2014, the Chief Justice promulgated the Legal Aid (Criminal Proceedings) Rules, which have widened the threshold for legal aid eligibility, (v) continuously provided human resources to the judiciary. The number of judges of higher courts, for example, has increased exponentially in the last ten years, including 50 of them appointed during the last two years. The appointment included more women high court judges, (vi) modernization of the judiciary involved the digitization of court procedures and adopting in 2016 a policy of "Zero Case Backlog". Through this, every Judge and Magistrate is assigned a minimum number of cases to be finalized within a year; and (vii) among the ongoing initiatives is ensuring mobile court services, started in 2019, cover all districts. The report by the Commission established in January 2023 to Investigate Tanzania's Criminal Justice System will further improve the administration of the rule of law. The outcome of these measures is reflected in the decline in criminal cases, as shown in Table 20. The trend was fastest during the 5th Phase of government in nearly all aspects of crime. If this trend picks up under the 6th Phase government, then Tanzania will be heading to a low-level criminal activity category and improving her ranking in the global league.

Table 20: Number of Offenses Reported by Type, Tanzania, 2016 – 2020

Offense	2016	2017	2018	2019	2020
Against Person					
Murder	3,318	3,026	2,655	2,619	2,225
Rape	7,645	8,039	7,617	7,837	7,263
Un-natural Offense	1,202	1,184	1,201	1,483	1,205
Child Stealing	170	129	113	89	84
Child Desertion	159	142	112	148	153
Defilement	18	26	34	29	52
Human Trafficking	55	32	27	18	19
Related to Property					
Theft of Arms	33	28	35	15	17
Robbery on Highway	29	55	1	0	0
Armed Robbery	726	574	438	405	297
Robbery with Violence	3,945	2,796	2,117	2,122	1,482
Theft of Motorcycle	5,633	5,077	5,236	4,802	4,823
Theft of motor vehicles	452	267	228	184	175
Livestock theft	5,106	4,908	4,203	4,097	3,707
Arson cases	1,962	1,439	1,137	975	982
Financial Crimes	1,990	1,640	1,303	1,218	905
Against State Security and Public Tranquility					
Unlawful Possession of Firearms	472	365	349	303	169
Illicit Drugs	679	902	702	502	429

Offense	2016	2017	2018	2019	2020
Government trophies	1,087	1,034	922	1,014	728
Smuggling	246	233	308	684	332
Illicit local liquor	6,977	6,890	6432	5,611	4,602
Undeclared. possession of bombs	15	8	2	1	0
Illegal Fishing	149	141	525	145	23
Illegal Immigrant	1,221	1,164	1,134	1,038	862

Source: *(URT, 2020 Tanzania in Figures (Dodoma: National Bureau of Statistics)*

Table 21: Tanzania's Scores for the Indicators of Rule of Law as per the World Justice Project, MCC and World Bank

Indicator of Rule of Law	Year												
	2002	2005	2007	2010	2013	2015	2016	2017	2018	2019	2020	2021	2022
Constraints on Government Power							0.52	0.52	0.52	0.52	0.51	0.51	0.51
Control of Corruption	0.14	0.09	0.31	0.32	0.04	0.37	0.39	0.40	0.40	0.42	0.42	0.42	0.41
Open Government						0.51	0.39	0.38	0.38	0.38	0.38	0.37	0.37
Fundamental rights	0.36	0.36	0.36	0.36	0.35	0.51	0.48	0.48	0.48	0.45	0.43	0.43	0.43
Order and Security						0.58	0.64	0.67	0.67	0.69	0.69	0.69	0.69
Regulatory Enforcement	0.20	0.35	0.37	0.36	0.43	0.43	0.42	0.40	0.40	0.43	0.44	0.44	0.43
Criminal Justice						0.37	0.41	0.39	0.39	0.38	0.38	0.38	0.37

Source: *https://worldjusticeproject.org/rule-of-law-index/global/Tanzania.*

Other areas that Tanzania has also done well over time in creating a society governed by the rule of law has been:

a. Smooth transition of national leaders under multi-party elections: Among the hallmarks of Tanzania's political leadership has been successful and peaceful conducting of general elections involving national leaders since the late Mwalimu Julius K. Nyerere stepped down after the election of the Second Phase (1985-1995) President H.E. Ali Hassan Mwinyi, who was democratically succeeded by the Third Phase (1995-2005) President H.E Late Benjamini William Mkapa. He was democratically replaced by the Fourth Phase (2005-2015) President H.E Jakaya Mrisho Kikwete, before the coming in of the Fifth Phae (2015-2021) President H.E late John Pombe Joseph Magufuli. A test on the maturity of the country's democratic system came when President Magufuli died in 2021 and the succession rule regarding the Presidential Running-mate was applied and therefore the Vice President automatically took over as the Sixth Phase (2021 to 2025). President: H.E Samia Suluhu Hassans became the first female president, not only in Tanzania, but in the whole of East Africa. The country has also been conducting peaceful elections for Members of Parliament, Councilors along with Local Authorities Elections for every five years also justifies the respect and compliance to rule of law.

b. Building the capacity of regulatory enforcement agencies and their staff: In dealing with regulatory enforcement, the government established dedicated agencies in each critical sector responsible for stakeholders' compliance with laid down rules and regulations, thus creating a well-functioning society and trust in government. These include, among others, EWURA (energy and water sector), TMDA (medicine and medical equipment), TBS (standards of goods and machinery), TCAA (aviation safety standards), and LATRA (surface transportation). According to the World Justice Report, Tanzania's index on regulatory enforcement improved by 100 percent, rising from 0.20 in 2002 to 0.43 in 2020 (see Table 21).

c. The Human Fundamental Rights Index improved from 0.36 in 2002 to 0.43 in 2022.

d. More efforts are needed to build a country governed by the rule of law. This is because Tanzania's score in the World Justice Project is 0.46, which is less than 50 percent. This may not come as a surprise because there have been considerable violations of the rule of law by different actors – from individual citizens to state apparatuses. Below is a sample list of lapses that might have contributed to tarnishing the country's rule of law image:

   - Incipient lawlessness: there are actions which indicate society's drive towards lawlessness. These include the apparently seen as innocuous actions like crossing the red lights while driving to much more serious actions like mob justice.
   - The persecution of people with albinism, many of whom were killed for their body parts allegedly

required by witch doctors; there was also the violence against and killing of elderly women alleging they were witches in some regions of Tanzania. 2009 Legal and Human Rights Centre report claims for five years, between 2004 and 2009, there was a total of 2,585 killings of older women in eight regions.

- Newspaper reports of unexplained abductions, killings, and disappearances of citizens.
- The shooting of a legislator during a parliamentary session break in Dodoma in broad daylight in 2017.
- The cases of the Executive not implementing Court decisions flouting the principle of separation of powers among the three pillars of government.
- The international community's perception is that there are forced evictions of people from their traditional lands, purportedly to release land for development purposes, as was the case in Loliondo in 2023.
- Corruption in public procurement, involving mega scandals such as in the Independent Power Tanzania Limited (IPTL), BoT Twin Towers, Alex Stewart Assayers, Meremeta Limited, Mchuchuma mine, Loliondo Hunting Blocks, and lately, the over-invoicing in the purchase of a government aircraft.

Target 3: Absence of corruption and other vices

The establishment of watchdog and oversight institutions (WOIs) and successive phases of implementation of the National Anti-corruption Strategic Action Plan (NACSAP) have yielded some positive results in reducing corruption, as per evidence provided by surveys undertaken by national and international institutions. Among the prominent WOIs are the President's Office, the State House (Good Governance and Reforms Coordination Division (PO-GGRD), the Prevention and Combating of Corruption Bureau (PCCB), the Ethics Secretariat (ES), the President's Office – Public Service Management and Good Governance (PO-PSM&GG), the Law Reform Commission (LRC), Parliament, the Attorney General's Chambers (AGC), Judiciary, Prevention and Combating of Corruption Bureau (PCCB), Tanzania TRA, CAG, Tanzania Police, and PPRA, among others.

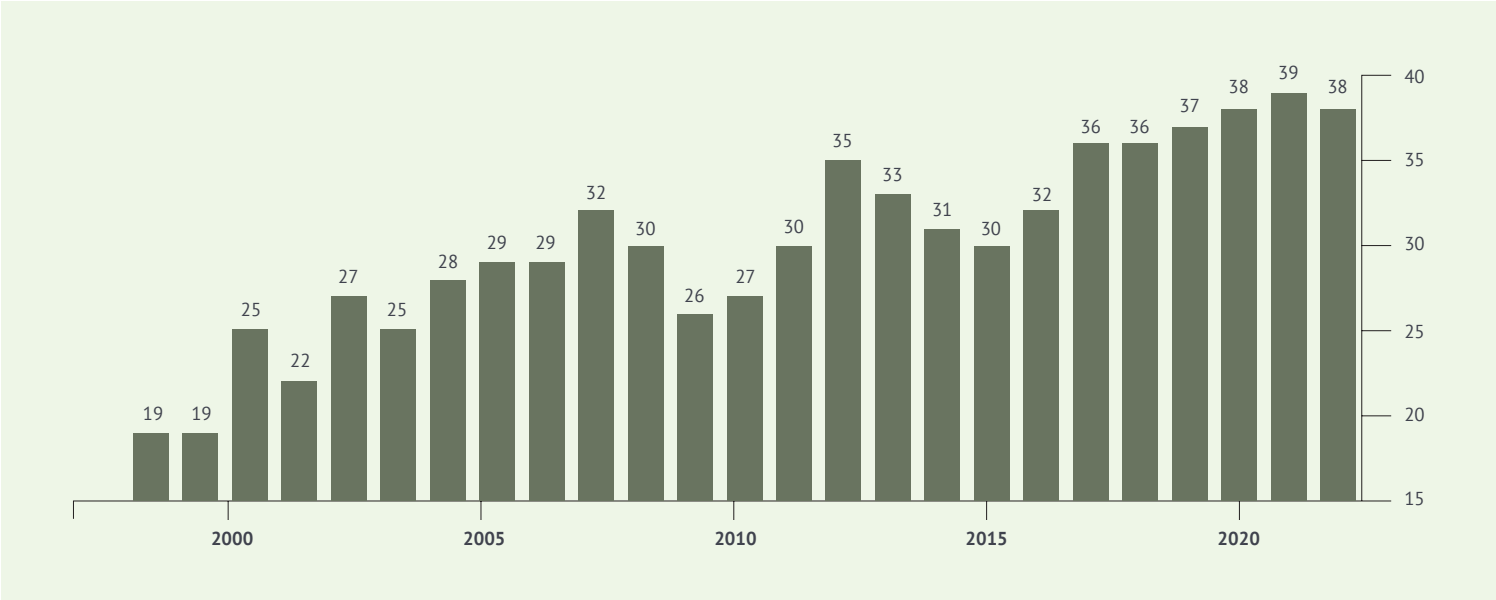
The lead WOIs, reducing corruption is PCCB, were established under section 5 (1) of the Prevention and Combating of Corruption Act No.11/2007. The President's office-GGRD coordinated the implementation of NACSAP, which complements the country's reform programs such as the Public Service Reform Program (PSRP), Public Finance Management Reform Program (PFMRP), Financial Sector Reform Program (FSRP), Legal Sector Reform Program (LSRP); and Local Government Reform Program (LGRP). Others were Business Environment Strengthening for Tanzania (BEST) and the National Strategy for Growth and Reduction of Poverty (NSGRP 2005 - 2010). In the same way, NACSAP engendered the enactment of the Anti-Money Laundering Act and the subsequent creation of the Financial Intelligence Unit (FIU), review of the Anti-Corruption Act, Public Leadership Code of Ethics Act and Public Procurement Act. Also, the ratification and domestication of the SADC Anti-Corruption Protocol and the UNCAC came along with the establishment of oversight institutions such as the CHRAGG, Public Audit Act No. 11 of 2008, e-Government Agency (2012), the use increased of ICT and the PPRA (2004, RE 2011).

The last public perception survey by PCCB on National Governance and Corruption in 2020 revealed that although the list of institutions perceived by the public as the most corrupt remained almost the same (e.g., law enforcement (ranked first), justice dispensation (ranked third), health service provision (ranked second) and tax administration (ranked fourth), there was a perception that they had somehow improved in offering services and therefore reduced levels of corruption compared to a similar previous survey in 2009. The business community, on its own, ranked tax administration as the second most corrupt segment of public service delivery. On average, the level of corruption was perceived as lessening by 78 percent of respondents: public officials (78%), households (77%), and enterprises (80%). Other research organizations that have indicated the downward trend include the World Justice Project whose data show that Tanzania has improved her score from 0.37 in 2015 to 0.42 in 2021 but went down to 0.41 in 2023. Afrobarometer (rounds 7 and 8) also show a downtrend. Earlier surveys in 2014 showed that most respondents – 67 percent – felt that corruption had increased in the last 12 months. Only 13 percent felt that it had decreased. But in the 7th round in 2017, 72 percent of respondents believed corruption was decreasing; only 10 percent thought it was increasing. A government's own sponsored survey by the PO-PSM & GG showed that corruption was on a downward trend moving from 67 percent in 2014 to 44 percent in 2017 (URT, 2022).

In terms of governance and institutional accountability, 90.5 percent of respondents indicated that the level of accountability was high among institutions. About 81 percent of MDAs had Client Service Charters (CSCs) and believed that they had been instrumental in improving services to the clients.

International comparisons indicate that Tanzania is somewhere in the middle of the range, as shown in Figure 15 below, as per Transparency International, in the fight against corruption. Overall, there has been significant improvement when looked at from the time the TDV 2025 was prepared. In 2000, the score was 25 out of 100, and in 2021, it was 39 out of 100.

Figure 16: Transparency International Scores in the Fight against Corruption in Tanzania



Source: *Transparency International/ Tradingeconomics.com*

Likewise, the World Justice Report indicates that Tanzania's index on fighting corruption had quadrupled from 0.12 in 2002 to 0.41 in 2022 (Table 21). In that ranking, the country was ranked 98 out of 140 countries in the absence of corruption, with a score of 0.46, outshining Kenya (with a 0.45 score and ranked 104th), DR Congo (with a 0.34 score and ranked 137). Countries in Africa that did better than Tanzania included Rwanda (scored 0.63 and ranked 42nd), South Africa (0.58 score and ranked 54th) and Botswana (0.59 and ranked 51st).

Tanzania's PCCA No. 11/2007 has established the mechanism for cooperation with relevant international and regional organizations in the prevention and combating corruption. Moreover, Tanzania participates in several international and regional anti-corruption initiatives, projects, and programs. Tanzania is a member of the following international and regional organizations such as the International Association of Anti-Corruption Authorities (IAACA); the African Union Advisory Board on Corruption, which is an autonomous organ established within the African Union (AU) in terms of Article 22 of the African Union Convention on Preventing and Combating Corruption; the Commonwealth Association of Anti-Corruption Agencies; SADC Anti-Corruption Committee (SACC) (formed in Kinshasa in 2015); The East African Association of Anti-Corruption Authorities (EAAACA); and International Corruption Hunters' Network.

Voice and accountability are essential elements of good governance. Several laws have been enacted in the country to improve accountability. They include the National Elections (Presidential and Parliamentary Elections) Regulations, 2020, The National Election Act (Cap 343 R.E 2015), The Political Parties Act (Cap 258 R.E 2019), The Local Authorities (Elections) Act, (Cap 292 R.E 2019), The Elections Expenses Act (Cap 278 R.E 2019). A number of regulations and rules have been promulgated to ensure smooth implementation of the principal legislations. Notables are the following: the National Elections (Presidential and Parliamentary Elections) Regulations, 2015; the Election Expenses Regulations, 2010; the National Elections (Election Petition) Rules, 2010, with the subsequent amendments in 2012 vide the National Elections (Election Petitions) (Amendment) Rules, 2012; the Local Authorities (Election Petitions) Rules, 2010; and the Local Authorities (Councilors Elections) Regulations, 2015.

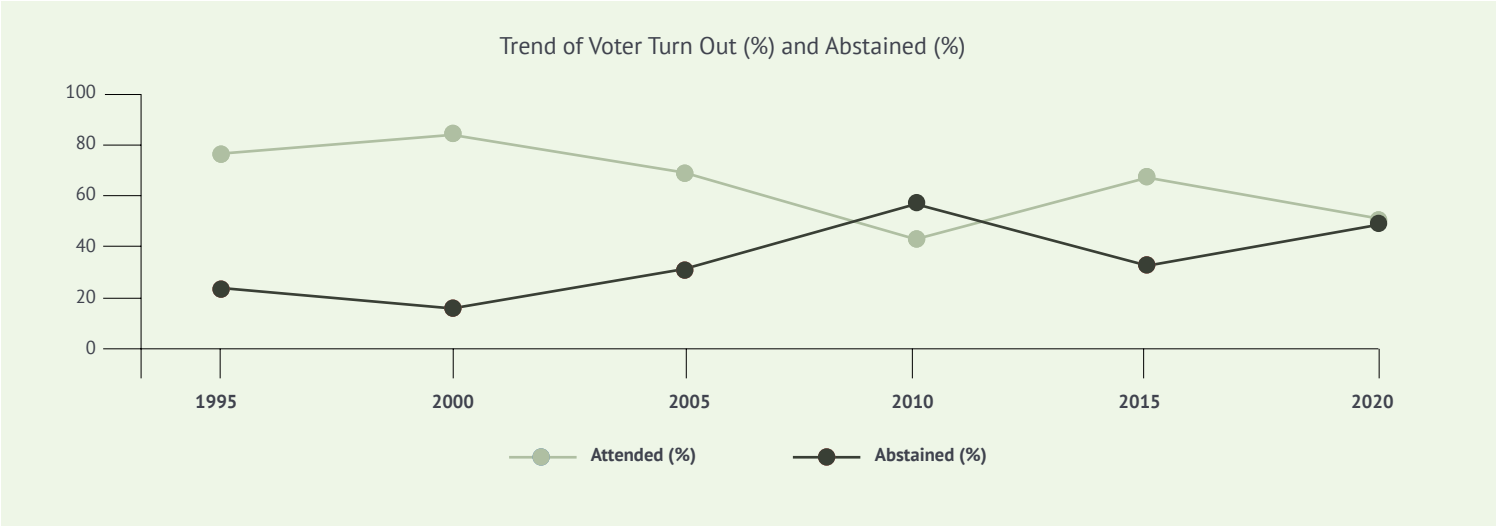
Undertaking Accountability programs, including Open Government Partnership (OGP) that enhances transparency, accountability, and openness in the conduct of Government business; African Peer Review Mechanism (APRM) that requires the government's self-assessment to governance practices and entrenching Decentralization by Devolution (D by D) across the government with a view to empowering the public.

The Electoral Commission has managed to supervise and coordinate the registration of voters in presidential and parliamentary elections, conduct the election, review the boundaries, and demarcate the United Republic into various areas for parliamentary elections, etc.[25]. The register of voters has registered Tanzanians, increasing from 8.93 million in 1995 to 29.1 in 2020, and participating in elections, increasing from 76.7 percent voter turn-out in 1995 to 84.4 percent in 2000, but later decreasing to 67.34 percent in 2015 and 50.72 percent in 2020) (NEC,2023)[26] (Figure 17). There are signs of increasing voter apathy in successive elections since the 2005 election, a matter worth taking note of by the relevant authorities.

25 See article 74(6) of the United Republic of Tanzania as amended from time to time.

26 ww.nec.go.tz

Figure 17: Trend of Citizens Turning Out to Vote for Leaders



Source: *NEC*

In ensuring government effectiveness, the enactment of the Public Audit Act No. 11 of 2008 strengthened the oversight functions of the Controller and Auditor General (CAG) over public finance management as in charge of the National Audit Office (NAO). The CAG's independence is enshrined in the Constitution of the United Republic of Tanzania of 1977. There have also been deliberate moves to strengthen public procurement functions through the Public Procurement Regulatory Authority (PPRA), which was established under the Public Procurement Act No. 21 of 2004 for the purpose of overseeing public procurement processes and strengthening procurement functions. The e-Government Agency (e-GA) was established in 2012 to facilitate other government institutions to install and customize the usage of ICT-related services, including instituting an anti-corruption text message campaign and establishing conflict resolutions. From 2020, e-GA is an authority that has already overseen the crafting of different online digital platforms, including those for budgeting (e.g., SBAS, Plan Rep, HCMIS, IFMS), bill payments (water, electricity, fees. charges), Registration (job application, school/college), Revenue Collection (POS, EFD) and in the procurement process (TANePS). Others include GIMIS, MUVU, TeSWS, e-Parliament, e-Ticketing and Cargo System, HCMIS, MAJIIS, GePG, e-Vibali, ERMS, e-Mikutano, GovESB, MGov, e-Barua/GMS, e-Mrejesho etc. These systems minimize unnecessary costs and corrupt practices, save time, safeguard security, and fasten processes and procedures.

Political Stability and Absence of Violence

Multiparty System

In May 1992, Tanzania transitioned from single-party rule to a multiparty system, and in October 1995, elections for the president and members of parliament were conducted for the first time under this multiparty system. Under the period of TDV 2025, Tanzania is one of the most politically stable countries among the countries of Africa.

Diplomatic Relations

Diplomatically, since 2001, Tanzania, along with Kenya and Uganda, have comprised the East African Community (EAC). In striving to strengthen regional cooperation, it entered an EAC Customs Union that came into effect beginning in January 2005. Furthermore, it served as the chair country for the SADC for the year 2003. As an important member, Tanzania played the important role of a mediator in Eastern and Southern Africa. It also displays diplomatic leadership aimed at achieving peace in Burundi and the DRC to stabilize the Great Lakes region as a whole[27].

Target 4: Learning Society

The Well Educated and Learning Society target envisioned Tanzania as a nation whose people are ingrained with a developmental mindset and competitive spirit. Accordingly, these attributes require education and knowledge to critically enable the nation to effectively utilize knowledge in mobilizing domestic resources to ensure the provision of people's basic needs and to attain competitiveness in the regional and global economy.

Continuous learning was done at three levels: (a) at the individual level, Tanzanians sought to acquire requisite skills and knowledge to be able to explore and benefit from the development opportunities in the competitive labor market; (b) at firm or enterprise level, and (c) at the government level, learning in terms of best practices, success, lessons learned–what worked well and what did not work well (challenges) were well integrated in designing and planning to inform implementation of the various interventions related to the TDV2025.

In addition, the efforts toward achieving a well-educated and learning society target included the transition from rote to competency-based learning. Tanzania started to implement the competence-based curriculum in 2005. As such, most teachers show a positive attitude toward the paradigm shift from a content-based curriculum to a competency-based curriculum. In general, the transition from rote to competency-based learning has had some impact in equipping skills and confidence among the young population who are exploiting employment potential in both farming and off-farm activities.

According to stakeholder views, aspects that were scored highest to have contributed to a learning society included the use of ICT, which has supported the use of online platforms (15.1%), including the use of conventional and online TV (11%); and increased literacy levels in the society- which in essence has been contributed by increased schooling enrollment rates, improved education sector and provision of free schooling (Figure 18).



15.1%

Percentage of ICT usage to support online platforms

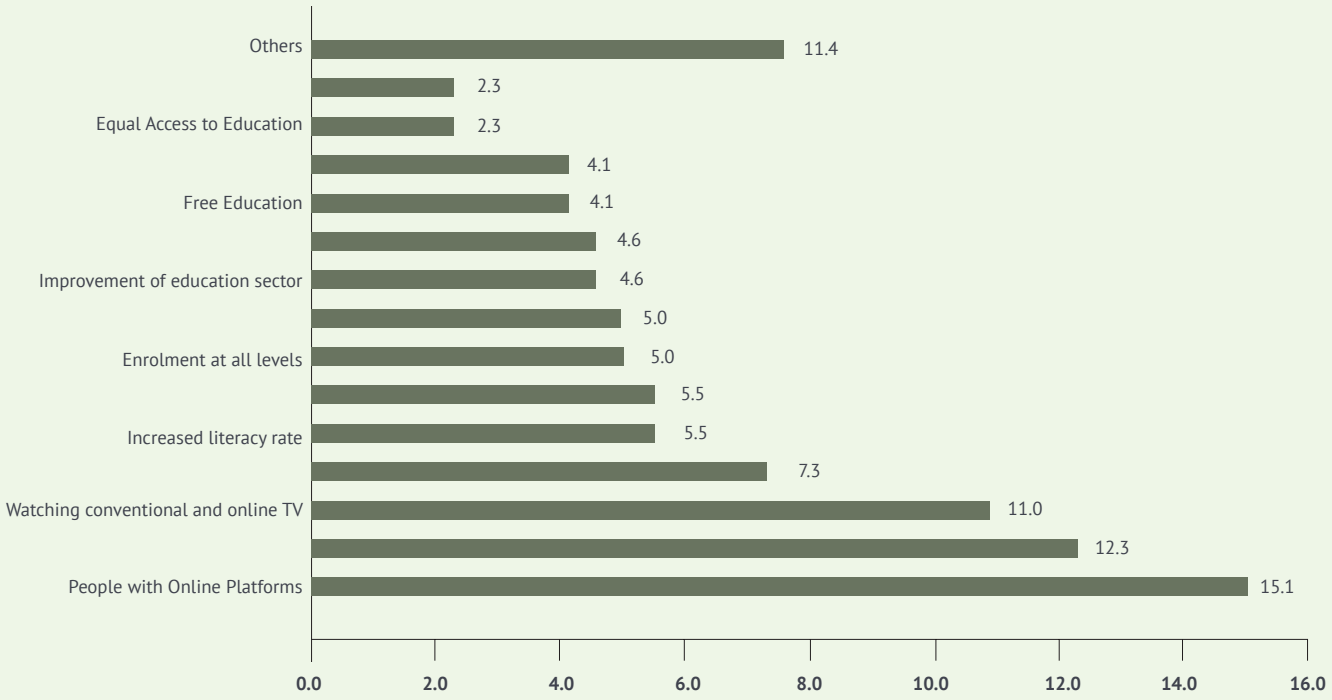


11%

use of conventional and online TV

27 Fukushi, E. The Social and Political Environmental in Tanzania; Background to the project, at pg. 1

Figure 18: Scores of aspects (%) that have contributed to building a learning society (N=187)



Source: *Field data 2023*

Leaning at Personal Level

Overall, Tanzania has made good progress towards the Well Educated and Learning Society target. According to the TDV 2025 evaluation findings, there are a lot of achievements in the formal education system. For example, in 2021, Tanzania had 18,553 primary schools with 10.9 million pupils, 5,280 secondary schools with 2.3 million students, and 49 universities with 240,523 university students in 2022. This aspect is corroborated by the stakeholder responses shown in Figure 18, which stresses the aspect of education in encouraging a learning society. As such, these figures are far from the baseline figures in 2000 when TDV 2025 implementation started, where, for example, the University of Dar es Salaam and Sokoine University of Agriculture (SUA) were the only full-fledged universities in Tanzania in 2000. As for CSEE school and private candidates in 2009, there were 168,914 and 55,942 candidates, respectively, which were 198 percent and 141 percent increments compared to the CSEE data in 2005.

In 2000, there were hardly any social media platforms. However, today, Tanzania is among the top countries in Africa with many social media users. As such, there are approximately 9.9 million WhatsApp users, 6 million Facebook users, 3.15 million YouTube users, and 594,800 Twitter (X) users in Tanzania. In 2022, the daily users of social media were as follows: Video streaming platform YouTube 2,846,839 users daily, Instagram

2,610,509, Tik Tok 1,601,392. Other platforms and their average daily usage include SnapChat (1,040,042), Skype (573,971), Imo (333,976), and Telegram (266,035), as per October 2022 data. The above statistics suggest that Tanzanians are massively exploring learning opportunities through social media.

This fact was echoed by many respondents of the TDV 2025 evaluation who say that today, Tanzanians demand knowledge through several means, a culture which has partly been promoted by TDV 2025. Tanzania has made significant steps in formal education from elementary schools up to universities since there are a lot of schools, colleges, and universities constructed during the period of TDV2025. Also, the respondents underscore the role of free education policy from kindergarten up to advanced level secondary school as a key milestone that has invigorated Tanzania as a learning society.

Learning at Firm Level

At the firm level, they supported government efforts through contributions to the skills development level, mostly used for expanding training for vocational education (spearheaded by VETA and some privately owned colleges). However, there is no formal data to show that firms had consistently supported their employees to pursue further knowledge and skills once employed, except for public servants who tended to benefit from government-sponsored overseas scholarships.

Learning with Public Institutions

Within the public sector, learning in terms of best practices, success, and lessons learned – what worked well and what did not work well (challenges) and what was well integrated in designing and planning to inform the implementation of the various interventions related to the TDV2025. This includes documenting some lessons learned. There is plenty of information documented on learning from the various national strategies, projects and programs implemented to achieve the vision. Therefore, learning has been used to inform current and future interventions. Table 22 presents examples of key government documents that have a section on the aspects of learning.

Table 22: Examples of public documents and programs with aspects of learning

No	Document	Section/chapter with aspects of Learning
1	The Tanzania Five Year Development Plan 2011/12-2015/66 (FYDP I)	Review of Vision 2025: Rationale for Reverting to Systematic Planning
2	The Tanzania Five-Year Development Plan 2016/17-2020/21 (FYDP II)	Situation Analysis and Assessment of FYDP I and MKUKUTA II Implementation
3	The Tanzania Five-Year Development Plan 2021/22-2025/26 (FYDP III)	Review of Implementation of The Second National Five-Year Development Plan 2016/17-2020/21
4	Education Sector Development Plan (2016/17 – 2020/21)	Key Achievements and Challenges

No	Document	Section/chapter with aspects of Learning
5	Health Sector Strategic Plan July 2021 – June 2026 (HSSP V)	Emerging Strategic Priorities
6	Agricultural Sector Development Programme Phase II (ASDP II) (2017/2018–2027/2028)	ASDP I - Key Challenges Lessons Learnt from ASDP I
7	The Zanzibar Strategy For Growth and Reduction of Poverty: 2010-2015 (ZSGRP II) MKUZA II	Major Lessons from Cluster I of MKUZA I
8	Zanzibar Development Vision 2050	Building on our past: Vision 2020 A success story

Source: *Author's review of various documents*

3.3.2. Challenges

Target 1: Moral and cultural uprightness

a. The situation has not changed much from what the authors of TDV 2025 Composite Goals in 2000 observed in 1999. Apart from the news, it is difficult to know what the television stations stand for. A large percentage of airtime is devoted to foreign programs of little or no relevance to Tanzania. Cheap western films, Indian films in Hindi and even Arabic language programs beamed directly from Dubai are common features of Tanzania's television. Pop-music and disco shows, commercial dance troupes, Taarab shows are often on the verge of vulgarity" (Planning Commission 2000: section 2.4(a), pg.63).

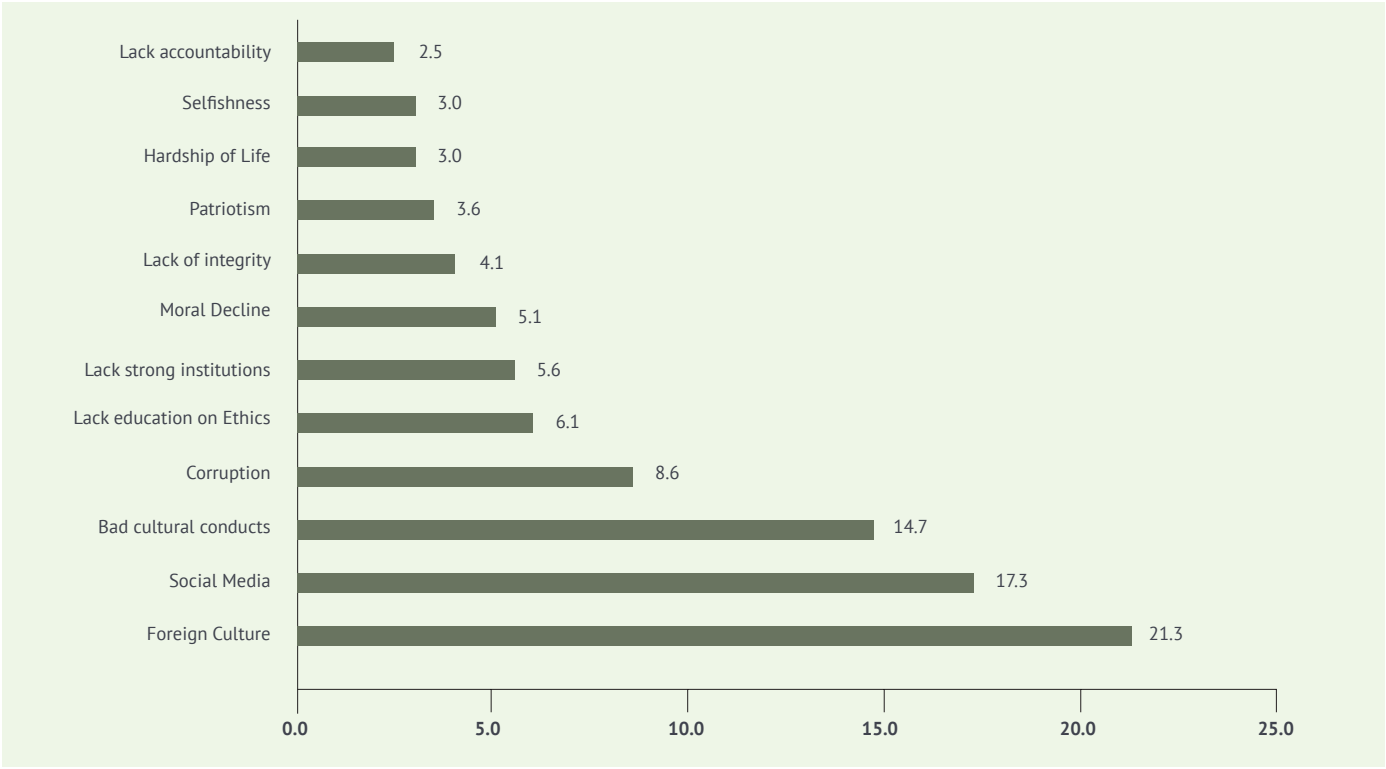
b. As a country, we have not yet succeeded in transforming the mindset of the public on moral and cultural uprightness, particularly on corruption and ethical behavior, and aid dependency syndrome.

c. Through globalization assisted by ICT, our society, especially young people, is highly manipulated and informed by what is observed in social media. Habits and cultures, such as same-sex cohabitation, also considered abnormal even in foreign countries, and that were unimaginable 20 years ago, have penetrated society and are openly discussed as social evils.

d. Technological advancement has also introduced cybercrime, social bullying and conning new vices in society.

The information from the literature above is supported by stakeholders who were of the view that among the leading reasons that contributed to lowering or eroding societal ethics and morals included the influence of foreign culture (21.3%), social media (17.3%), outdated or bad cultural values (14.7%) and corruption (8.6%) (Figure 19).

Figure 19: Scores (%) of factors that contributed to lowering the attainment of upholding moral and cultural uprightness (N=187)

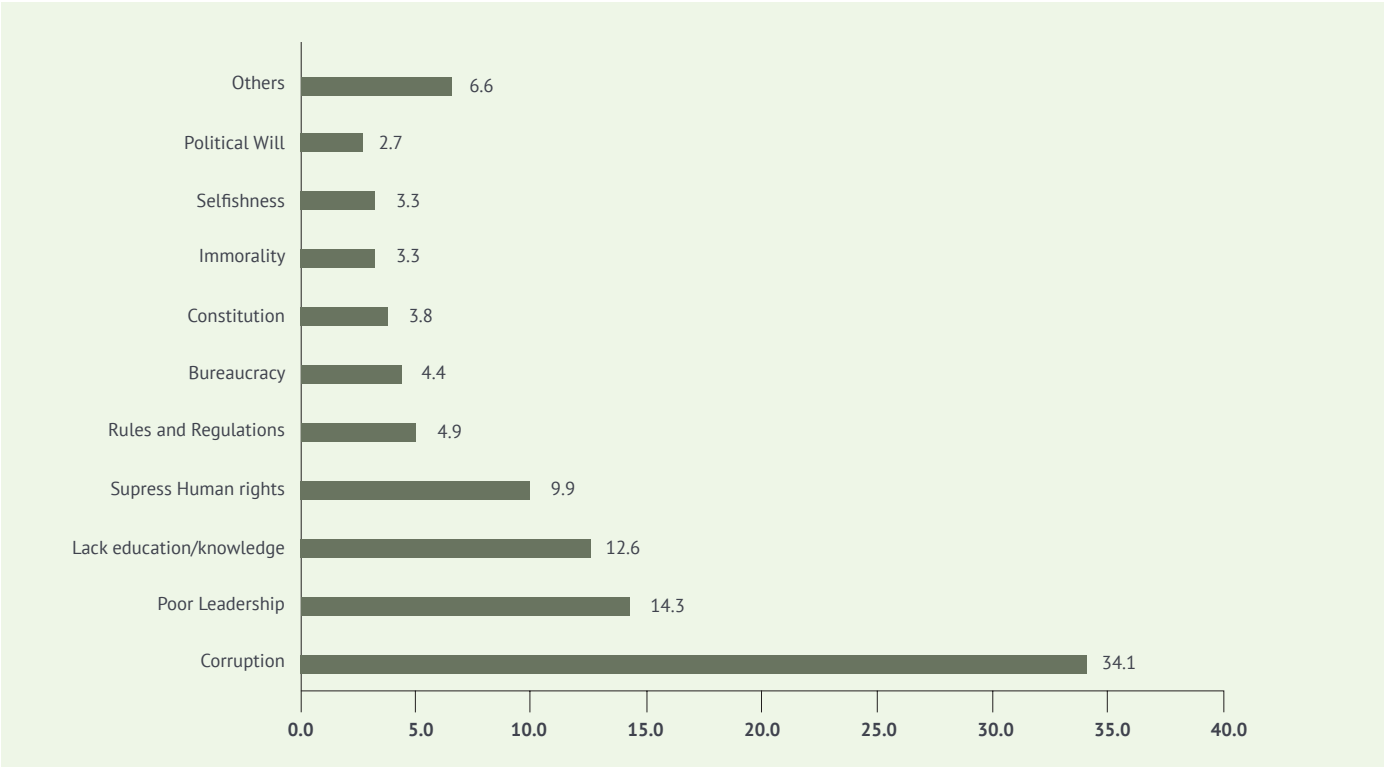


Source: *Fieldwork consultation data*

Target 2-Adherence and respect to the rule of law

According to interviewed stakeholders, the main reasons scored for the under-performance in the target to build a society that adheres to and respects the rule of law include corruption (34.1%), poor leadership (14.3%), lack of knowledge of citizens' rights (9.9%) and suppression of human rights (9.9%) (Figure 19). The reason given as corruption (34.1%) can also be manifested as selfishness (3.3%) and immorality (3.3%), which, if combined, brings to a total score of 40.7 percent.

Figure 20: Scores (%) on main reasons for the less impressive performance of aspect of rule of law (N=187)



Source: *Fieldwork consultation data*

Different reports have also listed the following as the main challenges in promoting the rule of law:

a. Corruption has been an incessant problem in the justice system (also cited by key informants (Figure 19).

b. Lack of capacity in dealing with new types of criminal activity needing specialized training and knowledge in areas like cyberspace, AI, medical technology, and their fallout outcomes with criminal propensities.

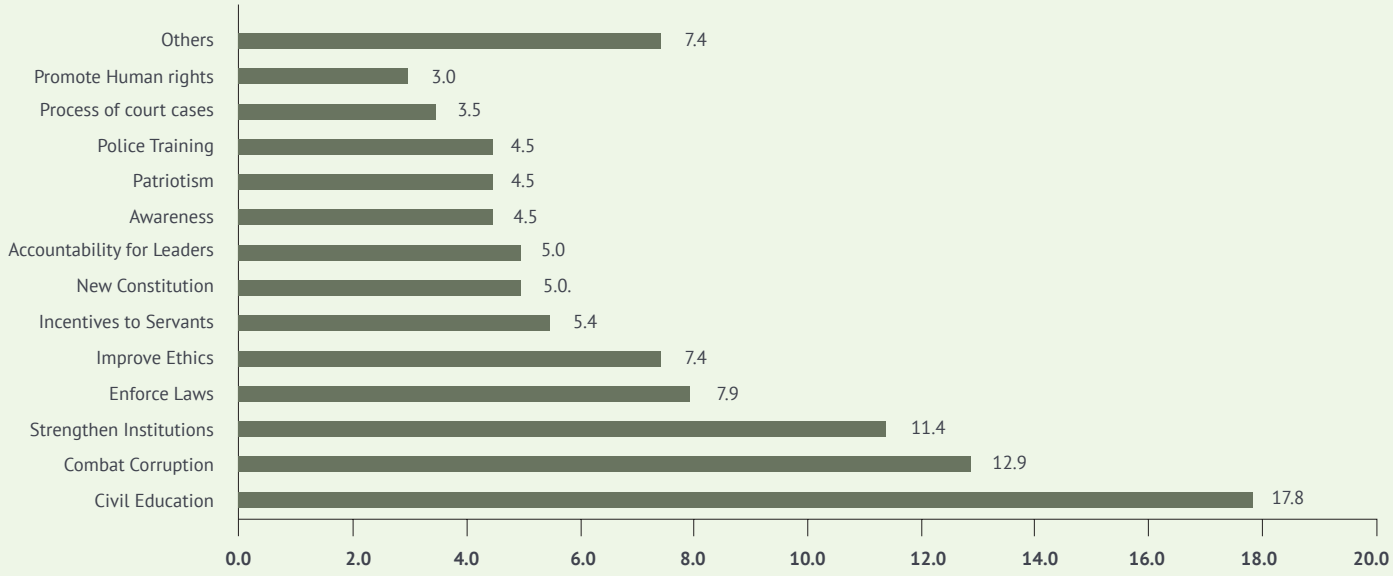
c. Delays in investigations and constant adjournment of cases, overcrowding in detention facilities, and misuse of loopholes in plea-bargaining (LHRC, 2022).

d. The language barrier, whereas most of the Tanzanian laws and procedures are in the English language, prevents most citizens from understanding legal proceedings. The key informants indirectly mentioned this as a "lack of knowledge" (Figure 24).

e. Inadequate resources (financial, human, and retooling) to enable oversight institutions such as PCCB and DCEA to perform their mandates.

Stakeholders provided suggestions on how to overcome the challenges that led to an unimpressive performance of the aspect of the rule of law. The highest-scoring solution was on providing public civic education (17.8%), strengthening initiatives to combat corruption (12.9%), and strengthening watchdog and oversight institutions (11.4%) (Figure 21).

Figure 21: Scores (%) of suggested solutions to overcome challenges to enforcing the rule of law (N-187)



Source: *Field data 2023.*

Target 3: Absence of corruption and other vices

a. public mindset accepting corruption as a way of life doesn't discourage public servants from engaging in corruption and ethical behavior. Corruption has been an incessant problem in society.

b. There has been a narrow involvement of key stakeholders, especially the NSAs, in combating and fighting corruption. Effort was more on the public sector and overlooked the need to deal with the supply side of corruption initiated by the private sector.

c. Inadequate resources (human, financial and equipment), as well as institutional and organizational capacity of the key executing agencies.

d. Absence of effective structures for national dialogue over corruption.

e. Political corruption, especially during elections, is yet to be effectively addressed.

f. Non-compliance with laws, regulations, and procedures because of lenient sanctions, weak supervision, and incentives. The situation has not been helped by the lack of continuity, functionality and sustainability of the Integrity Committees that were established in public sector institutions.

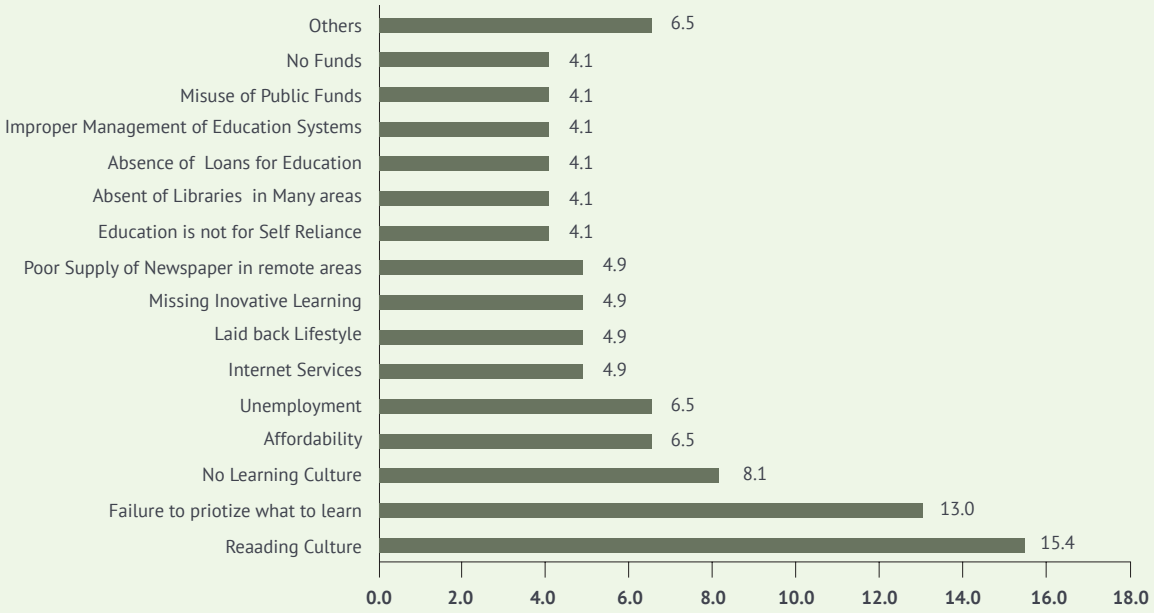
g. Inadequate Monitoring and Evaluation system for programs and initiatives to prevent and combat corruption.

Target 4: Learning Society

Despite the achievements realized under the learning society target, TDV 2025 evaluation records several challenges affecting the pace of learning. The evaluation findings via interviews, discussions, meetings, and consultations with respondents show that the learning culture among Tanzanians is still low to date, especially learning through reading books, listening, and watching educational radio and TV programs. Further, there is influence from undesirable cultural values acquired from materials available on social media. Most young Tanzanians are not motivated to learn through organized public meetings called by local leaders. As such, a lot of efforts and incentives like music, drinks, meals, and allowances must be made for good attendance at the public meetings and training seminars. Notably, other respondents are of the opinion that several Tanzanians are ignorant of prohibitive traditions.

Stakeholders are listed and scored by important factors that have contributed to the weakening of the zeal to build a learning society, leading to a lack of reading (15.4%) and learning culture (8.1%) (Figure 22).

Figure 22: Scores of leading challenges that weakened the target of building a learning society (N=187)

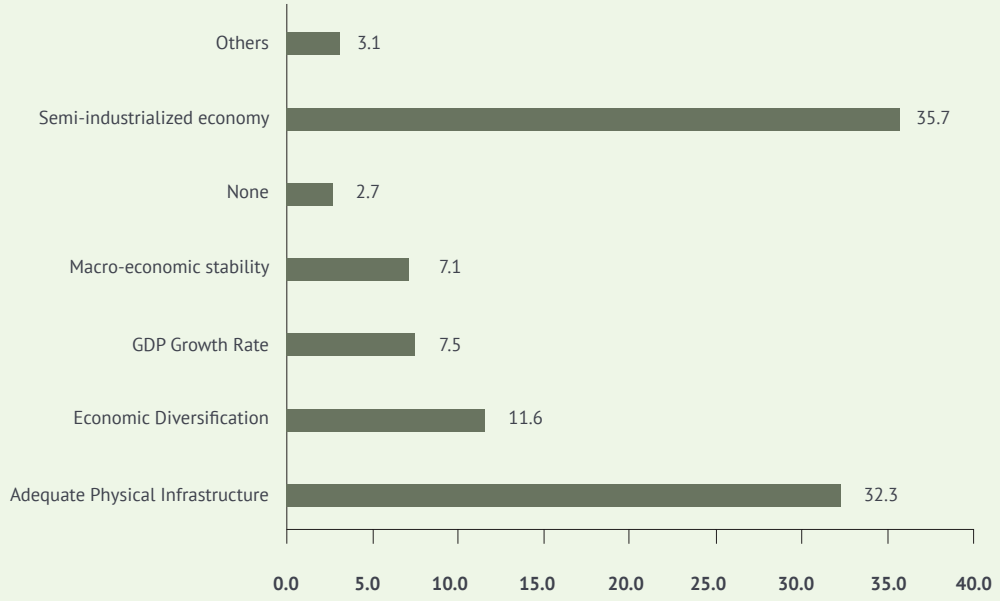


Source: *Field data 2023.*

3.4 Goal 3: Building an Inclusive and Competitive Economy

The fifth attribute of the Tanzania Development Vision 2025 is attaining a competitive economy capable of producing sustainable and shared growth, whose main goal is building a strong and competitive economy. There are five main targets in attaining that main goal, namely, a diversified and semi-industrialized economy, macroeconomic stability, a GDP growth rate of 8 percent or more, adequate physical infrastructure for all sectors, and active competitive player in the regional and world markets. Target areas that received higher scores from key informants as most impressively performed after 22 years of TDV 2025 implementation include building a semi-industrialized economy (35.7%), provision of prerequisite infrastructure for transport, energy, water, and communication (32.7%), and economic diversification (11.6%) (Figure 23).

Figure 23: Scores (%) by key informants of the most impressively performed targets in building an inclusive and competitive economy (N=187)



Source: *Field data 2023.*

To track and assess/evaluate progress in the attainment of those targets listed above, there are a few outcome/performance indicators for every target, which were outlined and assessed in the sub-sections below.

3.4.1 Target 1: Strong, Diversified, Resilient and Semi-Industrialized

Competitive Economy

The target of building a strong, diversified, resilient, semi-industrialized, competitive economy entailed building an economy that can effectively cope with the challenges of development and which can also easily and confidently adapt to the market dynamics and technological conditions in the regional and global economy. Invariably, it is envisioned that Tanzania will graduate from a least-developed economy to a middle-income country (MIC) by the year 2025. Vehicles in achieving this target included the development of the National Strategy for Growth and Reduction of Poverty (NSGRP), the Tanzania Mini-Tiger Plan 2020 (TMTP 2020) - an industrialization strategy, the Second-Generation Financial Sector Reforms, and preparation of sector ministries strategic plans. The industrial sector comprises the following sub-sectors: Mining and Quarrying, Manufacturing, Electricity Supply, Water Supply, Sewerage and Wastewater Management, and Construction.

Industrial Sector Contribution to Gross Domestic Product (GDP)

Prerequisites for facilitating the building of a semi-industrialized, competitive economy include the following:

a. The existence of an industrial base implies industries that would provide raw materials to other industries to manufacture goods.

b. The availability of efficient transportation services (roads, railways, marine, etc.) for the conveyance of requisite raw materials and manufactured products to the markets.

c. The availability of a sufficient and stable supply of electricity required by manufacturers.

d. The availability of efficient and stable telecommunications: In the contemporary world, following the digital transformation, telecommunications are imperative in reaching out to the regional and global markets, as well as in the acquisition and use of the latest technologies in the industry.

e. Low and stable inflation rates attract investments in industry to ensure commodities are produced at low costs that translate into competitive prices of the produced commodities in the markets.

f. Low-interest rates in the financial markets facilitate the acquisition of the requisite capital at low cost, hence promoting investment in industry.

The average contribution of the industrial sector to GDP, at current market prices, for Tanzania Mainland over the last 22 years is shown in the table below (Table 23), segmented over periods of five years (except for the last three years).

Table 23: Tanzania's Average Industrial Sector Contribution to GDP, at Current Market Prices

	2000-2004	2005-2009	2010-2014	2015-2019	2020-2022
Mainland Tanzania: Industry and Construction (aggregate)	23.0%	21.5%	22.2%	26.0%	30.1%
Mining and Quarrying	2.3%	3.3%	4.4%	4.8%	7.6%
Manufacturing	10.1%	8.1%	6.8%	8.0%	7.8%
Electricity Supply	2.4%	1.7%	0.8%	0.4%	0.2%
Water Supply, Sewerage, Waste Management.	0.6%	0.4%	0.5%	0.4%	0.5%
Construction	7.6%	8.0%	9.6%	12.4%	14.0%
Zanzibar: Industry and Construction (aggregate)	16.8%	17.1%	17.8%	13.8%	14.1%

Source: *The Economic Surveys, various issues*

As may be noted from Table 24, the contribution of the industrial sector to overall GDP exhibited a steady positive trajectory from 2005 to recent years, mainly contributed by construction and manufacturing sub-sectors. Over the same period, the contribution of the industrial sector to Zanzibar's GDP was not encouraging, notwithstanding the relatively steady performance of the manufacturing sub-sector.

Industrial Sector Growth Rate

The growth of the Tanzania Mainland industrial sector over the past 22 years has exhibited rising growth rates over time. Notably, Manufacturing, Water Supply, Sewerage and Waste Management and Construction sub-sectors grew relatively steadily during the period. Table 24 shows the Tanzania Mainland industrial sector growth rates during the period.

Table 24: Tanzania Average Industrial Sector Growth Rates

	2000-2004	2005-2009	2010-2014	2015-2019	2020-2022
Mainland Tanzania: Industry and Construction (aggregate)	9.4%	11.0%	11.9%	12.2%	11.8%
Mining and Quarrying	18.5%	18.8%	25.7%	24.5%	21.4%
Manufacturing	8.1%	9.1%	10.3%	10.8%	11.1%
Electricity Supply	7.8%	8.4%	6.9%	8.1%	7.8%
Water Supply, Sewerage, Waste Management.	4.6%	4.8%	5.2%	6.2%	6.8%
Construction	9.6%	12.8%	14.0%	14.0%	13.2%
Zanzibar: Industry and Construction (aggregate)[1]	7.9%	11.3%	13.4%	11.3%	10.4%

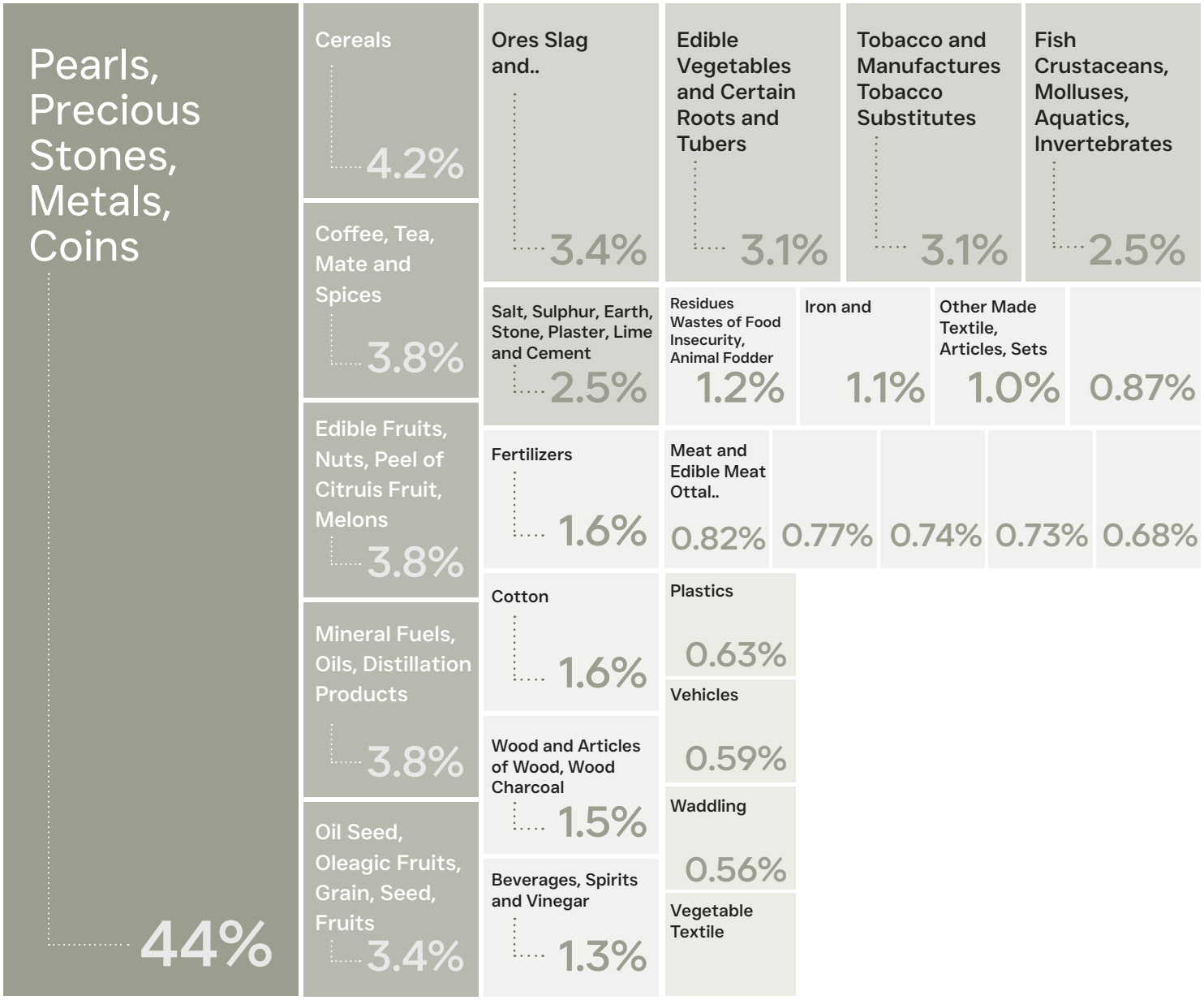
Looking at key factors that influence industrial development, it is observed that during the entire past 22 years of implementing the TDV2025, the nation did not fare well in parameters of growth rate, contribution to GDP, borrowing interest rate and contribution to foreign exchange earnings, save for the inflation rates, which were held at single digit for a long time. The interest rate spread remained high for almost the entire period, and the supply of electricity left much to be desired. The efficiency of the transportation system, with over-dependence on roads due to a dilapidated railway network, remained below optimum levels, hence contributing to the escalation of operation costs in the industry, in effect eroding the competitiveness of manufactured commodities.

Diversification and Product Mix from Established Industries

The information in Figure 24 reveals that 50 percent of exports are dominated by mineral products, most of which are in raw form or semi-processed. Besides the re-export of mineral fuels (3.8%), fertilizers (1.6%) and iron/steel (1.1%), the rest of the exports are dominated by mostly unprocessed cereals (4.2%), edible fruits, nuts, citrus and melons (3.8%), oilseeds (3.4%), edible vegetables and roots/tubers (3.1%). The only agro-products exports with significant value addition are beverages (coffee, tea, etc.) (3.8%) and tobacco (3.1%) (Figure 24).

Note: [1]In Zanzibar, just like in the mainland, the dominating activities are related to mining and quarrying (10.3% in 2020-2022) and construction (22.8% in 2020-2022). Manufacturing grew at an average of 5.2 percent in 2015-2019 but declined to -0.4 percent between 2020 and 2022. This is compared to a growth rate of 2.8 percent in 2000-2004.

Figure 24: Basket of Tanzania's Exports in 2022 by Commodities



Source: *: Tanzania Exports By Category (tradingeconomics.com)*

Although one can notice some form of diversification of the range of manufactured products such as salt, Sulphur, lime, plaster, and cement (2.5%), wood and articles of wood (1.5%), beverages and spirits (1.3%), their total value compared to unprocessed exported goods is insignificant

Emphasized observation	The performance of the industrial sector in view of the evidence on its growth rate, the mix of goods produced, and its contribution to GDP over the past 22 years is not convincing enough that the target for attaining a diversified and semi-industrialized economy will be attained by 2025.

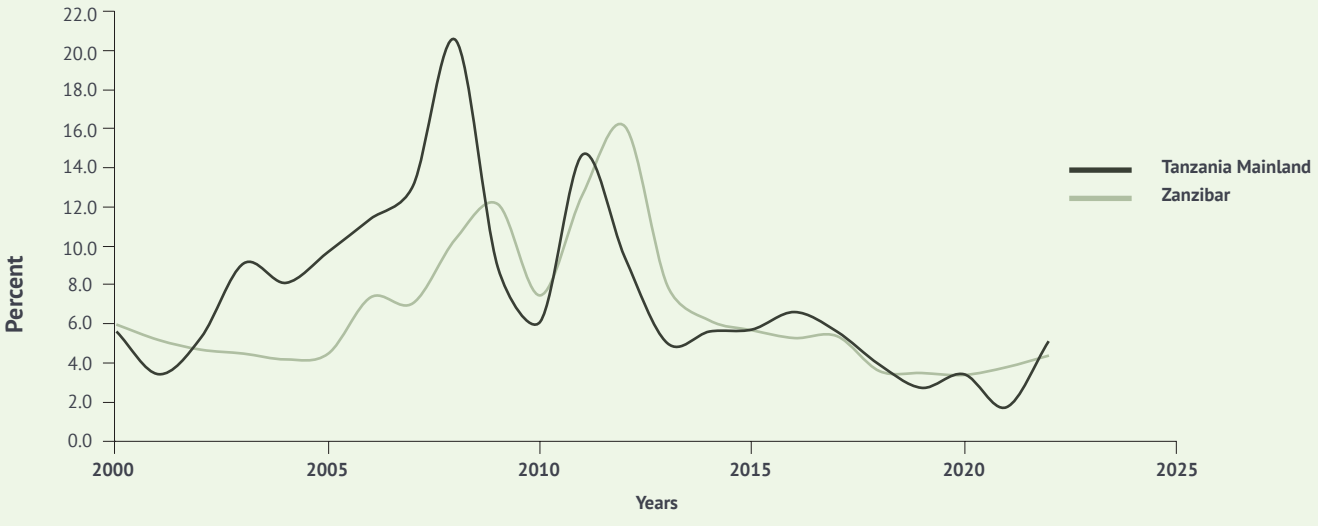
3.4.2 Target 2: Macroeconomic stability

The target of macroeconomic stability was set to underline the importance of low inflation and basic macroeconomic balances to economic development. Key macroeconomic indicators that characterize the foregoing include inflation rates, fiscal and monetary indicators (domestic revenue, fiscal deficits, money supply, interest rates, etc.), foreign exchange rates, domestic credit, etc.

Inflation

In both Tanzania mainland and Zanzibar, inflation exhibited a similar pattern over the entire period of implementing the Vision. Nonetheless, Zanzibar's inflation numbers were slightly higher. Starting with single-digit inflation rates in the first five years, the rates shot up to double-digits, reaching 20.6 percent in Zanzibar in 2008 and 16.1 percent in Tanzania Mainland in 2012, before easing to progressively declining single-digits again for the remaining period to date (Figure 25).

Figure 25: The Trend of Inflation in Tanzania Mainland and Zanzibar



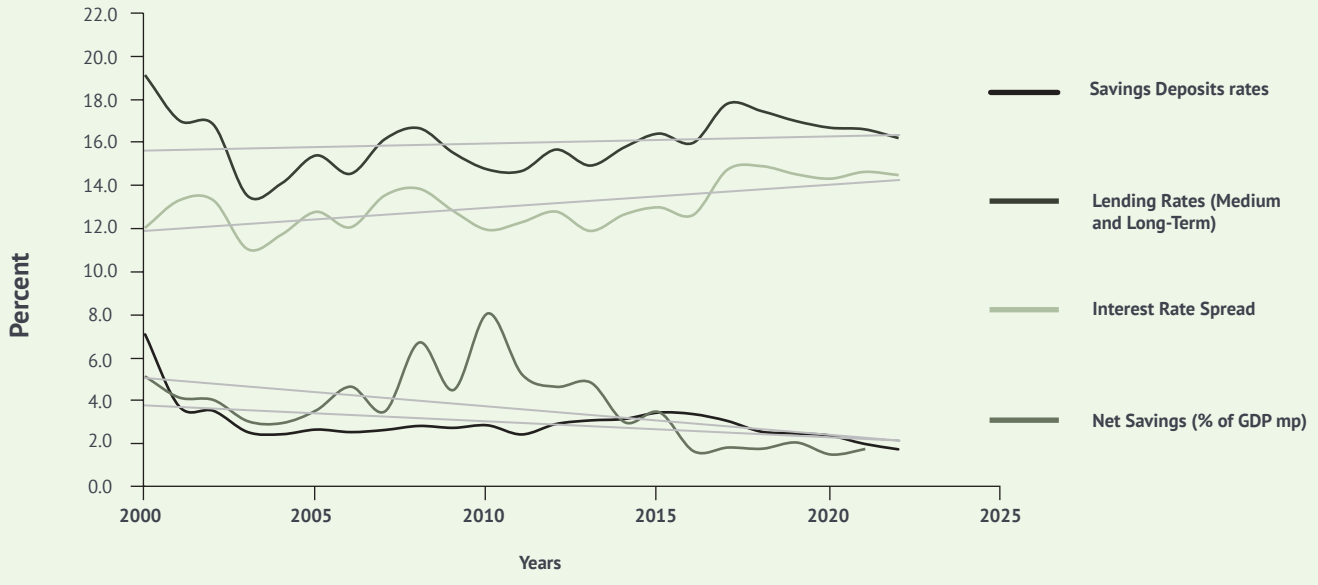
Source: *The Economic Surveys, various issues*

Point of Emphasis	However, unfolding global geopolitics influenced by the Russia-Ukraine war, the weakening of the US Dollars, and the response by OPEC countries, led by Saudi Arabia, to cut down oil production pose a challenge to the government of Tanzania on its ability to refrain from pursuing monetary and fiscal policies that may trigger inflation, deplete foreign exchange reserves, and increase government debt burden to unsustainable levels contrary to the TDV2025 aspirations.

Interest Rates

Data on interest rates in commercial banks during the period demonstrates that the interest rate spread (the gap between savings deposit rates and lending rates) has consistently been expanding over time, with lending rates rising while the savings deposit rates continued to decline (Figure 26). While higher spreads translate into higher profits for the lenders (banks), borrowers experience higher costs on borrowed funds, thereby discouraging prospective investors, especially SMEs. On the other hand, consistently declining deposit rates discourage domestic savings. The declining trend-line of net savings is consistent with declining savings rates during the period.

Figure 26: The Trend of Interest Rates In Tanzania Mainland and Zanzibar

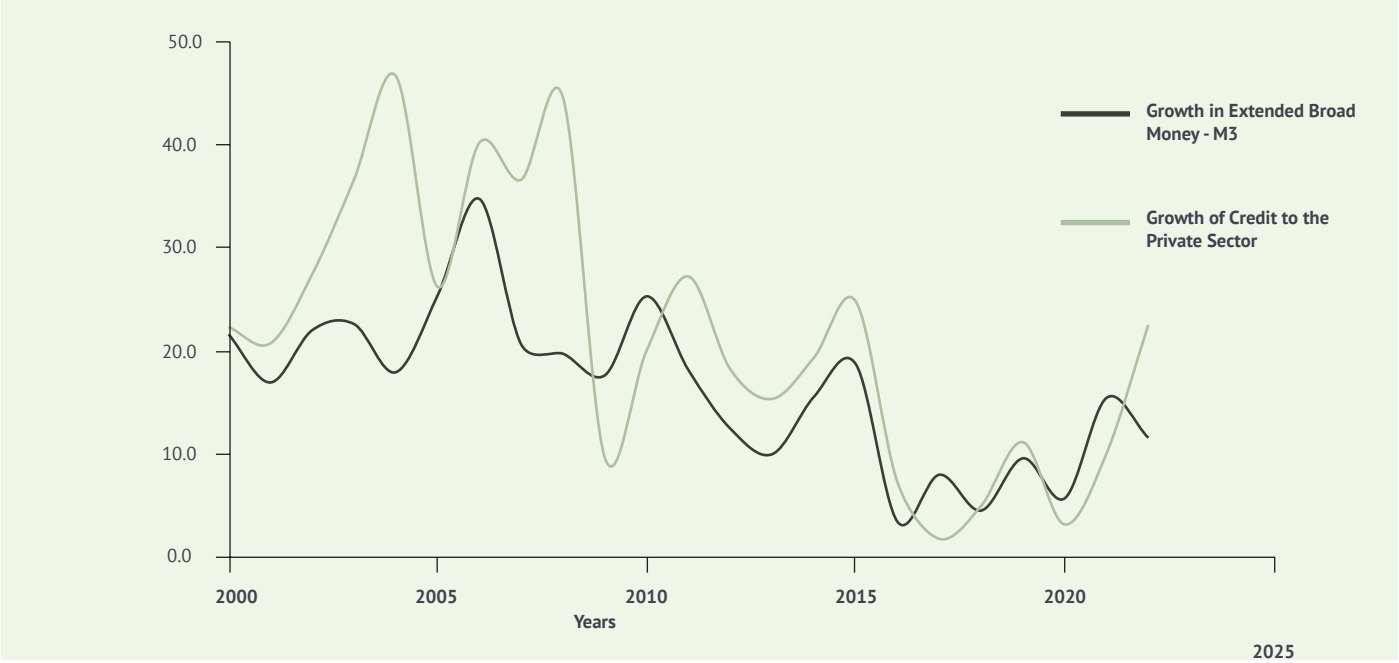


Source: *The Economic Surveys, various issues*

Money and Credit Developments

Generally, for the past 22 years, developments in money supply (extended broad money – M3) and growth in credit to the private sector exhibited a downward trend, reflecting declining liquidity in the economy (Figure 27). In effect, the growth of credit to the private sector has followed the same pattern. Invariably, access to investible funds has not been very encouraging.

Figure 27: Trends in the growth of Domestic Credit and Money Supply



Source: *The Economic Surveys, various issues*

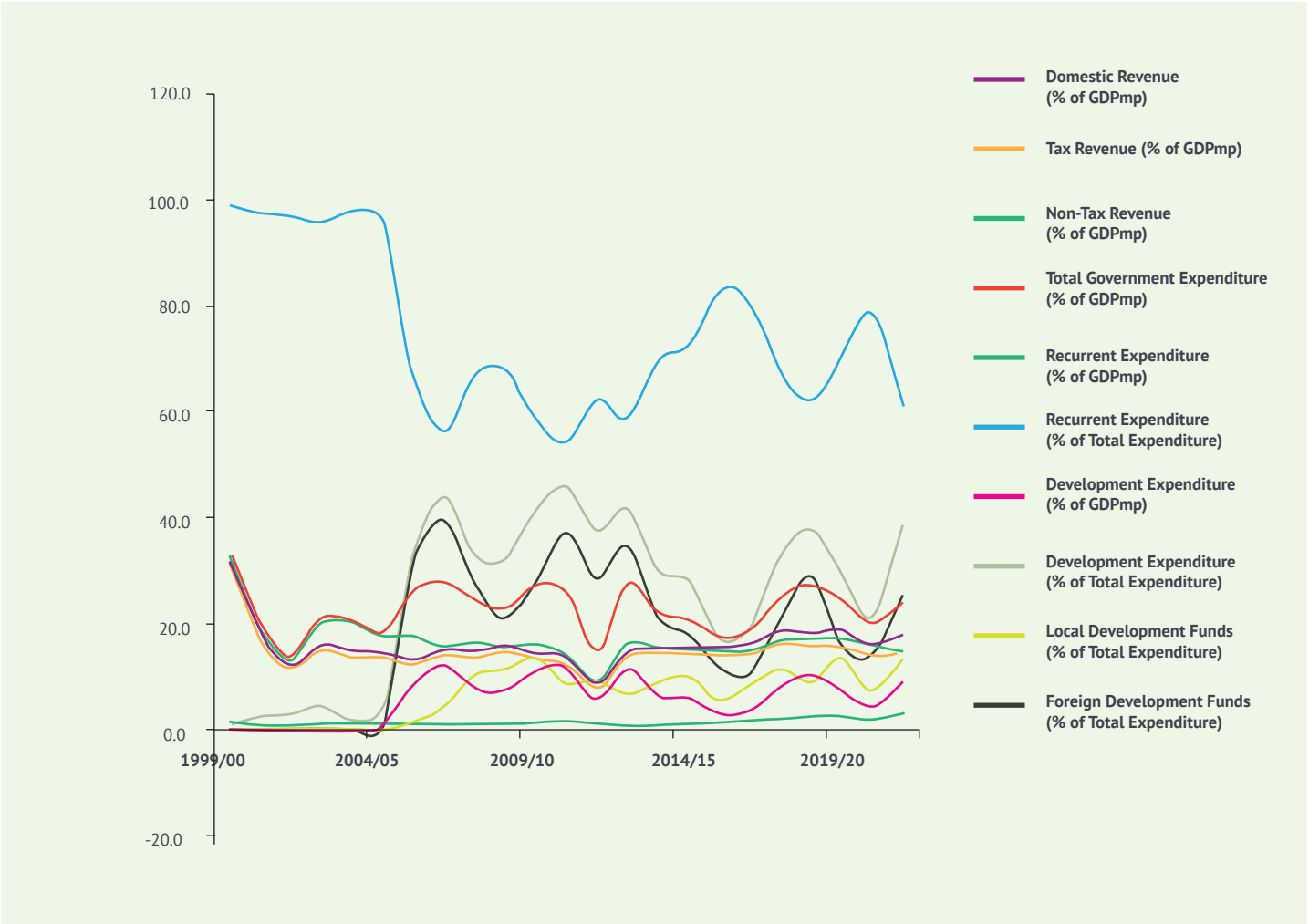
After witnessing an expansion in credit to the private sector, during the early years of implementing the Vision, the trend subsequently nosedived, maintaining a generally declining path, hitting the floor at 1.7 percent in 2017, before regaining an upward trajectory to date, and probably through the end of the period.

Government Finance

Domestically, resource mobilization for implementing TDV2025 was done through the Government Budget based on the Medium-Term Expenditure Framework (MTEF). On Tanzania mainland, the Government's revenue effort gradually improved over time during the implementation of the Vision. Starting at around 12 percent in FY 2000/01, domestic revenue effort rose to 14.9 percent by FY 2022/23 on account of increased domestic revenue collections, both tax and non-tax. On the other hand, Government total expenditure showed a slightly declining trend during the period, in effect narrowing the fiscal deficit (both with and excluding grants) (Figure 28).

In Zanzibar, the Government's domestic revenue effort showed a declining trend from 17.4 percent in FY 2000/01 to mid-period I 2011/22, registering 8.6 percent and subsequently rose to 17.9 percent in 2021/22. Total Government expenditure exhibited an erratic pattern, like an unsmoothed sine-curve, during the period. This implies that Government expenditures were not aligned with the domestic revenue effort. Invariably, even the fiscal deficit followed a similar pattern. The path of the Government's fiscal deficit (both before and after grants) appears to be erratic. This is indicative of the fact that the Government did not implement its fiscal policy well.

Figure 28: Trends in Government Revenue and Expenditure – Tanzania Mainland



Source: *The Economic Surveys, various issues*

National Debt Developments

Borrowing is an important, inescapable source of funds required in financing development programs. With the objective of strengthening debt management, both external and domestic, the Government launched a National Debt Strategy in August 2002. The salient features of the strategy included the following:

a. Tightening approval procedures for foreign borrowing.

b. Amendments to the Government Loans, Guarantees and Grants Act, 1974.

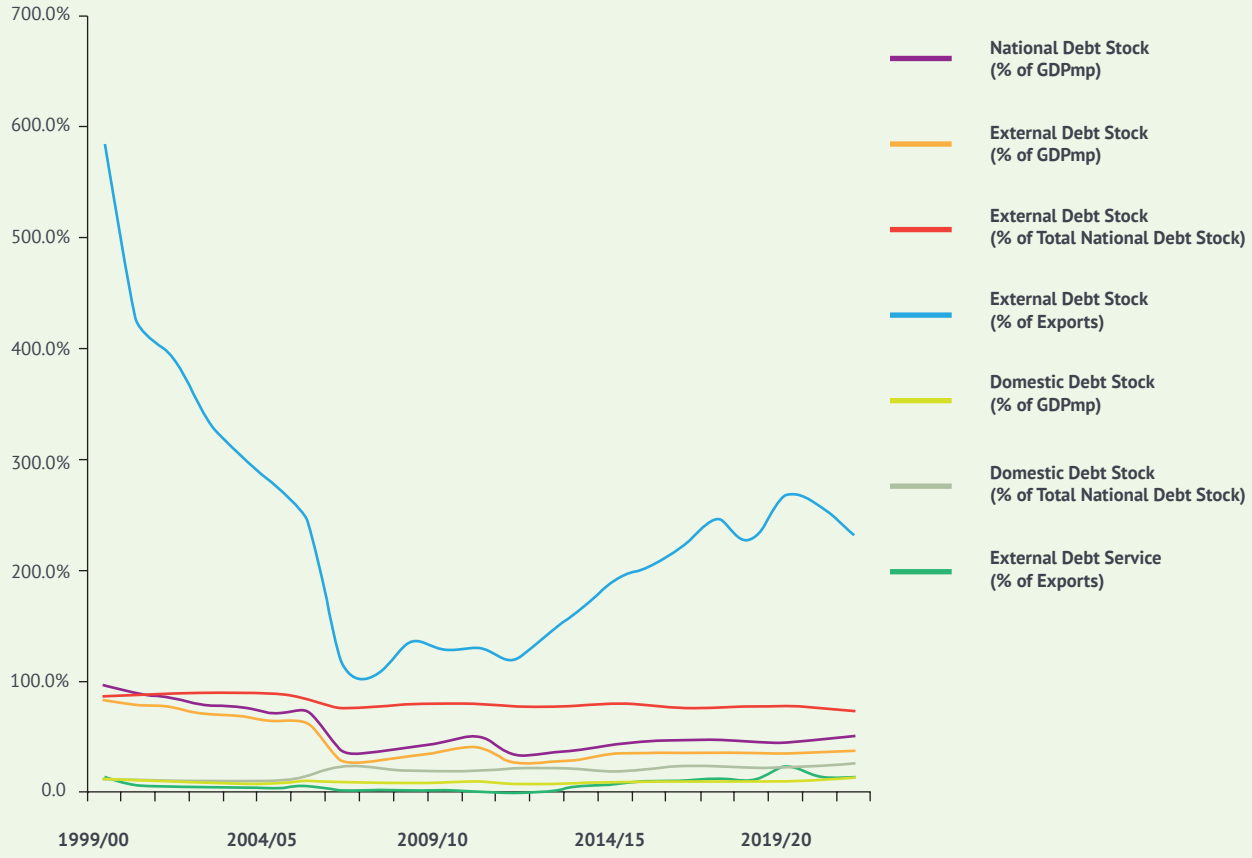
c. Restricting external financing to concessional borrowing for high-priority programs and budget support.

d. Restricting domestic financing to rolling over maturing debt (T-Bills and T-Bonds) for financing specific development projects.

e. Rationalizing the legal and institutional framework for debt management.

In managing domestic debt, the Government has been implementing a policy of non-accumulation of arrears by converting un-securitized domestic liabilities into marketable securities (5-, 7-, 10-, and 20-year Treasury Bonds), which are listed on the Dar es Salaam Stock Exchange (DSE) (Figure 29). This has also contributed to the revitalization of activities in the DSE.

Figure 29: Trends in National Debt Stock



Source: *The Economic Surveys, various issues*

$38,265 mil
(2022)
national debt stock

$8,773 mil
(2000)
national debt stock

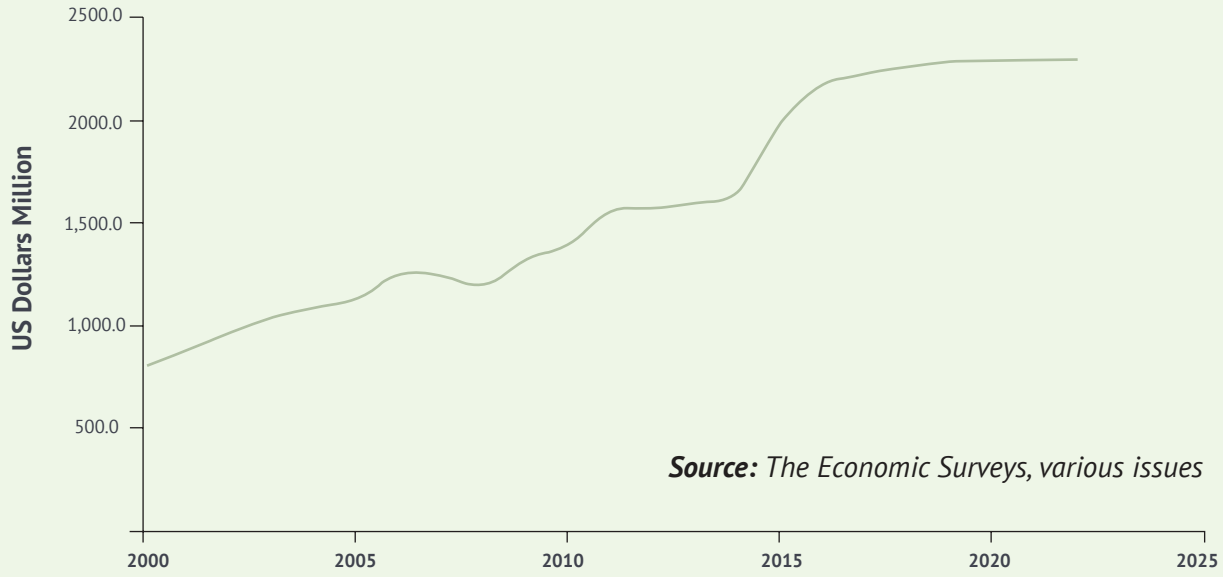
In the first year of implementing the Vision in 2000, the national debt stock stood at US Dollars 8,773.9 million, out of which US Dollars 7,624.8 million was external debt, which declined over time to US Dollars 6,158.8 million, out of which US Dollars 4,660.9 million was external debt, by the year 2006. Subsequently, the national debt stock rose gradually, reaching US Dollars 38,265.6 million, out of which US Dollars 27,832.5 million was external debt by the year 2022. The increasing debt stock over time reflects the importance and increasing need for external financing during the period of implementing Vision.

The external debt to GDP ratio was very high during the early years of implementing Vision (between 2000 and 2006). However, subsequently, that ratio hovered between 27.7 percent and 36.6 percent, which is below the debt sustainability (DSA) threshold of 40 percent. This implies that external borrowing to finance the Government programs in implementing its development plans did not compromise the country's debt sustainability (Figure 30).

Foreign Exchange

As may be noted from the steep gradient of the line graph (Figure 30), it is evident that the competitiveness of our commodities on the world market has suffered immensely from unfavorable foreign exchange. Tanzania has weathered through such consistent increases in foreign exchange rates by providing for such changes in its development programs/plans, i.e., providing for foreign exchange fluctuations. Nonetheless, the efficacy of such provisions hinges on the precision of projections/ prediction of the path/direction of changes in foreign exchanges.

Figure 30: The Trend of Exchange Rates of the US Dollar to the Tanzania Shilling



Source: *The Economic Surveys, various issues*

The Central Bank, through its monetary policy, intervenes in the foreign exchange market to smooth out adverse volatility in the exchange rates. Nonetheless, notwithstanding the Bank of Tanzania's efforts, exchange rates for major currencies, such as the US Dollar, could not be stabilized for long periods due to external economic shocks that cannot be controlled domestically, such as drastic increases in world market prices for major imported commodities, including fossil fuels, agricultural fertilizers, mechanized tools and equipment, medications, etc. Invariably, with increasing exchange rates, the local costs rise commensurately, leading to increased cost of production in the domestic economy, as well as the cost of living. The increased cost of production in the domestic economy adversely impacts the competitiveness of domestically produced commodities.

The External Sector

During the first half (up to the year 2011) of implementing the Vision, both exports and imports increased substantially, rising from 14.4 percent and 22.7 percent of GDP in 2000, respectively, to 31.1 percent and 50.6 percent of GDP respectively by 201, after which both declined gradually to 15.8 percent and 22.0 percent of GDP respectively, by 2022. Both the Trade Balance and Current Account Balance followed a similar path, i.e., starting by expanding (widening) from -7.7 percent and -5.3 percent of GDP in 2000 respectively, to -19.9 percent and -16.8 percent of GDP respectively by 2011 and subsequently gradually narrowing to -9.2 percent and -1.3 percent of GDP in 2022, respectively, an improvement. Figure 31 shows the trends of exports and imports of goods and services, as well as the trade and current account balances during the period.

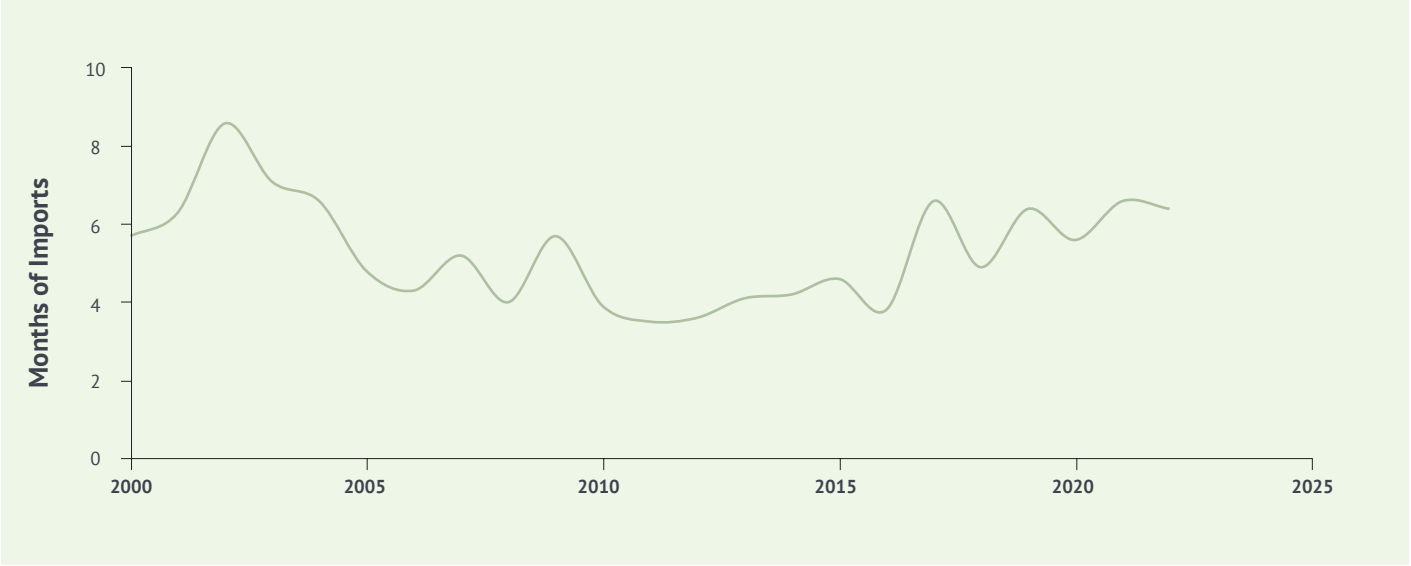
Figure 31: Exports and Imports of Goods and Services



Source: *The Economic Surveys, various issues*

With the improvement in the current account balance, Tanzania has accumulated substantial foreign reserves during the period, sufficient to finance, on average, around five months of imports, consistent with the macroeconomic policy framework for the period. Figure 32 shows the trend of FDI inflows into Tanzania during the period.

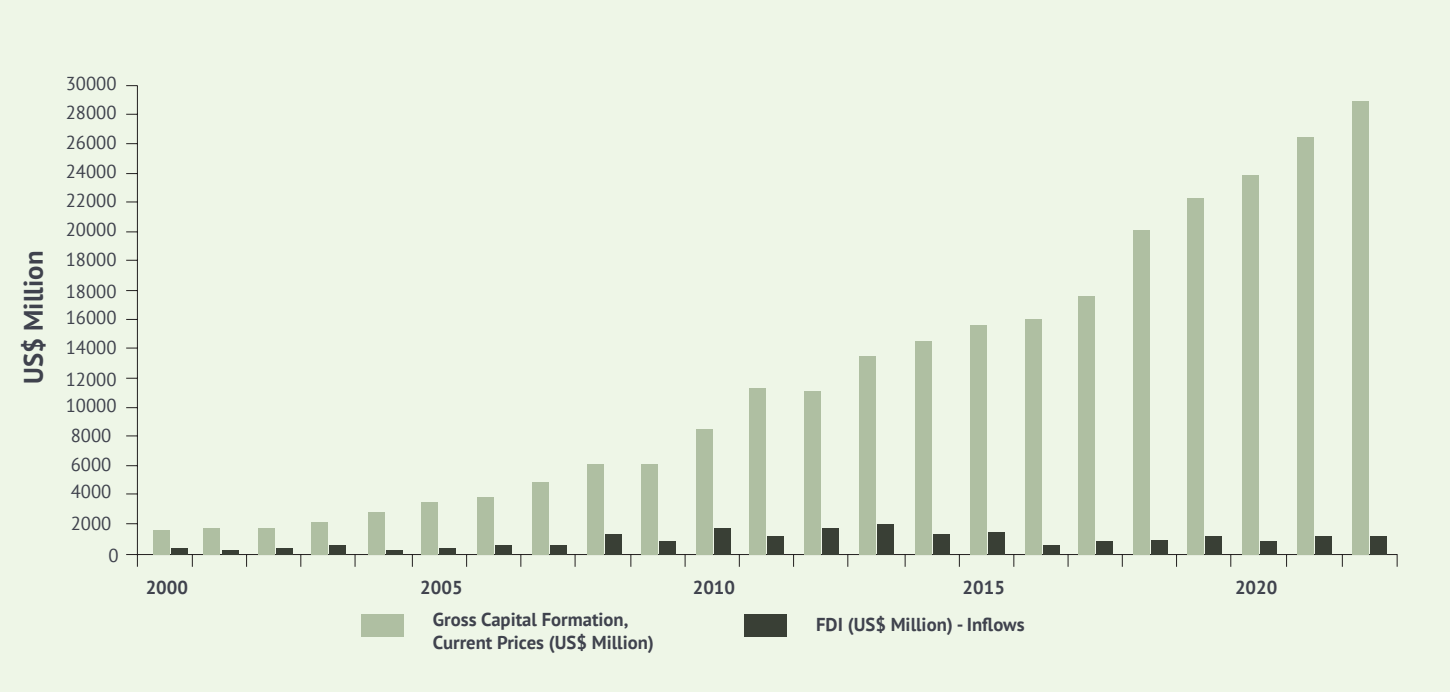
Figure 32: Foreign Reserves (Months of Imports)



Source: *The Economic Surveys, various issues*

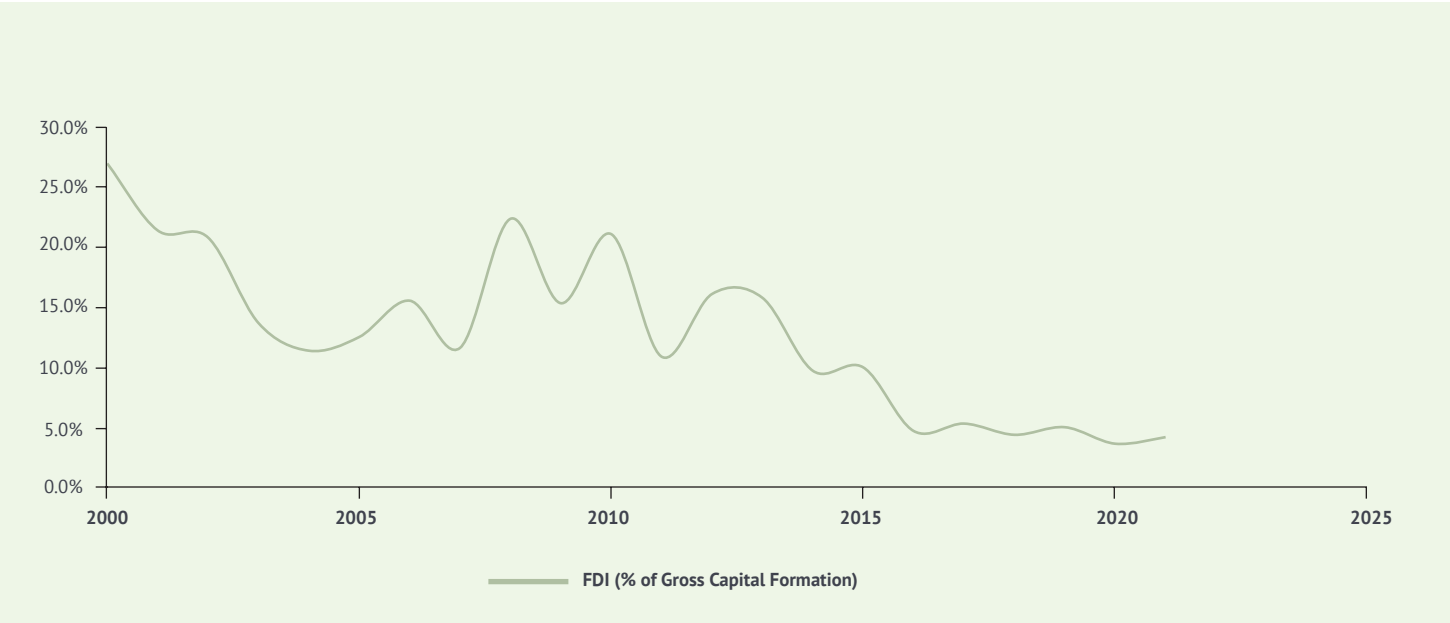
Inflows of Foreign Direct Investments (FDI) were on the increase during the first 13 years, from US Dollars 463.4 million in 2000 and peaking in 2013 to US Dollars 2,130.9 million. In subsequent years to date, the inflow of FDI slowed gradually to US Dollars 1,190.5 million in 2021 (Figure 33). In proportion to the Gross Capital Formation, the inflow of FDI has followed a similar pattern, implying the contribution of FDI to Gross Capital Formation (GCF) has been on the decline, more pronounced from 2010 (Figure 33). Figure 34 shows FDI inflows as a proportion of Gross Capital Formation during the period.

Figure 33: Gross Capital Formation and Foreign Direct Investments



Source: *The Economic Surveys, various issues*

Figure 34: The Trend of FDI Flows (% Of Gross Capital Formation)



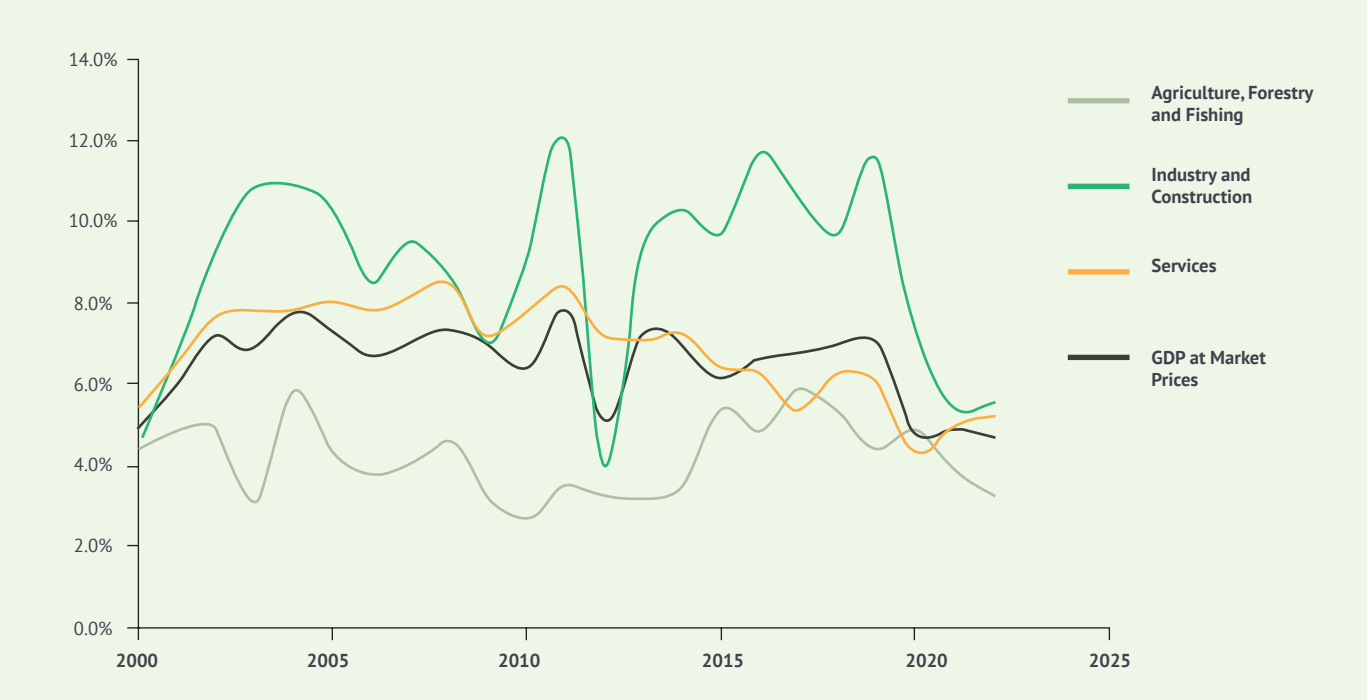
Source: *The Economic Surveys, various issues*

Point of Emphasis	Although the rate of FDI flow showed some declining trend from 2013, that did not adversely affect the rate of capital formation, which has been on the rise at a more pronounced rate since 2010. This is an indication of the increasing role of domestic capital in propelling economic growth.

3.4.3 Target 3: GDP Growth Rate

The Tanzania Development Vision 2025 set the target for an annual GDP growth of 8-9 by 2025, which was anticipated to rise to between 6-7 percent during the first 5 years 2001–2005 and subsequently to 8–9 percent through 2025. Empirical evidence shows that, while the targets for the first 5 years were realized, the country's GDP growth rate for the subsequent 6 years to 2011 hovered around seven percent, driven mainly by growth in services and industry. When weighed against their respective sectoral contributions to the overall GDP, services contributed the most, with tourism and horticulture leading in Zanzibar. In subsequent years, GDP growth eased slightly, and with the advent of COVID-19 in 2019/20, it dipped further to below 5.0 percent, following the adverse impact of the pandemic on services and industry. In view of the foregoing, the GDP growth target of 8-9 percent was missed, and it is most unlikely to be realized in the remaining period of 3 years to 2025. Figure 35 shows the sectoral and overall GDP growth during the period of implementing Vision 2025.

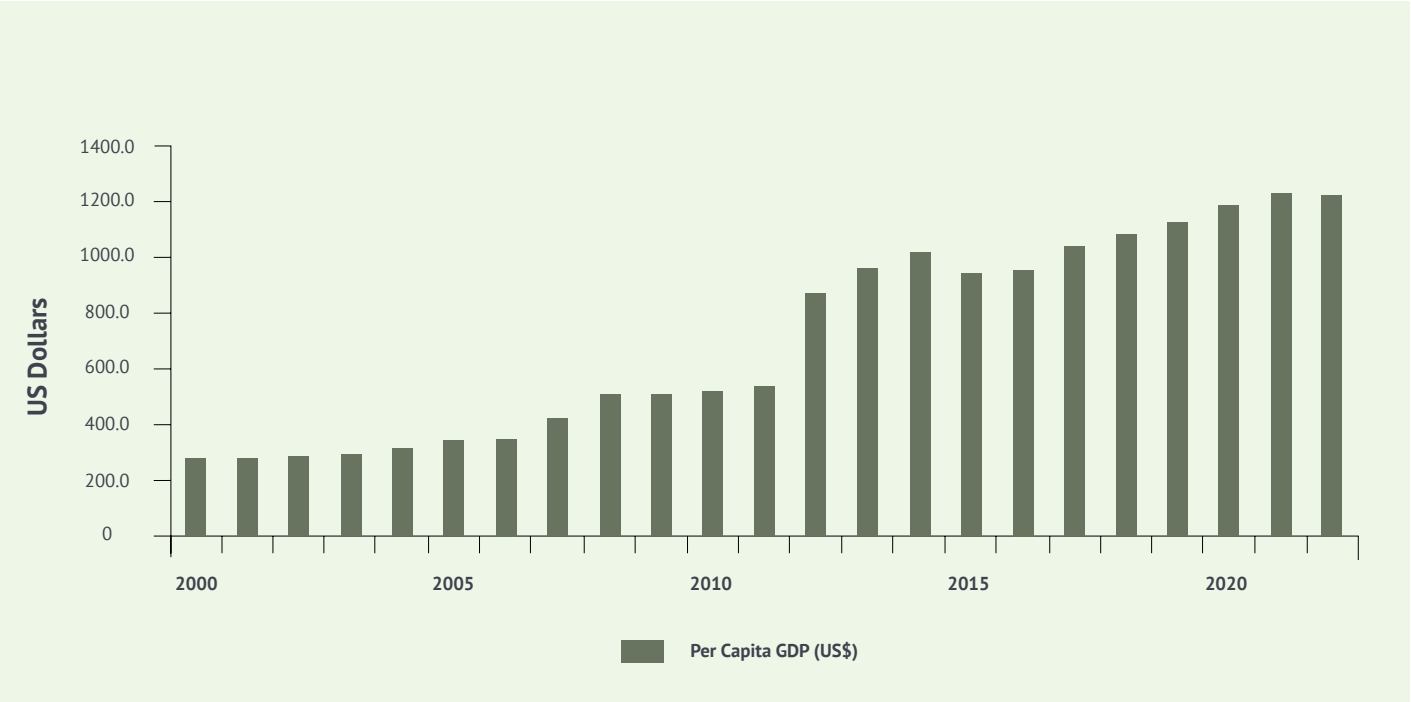
Figure 35: The Trend of GDP Growth in Tanzania Mainland



Source: *The Economic Surveys, various issues*

Figure 36 highlights that the services sector contributed most to overall GDP, and the contribution of Industry and construction has been expanding gradually over time, with the share of the agricultural sector exhibiting a corresponding decline (Figure 35).

Figure 36: Per Capita GDP - Tanzania Mainland



Source: *The Economic Surveys, various issues*

In Zanzibar, the services sector, largely driven by tourism, is the largest contributor to the island's GDP. The sector comprises about 50 percent of the GDP. The trend of relative contributions to GDP growth by sector during the period of implementing Zanzibar Vision 2020 shows the contribution of the services sector is higher compared to that of Tanzania Mainland since it is above 50 percent. The agricultural sector's contribution (26-28%) is larger relative to that of industry (about 20%). The Zanzibar Vision 2020 had targeted GDP growth of 9 – 10 percent. However, the average growth rate of 5.0 percent during the period fell short of the set target till the end of the implementation period in 2020, although it scored the highest growth of 7 percent in 2019.

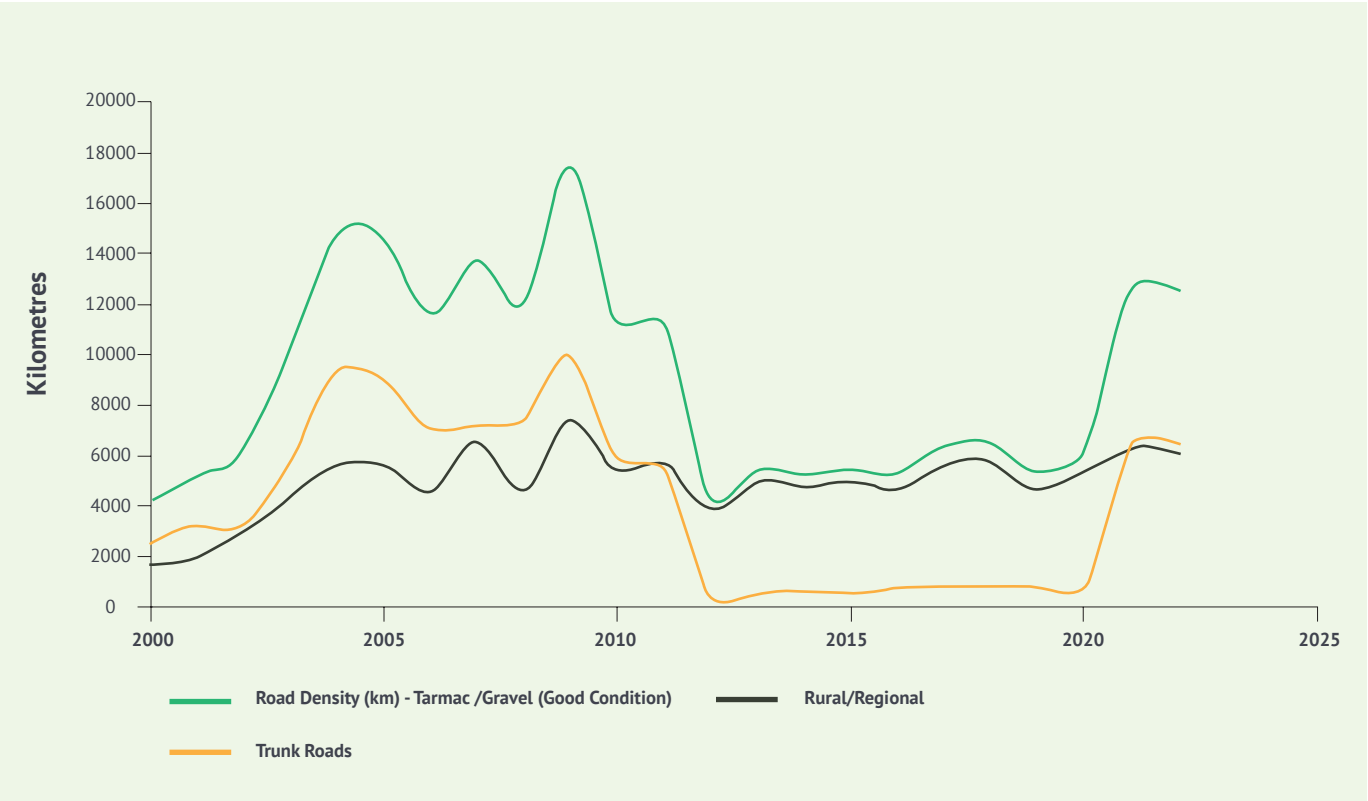
One of the aspirations of the Tanzania Vision 2025 was to build a strong economy comparable to middle-income countries at per capita income of US Dollars 3,000 or more, on the basic assumption that the population growth rate would decelerate gradually from the then 2.8 percent to 2.5 percent during 2001 – 2005, 2.2 percent during 2005 - 2010 and 2.0 percent. The deceleration of the population growth rates, both on Tanzania mainland and Zanzibar, was not realized and apparently rose to 2.9 percent, rising further to 3.2 and 3.7 percent on Tanzania mainland and Zanzibar, respectively. The increase in per capita income (GDP in nominal terms) was only sufficient to reach the lower middle-income

threshold of US Dollars 1,036 by July 2020, when the World Bank declared Tanzania to have achieved that threshold. It is improbable that the targeted US Dollars 3,000 is achievable by 2025.

3.4.4 Target 4: Adequate Level of Physical Infrastructure

In order to build a strong competitive economy, with a diversified and semi-industrialized economy with a substantial industrial sector comparable to typical middle-income countries, the country would require an adequate level of physical infrastructure or economic services, including transport (roads, railway, marine transport, etc.), communications and energy. The country has made considerable efforts during the implementation period of the Vision to improve its infrastructure, which includes railways, roads, energy, ports, and air transport.

Figure 37: Tanzania Road Network In Good Condition (Paved/Gravel)



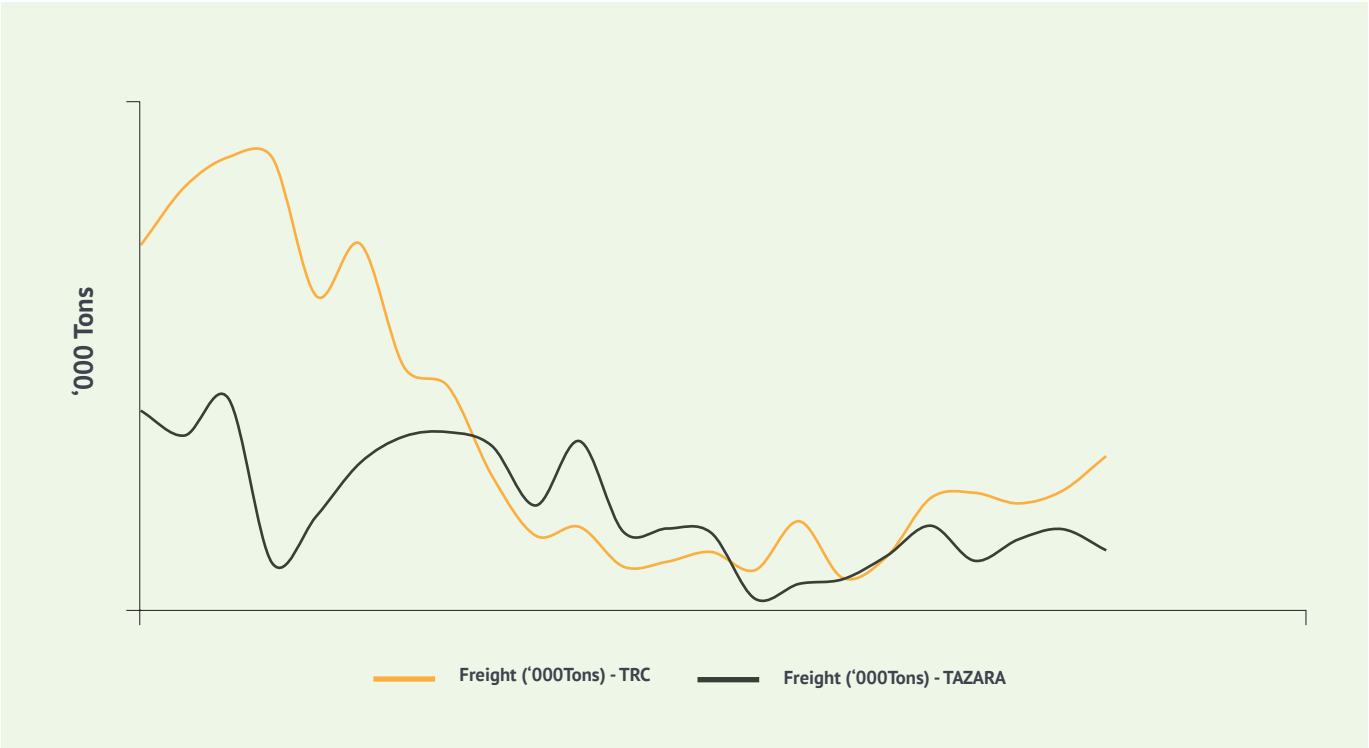
Source: *The Economic Surveys, various issues*

Roads Network

Figure 37 shows the road network in Tanzania that is in good condition, i.e., paved and/or gravel surfaced. As may be noted from the chart, the road network deteriorated substantially by 2010 and the subsequent years, through 2020, when major rehabilitation road works were initiated. Indeed, roads, primarily rural/regional roads, will require special attention in terms of rehabilitation works for currently deteriorated roads, as well as opening other parts of the country by constructing new roads.

The railway subsector is one of the key inland transport modes in terms of transporting bulk cargo to neighboring and landlocked countries. Figure 38 shows trends in cargo handling in the Tanzania railway network (TRC and TAZARA). While the current TRC railway has undergone significant rehabilitation, a new modern standard gauge railway (SGR) line is under construction, traversing the country from the east to the west and up north towards Lake Victoria. On completion, the railway line will substantially revamp railway transportation in the country, using high-speed electric locomotives. The investment will therefore increase the railway network by 1,219 km (Dar -es- Salaam to Mwanza line.

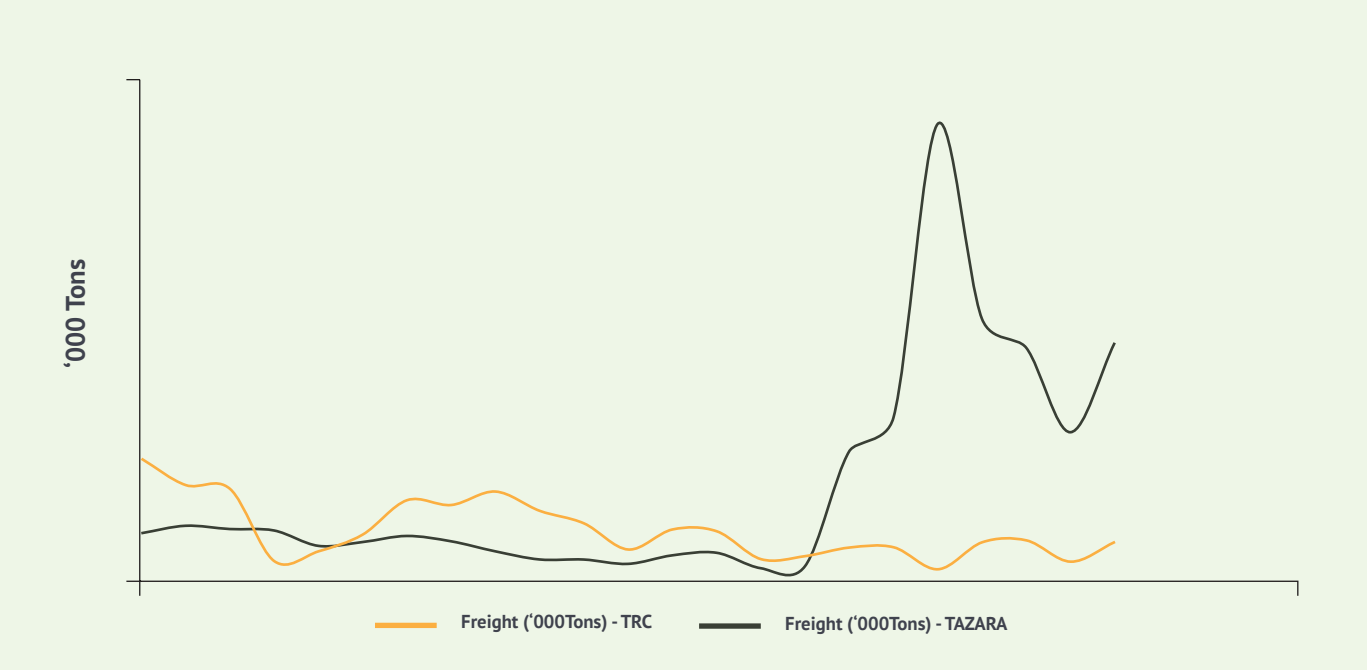
Figure 38: Trends In Cargo Handling By The Tanzania Railway Network



Source: *The Economic Surveys, various issues*

The deterioration of the railway network is manifested in the decline of its cargo handling capacity over time. Passenger handling also exhibited a declining trend, save for a spike in 2018, following the introduction of the Dar es Salaam city commuter train services. Figure 39 shows passenger handling in the Tanzania railway network (TRC and TAZARA).

Figure 39: Trends in Passenger Handling in the Tanzania Railway Network



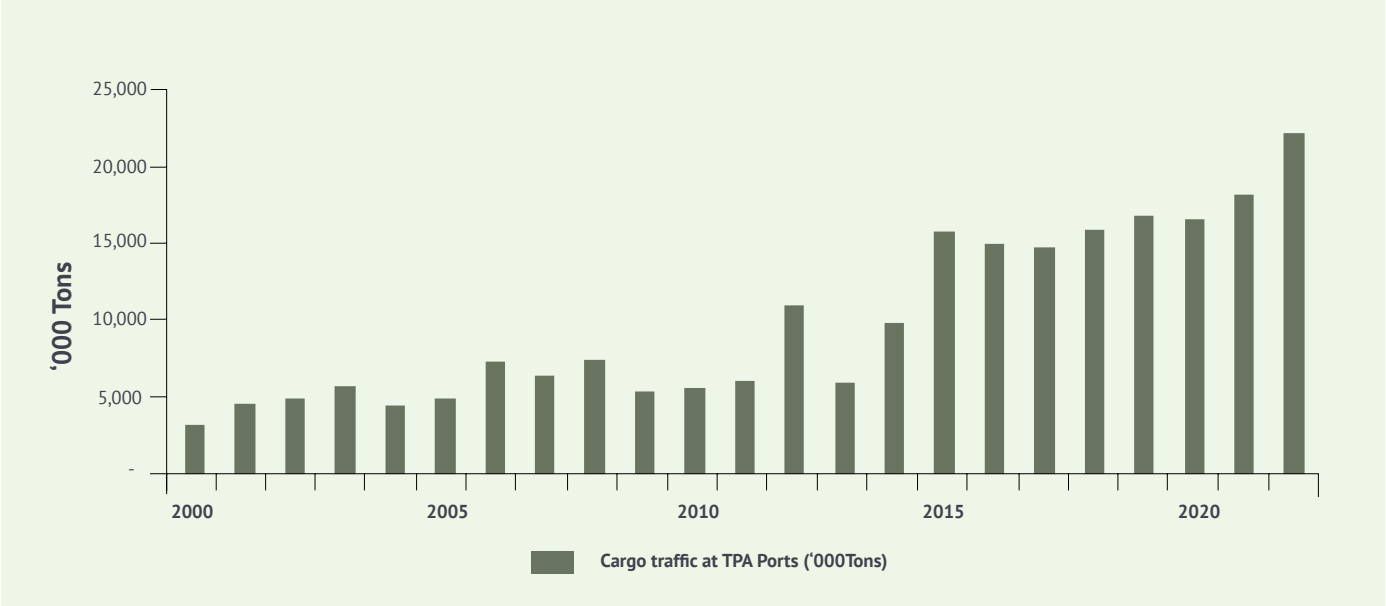
Source: *The Economic Surveys, various issues*

Water Transport

With the improvements of the TPA ports (Dar es Salaam, Tanga and Mtwara) in adopting the use of modern container handling equipment, Tanzania was able to reduce the container dwell time from 13.3 days as of 2010/11 to 10.3 days in 2014/15, resulting in a substantial increase in cargo handling at the ports. Despite these improvements, efficiency is still below the internationally acceptable standard of a maximum of 3 days. Figure 40 shows the trend in cargo traffic at TPA ports.

In the future, there will be a need to further scale up investment in physical infrastructure after reviewing the current progress and identifying challenges and financing mechanisms because infrastructure projects require vast amounts of resources.

Figure 40: Cargo Traffic at TPA Ports

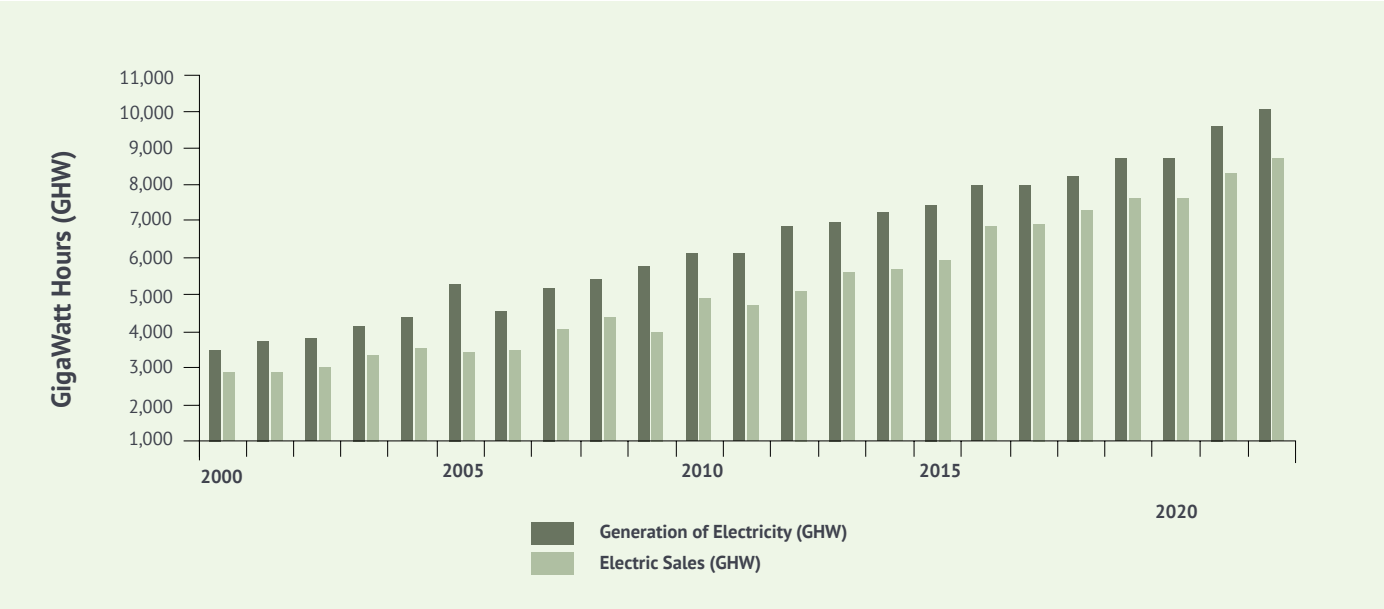


Source: *The Economic Surveys, various issues*

Energy

Generation and sales of electricity in Tanzania have been increasing over time during the whole period of implementing Tanzania Vision 2025, implying the consumption (or access to) of electricity has been increasing. With the discovery of vast gas deposits, the country supplemented hydropower with gas-powered generation of electricity. The Julius Nyerere Hydropower Project (JNHPP) is expected to add 2,015 MW to the national power grid by next year (2024), which should substantially raise the supply of electricity in the country, highly needed for the industrialization drive. The generation and sales of electricity by the Tanzania Electricity Supply Company (TANESCO) are shown in Figure 41.

Figure 41: Generation and Sales of Electricity



Source: *The Economic Surveys, various issues*

Investment to improve electricity supply in Zanzibar involved the installation of a new submarine cable from Mainland Tanzania to Fumba (Unguja) and Ras Mkumbuu (Pemba) with a capacity of 100 MW and 20 MW, respectively. The old submarine cable of 45 MW in Unguja was set as a reserve. There was also some strengthening of electricity infrastructure by constructing new distribution centres at Mtoni (2*25 MVA 22/11 kV), Mwanyanya (2*5 MVA, 22/11kV) and Welezo (2*5 MVA, 22/11kV).

Real Estate and Improved Shelter

Real estate development and ensuring improved and affordable shelter for Tanzania was envisaged to improve as part of the country's development agenda consistent with Goal 11 of the United Nations Sustainable Development Goals (SDGs), "Sustainable Cities and Communities," which aims to make cities and human settlements more inclusive, safe, resilient, and sustainable. It is also complying with Africa Union's Agenda 2063, seeking to have "modern, affordable, and livable habitats" for 75 percent of households by 2035 (AU, 2015). TDV2025 identified interventions needed towards the provision and availability of adequate housing. These included improving the set-up and management of urban growth, developing an effective strategy for the development of the housing sector, enhancing the provision of housing services in the rural and urban areas, enhancing the involvement of the private sector in developing the housing sector, improving land surveying and allocation of plots and the provision of essential services to surveyed areas' providing affordable cost of building materials and services

raising the level research and development in the areas of low-cost housing construction and appropriate technology for the housing sector, and, providing adequate housing loans at competitive lending rates. The 3rd FYDP added the dimensions of upgrading and scaling up an Integrated Land Management Information System, mainstreaming land management and planning systems in other sectoral development plans and promoting the use of ICT in land surveying and titling.

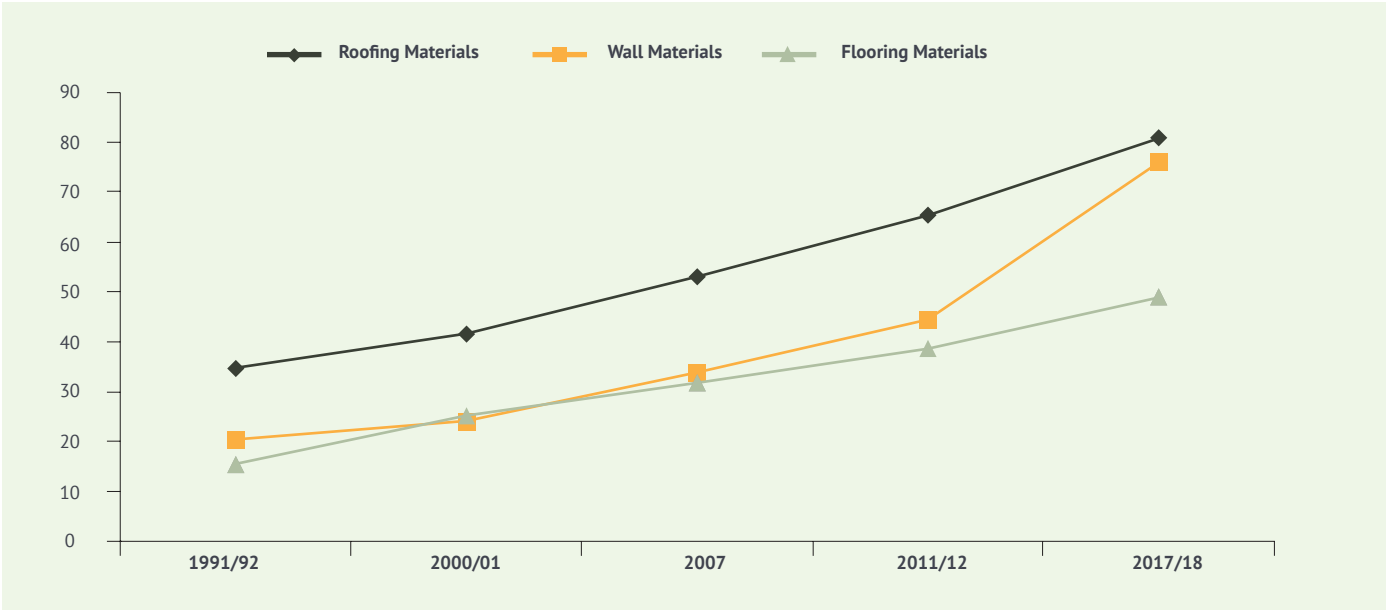
Real Estate contribution to GDP

Housing in Tanzania is dominated by individual homebuilders, who account for over 70 percent of the total supply[28]. The rest is catered for by the public sector through local governments, the National Housing Corporation (NHC), the Tanzania Building Agency (TBA), the Watumishi Housing Company (WHC), and pension funds such as the National Social Security Fund (NSSF), and by residential private developers. Tanzania's housing demand (affordable housing) is estimated at 200,000 housing units per annum, with an existing housing deficit of 3,000,000 housing units. In 2019, real estate contributed 3.1 percent to Tanzania's real GDP, with USD 1.5 billion in 2019, compared to USD 1.2 billion in 2015, an increase of 25 percent. In comparison, the contribution of real estate to GDP in Zanzibar increased from 5.2 percent in 2000 to 7.7 percent in 2019.

Access to improved shelter by citizens

According to the Household Budget Survey (HBS) report for 2017-18, the use of modern roofing, wall, and flooring materials has increased over time. As illustrated in Figure 42, the proportion of households with modern roofing materials increased from 26 percent in 1991/92 to 84 percent in 2017/18. Similarly, the percentage for wall materials increased from 21 percent to 79 percent, while flooring materials increased from 16 percent to 51 percent over the same reporting period.

Figure 42: Percentage of Households with Houses Built with Modern Materials by Type of Material, Tanzania Mainland, 1991-92 to 2017-18 HBS



Source: *HBS, 2017-18*

28 https://www.tanzaniainvest.com/construction/realestate

Further analysis indicates that both males and females are similar in terms of modernizing their houses, partly reflecting the government's efforts to empower women through various programs. In terms of a rural-urban comparison, the rural population generally lags their urban counterparts in housing modernization, suggesting the need for equal focus in this area.

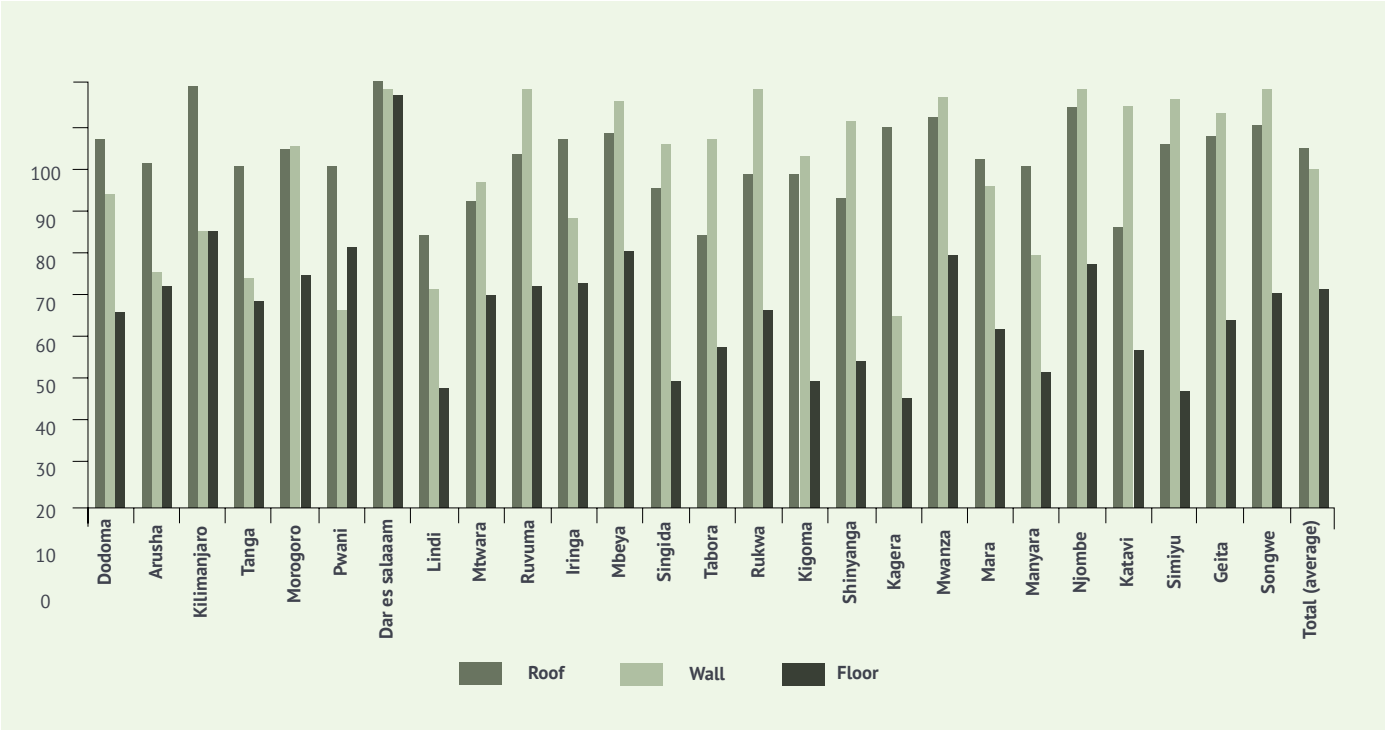
Table 25: Percentage of Households with Houses Built with Modern Materials by Type of material, Sex and Rural-Urban: Tanzania Mainland, 2017-18 HBS

Characteristic	Modern Material For		
Sex of Head of Household			
Male	83.9	83.9	51
Female	84.4	84.4	51
Rural/Urban			
Rural	76.6	70.5	32.1
Urban	97.6	94	85.6

Source: *HBS, 2017-18*

Significant regional disparities in the level of modernized houses are also notable. Regions such as Dar-es-Salaam, Kilimanjaro, Songwe, Simiyu, and Ruvuma stand out for having relatively highly modernized houses compared to regions like Arusha, Pwani, Lindi, Kagera, Tanga and Manyara. Overall, the type of flooring material shows the lowest level of modernization, while roofing material is the most highly modernized.

Figure 43: Percentage of Households with Houses Built with Modern Materials by Type of Material and Regions Tanzania Mainland, 2017-18 HBS



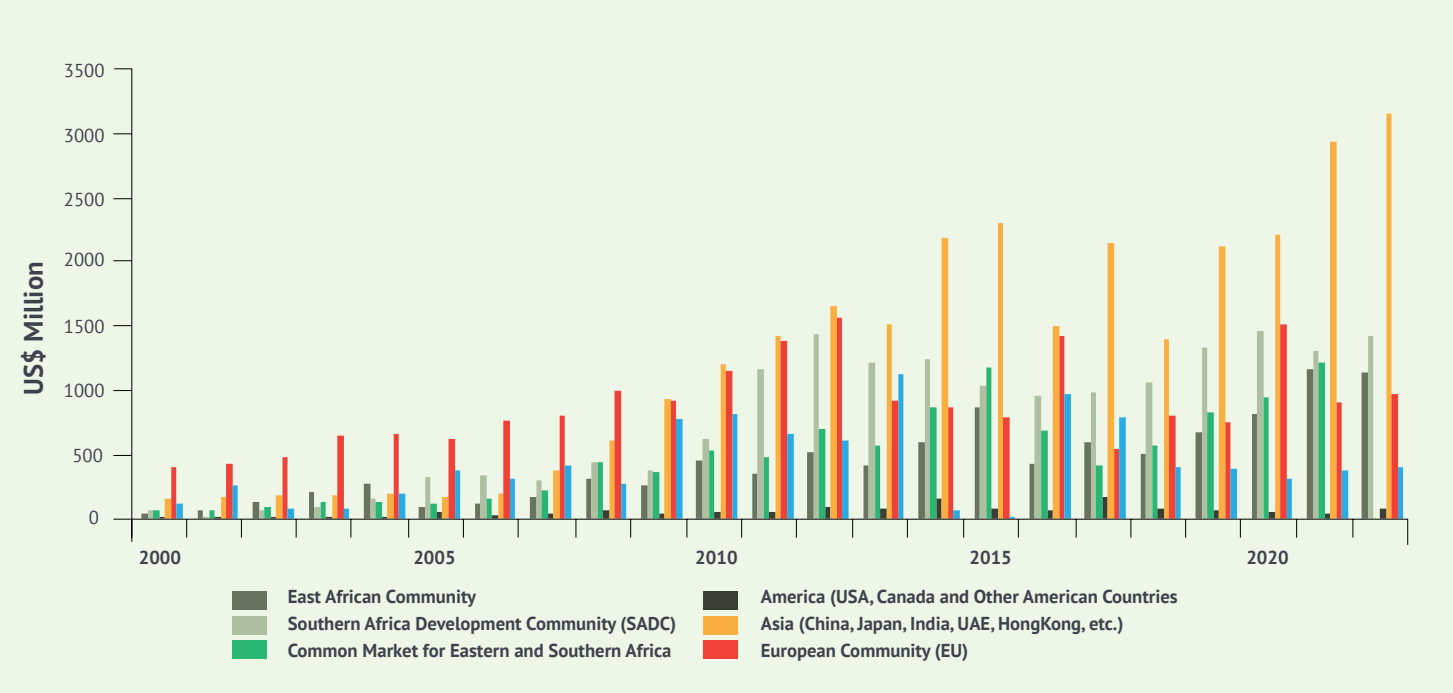
Source: *Author's analysis based on HBS, 2017-18*

In terms of the use of modern building materials, Zanzibar outperforms the mainland in various categories. In the year 2019/20, the proportion of people with modern flooring materials in Zanzibar was 83.9 percent, compared to 51 percent on the mainland in 2017/18 HBS. Zanzibar also had 82.7 percent with modern walls, while the mainland had 79 percent. Additionally, Zanzibar's roof materials were modern for 89.5 percent of the population, as opposed to 84 percent on the mainland (RGZ, 2020). Just as is the case on the mainland, urban areas outperform rural areas in terms of housing modernization using all types of materials.

3.4.5. Target 5: An Active, Competitive Player in the Regional and World Markets

Tanzania is an active member and beneficiary of a number of regional and global groupings and arrangements/agreements, including the East African Community (EAC), the Southern Africa Development Community (SADC), the Preferential Trade Area (PTA) for Eastern and Southern Africa, World Trade Organization (WTO), General Agreement Tariffs and Trade (GATT), the African Growth and Opportunity Act (AGOA) of the US, Everything But Arms (EBA) program of the EU, New Partnership for Africa's Development (NEPAD), African Peer Review Mechanism (APRM), etc. These regional and global groupings and arrangements/agreements provide an opportunity for the country to face trade and economic development challenges, such as accessing regional and global markets on favorable and/or preferential terms to the country's benefit. Invariably, the member countries implement sound macroeconomic policies and business-friendly reforms aimed at putting the respective member countries on a sustainable economic growth path.

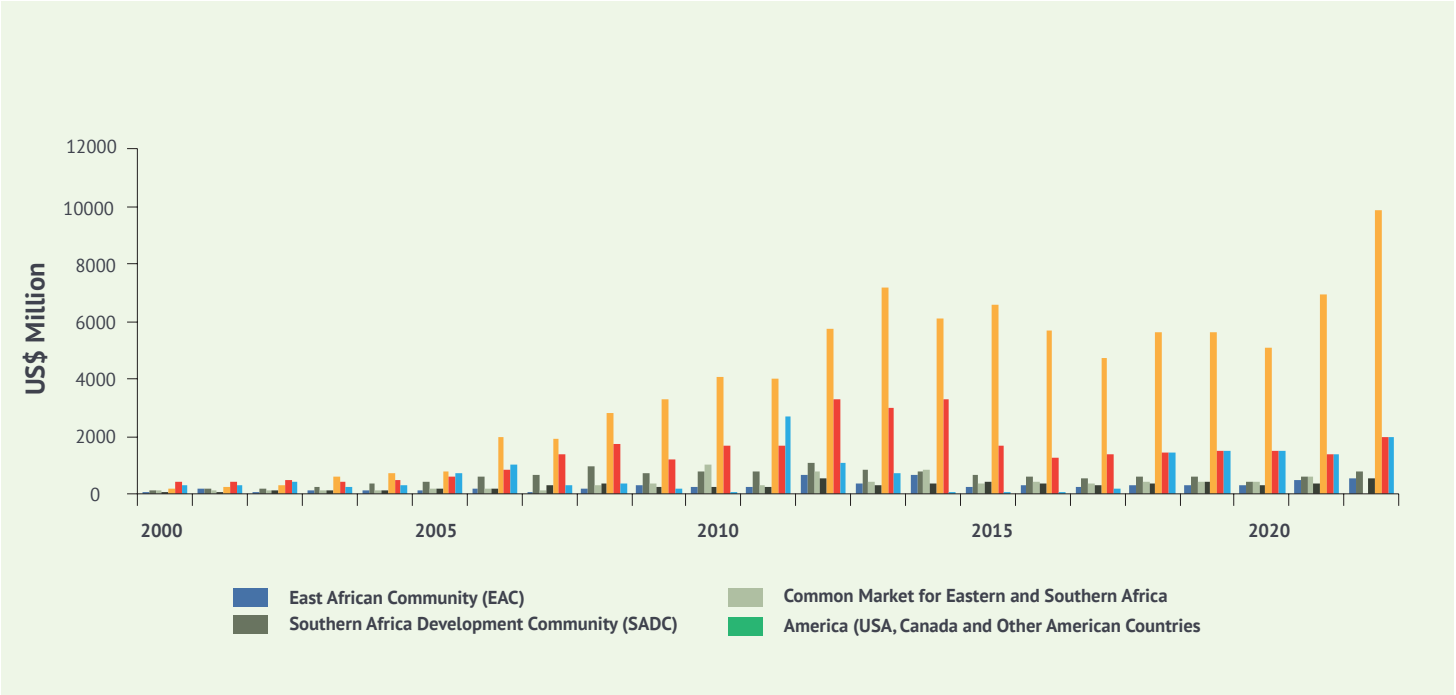
Figure 44: Exports to Regional and Global Markets



Source: *Author's analysis based on HBS, 2017-18*

As may be noted from Figure 44, most exports are destined for Asia (China, Japan, India, UAE, Hong Kong, etc.), followed by the European Union (EU) and the Southern Africa Development Community (SADC). At the same time, most imports (Figure 45) also come from the Asian block, followed by the EU and Other countries. It is important to note that Tanzania exports more to SADC than it imports from that block, and it imports more from the Asian block than it exports to that block. To attain favorable terms of trade, Tanzania will need to scale up the production of its commodities that have a ready market in the Asian and EU blocks.

Figure 45: Imports From Regional and Global Markets



Source: *The Economic Surveys, various issues*

Table 26: Performance Indicators Matrix for the Fifth Attribute of TDV2025

ATTRIBUTE FIVE: A competitive economy capable of producing sustainable and shared growth	Performance Indicators	Status in 2000/01	Status in 2015/16	Status in 2022/23	Likely Outturn by 2025/26	Prospects for attainment of targets by 2025
Target 1: Diversified and semi-industrialized economy with a substantial industrial sector, comparable to typical middle-income countries.	i. Contribution of the industrial sector to GDP. ii. Per Capita GDP (Tshs.) iii. Per Capita GDP (US Dollars)	• 17.9% • 248,225 • 276.8	• 24.9% • 2,168,056 • 953.4	• 31.0% • 2,757,573 • 1,226.2	• 33.0% • 3,640,000 • 1,400	
Target 2: Achieve macroeconomic stability, manifested by a low inflation rate and basic macroeconomic balances.	i. Inflation rate p.a. ii. Interest Rates • Lending • Deposits • Interest spread iii. Money Supply (M3) growth iv. Credit to Private Sector growth v. Government Finance (% GDP) • Domestic Revenues • Expenditure • Fiscal Deficit vi. Foreign exchange rates (Tshs/US$) vii. National debt (%GDP) • External Debt Stock (%GDP) • External Debt Service (%Exports)	• 5.9% • 19.1% • 7.1% • 12.0% • 21.7% • 22.3 % • 12.0% • 16.9% • -1.4% • TZS 800.4 • 88.7% • 83.9% • 6.8% • 9.7% • 14.4% • 22.7% • -7.7% • -5.3%	• 5.2% • 16.0% • 3.4% • 12.6% • 3.4% • .2% • 13.9% • 17.5% • -3.4% • 2,177.1 • 45.7% • 36.1% • 10.4% • 9.7% • 17.8% • 20.0% • -7.5% • -5.6%	• 4.3% • 16.2% • 1.7% • 14.5% • 11.6% • 22.5% • 14.9% • 18.7% • -3.3% • 2,302.4 • 50.5% • 36.8% • 13.9% • 13.8% • 15.8% • 22.0% • -9.2% • -1.3%	• 4.0% • 14.5% • 16.3% • -1.3% • 2,600	

ATTRIBUTE FIVE: A competitive economy capable of producing sustainable and shared growth	Performance Indicators	Status in 2000/01	Status in 2015/16	Status in 2022/23	Likely Outturn by 2025/26	Prospects for attainment of targets by 2025
	• Domestic Debt Stock (%GDP) viii. The external sector • Exports • Imports • Trade Balance • Current Account Balance • Foreign Reserves (Months of imports) • FDI (% Gross Capital Formation)	• 5.7 • 27.1%	• 3.8 • 4.7%	• 6.4 • 3.9%		
Target 3: An annual GDP growth rate of 8% or more	i. GDP growth rates ii. Sectoral growth rates • Agriculture • Industry and Construction • Services iii. Per capita GDP (US$) iv. Tanzania population distribution v. Population growth rates	• 4.9% • 4.5% • 4.5% • 5.4% • 276.8 • 32,844,350 • 3.1%	• 6.2% • 5.4% • 9.7% • 6.3% • 953.4 • 49,981,327 • 2.7%	• 4.9% • 3.3% • 5.5% • 5.2% • 1,226.2 • 61,741,120 • 3.2%	• 6.0% • 1,400 • 67,859,959 • 3.2%	

ATTRIBUTE FIVE: A competitive economy capable of producing sustainable and shared growth	Performance Indicators	Status in 2000/01	Status in 2015/16	Status in 2022/23	Likely Outturn by 2025/26	Prospects for attainment of targets by 2025
Target 4: Adequate level of physical infrastructure (transportation, energy, etc.) needed to cope with the requirements of the Vision in all sectors.	i. Transportation • Roads (length-km) ◊ (In good condition) • Railway (length-km) ◊ TRC ◊ TAZARA • Marine (Freight)-Tons ii. Electric power (GHW) • Generation • Sales	• 4,152 • 2,721 • 1,860 • 3,204,000 • 2,484.0 • 1,913.0	• 5,432 • 2,707 • 1,860 • 14,983,000 • 6,990.7 • 5,871.5	• 12,644 • 2,707 • 1,860 • 22,061 • 9,064.9 • 7,729.6	• 3,926	
Target 5: An active, competitive player in the regional and world markets, with adequate capacity to articulate and promote national interests and to adjust quickly to regional and global market shifts.	i. Regional Integration ii. Global arrangements and agreements iii. Regional/global Trade	• Tanzania's share in World trade is small and declining • Trade in the World market confined to primary products • Lack of competitiveness in both traditional and non-traditional exports • Tanzania pulls out of COMESA, but continues to trade with COMESA member countries				

Legend

Likely to reach the target by 2025

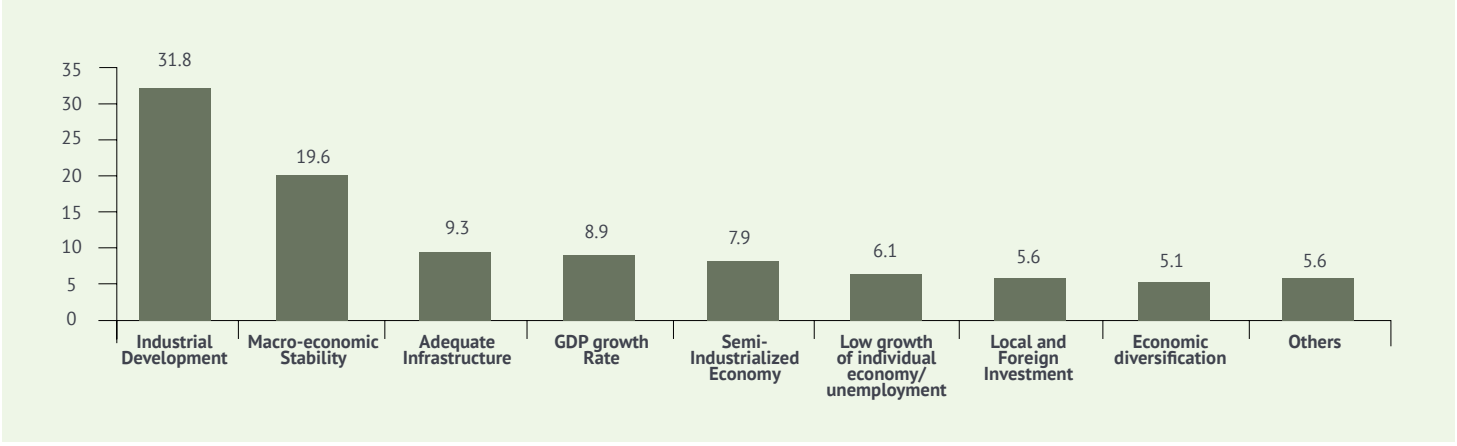
Substantial progress, but unlikely to reach the target by 2025

Unlikely to reach the target by 2025

3.4.6 Challenges

Interviewed key informants scored the highest failure to promote industrial development (31.8%), providing favorable macro-economic stability (19.6%) and infrastructure (9.3%) as aspects that failed to perform impressively (Figure 46).

Figure 46: Scores of aspects (%) in economic management that were least impressive (N=187)



Source: *: Field data 2023*

a. **Target 1:** Diversified and Semi-industrialized Economy: (i) Poor performance of the agricultural sector, which provides about 65 percent of the raw materials; (ii) both predictable volumes and quality are a problem; (iii) Inadequate power; (iv) Stiff competition from cheap imports; and, (v) inadequately skilled labor.

b. **Target 2:** Macro-economic Stability: (i) Low productivity resulting in low revenue performance; (ii) poor performance of external sector resulting in high negative current account balance; (iii) continued rapid expansion of the informal sector, which undercuts the revenue base, curtail progress in revenue mobilization and ultimately translate into high borrowing; (iv) expansive public expenditure coupled with low domestic revenue effort translating into high; and, (v) domestic and foreign borrowing.

c. **Target 3:** GDP Growth rate of 8 percent or more: Low performance of real sectors and, in particular, agriculture and industry.

d. **Target 4:** Adequate infrastructure for all sectors: (i) Inadequate financial resources to fund the infrastructure gap; and (ii) slow progress in implementing PPP projects.





PART FOUR

ASSESSMENT EFFECTIVENESS OF TDV2025 DESIGN AND IMPLEMENTATION APPROACHES

4.1 An Overview

This chapter presents the evaluation findings and rating of the performance of TDV2025 attributes and the overall performance of Vision. The evaluation team relied on information gathered through document review of reports of designs, implementation, and evaluations of interventions such as policies, five-year development plans, strategic national projects, and programs, among other interventions that were implemented to achieve the vision. Also, the team applied information and data gathered from the field through KIIs, FGD, and zonal workshops. Based on the above information, the evaluation team established ratings that gauge the extent of the performance of the vision.

Also, the evaluation team has relied on the above information to make a general evaluation of the vision in terms of its relevance, coherence, effectiveness, and efficiency of interventions implemented to achieve the Vision, and impact and sustainability of the interventions and results beyond the period of the vision. A Likert Scale of five points (1=lowest, 5=highest) has been used to establish performance rates (1=To a very low extent, 2=to a low extent, 3=average, 4=to a large extent, and a 5=very large extent).

4.2 Overall Assessment TDV2025

4.2.1. Design

According to the findings, the TDV2025 design was scored "average", implying generally satisfactory (Table 27). Primarily, the design focused on goals that have remained relevant for the entire period of the vision. However, there are several gaps in the design, including the omission of some targets and indicators to monitor the performance of the vision. Some critical issues that were elaborated in the Composite Development Goals, such as the environment/climate change and development of the blue economy, were not included among the three main strategic goals of TDV2025. Also, the vision design didn't integrate a robust framework for the monitoring and evaluation of the Vision. For example, the evaluation team faced challenges in establishing baseline data for the purpose of comparing the situation before and the situation after the implementation of the vision. Moreover, the design of TDV25 lacked an explicit communication strategy, and the findings show that most of the respondents became aware of the vision when it was already implemented for 15 years.

4.2.2. Implementation

Overall, TDV2025 implementation scored an average rating (Table 27). There has been good progress in social sectors, especially in the provision of education, health services and water. The evaluation findings show that the implementation of TDV25 appears to have suffered from a lack of strong institutional coordination due partly to shifting roles and influence of the National Planning Commission (NPC) as the Secretariat for TDV2025 Implementation. Consequently,there was no consistency in pursuing to ensure the availability of adequate funding for national programs and flagship projects earmarked as important for the realization of TDV2025 goals. The lack of an elaborate national financing framework exacerbated the problem of a coordinated implementation framework. Each institution drew its programs, regardless of what others were doing, sometimes even in the same sector. Some innovative approaches in the utilization of financial resources, such as the Big Results Now (BRN), were abandoned halfway. There was also a lack of coherent monitoring, evaluation, and learning (MEL) framework. Only a mid-term evaluation was done in 2011 instead of every five years, as envisaged.

4.2.3. Results

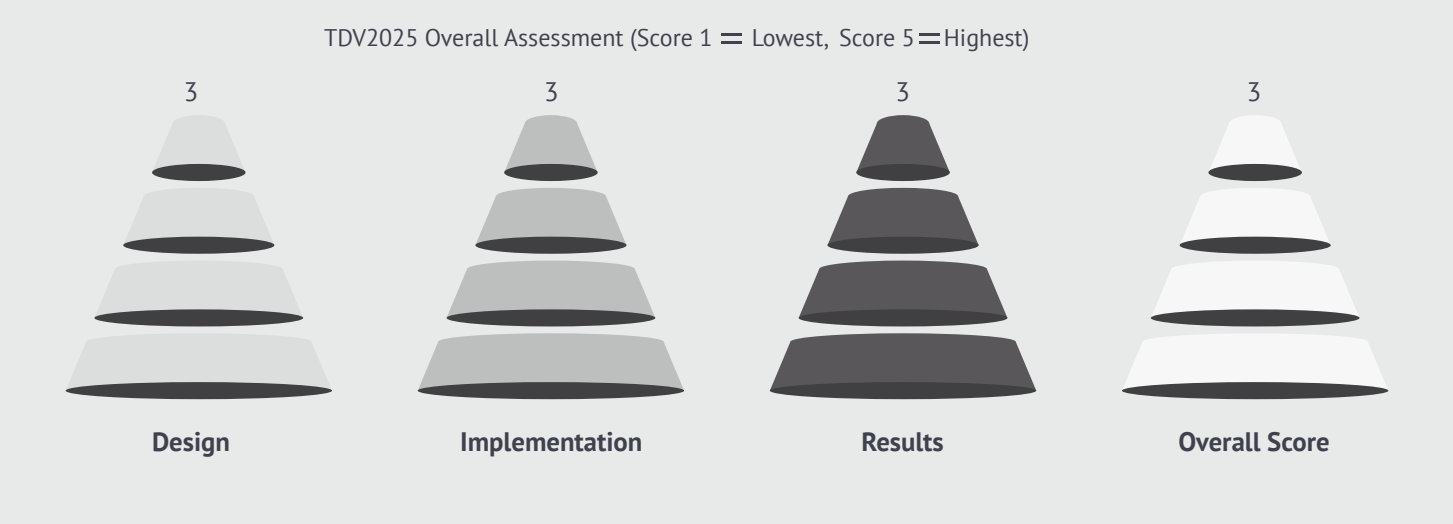
TDV2025 implementation has largely achieved average results in most of the targets (Table 27), such as the provision of basic education, primary health care,water access,extending life expectancy to 68 years, macro-economic management (e.g., single digit inflation rate), and maintaining peace and unit, appear to have achieved above average results. However, some areas stand out as having failed to contribute to overall better results from the implementation of Vision. For example, (a) inability to implement more growth-inclusive strategies, leaving the agriculture sector lagging in growth rate and therefore failing to reduce poverty levels in rural and urban areas; (b) persistent high rate of unemployment and provision of decent formal and informal jobs among the youth. This is regarded because of inappropriately designed education policies that don't promote vocational skills education and low levels of value addition of the produced materials from agriculture, mining, and forestry sectors; and (c) Pending governance matters, especially in crafting a new constitution and cultivated tolerance and co-existence of political parties. Figure 47 presents the overall assessment of TDV2025.

Table 27: Overall Scores for TDV2025 Design, Implementation and Results

Description	Overall Score	Percent
Design	3	60%
Implementation	3	60%
Results	3	60%
Overall score	3	60%

Source: *Evaluators' independent opinions*

Figure 47: Overall Assessment of TDV2025



Source: *Evaluators' independent opinions*

4.3 TDV2025 Attributes performance assessment

4.3.1. Attribute #1: Improved livelihoods

According to the findings, the attribute of improved livelihoods attained an average performance (Table 27 and Figure 47). It is noteworthy that most of the targets, including reduced maternal mortality, infant mortality, increased enrolment in educational institutions, increased access to health care, access to clean water, and food self-sufficiency, have been met by more than 70 percent. However, they were pulled down by an inability to eliminate abject poverty, which was scored very lowly by most stakeholders. There were also reservations that although the targets for putting up infrastructure for the provision of basic education (resulting in increased enrolment of pupils and students), the issues of quality and imparting life skills among children were yet to be resolved. Delayed services and unaffordable costs for accessing medical care, as well as unprofessional conduct of some public health sector personnel, were issues that tarnished the successes achieved in the provision of health services (resulting in reduced distance and increased attendance to clinics by mothers and immunization of infants). There was also dissatisfaction that although the distance to safe water points had been reduced due to the expanded water supply network, the commodity was not available all days of the week due to rationing.

4.3.2. Attribute #2: Good Governance

Similarly, attribute#2 on good governance attained an average performance (Table 27 and Figure 47). The evaluation findings show good progress in adopting policies and legal frameworks as well as establishing watchdog and oversight institutions for promoting and safeguarding the established good governance frameworks. Although there were still challenges in building "corruption-free" institutions and instilling some mindset changes

among citizens in demanding bribery-free services, the majority of Tanzanians tend to comply with the rule of law and cherish peaceful co-existence with other citizens irrespective of tribe and religious differences. Public institutions are still to perfect their roles in ensuring Tanzanians don't suffer from corruption, rights infringement, and shrinking of civic space.

4.3.3. Attributes #3: Promotes the culture of a learning society

This attribute attained the lowest performance (below average) of all attributes (Table 28 and Figure 47). There was a low push for this as far as the TDV2025 implementation is concerned. According to the findings, the Tanzanian education system does not prepare people to learn on their own, and it does not promote creative thinking and self-reliance. Social media has been misused, resulting in moral decay, particularly among the young.

4.3.4. Attibute#4: Semi-industrialized, competitive, and inclusive middle-income country (MIC) economy

This attribute has also attained an average performance (Table 27 and Figure 47). Although the country's macro-economic variables, such that it did better than most Sub-Saharan African countries in managing an inflation rate below five percent and propelling GDP growth between 6 and 7 percent for most of the years after 2005, the economic growth was not inclusive enough. This was due to the inability to instill and promote growth in agriculture (crops, livestock, fisheries, and forestry), which supports more than two-thirds of the country's population. There is a lack of consistency with frequency shifts in focus. For example, (a) during the first ten years of the Vision, there were relatively low levels of public investments in economy and promotion of industrialization compared to the provision of social services and improved governance; (b) diversification of energy sources mix, at one time mobilizing public and private sector resources in developing natural gas for power generation, but mid-way turning to hydro-power generation, sidelining concerns on environmental sustainability due to yet to be rationalized competing use of water catchments that are negatively affecting water flows to streams, rivers and wetlands; (c) delayed mining of iron-ore that was envisaged as a source of local supply of iron for industries and the expansion of railway network; and, (d) relatively less emphasis on the railway transportation network, which provides cheaper transport costs for goods compared to roads. The country lacks enough processing industries to tap the potential in value addition of the products, which, once produced, lack the prerequisite quality and quantity to compete with foreign products.

4.3.5. Attribute#5: Peace, stability, and national unity

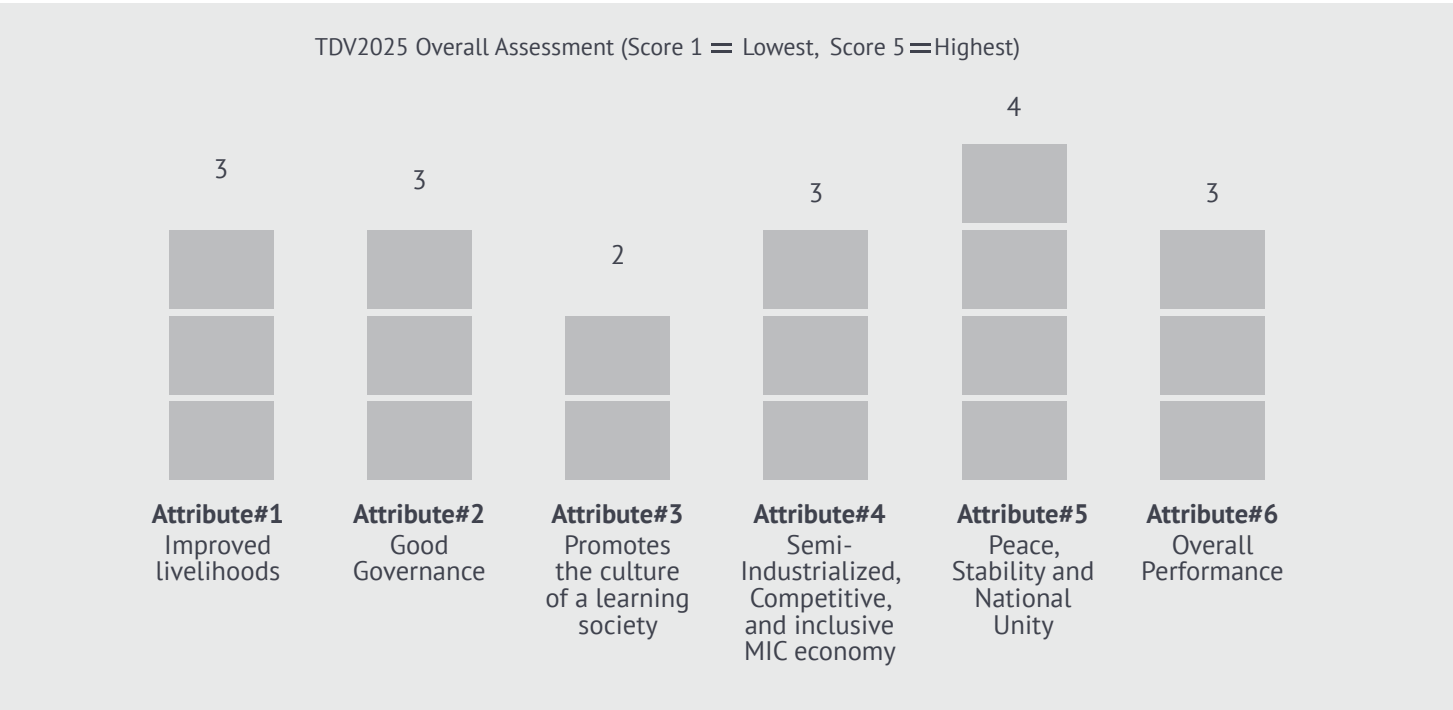
TDV2025 vision has primarily achieved Attribute#5 on Peace, stability, and national unity (Table 28 and Figure 47). Most respondents agree that the country has maintained peace, security and national unity. However, this condition is usually threatened during general elections when issues of a new constitution, having a free and fair election process, and dealing with some pending matters on the union between Tanganyika and Zanzibar are hotly debated by the public.

Table 28: Assessment of the Five Attributes of TDV2025

Attributes	Score	Percent
Attribute#1- Improved Livelihoods	3	60%
Attribute#2- Good governance	3	60%
Attribute#3- Promotes the culture of a learning society	2	40%
Attribute#4- Semi-industrialized, competitive, and inclusive MIC economy	3	60%
Attribute#5- Peace, stability, and national unity	4	80%
Overall Performance	3	60%

Source: *Evaluators' independent opinions*

Figure 48: TDV2025 attributes performance



Source: *Evaluators' independent opinions*

4.4 Evaluation criteria

4.4.1. Relevance

The evaluation findings largely show that TDV2025 goals, attributes, targets, and allied interventions, such as strategies, policies, programs, projects, etc., were relevant. As such, the vision and interventions implemented were related to the needs and priorities of Tanzanians and have continued to do so throughout the vision (regardless of circumstances change). Social services, infrastructures, and economic growth were important and relevant features of the vision for individual, household, community, local, national, regional (EAC, SADC, AU), and global (UN/SDGs). The attributes and goals pursued during the period 2000 to 2025 appear to be still relevant beyond 2025, which should be designed to include other aspects that were identified in 2000 but were not specified in the three strategic goals and the respective targets, as explained in Part Six of this report.

4.4.2. Coherence

According to the evaluation findings, several projects and programs that were implemented to achieve TDV2025 were entirely compatible and had some synergy. For example, rural electrification had some positive role in ensuring the quality provision of health services (e.g., refrigeration of vaccines and operation of scanning machines) as well as pumping of water and the establishment of small industries. On the other hand, the benefits of establishing a network of all-weather roads connecting all regional and district towns would be sub-optimal if rural roads were impassable; hence, the establishment of the TARURA focuses on opening rural roads to enable farm produce to reach urban consumers and industries. However, the findings point to the lack of communication strategy that might have affected some interventions to tap potential linkages, synergies, and cross-fertilization for complementary and supplementary effects, thus promoting sustainability and a more significant impact.

4.4.3. Effectiveness

The effectiveness in the implementation of TDV2025-related interventions during the first ten years was dwarfed by the inability to balance financial resources between social services (relatively well-funded MKUKUTA supported by Development Partners) and the real economy that depends on well-functioning infrastructural services (e.g., transport network and energy supply for industries), which did not receive the pre-requisite resources. This anomaly was, however, corrected after switching to five-year development plans. Some investments, such as the national broadband backbone optic fiber network, which connected Dar-es-salaam with all regional and district towns, including towns bordering neighboring countries, could not be as effective as planned in promoting a digital economy. This was after TTCL failed to mobilize public and private resources to invest in last-mile connectivity to homes, offices, shops, factories, schools, hospitals, etc. To this end, the implementation of TDV2025 was, to some extent, not effective, with a bit of losing focus on the goals and targets of the vision.

4.4.4. Efficiency

The evaluation findings show that the vision lacked a strong communication strategy and resource mobilization strategy, and there was some unexpected switching of focus that affected the efficient use of both public and private sector resources. For example, the silent switch of focus from natural gas for power generation to hydropower resulted in the wastage of investments made by the private sector in anticipation of opportunities in the natural gas economy. Some preliminary investments in wind energy production in Singida (PPP model) and Makambako (private sector) have also been left to waste. Energy, white elephants. To rationalize public resources, it was advised to adopt the Malaysia model of planning that enhances the efficient and effective use of resources. The Big Results Now (BRN) was adopted but was abandoned halfway with a rationalized explanation. The

resolve to establish Special Economic Zones (SEZ) in all regions, an approach that enhances the efficient allocation of infrastructural facilities by exploiting economies of scale, was not given the weight and priority it deserved. The same applies to initiatives intended to improve the efficiency in the operations of major ports. To this end, resources such as time, personnel, and money seem not to be used efficiently.

4.4.5. Impact

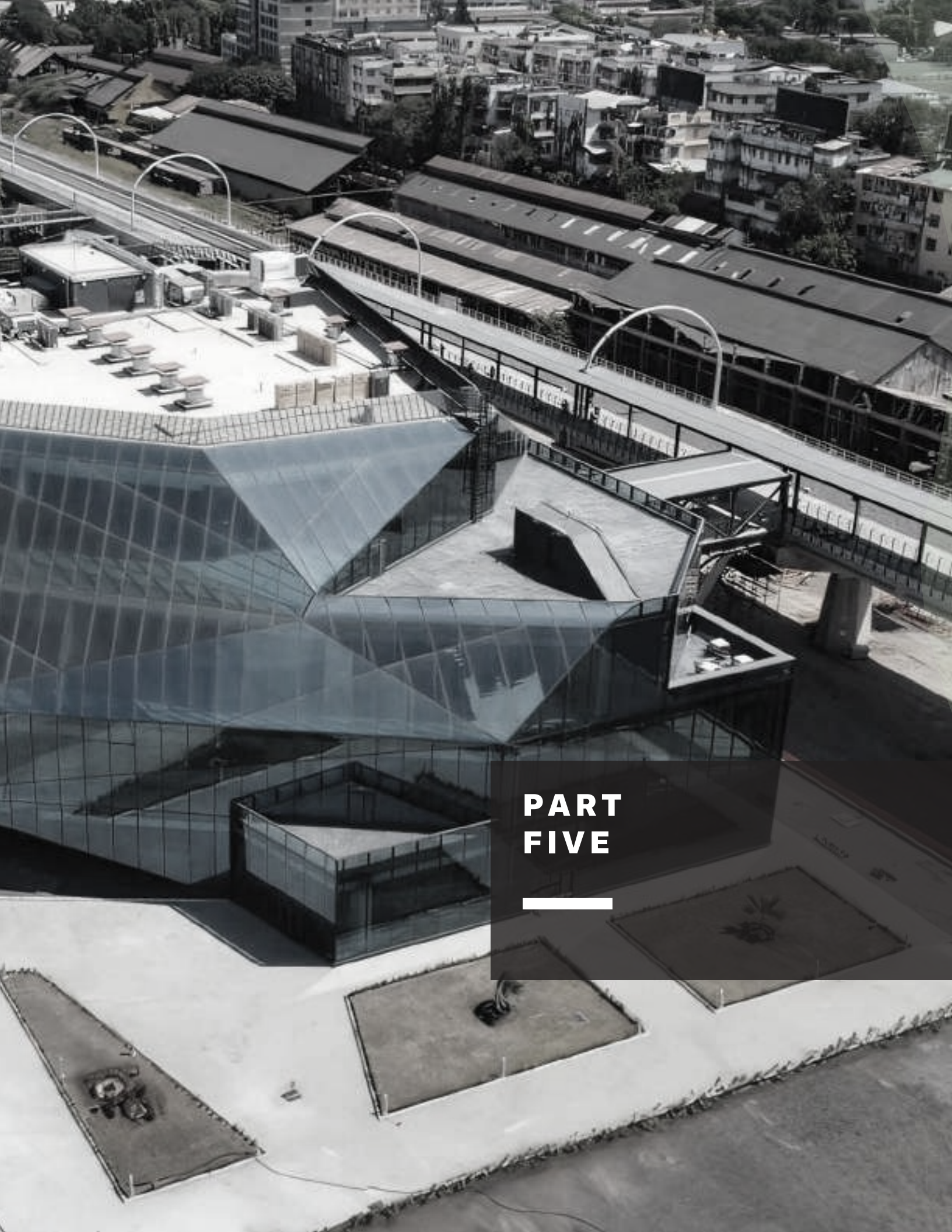
TDV2025 intervention results mostly have positive impacts, especially in the education and health sectors. Increased school enrollment, reduced child mortality rate, rural electrification, roads, and railway infrastructures have resulted in positive impacts. However, there are impacts with adverse consequences, such as the increased school enrollment that resulted in increased college and university graduates but prompted increased unemployment since the education sector produces a massive number of graduates than job opportunities generated in the economy at large.

4.4.6. Sustainability

Primarily strategic interventions such as projects and programs that were implemented to achieve TDV2025 are likely to continue beyond the period of the Vision. Among the sustainability worries during the TDV2025 Mid-term review in 2011 was the bias in favor of social services infrastructure without much investment in promoting real economic growth from which the government could obtain some tax revenue to sustain the provision of the established social services. This was corrected after the adoption of a five-year planning framework. However, the sustainability of interventions and results would very much depend on the level of political will, utility, and continued need for such benefits, participation, and engagement of beneficiaries.



TDV2025 Intervention Results Mostly have Positive Impacts Especially in the Education and Health Sectors...



PART FIVE

ASSESSMENT EFFECTIVENESS OF TDV2025 DESIGN AND IMPLEMENTATION APPROACHES

Lessons Learned from TDV2025 Implementation

5.1 An Overview

Lessons from the implementation of TDV2025 were drawn from four primary sources: stakeholder views obtained during consultations as part of the review in 2023; progress reports on the implementation of various sector-specific plans (e.g., energy sector, transport sector, and water sector) and national programs (e.g., Five Year Development Plans); special report TDV2025 Mid-Term Review conducted in 2011; and literature review of experiences of comparator countries.

5.2 Resource Mobilization Experience During TDV2025: A snapshot

The government recognizes that the availability of adequate resources, timely disbursement, right absorptive capacity, and proper use are critical for delivering the TDV 2025 objectives. Traditionally, the government finances rely on two main traditional sources of revenue to finance both the recurrent/operational and development/ investment budgets, namely domestic revenue (tax and non-tax) and foreign financing (grants and loans). Loans can be from domestic or foreign sources, and they can also be concessional or non-concessional/commercial. This has been the composition of the government budget frame for many years, which has not changed materially to date.

In 2009-2010, the government carried out, for the first time after ten years, a comprehensive assessment of the implementation of the TDV 2025. One of the key findings of the study about resource mobilization was that the government development budget was dependent on a very narrow base, namely domestic revenue and foreign aid. In view of this, during the formulation of the First National Five-Year Development Plan (FYDP I) 2011/12- 2015/16, the government took due cognizance of the limitations of the traditional sources for financing the development budget. Also, the government resolved to allocate, on average, at least 35 percent of the national budget to the development budget during the FYDP I period. So in addition to the traditional sources of finance, the government introduced innovative project financing which included inter alia, Infrastructure and Savings Bonds (Diaspora bonds, domestic bonds, foreign market bonds), Pension and Social Security Funds, Strategic Partners' Grants and Donations, Government Guarantee (public institutions, private sector-PPP), Sovereign Borrowing, Regional Economic Arrangements and South-South Cooperation,

Taxation and Financial Transactions, National Climate Fund, Debt to Health Initiative, Voluntary Based Initiatives, Sub-Sovereign Bonds and Super Profit Tax on Minerals.

However, by the time the FYDP II was launched in June 2016, it was noted that inadequate financing continued to be a major constraint in the implementation of development plans ("underfunding and bad timing of disbursements" [29]). It was also noted that despite the innovative project financing initiatives introduced in FYDP I, there was no strategic action plan to translate them into reality.[30]

While the FYDP II development financing strategy does not make explicit reference to the several innovative project financings stated in the FYDP I, it gives a general policy stance of encouraging the private sector to invest in commercial projects alone or in partnership with the government (PPP). The overall assessment of the implementation of the FYDP II showed that private sector investment during the first four years of the plan was TZS 32.6 trillion, which was 85 percent of the estimated TZS 38.4 trillion.[31]

Promotion of the private sector in development activities is sustained in the FYDP III, which is expected to contribute about TZS 40.6 trillion (about 35%) of the estimated total cost of about TZS 114.8 trillion. All modalities of financing, both traditional and innovative, will be pursued. As eluded earlier, the structure of the government budget frame has remained materially static/ similar for many years, as displayed in Table 29. It is, therefore, not possible to quantify the magnitude and trends in innovative project financing adopted in the FYDP I in June 2012.

Table 29: Government Budget Frame, comparing 2015/16 and 2023/24

Main Sources of Revenue	Sub-Items	2015/16	2023/24	Change over the two periods (%)
		TZS Millions	TZS Millions	Percentage
Government Domestic Revenue	Total	13,475,644	30,237,128	124.4
	Tax Revenue (TRA)	12,362,959	26,725,409	116.2
	Non-Tax Revenue	1,112,685	3,511,719	215.6
	LGA own source	521,879	1,143,883	119.2
External Grants and Concessional Loans	**Total**	**2,322,518**	**5,466,215**	**135.4**
	General Budget Support	660,337	2,184,134	230.8
	Project Loans and Grants	1,463,155	3,151,958	115.4
	Basket Loans and Grants	199,026	130,123	-34.6

29 URT, Ministry of Finance and Planning, National Five-Year Development Plan, 2016/17-2020/21, June 2016.
30 URT, Ministry of Finance and Planning, National Five-Year Development Plan, 2016/17-2020/21, June 2016.
31 URT, Ministry of Finance and Planning, National Five-Year Development Plan, 2021/22-2025/26, June 2021

Main Sources of Revenue	Sub-Items	2015/16	2023/24	Change over the two periods (%)
		TZS Millions	TZS Millions	Percentage
Domestic and External Non-concessional Loans	**Total**	**6,175,452**	**7,540,840**	**22.1**
	External Non-concessional Borrowing	0	2,100,464	
	Domestic Non-concessional Borrowing	2,142,469	1,898,316	-11.4
	Domestic Non-concessional Borrowing (Rollover)	2,600,000	3,542,061	36.2
	domestic loans 1.5% of GDP[1]	1,432,983	0	-100.0
	TZS Million	**22,495,492**	**44,388,067**	**97.3**

Source: *CAG reports, various years*

In 2012, more than 10 innovative project financing mechanisms were identified. Still, as explained above, disaggregated data on their application is difficult to track in formal government budget records because they are mostly off-budget expenditures. A few examples include the Kigamboni bridge (mega infrastructure) financed by an NSSF loan, the University of Dodoma (education) financed by a consortium of social security funds, the local government college (education) financed by LAPF, the Mkulazi sugar project financed by NSSF, Kilimanjaro International Leather factory (NSSF), and procurement of medical equipment (NHIF), etc. Also, many projects have been financed under Corporate Social Responsibilities (CSRs) as well as community contributions/voluntary in-kind inputs. At the same time, commercial banks (NMB, CRDB, StanChart) have participated effectively in providing guarantees for loans financing mega government infrastructure projects, including Julius Nyerere Hydro Power Project (JNHPP), Standard Gauge Railway (SGR), etc. The commercial banks, in particular NMB and CRDB, have partnered with the government to finance loans for university students and provide low-cost loans (single digit) for agricultural investments.

It is high time the government put in place procedures for capturing all modalities of private sector investments taking place to generate data and information on innovative financing mechanisms.

However, despite the inability to expand the tax base and sources of revenue, the performance of revenue collected against the budget was almost or above 90 percent for most of the years, with the exception of FY 2016/16 (84.5%) and 2018/19 (79.5%) (Table 30). This could be attributed to tax administration reforms that included enhanced taxpayers' awareness programs.

Table 30: Government Revenue Performance (TZS. billion) from 2007/08 to 2021/22

Financial Year	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12	2010/11	2009/10	2008/09	2007/08
Approved Budget	38.0	34.9	33.1	32.5	31.7	29.9	22.5	19.5	17.9	15.2	13.5	6.2	5.1	4.8	3.5
Actual Collections	38.3	31.3	31.5	25.8	27.7	25.3	21.1	18.4	16.3	15.1	12.2	5.7	4.7	4.3	3.6
% actual/ budget	100.8	89.8	95.2	79.5	87.3	84.5	93.8	94.4	91.1	98.8	89.8	92.8	91.5	89.8	1.04

Source: *CAG reports, various years*

Another aspect to assess regarding resource mobilization is the efficiency and effectiveness of resource mobilization and application. This data is available in the Annual Reports of the Controller and Auditor General (CAG), which are prepared every year. Table 29 shows the aggregate data on the development budget over time and the corresponding disbursement and absorption rates.[32]

Table 31: Snapshot of Development Budget (TZS Billion) Turn-out and Absorption rate by MDAs

Financial year	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
Development Budget	11.7	10.9	10.6	10.5	10.1	10.2	5.0	4.4	5.0	4.2	4.3
Disbursements	11.6	9.3	7.0	7.1	7.2	6.9	3.8	2.9	3.1	3.2	3.4
Actual Expenditure	11.4	9.0	6.9	7.1	7.1	6.0	3.7	2.9	3.1	3.2	3.4
% Disbursed/ Budget	99.5	84.7	66.2	68.3	71.2	67.8	75.8	67.3	62.5	78.8	78.5
%Actual expenditure/ Disbursed	98.3	97.5	97.7	99.8	98.7	87.1	98.9	98.7	99.9	98.6	99.7

Source: *CAG reports, various years*

32 URT, The National Audit Office, Annual General Report of the Controller and Auditor General for the Financial Year 2021/22, Central Government, March 2023.

5.3 Lessons from Comparator Countries

a. **Infrastructure development:** Higher levels of investment in enablers for real economic growth, notably electrical energy for industries, was the main factor that separated a set comparator country from Tanzania. In power supply, the comparator countries had already attained electricity supply above 200 kWh per capita before graduating to MIC status. Vietnam, for example, had reached a per capita supply of 245 kWh ten years before it graduated to MIC status in 1990. This contrasted with Tanzania's 95 kWh per capita in 2010, some 15 years before 2025. The review report, therefore, recommended the government to deliberate efforts to accelerate the generation and supply of electricity power. The government took up this recommendation by encouraging partnerships with the private sector in the drilling and utilization of natural gas for electricity generation.

b. **Relative contribution of agricultural and industrial sectors to GDP** in comparator LMIC some 16 years before attaining MIC status had reached around 24 percent. In contrast, during the same remaining years to 2025, its contribution was 28.4 percent. This implied that the industrialization process in comparator countries was characterized by a reduction in the share of agriculture by 4.4 percentage points over 16 years. The manufacturing sector of the LMICs contributed 17.8 percent to GDP in the year of graduation, compared to 9.4 percent for Tanzania in 2009. It was computed that for Tanzania to resemble the LMIC economy by 2025, the share of the manufacturing sector will have to increase by at least 0.56 percentage points annually between 2010 and 2025 to change the sector's contribution to GDP from 9.4 to 17.8 percent, respectively. It was feared that it would be difficult to realize given the state of power supply necessary for manufacturing to thrive.

c. **Role of SMEs in industrial development and contribution to GDP:** Comparator countries had done better than Tanzania in promoting small and medium-sized enterprises (SMEs), which are regarded as intermediating institutions in economic growth. Evidence was provided that whereas SMEs in Tanzania contributed 22.6 percent of Tanzania's GDP and more than 80 percent of formal employment, those in Indonesia contributed 58.3 percent to GDP and 80-95 percent to employment generation. SMEs in China accounted for 90 percent of the country's enterprises. Tanzania has almost the same level of employment contribution by SMEs but with less contribution to GDP, implying need to raise efficiency and productivity in the informal sector and small-scale operations.

d. **Human development:** The comparator LMICs had invested relatively heavily in human capital compared to Tanzania. Human capital is regarded as an important and necessary ingredient for economic development. It seems that Tanzania spent too many years investing in lower levels of human capital development, mostly focusing on primary education that did not promote competence or skills.

e. **Institutional arrangement and accountability:** There was strictness in the way institutions were managed, and staff were rewarded when they did well and sanctioned when they failed to perform.

This was an area Tanzania has tried to emulate when it implemented public sector reform programmes and introduced OPRAS in the civil service whereby staff are evaluated based on key performance indicators (KPIs).

f. **Political will and promoters:** One of the hallmarks of LMICs was the prevalence of strong political will and support for the role of champions for flagship projects. Shifting of emphasis on flagship projects between successive governments may have contributed to delayed completion of those projects.

It is further noted in some literature on what African countries can learn from the experiences of Singapore, a unique city state and an island economy. The lessons should take into account special circumstances prevailing in each country. Table 31 shows some comparison and contrast in the approaches adopted by Singapore and Tanzania:

Table 32: Comparison of Development Approaches of Singapore with that by Tanzania

Singapore's Approach to Development	How Tanzania Did	Results in Tanzania
i. **Good Governance and Low Corruption:** Singapore is known for its clean and efficient government due to zero tolerance to corruption that builds trust and attracting investments. This creates a stable environment that fosters economic growth.	**TDV2025 Goal 2** focused on promoting good governance, rule of law and public service ethics. Established various watchdogs and oversight institutions to promote the realization of the goal	As shown in chapter 3 of this report. Prevention and combating corruption is still "work in progress" as the country has not reached the desirable levels.
ii. **Investment in Education:** Singapore places a high value on education and has invested heavily in its educational system. This has produced a skilled and adaptable workforce, which is crucial in the modern global economy.	**Tanzania spent the first 20 years** after independence focusing on basic literacy levels, before embarking on tertiary type of education. More universities and technical colleges established and even introduced higher education loans board to ensure inclusivity in accessing education.	**Lack of qualified and competent skilled manpower** has been a persistent complaint among industrial sector stakeholders. Reason given: the country has delayed implementing a competence based education system
iii. **Openness to Global Trade and Investment:** Singapore is one of the world's most open economies. It actively encourages trade, foreign investment, and the flow of capital. Developing countries can benefit from embracing globalization, while ensuring they protect vulnerable domestic industries.	**Signatory to WTO protocols and associated instruments for protecting international investments.** TIC and EPZA were established to encourage FDIs. Competition Commission in place.	**Opening the economy wasn't coupled with precautionary measures to safeguard infant industries**

Singapore's Approach to Development	How Tanzania Did	Results in Tanzania
iv. **Infrastructure Development:** Singapore invested significantly in infrastructure development, including efficient transportation networks, a world-class airport, and a modern port. This infrastructure has been key to attracting foreign investment and supporting economic growth.	**Emphasis on infrastructure to support real economy sectors started after the adoption of long-term planning perspective 2011-2025 implemented through five-year development plans.** The first 10 years of TDV2025 was preoccupied with the provision of social services through MKUKUTA.	**Experiencing inadequate supply of adequate and reliable electricity of lack of qualified and competent** needed for industrial development.
v. **Diversification of the Economy:** Singapore has a highly diversified economy, with strong sectors in finance, manufacturing, logistics, and technology. Developing countries can learn to avoid overreliance on a single industry or sector to reduce vulnerability to economic shocks.	**Tanzania's economy is highly diversified with possibility of generating and exported value added products** from agriculture (crops, livestock, forestry, and fisheries), wildlife, and minerals as well as taking advantage of its geographical position to serve land-locked countries and link them with the rest of the world through its lake ports (Tanganyika, Victoria and Nyasa) and its Indian ocean ports of Tanga, Zanzibar, Dar-es-salaam and Mtwara).	**Tanzania has not done enough** in (i) pre-export products value addition, and (ii) optimizing benefits from her natural resources for tourism (from wildlife and marine) and transport (use of her ports to take advantage of its geographical position).
vi. **Innovation and Technology Adoption:** Singapore has a keen focus on innovation and the adoption of advanced technologies. This has helped it stay competitive and maintain high productivity levels. Developing countries can invest in research and development and foster an environment that supports innovation.	**Tanzania adopted policies that promote innovations, science, and technology, including the establishment of the Commission for Science and Technology (COSTECH).**	**The proportion of resources dedicated to R&D is far below the recommended 1 percent of the GDP. Consequently, there have not been enough innovations** that could help Tanzania to stay ahead of the pack in terms of application of technology to raise productivity.
vii. **Prudent Fiscal Management:** Singapore has a high savings rate, and the government has managed those savings wisely. Singapore emphasizes fiscal discipline and prudent management of public finances. This includes maintaining low debt levels, balancing budgets, and using surpluses to invest in the country's future.	**Tanzania has tried to adopt similar policies to** achieve higher levels of savings starting at family level; implemented public sector financial management programmes including the use of medium term expenditure framework (MTEF) and adopting debt management framework	**The country's savings ratio relative to GDP is still low,** with the national debt ratio rising to higher levels although still below 50 percent of national GDP.

Singapore's Approach to Development	How Tanzania Did	Results in Tanzania
viii. **Social Cohesion and Inclusivity:** Singapore has a strong focus on social cohesion and inclusivity. It has implemented policies to reduce income inequality and provide a safety net for its citizens. Developing countries can benefit from policies that promote social harmony and inclusivity.	**Cultivation of national unity was the lead slogan immediate after independence ("uhuru na umoja"), necessary to unite more than 120 tribes under one language of Kiswahili.** Several programmes have been implemented to ensure inclusive growth that bring on-board low-income segments of the society (e.g. TASAF) and also formalizing their assets (e.g. under MKURABITA)	**Although progress has been,** there still work to be done to ensure that "no body is left behind" as unemployment, specifically among the youth.
ix. **Long-Term vision and Planning:** Singapore's success is often attributed to its long-term planning and vision. The government has consistently implemented well-considered policies over decades, focusing on economic stability, infrastructure development, and human capital.	**TDV2025 and its medium term planning frameworks (Five Year Development Plans)** and the corresponding plans for different sectors such as transport and energy	Still under implementation **but will fall short of taking Tanzania to the planned level of USD 3,000 per capita middle income country status**
x. **Flexibility and Adaptability:** Singapore has demonstrated the ability to adapt and evolve its economic strategies in response to changing global circumstances. Developing countries should be open to adjusting their policies as needed to navigate complex economic challenges.	**Tanzania's governance system,** whereby the ruling party sets development agenda every after 5 years allows for flexibility and adaptations to cope with changing situation	**Tanzania appears to have suffered from lack of consistency and predictable policies on priority flagship projects and implementation approaches**
xi. **Pro-Business Environment:** Singapore's business-friendly policies, efficient bureaucracy, and low levels of corruption make it an attractive destination for foreign investors. Developing countries can learn from Singapore's efforts to create an environment conducive to business growth.	**Tanzania has undertaken different measures meant to establishing business enabling environment for the last 25 years.**	**Although the country has gradually climbed the ladder in ensuring a business enabling environment, more is still needed.**
xii. **Environmental Sustainability:** In recent years, Singapore has also prioritized environmental sustainability and green initiatives. This demonstrates the importance of considering long-term environmental impacts in economic planning.	**Tanzania has ratified international protocols for adopting environmentally friendly developmental approaches. It is also eligible to benefit from global funds for promoting green growth strategy**	**The country has not fully accessed global funds that support elimination of green gases emissions and pursuing green growth trajectory**

Source: *Consultant's literature search*

5.4 Lessons from TDV2025 End Programme Review in 2023

The lessons learned are divided into two categories: those that are cross-cutting and apply to the whole development vision implementation framework and those that are sector-specific, as explained below.

5.4.1. General lessons

a. The concept of TDV 2025, the main attributes and pillars that are stipulated, the targets and goals, the identified driving forces and the implementation strategy are still valid and relevant. What fell short is the operationalization of the goals and some targets and gaps in elaborating on the various goals and targets and interpreting the driving forces in greater detail by sector, region, district and lower levels. It is also necessary to elaborate in more detailed plans and implementation strategies at all levels, considering new internal and external dynamics affecting implementation.

b. A significant achievement of Vision 2025 is that it gave a sense of direction for the development of the country at a time when short-term recovery programmes, which started in the 1980s, had become the order of the day. It provided a sense of direction and a long-term perspective of where the nation was going.

c. Implementation of TDV has left gaps on several fronts: delivering high and shared growth, transforming, and modernizing agriculture, developing supporting industries and services activities, developing benchmarks for competitiveness, and explicitly striving to make progress in this area. In addition, gaps remain in putting technological development at the center of all activities, articulation of economic empowerment consistently in all sectors, articulating a public-private partnership policy and operationalizing it, emulating performance and improving the quality of education and interpreting and organizing for building a learning society and reforming the education and training system to enable it to instill desirable attributes in society including confidence, creativity and innovativeness.

d. TDV 2025 emphasizes growth that is also shared (inclusive). Implementation was initiated through two main programmes, Economic Empowerment and MKURABITA and through formulating an agricultural development strategy in a sector where poverty is widespread. MKURABITA has addressed the options for harnessing the potential of many citizens who are engaged in informal economic activities. However, the initiatives taken have been narrow and not mainstreamed into the government policy framework as part of the private sector development strategy and the economic empowerment policy. Instead, it operated in a stand-alone fashion.

e. Economic empowerment has been identified as an important measure to be taken to promote the participation of the indigenous population in the economy. However, the experience of economic empowerment has shown that it has made modest progress in mainstreaming it in all sectors, and its effectiveness was not broadened and deepened in terms of

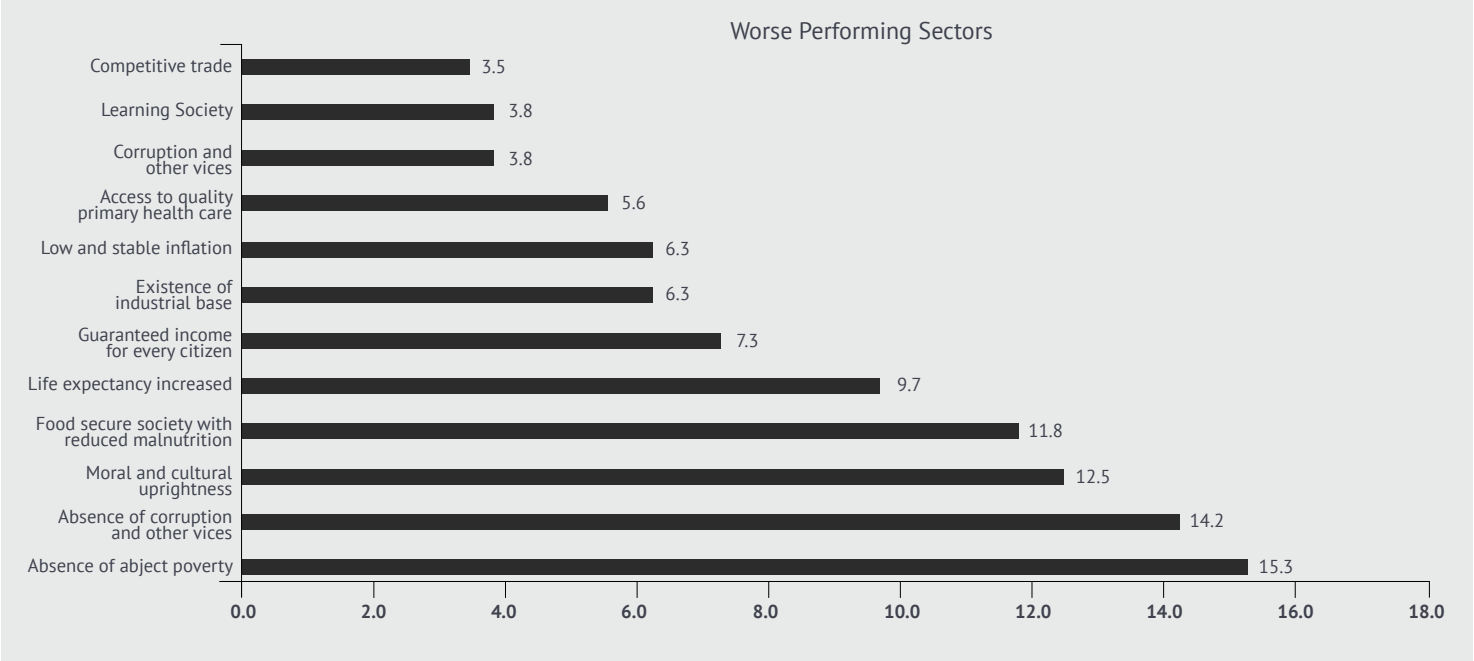
coverage and multiplicity of instruments used mainly because of limitations in resource allocation to the National Economic Empowerment Council (NEEC). Agricultural transformation and raising the level of productivity and incomes did not happen. Promising initiatives to transform agriculture have started recently from 2023.

a. Need for predictability of policies, strategies and institutional frameworks for planning and implementing development initiatives. For example, the Planning Commission that was responsible for preparing TDV2025 was dissolved in 2016, only to be revived in 2023. There have also been frequent changes in the ministerial portfolio, e.g., in the last six years, the Investment Portfolio has been shifted to different ministries. Additionally, there are frequent changes in high-level officials and chief executives. The irrigation portfolio has also been shifted from the Ministry of Agriculture (MoA) to the Ministry of Water (MoW), back to MOA and later settled as a Commission for Irrigation. These changes were often associated with changes in focus and prioritization. This is an indication that prioritization and focus were not adequately institutionalized in such a way that changes in personalities and location of departments would have made little difference.

b. Achieving inclusive economic growth requires special attention to transforming those sectors that carry most people, such as the agricultural sector. This lesson is based on the analysis that although the economy was growing above six percent, the contributing sectors to GDP growth had fewer people compared to the agricultural sector, whose growth rate was, on average, below four percent, just slightly above the annual population growth rate. The importance of having inclusive growth was underscored by participants in FGDs who listed a range of targets that failed to impress. Among them, which scored highest in under-performance, were reducing abject poverty (15.3%), eliminating corruption (14.2%), and upholding moral and cultural uprightness (12.5%) (Figure 48).

33 Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge Tanzania.

Figure 49: Scores (%) of worst-performing sectors as judged by stakeholders.



Source: *Field data 2023*

a. Life Expectancy: Need for preparedness in handling and ensuring the provision of prerequisite social services to senior citizens. The study participants also underscored the importance of community sensitization regarding lifestyle changes, including eating habits, physical activity, and the current wave of increased accidents involving 'boda-boda'. These have been some of the primary sources of deaths in the country. In building a competitive semi-industrialized economy, the sectors that had proportionately higher contributions to the recorded GDP growth for the last 22 years failed to benefit most Tanzanians. Therefore, in future, there should be special attention to transforming those sectors, the easiest being the agriculture sector (crops, livestock, fisheries, and forestry), which can have higher multiplier effects through backward and forward linkages.

b. Application and use of ICT in the digitization of public service delivery can enhance transparency and accountability among ministries, departments, and agencies.

c. Need for focus and dedication to pursue agreed national priorities. For example, in the energy sector, the strategy was to invest in the development of natural gas for power generation. Still, it was partially implemented,resulting in underutilization of the gas pipeline and power shortages.

d. Population growth and structure that is commensurate with economic growth so that there is an adequate translation of the economic growth to household incomes and improved livelihoods. Two specific demographic dynamics will need to be considered: first is the issue of population growth and urbanization and their

implications for both human development and economic transformation. Second, providing the prerequisite socio-economic opportunities for the expanding population and ensuring it doesn't jeopardize environmental sustainability. Further, proper urban planning is critical to facilitate development through site planning and planning of economic activities of urban centers to be effective economic growth drivers.

e. Importance of allocating the prerequisite financial and human resources commensurate with the approved development plans: There is a need for a robust plan for financial resource mobilization and creating an enabling business environment for the foreign and domestic private sectors to invest in industries and businesses. This was noted as a weak area leading to the failed implementation of the "Tanzania Mini-Tiger Plan 2020" (TMTP 2020) as a vehicle to fast-track the realization of TDV 2025 goals of creating a semi-industrialized and competitive economy.

   Among the targets that were lagging included the inability to attain the target of average GDP growth of 8-10 percent per annum; realizing exports worth USD 20 billion by 2020, from USD 1 billion in 2000; creating between 2 and 3 million new formal employment jobs by 2020; and develop at least 30 Special Economic Zones (SEZ) by 2020. This was based on the realization that there had been a low budget turn-out for some of the key sector ministries, such as those responsible for agriculture (crops, livestock, and fisheries), such that plans for expanding the area under irrigation were grossly lagging. Low funds disbursement to implement projects made it difficult for public officials to be objectively evaluated on the committed key performance indicators (KPIs).

   This experience underscored the need to avoid over-ambitious investments not supported by adequate financial and human resources, as well as balancing between development expenditure and recurrent expenditure. For example, the building of health facilities and classrooms without adequate health personnel and teachers.

f. Need to have an enabling environment that empowers citizens to promote local content that effectively enhances the participation of citizens in economic activities as per the Constitution Article 8(1) (d) to enable the private sector to thrive. There is a need to hasten the pace of implementing local content in all sectors, including building the capacity of local contractors so that they can actively participate in mega infrastructure projects and ultimately contribute and maximize the internalization of investments through domestic backwards and forward linkages.

g. Need to sequence the implementation of the prioritized project. For example, the development of basic industries for iron and steel (from Liganga and Mchuchuma) was planned before commencing the building of the SGR. In practice, the construction of SGR has preceded the implementation of the iron and steel project, resulting in huge imports of steel and the use of foreign exchange.

h. In governance: Need for a pluralistic approach to enhance success in building a morally and culturally upright society, requiring joint efforts by government,

private sector, and civil society organizations. Faith-based institutions should actively participate in civic education programs that promote ethics at the family level. There is also a need for a strong and efficient decentralized system that can enforce transparency and accountability at the local level in line with subsidiarity principles. Also, there is a need to respect the independence of strong oversight institutions to enforce public sector accountability to the taxpayer. There should also be an active engagement of the public, civil society organizations and private sector businesses in campaigns to enhance governance and the rule of law instead of leaving the matter to oversight and watchdog institutions alone.

i. Need to have a dedicated secretariat for coordination of TDV2025, which would have, among other things, the task of preparation and implementation of a Communication and Dissemination Strategy. This was based on the realization that a small proportion of Tanzanians, including political leaders, were aware of the existence of TDV2025.

j. Need for sustained champions on agreed national projects, including the championing of National Development Vision.

k. While the TDV has proposed that its implementation was to be made through five-year plans, the first 10 years were preoccupied with implementing PRSP to enable the country to access resources for debt relief; after 10 years, it was realized that the practice of being preoccupied with PRSP and MKUKUTA as supported by donors was covering narrower ground than TDV 2025 had called for. There is a need to strike a balanced approach considering both improved social services (e.g., health, water, education, food security and shelter) and enhancement of infrastructural services (e.g., transport, energy, and communication) to strengthen the real economy.

   Despite the presumed good intention of Development Partners (DPs) focusing more on Goal 1 and Goal 2 under MKUKUTA , it was feared that if the real economy did not perform as expected, there would be no adequate tax revenue to maintain the investments made for improved social services. This lesson made a case for returning to five-year plans as an instrument to implement TDV. This lesson underscores the risk of diversion by donor preferences that came in the form of PRSP and MKUKUTA instead of following five-year plans as instruments of implementing TDV.

l. Adherence to the approved M&E framework, including regular evaluation of the Vision every five years to allow for earlier corrective measures in weak areas of implementation. The evaluation planned for 2005 was not done. It is now also known that evaluations scheduled for 2015 and 2020 were also not done.

5.4.2. Sector-specific lessons

There are some sector-specific lessons, although not exhaustive, which are summarized below:

a. In education: there is a need to promote competence and skill-based education systems that respond to the needs of industries/sectors, create jobs for locals

and promote complementarity between local human resources and foreigners. It is also important to have an improved learning environment, including an adequate ratio of students to teachers/ tutors.

b. In gender and women empowerment: Change of societal mindset, starting at the family level, is an important factor in the success of empowering women to take more active roles in social and economic spheres nationally and internationally.

c. Health services (i) ensure the right mix of quality infrastructure, retooling, and well-trained and motivated human resources; (ii) place a high priority on primary/public health to attain a more appropriate balance between curative and preventive health interventions; and (iii) implement more efficient, effective and affordable health insurance scheme for all.

d. Water supply: Success in the protection and maintenance of water infrastructure, including water catchments, water storage and distribution systems requires effective partnerships between citizens and their government at different levels.

5.4.3. Application of the Lessons: The Way Forward

Most of the lessons outlined above are used to propose interventions that should be considered by the team preparing the TDV2050 document. These are listed in Part Six of this report. However, some of them may be used by the Government during the remaining two years of TDV2025 implementation.

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PART SIX

ISSUES ARISING FROM THE TDV 2025 EVALUATION FOR CONSIDERATION IN THE TDV 2050

6.1 Key Issues for TDV2050 arising from TDV2025 evaluation

6.1.1. An Overview

The country needs to protect and sustain the progress gained in the last 22 years in all TDV goals and attributes. It will also be important to capture issues that were identified in the TDV2025 evaluation but were not addressed and are still relevant. Overall, the following will need to be taken care of for the success of TDV 2050:

a. Special focus on the country's national goals that promote broad-based inclusive economic growth and poverty reduction and ensure that there is adequate and high-quality human capital.

b. Align with key development goals and targets that are in the UN SDG2030 and other global initiatives with TDV2050. Among them are dealing with inclusive and shared growth with minimum abject poverty (slogan: "no one should be left behind", part of SDG Goals 1 and 2), climate change adaption and ensuring environmental sustainability (part of SDG Goal no.13 on environmental sustainability), life on land (SDG No.15) and life below water (SDG No.14).

c. Align with goals and targets under regional (EAC and SADC) and the African Union's Agenda 2063. Of specific interest is the readiness of Tanzania to participate and benefit from the Pan-African Free Trade Area (AfTA) and customs union implementation.

Specifically, some of the key cross-cutting issues to be considered from the above-mentioned overall goals include:

a. Intensify and strengthen initiatives for the digitization of the economy through ICT to enhance efficiency in service delivery and improve transparency and accountability for both public and private sectors.

b. Gradual and strategic adaptations towards high tech 4th industrial revolution for global competitiveness while promoting employment creation.

c. Make legislation that will help to stabilize the predictability of policies, strategies, and institutional frameworks for planning and implementing development initiatives so that individual leaders do not change them without due process.

d. Ensure that all approved flagship projects are well planned, appropriately sequenced, and timely provided with

adequate financial (for both capital and operational expenses) and the requisite human resources.

e. Promote capacity building of local contractors, including the requisite national and international certification, so that they can actively participate in medium-scale and mega infrastructure projects.

f. Provide an enabling environment that empowers citizens to effectively participate in economic activities to enable the private sector to thrive as per the (Blueprint for Regulatory Reforms to Improve the Business Environment (the BLUEPRINT)) document.

g. Strict enforcement of Monitoring, Evaluation and Learning (MEL) in all interventions.

h. There should be a well-funded Communication Strategy for TDV 2050 to ensure that all segments of the population are knowledgeable about and adequately sensitized.

i. Identify champions on agreed national projects, including the championing of National Development Vision 2050.

6.1.2. Goals Proposed for TDV 2050

a. Those carried forward from 2025, namely, (i) improved livelihoods, (ii) governance and rule of law, and (iii) competitive economy and inclusive growth.

b. New ones, namely (i) climate change and environmental sustainability, (ii) digital transformation, and (iii) sports, arts, and creative industry.

Those mentioned above are elaborated below.

6.1.3. Improved Livelihoods

a. **Food Security and Agriculture:** Ensuring a food-secure society with reduced malnutrition is a critical area that will need some special attention given (i) the expanding market for food products in the SADC and EAC countries and beyond, in addition to feeding Tanzanians. This will require increased investment and support of the financial sector to investors in irrigated farming, screen houses, pack houses, cold chain and commercially operated livestock, fisheries, and apiary farming. That should be done with the aim to raise the food self-sufficiency ratio to 140-150 percent from the current level of less than 120 percent; (ii) the importance of availability and access to nutritious food in reducing malnutrition-related morbidity and death rates, and therefore contributing to increased life expectancy; (ii)reduce malnutrition among adults as well by emphasizing on proper food storage, preparation of balance diet and eating patterns; (iii) Investment is needed to support research and development of biofortified seeds and tubers and safer technologies for micro nutrition fortification during processing (iii) accelerate modernization and commercialization of the agricultural sector that embraces smart agriculture that is resilient to climate changes; and, need for (iv) investment in smart irrigation systems.

b. Smart gender empowerment that includes all categories of gender, having balanced support for boys and girls. Among the approaches to be promoted is the preparation of the girl child from an early age to be self-confident and undertake some systematic campaign nationwide to counter all cultural values

that undermine the confidence of girls to take roles that are traditionally regarded as reserved for boys or men only.

c. **Education sector:** there is a need to have a skills-based education system that responds to the needs of industries/ sectors to create jobs for locals and minimize the need to employ foreigners. It is also important to have an improved learning environment, including an adequate ratio of students to teachers/ tutors. Among the outstanding recommendations with respect to the education sector include: (i) raising the years for compulsory basic education from Primary 7 to ordinary secondary school form 4; (ii) Incorporating life and vocational educational skills, including Information Technology (IT) from early stages of learning, Including ethics and morals as part of civic education; and (iii) compulsory national service training for all youth after completion of schooling/ college education.

d. **Health services:** (i) ensure the right mix of quality infrastructure, retooling, and well-trained and motivated human resources that are commensurate with population growth; and (ii) ensure that the population growth rate corresponds to the economic growth rate.

e. **Water supply:** (i) protection of water sources in recognition of the challenges posed by climate changes and increasing human population undertaking environmentally unsustainable economic activities. Part of the uses of established "Water Funds" should be to support communities with alternative economic activities that don't endanger water catchments; (ii) implement strict maintenance of water supply infrastructure by ensuring that all water supply programmes have adequate budget or mechanisms to raise funds for operations and maintenance; and (iii) enhance adoption of water harvesting techniques, ranging from medium to large scale and micro water harvesting projects.

f. **Life Expectancy:** investment in social protection packages to cater for senior citizens. It should also be remembered that increased years of living are closely linked to continued improvements in access to adequate nutritious food, quality education, especially for women as family caretakers, and access to quality health care for the population, women, and children as well as access to clean, safe water. It will, therefore, be important for the government to partner with non-state actors (private sector investors) to improve on those metrics that enhance longevity.

g. **Abject poverty:** investment in sectors with a high propensity for employment creation, specifically the agricultural sector.

6.1.4 Governance and Rule of Law

a. Given signs of continued deterioration of morals and adulteration of Tanzanian cultural values, there will be a need to ensure that subjects on ethics and social morals are adopted as part of mandatory learning among children from an early age.

b. Continue to support the establishment and building of a strong and efficient decentralized system that can enforce transparency and accountability at the local level in line with subsidiarity principles.

c. Strengthening a system-driven governance style in all service-delivering areas, starting from Central to Local governments (e-government/e-office) with well-set online KPIs for all public servants serving our communities.

d. Public service reform should be designed to institutionalize performance management and incentives, ultimately leading to improved service delivery measured by results. This improvement should enhance performance and accountability both upward to superiors and downward to citizens. The primary focus should be on improving service delivery processes and transformative leadership. The strategy for improving public service delivery should revolve around creating a conducive environment for transformative leadership in public service management. Transformative leadership should inspire and motivate others to bring about changes in processes and attitudes, introducing new methods in the public service. This is particularly important given the ongoing social and economic transformation in the country, which demands improved service delivery at all levels, ensuring sustainability and ownership. The strategy should provide a clear link between inputs, outputs, and outcomes

e. Continue to seal loopholes that can erode the principles of separation of power between the three pillars of the state: the executive, the judiciary and parliament. Within each, there will still be a need to strengthen the independence of strong oversight institutions to enforce public sector accountability.

f. Complete the process of a new constitution as was aspired in TDV2025. Putting in place a new 'popular' Constitution seems to be the overarching instrument for the realization of the rule of law in the country. The government should decide on a constitution-making process as demanded by many stakeholders.

g. Support the functioning of a formally constituted National Political Parties Forum.

h. Develop and adopt a national ethics policy.

i. Intensify prevention and combating corruption, particularly in the political parties' ecosystem.

j. Although there is a legal and institutional framework with laws, obligations, and rights in place, several socio-economic and legal hurdles persist, leading to inaccessibility to the justice system. The ongoing efforts to remove the barriers must be intensified. There is a need for the government and other stakeholders to empower the community to be aware of the laws and rights, which shall, in turn, reduce the barriers.

k. Capacity Building of Watchdog and Oversight Institutions (WOIs) by building structures, systems, processes, and institutional arrangements should be unrelenting.

l. Public service delivery improved through several measures, including:

    - Widespread use of technology, especially ICT. Strengthening a system-driven governance style in all Services delivering areas, starting

from central to local governments (e-government/e-office) with well-set online KPIs for all public servants serving our communities.

- Strengthen the e-feedback system for assessment of public service delivery and accountability.

m. In the endeavor to build a learning society, it will be important to establish or revive/ strengthen grassroots-level community learning centers cum libraries to promote reading culture as part of continuous learning. It is also recommended to establish adequately resourced vocational training centers, such as focal development centers (FDCs), in every ward in the country. It is recommended to establish community libraries at least in every ward so that the population has a place to read books in the vicinity.

In order to encourage learning at firm/institutional level, there will be need to create a standard against which advancements in competitiveness can be gauged while identifying and addressing the factors that impede competitiveness. After setting up these competitiveness benchmarks, there should be a deliberate endeavour to make progress in this domain, with a particular focus on placing technological development at the core of all activities.

6.1.5. Competitive economy and inclusive growth

a. Maintain and sustain macro-economic stability through measures that include:

- Controlling inflation at single-digit levels, preferably below five per cent, as per regional (SADC and EAC) guidelines.
- Maintain a market-determined realistic exchange rate, with the Central Bank's (BoT) intervention exclusively limited to smoothing wide fluctuations and/or liquidity management purposes.
- Increase domestic revenue collections through expanding the tax base and improvements in tax administration.
- The growth of broad money (M3) should be contained within a band that is consistent with GDP growth and inflation targets.
- The Central Bank continues managing liquidity in the economy, utilizing instruments at its disposal. At the same time, the Government, on its part, strengthens the implementation of prudent fiscal policies aimed at maintaining macroeconomic stability and promotion of growth.
- Develop and implement policies to increase savings and investment rates for accelerated development, macro stability, efficient financial systems/institutions and markets, public sector savings, including effective management and strategic use of resource rents, and private sector profitability.
- Set up fiscal research institutions to generate new ideas and evaluate existing fiscal policies.
- Broadening the tax base and stricter budget management discipline will reduce the need for Government borrowing, hence reducing the costly public debt.

b. Direct more resources to areas that have a more significant and quick impact on economic growth, such as agriculture, infrastructure, manufacturing, and energy.

Specifically, continue to improve the agriculture sector productivity, focusing on irrigation schemes and modernizing livestock production systems and fishing. This will involve and promote policies that contribute to value addition in agriculture through investment in agro-processing and infrastructure (irrigation, access roads, etc.).

c. Strengthen regional and international trade by increasing the production of goods and services for export in accordance with international standards. This should include the promotion of the development of SMEs in the rural[35] and urban areas for enhanced production, increased employment opportunities and building capacities for SMEs by linking them to the regional/global value chains.

d. Tanzania should optimize taking full advantage of its strategic geographic location as a regional competitive trade gateway in serving most of the hinterland and the surrounding land-locked countries. Tanzania's strategic location within the region provides opportunities to become a business center and transport hub for the Great Lakes countries.

e. Harness and utilize more effectively the tourist potential to generate more income, employment, and foreign exchange (leveraging the Royal Tour).

f. Promoting a technology-driven economy, which should focus on the following:

- An efficient innovation system (of firms, research centers, universities, consultants, and other organizations)
- To tap into the growing stock of global knowledge, assimilate and adapt it to local needs.
- Create new technology that meets the needs of the economy.
- STI education is to be prioritized from the early years of education.
- Establish and use modern information technologies by availing communication networks to the public (extend and promote the use of the National ICT Broadband Backbone) to meet domestic demand as well as regional and international business requirements.

g. Since infrastructure projects need huge amounts of financial resources, the Government should identify and focus on strategic areas of investment in infrastructure that have a rapid multiplier effect in accelerating economic growth. Encourage private sector development, with emphasis on the following:

- Local private sector.
- Foreign investment.
- Joint ventures and other forms of complementarity between local and foreign investment.
- Public-private partnership (PPP) and other forms of complementarity between the public and private sectors.
- Formalization of economic activities.
- Improve the business environment and rationalize regulation for all. The Government should fully implement the Blueprint for Regulatory Reforms to Improve the Business Environment (BRRIBE), published by the Ministry of Industry and Trade.
- Encourage entrepreneurship development and growth to achieve competitiveness and a broad-based private sector.

35 Rural electrification through the country-wide REA project offers the requisite energy needs.

h. Need to strengthen the application of PPP frameworks in resource mobilization and implementation of development projects. It is recommended that the government adopt a private sector-centric approach at all times, maintain consistent policies to instill confidence among the private sector for joint PPP implementation, enhance human capacity for PPP project preparation, including the development of bankable PPP project proposals, and engage credible transaction advisors to guide PPP implementation. Additionally, private sector development should be promoted and made more inclusive by:

- Creating a conducive environment for businesses to operate and expand, as part of efforts to increase the tax base and employment opportunities.
- Establishing a supportive legal and regulatory framework, developing policies and strategies, and making direct investments in infrastructure and other services that support business initiation and operations.
- Expediting the establishment of one-stop service centers to provide all necessary services for starting and conducting business.
- Ensuring policy consistency and predictability for starting and running businesses.
- Facilitating regular dialogues between the government and the private sector during the formulation of business regulations and operations to build trust.
- Prioritizing the provision of basic infrastructure, particularly the distribution of electricity and other utilities, in key production areas to encourage investment and reduce production costs.

i. There is a need for prioritizing local content in all engagements: promoting employment, capacity building, technology transfer and development, local value additions, linkages to the domestic economy, unpackaging large projects to facilitate local participation, and linkages to communities.

j. Continue to invest in hard (e.g., power, railways, maritime) and soft (e.g., optic fiber network) infrastructure.

k. Strengthen land administration, including land use planning, surveys, and titling.

l. Hasten implementation of the National Identity Project (NIDA), which is vital in business registration, tax administration and land titling.

m. m) Prioritize public and private investment in sectors with a high propensity to create and propel job creation, in particular agriculture.

n. Balancing economic and population growth rates: The economic growth rate of 6-7 percent achieved during the last 23 years was not inclusive enough as the rate of poverty reduction has been prolonged. The population growth rate increased from 2.8 to 3.2 percent. In contrast, the agricultural sector, which supports more than two-thirds of the population, grew by about four percent, therefore having a minimal impact on the real incomes of the growing population. The balance between economic growth and population requires some strategic rethinking so that the former can have some meaningful impact on the population. Two options are available: to achieve higher GDP growth rates in sectors that impact most of the population than have been achieved so

far or reduce the population growth rate to cope with the economic growth rate and have more impact on real income.

o. Expand investment financing of public banks, ensuring they are adequately capitalized.

p. Identify new and dynamic sectors that have emerged recently and have huge potential to grow and transform the lives of many citizens. Examples of these sectors are the creative industry (such as sports, music, and film) and the blue economy.

q. Hasten the establishment of special economic zones in each region.

r. Education and skill development will require a focus on the following areas:

- An education system that blends theoretical with practical education at all levels (create skilled than an educated generation).
- Skill development that anticipates the changing demands of the economy and imperatives of competitiveness regionally and globally.
- Prepare graduates for both employability and self-employment.
- Teach morals and ethics.
- Institutionalization of high-flyer e-program to train in top universities and practical training in competitive industries in technology-leading countries.
- Strike an appropriate balance or mix between highly specialized skills, tertiary/ higher education, diplomat/ technical level, and artisan level skills.

s. Shape a learning society, a society that creates, shares, and uses knowledge for development and competition. A learning society which is confident and that learns from its own development experience and that of others and owns and determines its development agenda. As indicated earlier, there has been no clear strategy that has been adopted to go beyond levels of enrolment in schools and higher institutions of learning and address the challenge of creating a learning society that is engaging in continuous learning (e.g., through improved access to adult education and libraries in urban and rural areas), formulating national strategies for enhancing creativity, innovativeness and creating a confident society.

6.1.6. Climate Change and Environment

a. Capacity building of existing institutions in human resources to deal with the causes and impacts of climate change (CC).

b. Provide adequate financial resources to respective institutions for CC adaptation and mitigation measures.

c. Enhance support for promoting sustainable use of natural resources.

d. Prepare and adopt a national green growth policy and strategy.

e. Prepare and adopt a national blue economic growth policy and strategy.

f. Promote the use of low-carbon energy sources (e.g., natural gas), alternative energy (e.g., wind and solar) and renewable energies (e.g., hydropower, bioenergy).

g. Promote investments in sustainable waste management, especially in urban areas.

6.1.7. Digital Transformation

a. Capacity building in digital transformation (IT application, artificial intelligence, cloud computing, internet of things, robotics, edge computing, social media platforms).

b. Investment in last-mile connectivity of the national ICT broadband backbone optic fiber network.

c. Promote connectivity to the national ICT broadband backbone network.

d. Promote local production of ICT hardware and software.

e. Invest in community-based ICT facilities/ kiosks.

f. Investment in cyber security.

6.1.8. Optimizing Tanzania's Strategic Geographical Location

The country is strategically positioned as a gateway for more than 8 countries in Eastern, Central and Southern Africa. Continued and concerted efforts will have to be made to improve service delivery to those countries in handling their imports, exports, and passenger travel. Smart investments are required in the following areas:

a. Modernized sea/lake ports and airports with facilities to handle all types of goods.

b. Modernized and safe railways and road networks.

c. Modernized sea vessels and train wagons.

d. Capacity building of smart logistics services companies.

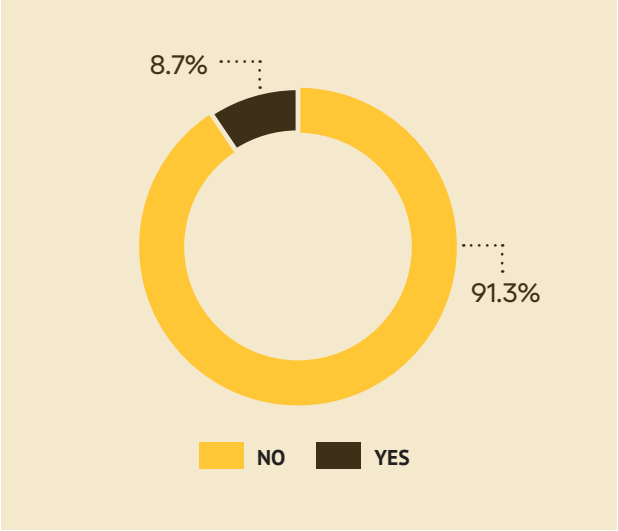
e. ICT investments for efficient communication and electronic cargo tracking.

f. Simplification of movement of persons from neighboring countries engaged in transport logistics.

6.2 Implementation

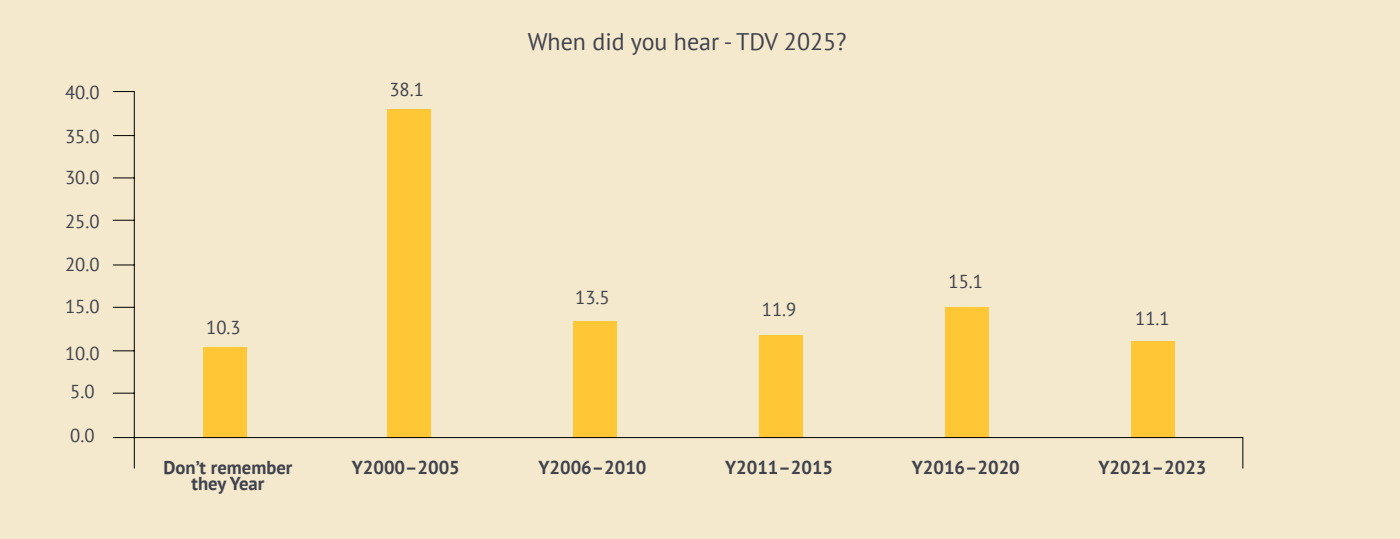
a. Establish a robust Communication and Dissemination Strategy and Action Plan to ensure that TDV2050 is understood and owned by all stakeholders in society. This is important to avoid the shortfalls in TDV2025, whereby 91.3 percent of respondents believed Tanzanians knew nothing or very little about it (Figure 49). More than one-third of the interviewed sample of stakeholders indicated to have heard for the first time some 15 or more years after it was launched (Figure 50).

Figure 50: Proportion (%) of Tanzanians aware of TDV2025 (n=187)



Source: *Field data 2023*

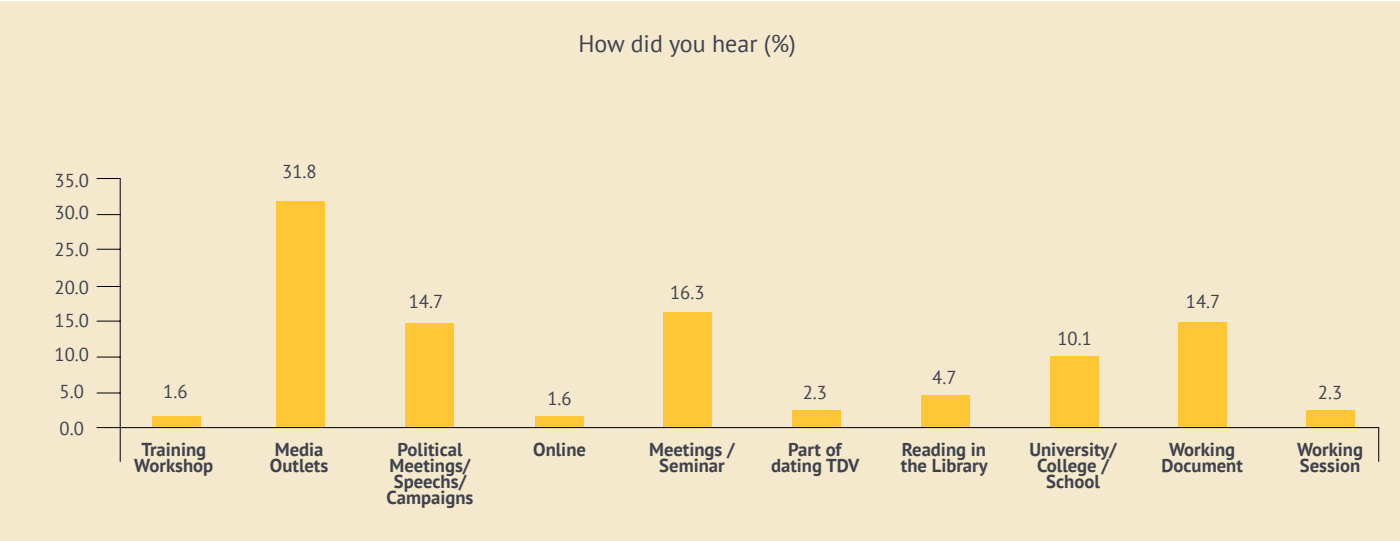
Figure 51: Time when the sampled respondents heard about TDV2025 for the first time (%) (n=30)



Source: *Field data 2023*

The recommended means for dissemination and creating awareness about TDV2050 to be considered include mass media channels (electronic (e.g., radio, television, and social media) and print media (e.g., books, newspapers, booklets, and pamphlets) as well as physical encounters (e.g., public meetings and seminars) (Figure 51).

Figure 52: Means for Communication and Dissemination of Vision Document



Source: *Field data 2023*

b. Ensure that the process of MEL framework is used to track down progress towards the realization of the Development Vision goals. This will require the development of specific performance benchmarks and measurable outputs to assist in monitoring the process of implementing the Development Vision goals. It is also critically important to establish and effectively implement a review system of the Development Vision every five years to gauge how the nation is faring and what adjustments need to be made as part of a regular evaluation and monitoring exercise.

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LIST OF ANNEXES

Annex 1: SUMMARY OF ANTI-CORRUPTION ACTIONS IN TANGANYIKA/TANZANIA UP TO JULY 2023

Year	Action Taken
1958	Prevention of Corruption Ordinance
1971	Prevention of Corruption Act (amended 2002)
1974	Anti-Corruption Squad under the Ministry of Home Affairs
1983	Economic Sabotage Act
1984	Economic and Organized Crime Control Act
1990	Prevention of Corruption Bureau (Oversight moved from Home Affairs to President's Office)
1995	November, His Excellency Benjamin William Mkapa, elected president, publicly declares his assets
1995	Public Leadership Code of Ethics Act.
1996	Presidential Commission Against Corruption produces the "Warioba Report" on corruption.
2000	National Anti-Corruption Strategy and Action Plan (NACSAP) launched.
2004	Public Procurement Act No. 21 of 2004
2006	Anti-Money Laundering Act, Economic and Organized Crimes Control Act.
2007	Prime Minister Edward N Lowassa resigned over the Richmond affair.
2008	Public Audit Act No. 11 of 2008
2008	March: Edward Hoseah was elected Chairman of the East African Association of Anti-Corruption Authorities.
2008	Basil Mramba and Daniel Yona were arraigned over the Alex Stewart gold essaying scandal.
2008	NACSAP II (2008-2011) launched.
2009	NGACS 2009 launched
2010	Election Expenses Act No. 10 of 2010
2015	September Whistleblowers Protection Act.
2015	Basil Mramba and Daniel Yona were sentenced to three years in jail and payment of Tsh 5 million each.
2015	16th December: President Magufuli replaces PCCB Director General Edward Hoseah with Valentino Mlowola.

Year	Action Taken
2016	The establishment of a High Court Division dealing with Corruption and Economic Crimes as established by Rule 4(1) of the Economic and Organized Crime Control (The Corruption and Economic Crimes Division) (Procedure) Rules, 2016
2017	14th May, land houses and other property worth Tsh 3.6 billion belonging to Godfrey Gugai, PCCB's Chief Accountant, were frozen pending investigations into how they were acquired. Reported by Faustine Kapama 2017. 'PCCB accountant risks losing 3.6 bn worth of houses, vehicles, Daily news on 15 May.
2017	19th June: PCCB arraigned James Rugemalila and Harbinder Singh Sethi over the Escrow affair, https://ippmedia.com/en/news/iptl-barons-nabbed
2017	24th August: Brigadier General Joh Julius Mbungo appointed PCCB's Deputy Director General,
20016/17	NACSAP III Phase launched
2020	NGACS-II 2020 launched.

Source: *A Review of the Performance of Tanzania's Prevention and Combating of Corruption Bureau, 2007-16 at pg. 8-9*

Annex 2: LIST OF REVIEWED DOCUMENTS

Publication/Report	Application in the Review process
Five-Year Development Plans (3 plans, with the 3rd plan ending in 2025/26).	Cross-cutting: All goals of TDV 2025
Previous TDV 2025 Reviews: 2009 and 2011 (ESRF).	
Country report on Agenda 2063.	
Composite Development Goal of the Tanzania Development Vision 2025.	
Development Vision Documents from other countries such as Kenya, Uganda, Rwanda, Ethiopia, Brazil, Malaysia, Singapore, Vietnam, and PR China.	
The current and past East African Community Vision 2050 and Development Strategies.	
Big Results Now (BRN).	
Economics Survey Reports.	
Public Expenditure Review Reports.	
National Panel Survey Reports.	
Reform Programme Reports.	
Documents Relevant for TDV 2025 Goal 1	
MKUKUTA implementation reports.	Review of TDV 2025 Goal 1: Poverty reduction, food security, health, water, education, etc.

Publication/Report	Application in the Review process
SDGs and MDGs Implementation Reports.	
Poverty and Human Development Reports.	
Different Governance indices as published by different raters like the Chandler Good Government Index, World Governance Indicators, etc.	
African Union Peer Review Mechanism (APRM) Tanzania Reports	
Tanzania Demographic and Health Surveys.	
Reports on National Policy Dialogues (Previously Poverty Policy Week).	
Ruling Political Party's Election Manifestos (2000, 2010 and 2020).	
Sector-specific policies for the social services sector, including but not limited to the following:	
Health policy and programs.	
Education, e.g., Primary Education Development Programme (PEDP), Secondary Education Development Programme (SEDP), Adult and Non-formal Education Sub-sector Medium Term Strategy.	
Role of Development Partners like Tanzania Assistance Strategy (TAS).	
Partnerships, e.g., Public-Private Partnership Policy.	
Gender: Youth and women empowerment strategies.	
Documents Relevant for TDV 2025 Goal 2	
CAG Reports	Review of Goal 2 of TDV 2025: Good governance, rule of law, ethics, integrity
Ruling Political Party's Election Manifestos (2000, 2010 and 2020).	
National Anti-corruption Strategy Action Plan	
National Governance and Anti-Corruption Survey	
Public Sector Integrity Survey	

Publication/Report	Application in the Review process
African Union Peer Review Mechanism (APRM) Tanzania Reports	
International Transparency Reports	
Documents relevant for TDV 2025 Goal 3	
SADC Indicative Development Strategy.	Review of Goal 3 of TDV 2025: Economic Growth, Industrialization, Competitive and Inclusive Economy, Attainment of Middle-Income Status
Business Environment and Investment Climate Blueprint.	
Regional Investment Guides.	
Sector-specific policies for the productive sector, including but not limited to the following:	
Industrialization, e.g., Sustainable Industrial Development Policy.	
Agricultural value chain development (e.g., Agricultural Sector Development Strategy (ASDS) and Agricultural Sector Development Programme (ASDP).	
Policies and strategies on Marketing, Trade Export policy.	
Role of Development Partners like Tanzania Assistance Strategy (TAS).	
Partnerships, e.g., Public-Private Partnership Policy.	
Digitization of public services and economic transactions, e.g., ICT development, e-banking, Mobile-money, and e-Government.	
Mini-Tiger Plan 2020.	
Global Doing Business Report, Chapters on Tanzania and Middle-Income Countries.	
Household Budget surveys undertaken since 2000.	
Ease of Doing Business Reports (Various years).	
Kilimo Kwanza Document (2009).	

Annex 3: LIST OF PARTICIPANTS CONSULTED IN THE EVALUATION EXERCISE

Zonal Workshop-Western Zone (Tabora)

Na	Jina	Jinsia	Taasisi	Kazi
1	Samweli.G.Neligwa	Me	SIDO-Tabora	Meneja Wa Mkoa
2	Bayaga N. Lucas	Me	Kigoma-RS	Mchumi
3	Frank M. Charles	Me	Ras-Kigoma	AAS-PC
4	Ngassa Lunegeja	Me	TRA-Tabora	Ofisa Mwandamizi
5	Dkt. Ildefonce Mkama	Me	AMUCTA	Mhadhiri
6	Godfrey Hegani	Me	RUWASA	Ag RM
7	Jamail.M. Songanzila	Me	Baraza La Vijana Tabora	Mwenyekiti
8	Prudence Kweyamba	Me	NMB-Tabora	Ag.BM
9	Gabriel A. Gewe	Me	National Bureau of Statistics (NBS)	RSM
10	Amina H. Madeleka	Fe	TWCC	Ushauri Biashara
11	Fredric.A.	Me	RS-Tabora	RS
12	Khalfan.M. Khalfan	Me	Shiuma	Biashara
13	Felix Thomas Nyaulingo	Me	Uvinza DC	Mchumi
14	Juliana Wionls Bulinda	Fe	Takukuru	Afisa Uchunguzi
15	Frednard S Filimbi	Me	RS- Kigoma-	Mchumi
16	Eng.Joram. Kamalamo	Me	Tanroads Tabora	Mkuu wa Kitengo cha Matengenezo
17	Kassongo. K. Mirambo	Me	TCCIA Tabora	Mwenyekiti (Mkoa)
18	Janeth Alfred	Me	PEDICAME-Tabora	Ofisa Msaidizi
19	Donatus Rupoli	Fe	PEDICAME-Tabora	Mkurugenzi
20	Maulid Rashidi	Me	Madhehebu-Islam	Sheikh Wilaya
21	Fr. John Kulwa	Me	RC- Tabora	Padre
22	Nelson N. Ntabaye	Me	Tanesco Tabora	Office
23	Pendo.J. Challo	Fe	Chadema	JOC
24	Hamphrey D Kulwa	Me	DC Uyui	Mchumi
25	Nelson G. Mwankiya	Me	Tabora Mc	Mchumi
26	Frank Julius Nguvumali	Me	Kigoma/Ujiji MC	Afisa Mipango

FGDs- Kigoma (Kigoma MC/Ujiji)

Na	Jina	Jinsia	Taasisi	Kazi
1	Juster Kitandala	Fe	Mfugaji	Mfugaji
2	Nyafulu Masatu	Me	Mfanya Biashara	Mfanya Biashara
3	Mahmoud.E. Ngumba	Me	Shiuma	Mjasiriamali
4	Kisekwa.T.Mapunda	Me	B.M.U	Mvuvi
5	Abel Mayeye	Me	B.M.U	Mvuvi
6	Makalius.J. Nziganyije	Me	Ufugaji	Mfugaji
7	Hemedi Moshi	Me	KIVIDEA	Mratibu Vijana
8	Haruna Ramadhan	Me	BAKWATA	Sheikh
9	Rev.Fidel Mbiha	Me	CCT	Mchugaji
10	Ally Jafari	Me	Machinga	Mjasiriamali
11	John S.Masekenya	Me	Kilimo	Mkulima
12	Zabroni Hebeye	Me	Kilimo	Mkulima
13	Fatuma Rashidi	Fe	Biashara	Mfanya Biashara
14	Shoma Kashiri	Fe	KKD	Katibu Wa Kikundi
15	Edward Saimon	Me	CSO-Kioo	Mkurugenzi

FGDs - Kigoma (Uvinza DC)

Na	Jina	Jinsia	Taasisi	Kazi
1	Godrey Msota	Me	Mchimbaji	Madini
2	Frolence Cyprian Joel	Ke	Kikundi	M/Kiti
3	Ramadhan Said	Me	Coop Union-Uvinza	Mtetezi
4	Nyambo Matoboki	Me	Mfugaji	Ufugaji
5	Ladislaces Luhorza	Me	Mfugaji	Mukulima
6	Devid Chobliku	Me	Mfugaji	Ufugaji
7	Shaban.H. Seleman	Me	Bakwata	Shekhe
8	Hamisi.Z.Hasani	Me	Mwenyekiti Kikundi	Dereva wa Bodaboda
9	Bakari Mfaume	Me	Mvuvi	Mvuvi
10	Bakarimfaume	Me	Ufugaji	Mfugaji
11	Yohana Nkolaningwa	Me	Asasi Za Kijamii	Mfugaji Nyuki
12	Swabiru Mussa	Me	Mwenyekiti Chawawiu	Mvuvi
13	Romania Mboge	Ke	Machinga	Machinga
14	Robani Mihayo	Me	Seremala	Fundi Seremala
15	Mgeni Omari	Me	CSO	Mkurugenzi

FGDs - Tabora (Tabora MC)

Na	Jina	Jinsia	Taasisi	Kazi
1	Manganga Mzuga	Me	Shiuma	Biashaara
2	Boniface Kimaro	Me	Machiga	Biashara
3	Bernard Mrigo	Me	Walemavu	Mjasiliamali
4	Hassan Issa	Me	Tabora FIS	Biashara
5	Ashura Mwazembe	Fe	Wanawake Jukwaa	Mjasiriamali
6	Joachim.W. Milambo	Me	Youth Relief Foundation	Kiongozi
7	Emmanuel Kafu	Me	Wafugaji	Mfugaji
8	Hellena Mathai	Fe	CSO	Mtoa Ushauri
9	Jackson Msengi	Me	Mkulima	Mkulima
10	Kiwele Lazaro	Me	Mkulima	Mfugaji
11	Albert Vitalu Nkuba	Me	Vijana (Mwakilishi)	Biashara
12	Daudi Mbao	Me	Mkulima	Kilimo
13	Pearson Kavana	Me	Mstaafu	Kilimo

FGDs - Tabora (Tabora MC)

Na	Jina	Jinsia	Taasisi	Kazi
1	Shaban H.Bundu	Me	Mkulima	Mkulima
2	Benard Emmanuel	Me	Biashara	Mkulima
3	Lugwisha Mwinamila	Me	Ufugaji	Mfugaji
4	Anastazia Michael	Fe	Mkulima	Bustani
5	Magreti Joriz	Fe	Mkulima	Mkulima
6	Mwajuma Jumanne	Fe	Uyui Para-legal	Mkurugenzi
7	Vincent Chacha	Me	Mkulima	Mkulima
8	Mrisho	Me	Politician	Mwanasiasa

KIIs-Kigoma Region

Na	Jina	Jinsia	Taasisi	Kazi
1	Mr. Frank Charles	Me	HOD PC -Kigoma Region	Assistant Administrative Secretary Responsible For Planning And Coordination (AAS-PC)
2	Mr. Ferdinand Filimbi	Me	HOD PC- Ujiji Mc	Municipal Planning and Coordination Officer (PCO)
3	Edward Simon	Me	CSO	Executive Director
4	Ms. Mgeni Omari Kakolwa	Fe	Political Leader	Deputy Mayor
5	Dr. Abigael Mika	Fe	Retire Officer	Doctor
6	Mr. Felix Nyauringo	Me	Hod PC- Uyui MC	District Council Planning and Coordination Officer (PCO)
7	Mr. Samuel Kayanda	Me	Private Sector	Communication Officer
8	Ms. Margareth Thomas	Fe	CSO	Retired Agriculture Officer
9	Mr. Mandela Kaboko Seif	Me	Political Leader	Politician (CCM) Chairperson
10	Mr. Godfrey Selestine Baliolugulu,	Me	Private Sector	Private Sector Representative (TCCIA)

KIIs-Tabora Region

Na	Jina	Jinsia	Taasisi	Kazi
1	Mr. Asanterabi Sangenoi	Me	Hod Pc Tabora Region	Assistant Administrative Secretary Responsible for Planning and Coordination (Aas-Pc)
2	Mr. Nelson Mwankina	Me	Hod Pc Tabora Mc	Planning and Coordination Officer (PCO)
3	Mr. Vicent Chacha,	Me	Retired Officer	Retired Officer Uyui
4	Piason Jenathan Kavana	Me	Retired Officer	Mechanical Foreman
5	Mr. Timothy Chombo	Me	Private Sector	Director Caritas Tabora
6	Braison Mgala	Me	Private Sector	Headmaster
7	Mwajuma Jumanne	Fe	Cso	Executive Director
8	Hamphrey D Kulwa	Me	Hod Pc-Uyui Dc	Planning and Coordination Officer (PCO)
9	Mr. Mrisho Amani Masambaki	Me	Political Leader	District Councilor
10	Mr. Nasir Issa Mnenge	Me	Political Leader	Mayor

FGDs - Dar es Salaam Region

Na	Jina	Jinsia	Kazi Yako
1.	Mussa M. Sanze	UWAWADA	Katibu
2.	Salma M. Fubwe	Chama Cha Mapinduzi (CCM) Siasa	Siasa
3.	Jokha Salim Al	Mahanjumati Group	Mwenyekiti
4.	Shekh Mustafa Ngairi	Dini(Islam)	Shekh
5.	Feisal M.	Mvuvi	Mvuvi
6.	Khamisi Matulanga	Halmashauri Jiji Dsm	Mchumi
7.	Hemedi Abdul	Mfugaji	Biashara
8.	Julius Ndele	Dar City	Mchumi
9.	Robert M. John	Chuo Kikuu Huria	Mwanafunzi
10.	Mohammed Lugewe	Halmashauri Ya Jiji Dsm	Dereva
11.	Georgis. Steven Assenga	Halmashauri Ya Jiji Dsm	Afisa Maendeleo
12.	Daogratius David Nyaisa	Good Hope Group	Mfanyabiashara/
13.	Gloria Mleli Mattoke	Machinga Complex	Mjasiliamali/Batiki
14.	Clementina Mayemba	Amazing Project	Mjasiliamali
15.	Neema J. Mtei	Neema Organic	Mkulima
16.	Halima Kinabo	Moneza Group	Majasilimali
17.	Hemedi Adul	Mfugaji	Mjasiliamali
18	Theonestina Mwasha	Fadev	Katibu Mtendaji
19	Paulina Festo Nawile	Uvuvi	Mjasiriamali
20	Abdallah S Lema	Machinga	Mfanyabiashara
21	Al Karim Bhanji	Lhro	Mfanyabiashara
22	Abdulah E Tairo	Tampro SACCOS	Mikopo
23	Ismaili K		Biashara

Na	Jina	Jinsia	Kazi Yako
24	Rashidi Athumani		Mwashi
25	Maria Ganji Kila	Shivyawata	Mjasiliamali
26	Zainabu Mokadi		Mjasiliamali
27	Tiberius Mario	Timasu	Timasu
28	Asia Halifa Omary	Mpakani Tunaweza Organization	NGO
29	Yahya R. Mwahu	Mwakilishi Wa Dini	Shekhe
30	Daudi S. Laurent	Miche Na Maua	Bustani ya Miche Na Maua
31	Rehema K. S		Mjasiriamali
32	Emelia Simon	Mdau	Accountant (CPA)

KIIs- Dar es Salaam

Na	Jina	Taasisi
1	Ms. Zakia Msangi	WILDAF
2	Mr. Salum Haidary Rehani	
3	Mr. Jabir Mohamed Chilumba	Municipal
4	Mr. Ford Chisongera	RAS Office
5	Mr. Ally Mohamed Hassan	Ubungo Municipal
6	Ms. Astrider Kusaga	Asuta
7	Andambike Kyoma	Ubungo Municipal
8	Mr. Abdullah	Education Officer
9	Abdallah Ahmed Kitumbi	Local Government
10	Pastor Enock Patrick Fedha	AICT
11	Julius Ndele	
12	Robert Moses John	Ilala CC
13	Moze Omary	
14	Raila S	Kigambaoni MC

Na	Jina	Taasisi
15	Rahma Shekwavi	Ilala CC
16	Ramadhani Njama Juma	Msikitini
17	Sheikh Zailai Hassani Mkoyogore,	BAKWATA
18	Estrida Kussaga,	ASATA (NGO)
19	Wasiwasi Baharia	
20	Fidelia Kyando	
21	Juma Mkenga	
22	Elizabeth Mdalangwila	Temeke Municipal Council

KIIs- Kilimanjaro (Moshi MC)

Na	Jina	Jinsia	Taasisi
1	Charles.J.Lymo	Me	Diwani Kata Ya Msangara
2	ConstantineMtiti	Me	Office Of the Planning Officer
3	Salum Rashidi	Me	Mwenyekiti Wa Wamiliki Wa Bodaboda
4	Hellen.A.Usiri	Me	Mstaafu
5	Edmund	Me	Chairperson
6	Monica.C.Sana	Ke	HOD (Moshi)
7	Rashidi.O. Salu	Me	Mwakalishi wa Sekta Binafsi
8	Hellen.A.Usiri	Me	Mstaafu
9	Anna	Ke	Religious Leader/Pastor
10	Edmund	Me	Chairperson

KIIs-Arusha Region

Na	Jina	Jinsia	Taasisi
1	Richard Nkini	Me	Afisa Mipango
2	Tebea Mollel	Me	Afisa utalii
3	Mohamed	Me	Mwakilishi sekta binafsi
4	Rashidi.O.Salu	Me	Katibu Wa Bodaboda
5	Edimund	Me	Mwenyekiti Wa Halmashauri Meru
6	Banka Seif Banka	Me	Katibu BAKWATA
7	Rose.M.Masawe	Ke	Afisa Kilimo
8	Vincent Uhege	Me	Voice of Youth Tz
9	Bakari Salum		CSO
10			Idara ya Madini

FGDs- Kilimanjaro (Hai DC)

Na	Jina	Taasisi/kazi	Jinsia
1	Muddy H Msali	Biashara	Me
2	Rose F Temu	Mkulima	Ke
3	Saumu S Swai	Afisa Miradi	Ke
4	Gropia J Assenga	Palalegal	Ke
5	Magret S. Mfuru	Biashara	Ke
6	Rahim S Mlombo	Useremala	Me
7	Elizabeth D Kivuyo	Mjasiriamali	Ke
8	Joyce S Loma	Mkulima	Ke
9	Hellen Ainea Usiri	Mstaafu Elimu	Ke
10	Seraphin J Kisasi	Maliasili Mstaafu	Ke
11	Catherine P Gidabayda	Mchungaji	Ke

FGDs- Kilimanjaro (Hai DC)

Na	Jina	Taasisi/kazi	Jinsia
1	Muddy H Msali	Biashara	Me
2	Rose F Temu	Mkulima	Ke
3	Saumu S Swai	Afisa Miradi	Ke
4	Gropia J Assenga	Palalegal	Ke
5	Magret S. Mfuru	Biashara	Ke
6	Rahim S Mlombo	Useremala	Me
7	Elizabeth D Kivuyo	Mjasiriamali	Ke
8	Joyce S Loma	Mkulima	Ke
9	Hellen Ainea Usiri	Mstaafu Elimu	Ke
10	Seraphin J Kisasi	Maliasili Mstaafu	Ke
11	Catherine P Gidabayda	Mchungaji	Ke

FGDs- Kilimanjaro (Hai DC)

Na	Jina	Jinsia	Kazi Yako
1	Okero.B.Costantine	Me	Biashara
2	Furaha.J.Mwambene	Ke	Mkulima
3	Noel Kedmond	Me	Mjasiriamali
4	Denis .I.Malya	Me	Biashara
5	Chelsea.E.Mollel	Ke	Biashara
6	Hakim.A.Msemo	Me	Mjasiriamali
7	Neema.P.Naaman	Ke	Ushirika
8	Maria.B.Kalinga	Ke	Uvuvi
9	Catherine.C. Thobas	Ke	Mchumi
10	Daudi.R.Shegila	Me	Mhasibu
11	Nyagusi.L.Nailiba	Me	Mfanyabiashara
12	Joyce.L.Mollel	Ke	Ofisi Ya Mkuu Wilaya
13	Sauda Mpanyo	Ke	Mfanyabiashara
14	Frank.E.Abraham	Me	Mjasiriamali
15	Denis.D.Kimaro	Me	Mjasiriamali

Na	Jina	Jinsia	Kazi Yako
16	Esther.S.Sikoroi	Ke	Mjasiriamali
17	Anastazialugala	Ke	Mjasiriamali
18	Felisha Gitao	Ke	Mjasiriamali
19	Theodoraselestini	Me	Mjasiriamali
20	Maneno.J.Maziku	Me	Mjasiriamali
21	Rose.M.Masawe	Ke	Afisa Kilimo
22	Vicent Uhega	Me	Voice Of Youthtz

FGDs-Kilimanjaro (Moshi MC)

Na	Jina	Taasisi/kazi	Jinsia
1	Evelyne Jacob Mushi	Msindikaji	Ke
2	Immaculata Mwigana	Msaidizi Wakisheria M/Mjini	Ke
3	Issa E Juma	Mjasiria Mali/Mwanasiasa	Me
4	Hamadi.B. Bendera	Mjasiria Mali/Dereva	Me
5	Isihaka H. Juma	Mfanyabiashara	Me
6	Salimu Kawawa	Katibu Kundi La Walemavu	Me
7	Ramadhani.H. Muna	Mjasiria Mali	Me

KIIs- Kilimanjaro (Moshi MC)

Na	Jina	Jinsia	Taasisi/Kazi Yako
1	Sekelaabdon	Ke	TANAPA
2	Timmdinga	Me	TATOA
3	Ntulimwakilembe	Me	ATC
4	Daniel Elibariki	Me	ICT
5	Andrew Soilell	Me	Ofisi Ya Mbunge Jimbo La Shule
6	Kofu I. Gabriel	Me	JMAT
7	Faig J. Tarakwa	Me	Oreteti,Loongaik-Marya
8	Mch. Juliustarakwa	Me	KKKT-Dayosisi ya Kaskazini
9	Blandina R. Nkini	Ke	RS-Arusha
10	Sheikh H. Said	Me	BAKWATA

Na	Jina	Jinsia	Taasisi/Kazi Yako
11	Chelsea E. Mollel	Ke	Takwimu
12	Godlove Lameck	Me	Meru Flowers
13	Sarah F. Marandu	Ke	Meru Flowers
14	Hawa H. Amani	Ke	RS Arusha
15	Naduvoy M. Naigisa	Me	RS Arusha
16	Antuonndos	Ke	DP
17	Frank Kimaro	Me	RS Arusha
18	Dr. Efraimkosia	Me	NA-AIST
19	Denis J. Malya	Me	Biashara
20	Nalemutamvisan	Ke	PWC
21	Nameloksangeti	Me	PWC
22	Simon P. Ngilisho	Me	RS- Arusha
23	Johnsonmahuma	Me	Demokrasia makini
24	Rahma I. Yusuph	Ke	ACT-Wazalendo
25	Sadiki O. Nangi	Me	UNDP
26	Magdale S. Masaka	Me	CHADEMA
27	Aunsu Y. Munisu	Me	CHADEMA
28	Heo Amos	Me	RS Arusha
29	Athanas Chenya	Me	Arusha DC
30	Peterlister	Me	TANESCO
31	Kanyibaloshle	Me	Arusha DC
32	Tumaini Msuya	Me	Arusha DC
33	Boay Francis	Me	TANROADS
34	Yesige Muyadwaa	Me	Hospitali Ya Mkoa Manyara
35	Joseph Zombwe	Me	LATRA
36	Onesimo Geofrey Mkuo	Me	Afisa Ardhi mkuu
37	Ansbert Mushema	Me	Driver-TANROADS
38	Linus Mboya		Mchumi
39	Gissbert Passian	Me	Sekta binafsi
40	Walter Alphonce	Me	Sekta Binafsi
41	Msafiri Masandu	Me	Advocate
42	Eligy Tengesi	Me	Dereva wa Boda Boda

KIIs- Mbeya and Iringa Regions

Na.	Jina	Taasisi	Kazi Yako	Region/District
1	Jeremiah Nyingulila			Iringa
2	Christopher Kumzungala			Iringa/Mafinga TC
3	Chuki Jeremiah Mbwanane	Iringa Municipal Council	Councillor	
4	His Worship, The Mayor Ally Ngwanda	Iringa Municipal Council	Mayor of Iringa and Councilor for Mshindo Ward	Iringa/Iringa MC
5	Mr Owden B. Kasongwa	Regional Secretariat	Assistant Administrative Secretary Planning and Coordination	Iringa/Iringa MC
6	Mophen Gordon Mwakajonga			Mbeya
7	Mr Raphael Simon Ngogo	Farmer	Farmer	Iringa/Mafinga TC
8	Rev, Dr Wallace Howahowa	Christian Church	Religious Leader-Pastor	Mbeya CC
9	Rev, Erick Sanzala	Christian Church	Pastor	Mbeya
10	Kasongwa B. Owden	Iringa Rs	Regional Planning Officer	Iringa RS
11	Saluatory Emanuel Ngerera	Ccm	Member Of District Political Committee	Iringa MC
12	Said Salimu Rubeya	Ccm	Chairperson Of CCM Iringa Urban	Iringa MC
13	Peter Felix Mtalo		Chairperson Regional Business Community	Iringa MC
14	Reginald Kiwango	Mafinga Tc	Planning Officer	Mafinga TC
15	Gladness Mushi	Sos Cv-Mafinga	Assistant Project Officer	Mafinga TC
16	Adueta Stambuli	Yes Tanzania	Programme Officer	Mbeya CC
17	Martin William Kilasile	-	Retired Officer	Mbarali DC
18	Elisha Elias Mwanikawanga	Ngo's	NGO Representative	Mbarali DC
19	Salifu Elias Venance	Mbarali Dc	Planning Officer	Mbarali DC
20	Ally Mnunduma Abdallah	Mbeya Cc	Planning and Coordinator Officer	Mbeya CC
21	Emmanuel Kilundo	Mbeya Rs	Planning and Coordinator Officer	Mbeya RS

FGDs –Iringa (Iringa MC)

Na.	Jina	Taasisi	Kazi Yako
1	Lukelo Mallumbo	The Lord Father Company	M/Mtendaji
2	Chande Mazola	Ruaha Coti	Mvuvi
3	Salim Ngoda	Wasafirishaji	Dereva
4	Shaibu Maruzuku	Usafirishaji	Katibu/Daladala
5	Christopher Mwakalinga	Madini, Ujenzi Mjasiliamali	Mjasiliamali Madini Ujenzi
6	Yanza A Mpelembwa	M/Machinwa	Biashara
7	Eddah.R. Mdemu	Katibu Jukwaa La Wanawake	Biashara
8	Leonard Mtega	Mkulima	Mkulima
9	Mudathir Yoyota	Dhihureyn	Kiongozi Wa Dini
10	Haruna Mwalembe	Dini	Mchungaji
11	Bovan. J. Mwakyambiki	Nacongo	Biashara
12	Mosses. Y. Kuppa	M/Kiti-Wafugaji	Mfugaji

FGDs -Mbeya (Mbeya Cc)

Na.	Jina	Taasisi	Kazi Yako
1	Mboka Mwakajila	Mbeya City	Ag CD
2	Emmanuel Binya	Mbeya City	Mchumi
3	Aman Sango	Mbeya Stendi Kuu	Usafilishaji
4	Allico Mwanjute	Ilomba	Mkulima/Mfugaji
5	Jerry. N. Mwatebela	Shiuma Mkoa	Biashara
6	Shadrack Daimon	Shiuma Soko	Machinga
7	Damas.S. Mwambeje	Shivyawata-Mbeya Jiji	M/Kiti
8	Lilian.L. Kakoma	Nsalaga	Mkulima
9	Advera. S. Kahitwa	Upendo Group	Msindikaji
10	Margareth Nzowa	Upendo Group	Msindikaji
11	Halima Simfukwe	Bakwata	Katibu Juawakita
12	Emiliasi Njozi	Wezesha Group	Selemala
13	Christopher.H. Raziyo	CPCT	Katibu-Mchungaji.
14	Bruno B Mpwago	Ushirika	M/Kiti

FGDs –Iringa (Mafinga TC)

Na.	Jina	Taasisi	Kazi Yako
1	Peter Daniel	Usafirishaji	Dereva
2	Haruni Manga	Usafirishaj	Dereva
3	Matekelezachanga	Mkulima	Ukulima-Miti
4	Attilio Katefui	Mkulima	Ukulima
5	Abdallah.F. Mbilinyi	Mkulima	Ukulima
6	Christina Kiwale	Mkulima	Ukulima
7	Peter Heddi	Mfanyabiashara	Biashara
8	Moses John	UWAMINA	Biashara
9	Kepha.E. Malangalila		Biashara
10	Edson Dishon		Biashara
11	Elina E Sahihi		Mfugaji
12	Ebelina Z Mbwilo	EAGTI	Mama Mchungaji
13	Ajuaye Julius		Mfugaji
14	Nasra Salehe	SOS Children	Afisa Mradi

FGDs-Mbeya (Mbarali Dc)

Na.	Jina	Taasisi	Kazi Yako
1	Edison E Mwakyembe	RSCO	Paralegal
2	Isaka Omary	UVCCM	Biashara
3	Kaizer Zabron	Kijana	Biashara
4	Elisha E Mwanikawaga	Saliota Organization	Mwakilishi Wa NGO's Mbarali
5	Rahabu Kibona	Kijana	Mjasiliamali
6	Brasida Nyenyembe	Wamakamu	Mjasiriamali
7	Yahya. Mbwera	N.I.M	Shekhe
8	Rev.Paul Mwampamba	Kanisa	Mchungaji
9	Fidelisi Pendesa Mlowe		Mkulima
10	Givemoses Lowokelo	Shivyawata	Mkulima

Zonal Workshop-Southern Highlands (Mbeya)

Na.	Jina	Taasisi	Kazi Yako
1	Dr. Felister Kisandu	Afya_Mbeya	Daktari
2	Joram Hongoli	NACONGO-Njombe	Mwalimu
3	Mussa Selemani	RAS Njombe	Afisa Mipango
4	Siphael Msigala	J.W.T	Biashara
5	James Sambuka	Sohipo	Coordinator
6	Salim.P. Mengi	TCCIA-Mbeya	Treasurer
7	Nuru.S. Timita	MCC	Mwanasheria
8	Binthony Kullinga	Marmo	Mtawala
9	Muhsin Mkongo	Tccia-Chairman	Commerce
10	Halima Mpita	Songwe RS	Mchumi Mkuu
11	Daria Rugumira	ADP-Mbozi	Mkurugenzi
12	Eliakimu Kaniugu	Rs-Mbeya	Elimu-Mbeya
13	Dr. Rose.J. Mongi	GICA-Technology	Mkurugenzi
14	Emile.B. Mpasi	Ruwasa-Mbeya	Afisa-Rasilimali
15	Elkana Lazaro	Dini-KKKT	Mchungaji
16	Rose. W. Kawilhe	Nuru-Orphans	Mlezi Mkuu
17	Dr. Julius.M. Kaijage	Hospital Ya Mkoa	Mwenyekiti Bodi
18	Anna Mwambene	RS-Mbeya	Biashara-Mbeya
19	Vicent D Kilindila	Vigou Secondary	Mkugurenzi

FGDs -Morogoro Region (Morogoro MC)

Na.	Jina	Taasisi	Kazi Yako
1	Esperancy Kasogela	Binafsi	Mfugaji
2	Nyamisi Kitambulilo	Kikundi	Mfanya Biashara
3	Daama Mbaga Kumbukila	Kikundi	Ufugaji
4	Cecilia Ndashuka	Binafsi	Kijana
5	Mayasa .A.Mwinyi	MMC	Afisa Elimu Vifaa Takwimu
6	Martina Hezron	Mmc	PLO
7	Ally.A.Mshana	Kikundi	Msindikaji
8	Kennedy Shimbwe	NGO	PO
9	Matessa Rashidi	Diwani	Diwani
10	Fatuma Kow	MMC	Mjasiriamali
11	Puppa Joseph	MMC	Malfo
12	Rev. Reginald Mdugi	Katibu CCT	Mchungaji
13	Latifa Hamisi Muhode	Binafsi	Mfugaji
14	Zakia Sufiani Yusufu	Binafsi	Mafuta Ya Alizeti
15	Jofrey Kamwava	Mmc Mchumi	Mchumi
16	Juma Ndeka	Binafsi	Mjasiriamali
17	Stephene Malaka	Binafsi	Mfugaji/Samaki
18	Josephine Mushi	Binafsi	Mfugaji
19	Happy I Makumbo	Binafsi	Mfugaji
20	Omary A Kolloa	MMC	Afisa Usafirishaji

KIIs-Morogoro Region (Morogoro Mc)

Na.	Jina	Taasisi	Kazi Yako
1.	Ibrahim Ismael	Mro	Afisa Misitu, Nyuki Na Utalii
	Evance Gambishi	Mro	Afisa Kilimo
2	Muyadhini Myanza	TCCIA	Mwenyekiti Mkoa
3	Jeremiah Lubeleje	Mmc	Afisa Mipango Manispaa Ya Morogoro
4	Oscar Patrick Chagula	Shivyawata	Mwenyekiti Mkoa: CSO For People With Disabilities
5	Samwel Msuya	Diwani, Mbuyuni Ward	Political Leader

FGDs-Morogoro Region (Ifakara Tc)

Na.	Jina	Taasisi	Kazi Yako
1	Christina Kulunge	Kocd	Mkurugenzi
2	Massepo. B. Mlala	Diwani Mstaafu	Mwanasiasa
3	Juliana. L.Mmassy	Afisa Mifugo	ITC
4	Dennis. J. Zlhepa	Trade Officer	ITC
5	Halawa.P. Kidaha	Mkulima	Mkulima
6	Mickdadi.R. Kajua	CEMDO-Tz	CEMDO Accountant
7	Gabriel B. Leshabari	TCCIA	Journalist
8	Sairis .A. Mbiro	ITC	Afisa Utumishi
9	Hadinani .I. Umtite	ITC	Afisa Elmu
10	Samson Ngwila	TCCIA	M/Kiti(W)
11	Ramadhani .R. Mayumba	Bakisata	Shekhe Wa Wilaya

KIIs-Morogoro Region (Ifakara TC)

Na.	Jina	Taasisi	Kazi Yako
1.	Christina Dominic Karunge	NGO-Kilombero Organisation For Community	Mwenyekiti
2.	Maseko Benjamini Mlala	Kata Ya Ifakara	Diwani Mstaafu
3.	Yusta Charamila	Private Sector	Upendo Group
4.	Heri Kuria	LGA: Ifakara Town Council	Planning Officer And Acting Head Of Planning And Coordination At Ifakara
5.	Advocate Magesa	LGA: Kilombero District	Human Resource And Was Also The Acting Das

KIIs-Ruvuma Region (Songea MC)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Hassan Hamidu Niali	Me	Sonngo	Mratibu
2	Michael L. Mbano	Me	Manispaa	Mayor
3	Jumanna Mwankhoo	Me	Regional Secretariat	Assistant Ras – Planning And Coordination
4	Wilfred Lazaro	Me	Songea Municipal Council	Economist
5	Joseph M. Ngocho	Me	Songea Municipal Council	SME

KIIs-Ruvuma Region (Nyasa Dc)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Ajali Hassani Nkoma	Me	Nyasa District Council	Councillor
2	Charles Liwata	Me	Anglican Church	Reverend
3	Dennis D Katumbi	Me	Tanzania Project	Mratibu
4	Eva V. Maendaende	Ke	Nyasa DC	Planning Officer
5	Agnes Manufred Chale	Ke		Retired Public Officer

KIIs-Lindi Region (Lindi Mc)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Moses Mkoveko	Me	Lindi Municipal Council	Afisa Maendeleo
2	Hadija Mnunduma	Ke	Kusudio Women Group	Secretary
3	Lunda Juma Lunda	Me	Lindi Makuni	Diwani
4	Nelson Choaji	Me	LIWOPAC	Ag: Director
5	Juhudi B. Mgallah	Me	Lindi RS	Afisa Mipango Wa Mkoa

KIIs-Lindi Region (Kilwa DC)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Cosmas Liveta	Me	Anglican Church	Reverend
2	Juma J. Hamadi	Me	Kilwa District Council	Dplo
3	Juma Ally Kumpita	Me		Biashara
4	Theodora Beda Mkundi	Ke	Tusiwaki	Advocacy
5	Jafari B. Arobaini	Me	Kilwa - Kivinje	District Councilor

KIIs-Mtwara Region (Mikindani MC)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Juma Napinda	Me	TCCIA	REO
2	Shadida A. Ndile	Ke	Mtwara Municipal Council	Mayor
3	Gwakisa J. Mwasyeba	Me	Mtwara Municipal Council	Economist
4	Abdi Mfinanga	Me	RS- Mtwara	Assistant Ras- Planning And Coordination
5	Jacqueline Mpunjo	Ke	Sports Development Aid	Mratibu

KIIs-Mtwara Region (Tandahimba Dc)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Aidan B. Chipande	Me	Tandahimba District Council	Councillor
2	Karim M. Mputa	Me	Tandahimba District Council	DPLO
3	Faudhi J. Madalaja	Me	Rotoso - Tandahimba	Afisa Miradi
4	Bakari Salama Nahaya	Me	BAKWATA	Mwenyekiti
5	Kassim Swalehe Lihumbo	Me		Retired Officer/ Mkulima

FGDs-Ruvuma Region (Songea Mc)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Hussein H Mkwepo	Me		
2	Stephano Daniel Ntani	Me	Roman Catholic	Katekista
3	Issa Hamza Zawamba	Me	M/Kiti Mtaa	Mwenyekiti/Mkulima
4	Issa Issa Nyoni	Me		Mkulima Na Mfugaji
5	Amir K Chowo	Me	Skill Pass Islamic School	Mwalimu
6	Happiness O Komba	Ke		Fundi Kushona
7	Wilbert Mahundi	Me		Diwani
8	Ziada Mkinga	Ke		Mjasiliamali
9	Philipina A Tarimo	Ke		Mkulima
10	Salum S Masamaki	Me	Machinga	Mwenyekiti
11	Zuberi Haji Haule	Me	UWASSESO	Mwenyekiti
12	Mathew Ndumba	Me	ROA	Mkurugenzi

FGDs-Ruvuma Region (Songea Mc)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Amos Francis Ndunguru	Me	Watu Wenye Ulemavu	Mjumbe
2	Yohanes Exsaver Mava	Me		Mkulima Na Mwenyekiti
3	Hassan Hemedi Lizomba	Me		Imamu
4	Ambrose Raphael Machasa	Me		Youth
5	Fokas Abel Mbunda	Me		Mkulima
6	Dickson Adrian Nyoni	Me		Youth Representative
7	Hairamu Rupia Malugu	Me		Youth Representative
8	Amani Kasimba	Me		Ngo Representative
9	Esau Mwasumbi	Me		Mfufaji
10	Yazindi Milinga	Me		Mjumbe
11	Martin Mponda	Me		Mvuvi
12	Sylvester Kalimbe	Me		Youth Representative
13	Grace Malipa	Ke		Women Representative
14	Veronica Odo	Ke		Entrepreneur
15	Zuberi A. Issa	Me		Entrepreneur Representative
16	Anembe L. Mhidze	Ke		Women Representative
17	Prisca A. Mpangala	Ke		Youth Representative

FGDs-Lindi Region (Lindi MC)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Ali Hassani	Me		Mfugaji
2	Musa D. Chengula	Me	CSO	Mjasiriamali
3	Jamali S. Mpili	Me	Private Sector	Katibu
4	Asha Hamisi	Ke	Migombani Fishing	Mweka Hazina
5	Hamisi Ally Mchonjo	Me	Migombani Fishing	Mjumbe
6	Chigogolo Mohamed	Me	Cpct - Lindi	Pastor
7	Seif Mohamud Nyirani	Me		Mkulima
8	Paulina Chacha	Ke		Mjasiriamali

Na.	Jina	Jinsia	Taasisi	Kazi Yako
9	Pascol Kalimwa	Me	CDO	Mjumbe
10	Saidi Hamisi Kawanga	Me	Rondo Womens Development Organisation (ROWODO)	Mhasibu
11	Mohamedi A Chimbuli	Me	Lindi MC	Afisa Msitu/ Mstaafu
12	Alusaria Mushi	Ke	Kikundi Jipe Moyo Lindi	Mjasiriamali
13	Nasri Rashidi	Me	Lindi Mc	Afisa Biashara

FGDs-Lindi Region (Kilwa Dc)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Shante Wakati	Me		Mvuvi
2	Ally Nampange	Me		Mvuvi
3	Yusufu Ulete	Me		Mkulima
4	Maulidi Hamisi	Me	Bodaboda	Dereva
5	Saidi Pakia	Me	Bodaboda	Mwenyekiti
6	Maulidi Chumba	Me	Bodaboda	Dereva
7	Selemani Mohamed	Me		Mfanyabiashara
8	Hamisi Tipitipi	Me		Mkulima
9	Mohamed Yusuphu	Me	Bodaboda	Dereva
10	Zahara Juma	Ke		Mkulima
11	Judith B. Chikawe	Ke		Mfugaji Na Mkulima
12	Alli M. Mngumba	Me		Mfanyabiashara
13	Alafa Muamedi	Ke		Mjasiriamali
14	Bimkubwa Selemani	Ke		Mkulima
15	Zawadi Kalist	Ke	TCRS	Afisa Miradi

FGDs-Mtwara Region (Mikindani Mc)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Matokea S. Chande	Ke	Machinga	Katibu
2	Ramadhani Hassan Mtumba	Me	Machinga	Mwenyekiti
3	Rshid Zahir	Me	Mtwangonet	Accountant
4	Hidaya H. Ally	Ke		Mjasiriamali
5	Fanikio Chijinga	Me	CCM	Mwanasiasa
6	Fatuma M. Mpondomoka	Ke	Jukwaa La Wanawake	Mwenyekiti
7	Saimon E. Elias	Me	Mtwara Mc	Afisa Mifugo
8	Reniuce J. Mhakama	Me	Mtwara Mc	Mhandisi Kilimo
9	Jacqueline Mpunjo	Ke	Sports Development Aid (SDA)	Mratibu
10	Lilian Mhangaza	Ke	Shemo	Mkurugenzi
11	Joshua A. Songa	Me		Mjasiriamali
12	Rev. Dausi A. Nalima	Me	KKKT	Mchungaji
13	Edither A. Nandonde	Ke	Vikundi Vya Wanawake	Mwenyekiti/ Mfanyabiashara
14	Rhoda K. Ngonga	Ke	Mtwara MC	Afisa Uvuvi
15	Hassan B. Mpwago	Me	Bakwata	Imamu
16	Halima Juma	Ke	Jukwaa La Uchumi	Mwenyekiti (W)
17	Francis P. Chiwango	Me	MEROD	Mkurugenzi
18	Mwasyeba Gwakua	Ke	Mtwara MC	Mchumi
19	Zuhura B. Mikidadi	Ke	Mtwara MC	Diwani
20	John D. Mitwe	Me	Tasa (NGO)	Mkurugenzi

FGDs-Mtwara Region (Tandahimba Dc)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Idrisa Silimu	Me	Kikundi _Tuamke	Fundi Selemala
2	Tekla Milanzi Adriano	Ke	Cdo- Tandahimba	Afisa Maendeleo Ya Jamii
3	Hashimu J. Sudi	Me	Rotoso (NGO)	Mkurugenzi
4	Bakari Salama Nahayo	Me	Bakwata	Mwenyekiti
5	Nurdin S. Mkusa	Me	Kikundi – Tupendane	Katibu
6	Hawa J. Chihungo	Ke	Kikukndi – Twendesawa	Katibu
7	Ulaya R. Mmule	Me	Ulenje Transport	Katibu
8	Lukas E. Mlaponi	Me	Kanisa – Katoliki	Katekista
9	Hamisi A. Linyembe	Me		Mkulima
10	Saidi M. Mtora	Me	CCM	Katibu
11	Likwati Mustafa	Me	Machinga	Mwenyekiti
12	Muhaji H. Mpondomo	Me	Machinga	Katibu
13	Bosco Gauprid Namangaya	Me	Tanzania Delicious Cashews Limited	Executive Director
14	Irene G Luoga	Ke	Halmashauri	Afisa Vijana

Zonal Workshop Southern Zone (Mtwara)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Sunday S. Hebuka	Me	RS-Ruvuma	Mratibu NGOs
2	Joseph Mohono Ngocho	Me	Private Sector – Ruvuma	Mfanyabiashara
3	Thadeus Musembi	Me	UNICEF	Consultant
4	Scola A. Mwalyanzi	Ke	RS- Lindi	Mratibu Dira RS Lindi
5	Dennis Urio	Me	TRA- Mtwara	Afisa Kodi
6	Noel Chinowa	Me	CPCT	Mchungaji
7	Nelson Choaji	Me	LIWAPOC- Lindi	Mratibu Mashirika
8	Fidea Ruanda	Ke	Ngo Mtwangonet	Mratibu
9	Liberatus Maganya	Me	Tccia – Lindi	Mwenyekiti
10	Dikson Mwagwai	Me	NMB	Afisa Mahusiano
11	Osmunda Kapinga	Ke	RS Mtwara	Ag. AAS - V&B

Na.	Jina	Jinsia	Taasisi	Kazi Yako
12	Hasan S. Mtenga	Me	Bunge	Mbunge
13	Baltazar B. Komba	Me	FAWOPA	E/Director
14	Zamla R. Dongwala	Me	SIDO	Rm (Ag)
15	Eng. Milson Kiboma	Me	TANESCO	Ag. RM
16	Henry Shimo	Me	TCCIA/ Chibeshi	Biashara
17	Meriki S. Kinuno	Me	PCCB Mtwara	Afisa Uchunguzi
18	Sixmund J. Lungu	Me	Mtwara MC	Naibu Meya/ Diwani
19	Acp Mtaki N. Kurwijila	Me	Polisi	Ag. Rpc – Mtwara
20	Dickson M. Abdueri	Me	Vodacom	Ag. Manager
21	Frank Omollo	Me	Mtwara RS	Katibu Wa Afya
22	Olivia George Mushi	Ke	Mtwara RS	Katibu Mipango
23	Mustafa Kwiyunga	Me	MRENGO	Mratibu Ngos
24	Richard Mbambe	Me	Mahakama Kuu Kanda Mtwara	Mtendaji Wa Kanda
25	Abdillah Mfinanga	Me	RS Mtwara	Aas. P&C
26	Lucy Kiteve	Ke	RS Mtwara	Economist
27	Patrick B. Kyaruzi	Me	RS Mtwara	REO
28	Dadi Ngaharo	Me	RS Mtwara	RAO

FGDs-Kagera Region (Bukoba Mc)

Na.	Jina	Taasisi	Kazi Yako
1	Husna Mohamed Abdallah	(Shiuma) Machinga	Mama Lishe, Farmer
2	Rosemary Stanshau Nyamtamisa	(Machinga) Mama Lishe	Mama Lishe
3	Juma Mussa Sharifu	Bodaboda	Chairperson Kagera Region
4	Martin Alex	Fisheries (Fishing Activities)	Secretary
5	Mch. Elisha Bililiza	Anglican	Pastor
6	Sweetbert Mushnga	Shivyawata(M)	Secretary

Na.	Jina	Taasisi	Kazi Yako
7	Tawafiq S. Salum	Government	Diwani
8	J0sephat Kyamuhangile	Farmer	Farmer
9	Dr. Mugisha Rweyemamu	ESRF	Researcher
10	Apolinary Tamayamah	ESRF	Researcher
11	Flora Myamba	ESRF	Researcher
12	Erasto.M Kawanji	RS-Kagera	Statistician
13	Hobokela Kawanji	Bukoba MC	Economist

FGDs-Kagera Region (Muleba Dc)

Na.	Jina	Taasisi	Kazi Yako
1	Rugaimukamu M. Rwebembela	Retired Officer	Retired Officer
2	Fr. Donatian Ruga Nyamtamisa	Rc. Bukoba Diocese	Planing
3	Jovitha Juston	Tawfa	Fishing
4	Sinani B. Swaibu	Bakwata And Shiuma	Entrepreneur's Secretary
5	Bryson N. Majambo	Business	Chairperson
6	Jastine Jasson	Humuliza	MEO
7	Alisia Asiel	Humuliza	ESLO
8	Clinton Johnstone	Tuinuane	Carpenter
9	Alson Oscar Mulokozi	Tuinuane	Carpenter
10	Emilu Kamsini	Fisheries (Fishing)	Secretary
11	Derosela Mulisa	Muleba MC	Planning Officer

FGDs -Mara Region (Musoma Mc)

Na.	Jina	Taasisi	Kazi Yako
1	Boniphace Daudi Nyakumu	Farmer	Farmer
2	Issa Shaban Magwa	Bodaboda	Bodaboda Rider
3	Charles M Waitara	Shiuma	Machinga
4	Daniel Mkolera	Shiuma	Machinga
5	Seleman. M. Rajab	Business	Business Person
6	Samweli Twaibu	Livestock	Livestock Keeper
7	Elisha Simeo	Fisheries	Fisherman
8	Maiga K Charles	St. Justin Centre	Teacher
9	Emanuel Kapande	St. Justin Centre	Journalist
10	Mwanulah Ukwaju	Entrepreneurship	Entrepreneur
11	Bakari Juma	Bakwata	Muleba District Secretary
12	Jumamosi E. Esore	Self Employed	Garden Keeper

FGDs-Mwanza Region (Mwanza CC)

Na.	Jina	Taasisi	Kazi Yako
1	Sospeter Peter	CSO	Member
2	Daniel Ngoye	Angrobelg	Member
3	Diana Pius Sai	Farming	Member
4	Beate M. Kiroin	MCC	Transport Manager
5	Ramadhani J. Omary	UVCCM	District Secretary
6	Melckzedeki Munguri	Shiwawata Nyamagana	District Secretary
7	Sara Daniel	Caiyak Group	Officer
8	Amani Mahuba	Peace Committee	Sheikh
9	Re. Julius M. Kisandu	Peace Committee	Bishop
10	Adela Peter	Entrepreneur	Chairperson
11	Mohamed Dauda	Machinga	Chairperson
12	Jumamosi E. Esore	Self Employed	Garden Keeper

Zonal Workshop-Lake Zone (Mwanza)

Na.	Name	Institution	Position
1	Edina M. Malegesi	Kahama Municipal	Planning Officer
2	Marcelina Msafiri Manengo	RS Simiyu	Planning Officer
3	Deus. M.Paschal	RS Shinyanga	Economist
4	Magreth Kadwela	Kivulini Organziation	Planning Officer
5	Bhoke Leo	Wote Sawa	Legal Officer
6	Revocatus Joseph	Mycn	Program Offices
7	Holela Mabuka	CCK	Farmer
8	Benson R Badhweka	Lvbwb	Engineer
9	Godson P Kweka	Ethics Secretarial	Zonal Leader
10	Hamis Mussa	Bakwata	Ustadhi
11	Rev.Robert Bundalo	Cpt	Bishop
12	Rev.Boniface Mulinga	A Worker	Bishop
13	Twaha Bakari	Bakwata	Sheikh
14	Alice A Mwasyoge	DIT	HR
15	Eng. Magesa Mwita	Tanroad	Head Planning
16	Amon B Michael	Tanesco	SMO
17	Bonaventura P Ndekeja	NlD	Managing Secretary
18	Mariam Benjamini	Taa Mwanza Airport	Manager
19	Mussa M Mcholla	NBC	Relationship Manager
20	Thomas Ujaji	NBC	Manager
21	Alexandra J. Reuben	Crdb-Mwanza	Banker
22	Angella A Kiwia	Dpco	Dpco
23	Alphonce Mokoki	Tadb	Zonal Manager
24a	Aggrey Muhabuku	Tda	Ag. Manager
25	Last M Lingson	Geita Rs	Plo Den
26	Kitoga Lawrence	Emedo	Plon Officer
27	Mangola S Bahati	Amani Girls Home	Project Officer
28.	Dr. Mugisha Rweyemamu	Esrf	Researcher
29.	Dr. Flora Myamba	Esrf	Researcher
30.	Mr. Apolinary Tamayamali	Esrf	Researcher

FGDs-Mwanza Region (Sengerema DC)

Na.	Name	Institution	Position
1	NestoryJ. N. Estory	Kijana Wajibu	Carpenter
2	Mussa W. Mpogomi	Livestock	Livestock Keeper
3	Morris G. Ndicho	Processing	Processor
4	Bernardetha Karoli	Foundation For Better Future	CEO
5	Maneno Lukubanta	Farming	Farmer
6	Frank T. Magafu	Mineral Commissioner	Mineral Argent
7	Machumu K.Mgurusi	Pwd	Farmer
8	Sudi Mashaka Ramadhani	Transport Sector Representative	
9	Rajabu Said	Bakwata	Spiritual Leader
10	Allyriu Seneda	Fisheries	Fishermen
11	Sunzu Hamis	Shiuma	Machinga
12	Dawne Matonange	Women	Agriculture/ Business

FGDs-Mara Region (Tarime TC)

Na.	Name	Institution	Position
1	Mzumbe Hamisi	Entrepreneurship	Entrepreneur
2	Janeth Jacob Robhi	Entrepreneurship	Chairperson
3	Peter Chacha Mnanka	Farming	Farmer
4	Boniphace Kisiri Ubere	Tuwakomboe Para Legal Organisation	Paralegal
5	Stephen Chacha	Tccia Tarime	Chairperson
6	Samweli Nyamhanga Mwita	Pwd Chawata	Secretary
7	Francis Makuri	Church	Pastor

Zonal Workshop-Lake Zone (Mwanza)

No.	Region/Council	Name	Institution
1	Kagera		
2	Bukoba Mc	Hobokela Kawanji	Ag Municipal Economist
3		Shabani Rashid Said, ,	Counselor
4		Dr. Yusto Paradius Muchuruza	Executive Director Of Kadetfu (NGO)
5		Yunus Kabwemela	Supreme Perch Limited Project Manager (Industry).
6	Muleba Dc	Evart S. Kagaruki	District Planning Officer
7		Sheik Aziz Isihaka Yusufu	Bakwata-Muleba District Sheikh
8		Muhaji Yusuph Bushako	Vice Council Chairman, Muleba District Council
9		Rugaimukamu Mukandala Rwebembele	A Retired Teacher
10		Nordin Amani	Monitoring And Evaluation Officer-Uashemi, NGO
11	Mara		
12	Musoma Mc	Emmanuel P. Mazengo	AAS-Planninga And Coordinattion
13		Samuel Warioba	Municipal Economist
14		William Patrick Gumbo	Hon. Mayor Musoma Mc
15		Ms Lydia Ayoub	Ag Project Manager, Rafiki Social Development Organisation-Sdo
16		Boniphace Ndengo	Chairperson Of TCCIA Mara Region
17	Tarime Dc	Viktor F.Magafu	District Planning Officer-Dplo
18		Mr Jonathan M. Machango	Retired Divisional Secretary
19		Sheikh Masoud Said	BAKWATA-District Sheikh
20		Emmanuel Zabron Buchafwe	Tarime Development Organization
21		Michael Chacha Kembaki	Member of Parliament
22	Mwanza		
23	Mwanza Cc	Susan Martin Ndunguru	Ag AAS-Planning And Coordination
24		Edward Mwamotela	City Economist
25		Hassani Karambi	TCCIA-Secretary
26		Ramadhani Omary	

No.	Region/Council	Name	Institution
27		Mr. David Georges.	Representative From Farmer/ Processing Industry
28	Sengeremadc	Mr. Sita Boniphas	District Planning Officer
29		Amary Twaibu Athuman	CCM District Party Secretary
30		Bethold Byoma	Executive Director-Tanzania Association For People Living In Difficult Environment (TAPODE)
31		Mr Amary Twaibu Athuman	District CCM Party Secretary
32		Mr Christopher Kiula	Retired Officer Dalfo

KIIs-Pwani Region (Mkuranga DC)

Na.	Name	Institution	Position
1	Sospeter J. Missiani		Farmer
2	Grace N. Mwaiwaga	Mkuranga DC	Planning Officer
3	Adam Kitungulu Ngunda	KKKT	Preacher
4	Prisca M. Ngwesheni	CSO	Director
5	Rajabu Mmunda	Mkuranga DC	District Industry, Trade and Investment Officer
6	Abdul S. Lugombe	BAWAMIN	Secretary
7	Nzingula M. Zacharia	TCCIA	Executive

KIIs-Pwani Region (Kibaha TC)

Na.	Name	Institution	Position
1	Msangi	Kibaha	Afisa Biashara
2	George Semwaiko	Kibaha	
3	Mohamed Alli Solovea	Msikitini	Ustadhi
4	Wambura Maro Yamo	Kibaha Town Council	Planning Officer
5	George Gervas Mhode	Tumbi Ward Kibaha	Chairperson

FGDs -Pwani Region (Mkuranga DC)

Na.	Jina	Jinsia	Taasisi	Kazi Yako
1	Sospeter J. Missiani	Me		Farmer
2	Hassani Kambangwa	Me	Disabled People	Farmer
3	Adam Kitungulu Ngunda	Me	KKKT	Preacher
4	Prisca M Ngwesheni	Ke	CSO	Director
5	Mabula Samwel Mabula	Me	Entrepreneurs Group	Chairperson
6	Abdul S. Lugome	Me	Bawamin	Secretary
7	Nzingula M. Zacharia	Me	TCCIA	Executive
8	Faustine J Onyango	Ke	Mapambano Centre For Children	Coordinator
9	Msumche A Ngamnoni	Me		Livestock Keeper
10	Haji B. Mwandwi	Me	Boda Boda	Driver
11	Evelyn Henry Magoma	Ke	Kikundi Cha Wajane	M/Kiti Na Mjasiliamali
12	Julias Kibatega	Me		Farmer
13	Christopha J Chalo	Me	Mkuranga DC	Security Guard
14	Hidaya Juma Jongo	Ke	Mkuranga Dc	Cleaning Staff
15	Furahia Iddi	Ke	Shebila	Entrepreneur
16	Hadija Habdala	Ke		Entrepreneur
17	Said J Said	Me	Kikundi Cha Vijana	Representative
18	Mohammed A Mahimbwa	Me		Entrepreneur
19	Eliah G Kigelulye	Me		Farmer
20	Pariti Kamungu	Me		Livestock Keeper

KIIs- Rukwa and Songwe Regions

S/N	District	Name	Organisation/ Institution	Kazi Yako
1	Mbozi	Halima Mbita	RAS – Heed-Planning And Coordination	Farmer
2	Mbozi	John Tobongo	Save The Children;	Farmer
3	Mbozi	Rabson Mwaipula	Ccm. Regional Elders' Chairperson/Entrepreneur	Preacher
4	Mbozi	Asante Amos I Ndimbo	Retired Officer	Director
5	Mbozi	Pantaleo Mkangara		Chairperson
6	Tunduma	Farida Kassim Mbonde	DED - Ag. Hod Planning And Coordination	Secretary
7	Tunduma	John Mgwasi Mbwatila	Retired (Tazara) And Farmer	Executive
8	Tunduma	Rev. Ezekiel Mwandulogulile	ELCT Tunduma	Coordinator
9	Tunduma	Daudi Msukwa	CSO LRDO	Livestock Keeper
10	Tunduma	Ezekia Watson	Secretary CCM	Driver
11	Sumbawanga	Mashaka Mwanjali	RAS Office - Ag HoD	M/Kiti Na Mjasiliamali
12	Sumbawanga	Anthony Kayombo	DED Sumbawanga: Ward Councilor	Farmer
13	Sumbawanga	Oscar Abraham Machimu	Retired Officer	Security Guard
14	Sumbawanga	Frank Mateni	Head Community Development	Cleaning Staff
15	Sumbawanga	Joel Chalanda	Political Leader	Entrepreneur
16	Kalambo	Benard Mwakalinga	DED Kalambo: Ag HoD Planning and Coordination	Entrepreneur
17	Kalambo	Servi N. Josaphart	Kalambo - DAS	Representative
18	Kalambo	Edmond Laban Sichelima	Retired Officer	Entrepreneur
19	Kalambo	Edison Kibonde Mwakyusa	Businessman	Farmer
20	Kalambo	John Mtumizi Muyamba	Political Leader	Livestock Keeper

FGDs-(Mbozi Dc and Tunduma TC)

S/N	Name	Institution	Position
1	Laurance Josephat	Tunduma	Livestock Keeper
2	Daudi Msukwa	Irdo	Field Officer
3	Getrude Kaseya	Tunduma	Welfare
4	John Mwatila	Tunduma	Farmer
5	Innocent Urassa	Tunduma	Livestock Keeper
6	Charles Sikanyika	Tunduma	Travel Agent
7	Happy Nyema	Tunduma	Travel Agent
8	Faraja Sanga	Tunduma	Business
9	Halima J Karanji	Tunduma	Food Vendor
10	Joyce Kayuni	Mbozi	Trader
11	Rose Maguiwe	Mbozi	Trader
12	Martin Tiwizi	Mbozi	Livestock Keeper
13	Michel Mwaipisi	Mbozi	Livestock Keeper
14	Feruzi Omari	Mbozi	Shekhe
15	Enea Mwanja	Mbozi	Chair Uvccm
16	Juliana Gerald	Mbozi	Food Vendor
17	Jeremia Sanyangwa	Mbozi	Retired public servant
18	Pendo Nzunda	Mbozi	Food Vendor
19	Lydia Sigayanga	Mbozi	Food Vendor
20	Salome Mgumba	Mbozi	Farmer
21	Elia Bukuku	Mbozi	Priest
22	Simon Sipweke	Mbozi	Farmer
23	Josephine Mwanswmbo	Mbozi	Farmer

FGDs - Sumbawanga Mc and Kalambo DC

S/N	Name	Institution	Position
1	Eva Dawson	Sumbawanga Mc	Entrepreneur
2	Linda Bilagi	Sumbawanga Mc	Mineral Commission
3	Thomas Sepe	Sumbawanga Mc	Pwd Representative
4	Elisha Kabenga	Sumbawanga Mc	Street Vendor
5	Daniel Apoho	Sumbawanga Mc	Livestock Keeper
6	Fredrick Nchinga	Sumbawanga Mc	Street Vendor
7	Filbert Massawe	Sumbawanga Mc	Chicken Farmer
8	Musa Daudi	Sumbawanga Mc	Fish Farmer
9	Sara Ngumbi	Sumbawanga Mc	Legal NGO
10	Lucy Mfupe	Sumbawanga Mc	Lwano
11	Dr. Jaclkline Nung'ombe	Sumbawanga Mc	CSO
12	Edson Chalamila	Sumbawanga Mc	Pastor
13	Tina Mwesemba	Sumbawanga Mc	Agent
14	Kule Kajeta	Sumbawanga Mc	Agent
15	Hapiness Mwesa	Sumbawanga Mc	Farmer
16	Emmanuel Malekana	Kalambo Dc	Livestock Keeper
17	Francisco Benezeti	Kalambo Dc	Farmer
18	Samwel Sebe	Kalambo Dc	CSO
19	James Sieme	Kalambo Dc	Farmer
20	Lufingo Malifimbo	Kalambo Dc	Farmer
21	Ezekiel Ndenje	Kalambo Dc	Katekista
22	Leokadia Ntine	Kalambo Dc	Food Vendor
23	Suleiman Akyallo	Kalambo Dc	Bakwata
24	Mwendo Mwaluswaswa	Kalambo Dc	Chair Bodaboda
25	Thomas Chole	Kalambo Dc	Youth Representative
26	Alistrid Kapele	Kalambo Dc	Livestock Keeper
27	Galus Kijumba	Kalambo Dc	
28	Issa Nasibu	Kalambo Dc	Fisherman
29	Emmanuel Mwakalinga	Kalambo Dc	Street Vendor
30	Emmanuel Simbaulanga	Kalambo Dc	Education Officer

KIIs- Singida Region

Region	Council	Respondent Name	Sex	Institution & Title/ Occupation
Singida	Singida Mc	Mr. Romward Daniel Mwendi	M	AAS- Pc: Singida Rs (Rs –HoD)
		Mr. Selestine Massawe	M	Municipal Economist
		Muttabazi Anselmi Adrian	M	District Party Chairman - Chadema
		Adela Sabas Minja	F	Petty Trader (Business Owner)
		Peter John Lissu	M	DFPA, Research and Development Organization (NGO)
	Manyoni Dc	Edgar Madje	M	DPCO- Manyoni (LGA-HoD)
		Maimuna Likunguni	F	District Party Secretary- CCM
		Rev. Peter Manase	M	Priest Canon- Anglican Church TZ
		Hamisi Jumanne Lissu	M	Retired Public Servant – Manyoni DC
		Yonaha Makabali Chalinze	M	M&E Officer -Manyoni Paralegal Center –MAPAC (CSO)

KIIs-Dodoma Region

Region	Council	Respondent Name	Sex	Institution & Title/ Occupation
Dodoma	Dodoma Cc	Charles Ali Mduma	M	Aas- Pc: Dodoma Rs (Rs –HoD)
		Francis Nathan Kaunda	M	City Economist (LGA-HoD)
		Alistid Tesha	M	Retail Shops (Businesses Owner)
		Israel Mwansasu	M	CC Councilor, Retired Civil Servant
		Rev. Taxon Makson Mwakyambo	M	Parish Priest- Anglican Church TZ
	Bahi Dc	Said Faustin Magembe	M	Planning Officer (LGA-HoD)
		Arbogast Omziba Chrisant	M	Retiree, Former Vet Officer
		Victor Leonard Chulubii	M	Business person (Business Owner)
		Augostino Leonard Ndonu	M	DC Councilor, Council Chairman
		Rev. Emmanuel Chimuli Chibwana	M	Pastor, And District Chairman For CPCT Leaders In Bahi DC.

FGDs-Singida Region (Singida MC)

Region	Council	Respondent Name	Sex	Institution & Title/ Occupation
Singida	Singida Mc	Dyness Abraham Mollel	F	Mjasiriamali
		Baraka Hussein Mwamba	M	Mjasiriamali
		Ezekiel Sidael Goroi	M	Mfanyabiashara
		Hadija Juma Nkumbi	F	Fundi Ushonaji
		Deo Gabriel Mathowo	M	YMC- Singida
		Said Kitila Rashid	M	Mjasiriamali
		Hadija A. Msumari	F	Mkulima
		Juma I. Mkhofoi	M	Mfugaji Samaki
		Abasi E. Mwanjisi	M	Mwanafunzi Wa Chuo
		Romana Samuel Augustino	F	Mwanafunzi Wa Chuo

FGDs-Singida Region (Manyoni DC)

Region	Council	Respondent Name	Sex	Institution & Title/ Occupation
Singida	Manyoni Dc	Hamis Msabaha Ali	M	Manyoni Paralegal Center
		Tasbu Mashaka Issa	M	Mkulima
		Oswaldi Pantaleo Mark	M	M/Kiti Wa Machinga
		Henry Beno Mallya	M	Makam M/Kiti-Machinga
		Joseph Missanga	M	Mkulima Na Biashara
		Zakayo Ijojo	M	Mfugaji Kuku
		Christina Joseph Kasmiri	F	Mkulima/Karanga
		Khadija A. Kamashani	F	Mama Lishe
		Judith Robert Mpambe	F	Mjasiriamali Mdogo
		Ferdinandi Peter Madeje	M	Mjasiriamali Mdogo
		Franco D. Mwinjili	M	Mjasiliamali-Kijana
		Ostatila Muilaki	F	Kijama

FGDs-Dodoma Region (Dodoma CC)

Region	Council	Respondent Name	Sex	Institution & Title/ Occupation
Dodoma	Dodoma Cc	Said R. Kabende	M	Ceo- Ifova (People with Disabilities)
		Rev. Petro Lebarai	M	Kkkt Central Diocese of Dodoma
		Lulu Aron Molel	F	Charity Vision Tanzania (NGO)
		Peter M. Mallya	M	Dodoma City Council
		Essau D. Tandilla	M	Action For Community Care (NGO)
		Ally J. Kanda	M	Amir -Jai Org (FBO)
		Dr. Hamoud J. Ndege	M	Cmsr-Tanzania
		Cryes Pius	M	Mimi Ni Taa – (CSO)
		Ellen Eliakim Luhende	F	Dodoma Universities Representative (Youths)
		Moses Julius	M	Economist –Dodoma Cc Intern (Youths)
		Ray Peter Mark	M	The Young World Feeders – Entrepreneur
		Josephine K. Josiah	F	Sweet Uji Dodoma (Entrepreneur)
		Justus Ng'wantalima	M	Shivyawata (M) Dodoma (Special Group)

FGDs-Dodoma Region (Bahi DC)

Region	Council	Respondent Name	Sex	Institution & Title/ Occupation
Dodoma		Mohamed A. Mngoya	M	Chairman- Bahi Boda Boda Group
		Amina Mohamed	F	Mama Lishe Mgahawa (Entreprenour)
		Meliki Zedeki	M	Mjasiliamali (Mwakilishi Wa Walemavu- Pwds)
		Ramadhani Issa Utengule	M	Chairman –Skimu Ya Matajila (Farmers)
		Mariam Shaban	F	M/Jamii – Intern Bahi DC (Youths)
		Andrea E. Malecela	M	Mjasiriamali (Biashara Ndogo Ndogo)
		Miraji Bakari Sogani	M	Chariman –Wafugaji Bs (CSO)
		Janeth Mkumbo	F	Mkulima
		Said F. Maghembe	M	Afisa Mipango
		Blezi Simon Nkutupa	M	Mfugani

Zonal Workshop-Central Zone (Dodoma)

Region	Council	Respondent Name	Sex	Institution & Title/ Occupation
Dodoma	Dodoma Cc	Said R. Kabende	M	Ceo- Ifova (People with Disabilities)
		Rev. Petro Lebarai	M	Kkkt Central Diocese of Dodoma
		Lulu Aron Molel	F	Charity Vision Tanzania (NGO)
		Peter M. Mallya	M	Dodoma City Council
		Essau D. Tandilla	M	Action For Community Care (NGO)
		Ally J. Kanda	M	Amir -Jai Org (FBO)
		Dr. Hamoud J. Ndege	M	Cmsr-Tanzania
		Cryes Pius	M	Mimi Ni Taa – (CSO)
		Ellen Eliakim Luhende	F	Dodoma Universities Representative (Youths)
		Moses Julius	M	Economist –Dodoma Cc Intern (Youths)
		Ray Peter Mark	M	The Young World Feeders – Entrepreneur
		Josephine K. Josiah	F	Sweet Uji Dodoma (Entrepreneur)
		Justus Ng'wantalima	M	Shivyawata (M) Dodoma (Special Group)

Zonal Workshop-Central Zone (Dodoma)

No.	Participant Name	Sex	Institution & Title/ Occupation
1	Mlonda K. Damas	M	Dodoma Cc
2	Dr. Calorine C. Luhembe	F	St. Johns' University
3	Valerian Suwal	F	Dodoma- RS
4	Alfred Mayiku	M	Dodoma- RS
5	Paul T. Ngusa	M	Kijana- Dodoma
6	Dennis Qenyares	M	TANESCO
7	Theresia Philemon	F	Lecturer -UDOM
8	Geofrey M. Nawazura	M	Retired Officer
9	Erick Ojah Omera	M	Mjasiriamali

No.	Participant Name	Sex	Institution & Title/ Occupation
10	Magreth Otieno	F	RC's Office-Dodoma
11	Prisca Mhando	F	W/ Kilimo
12	Christian Msumari	F	Machinga-Dodoma
13	Rahiya Nasser	F	Kondoa DC
14	Anastazia Charles	F	Mamalishe- Dodoma
15	Rev. Elikana Gonda	M	CCT -Dodoma
16	Masimami Javau	M	CCM - Hq
17	Samson Msilu	M	LGTI- Hombolo
18	Mpangwa Daniel	M	Dodoma CC
19	Franu Jordan	M	Times FM -Majira
20	Hemed Bojo	M	Boda Boda -Dodoma
21	Judith Fue Tumbao	F	Wazee- Dodoma
22	Yohana Muussa	M	Act-Wazalendo
23	Chifu -Jackson G. Topa	M	M/Kiti Mkoa -Dodoma
24	Fr. Raphael Maligite	M	RC Church (TEC)
25	Jopham I. Hilme	M	Nangomba Security
26	Mwantumu Abdul Mohamed	F	Mwajo H Cleaning
27	David George Mzuli	M	Wazee –Ccm Mkoa
28	Philp P. Mahende	M	Raso- Dodoma
29	Deus Polepole	M	Ahafo- Dodoma (NGO)
30	Luhaga C. Makunja	M	Ngonedo Dodoma (NGO)
31	Bernad Abraham	M	Dodoma -RS
32	Juma Sadick Bulwa	M	Bajaji/Boda -Dodoma
33	Salum S. Dhamin	M	Kongwa DC
34	Stanley Lameck	M	Mowt (Transport)
35	Charles Alias Kamkungumi	M	Ben Mkapa Hospital
36	Timothy Holela	M	CBO
37	Askofu Joseph S. Mutorela	M	CCT-Mkoa (CBO)
38	Bogiti Samhende	M	Dodoma – RS PC
39	Jordan Matonya	M	M/Finance (MoFP)
40	Sabas Damian Chambasi	M	Dodoma –Rs (Elimu)

FGDs Participants-Zanzibar (Wete DC)

No.	Participant Name	Sex	Institution & Title/ Occupation	Occupation
1	Sada Juma Segeja	F	Community Forests Pemba	Community Officer
2	Makame Hamad Said	M	Self Employed	Mkulima
3	Omar Ali Salim	M	Action Aid Tanzania	Programme Officer
4	Ali Jabir Khamis	M	Pemba Investment And Youth Development Organization (Piydo)	Youth Officer
5	Sheha Abdalla Juma	M	Pemba Channel Conservation Area (Pecca)	Marine Conservation Officer
6	Ali Yakoub Suleiman	M	Self Employed	Mfugaji
7	Ali Abdalla Mohd	M	Self Employed	Mfugaji
8	Seif Haji Hamad	M	Self Employed	Msafirishaji
9	Said Hamad Ali	M	Self Employed	Mkulima
10	Gaspary Charles	M	Tanzania Media Women's Association	Mratibu
11	Fatma Nassor Omari	F	Kifumbika Tushi	
12	Sharif Makame Tani	M	Jumaza	Mwalimu Wa Madrassa
13	Asha Suleiman Haji	F	B.L.V	
14	Mtumwa Said Juma	F	Wete Dc	Mratibu Ww
15	Eva Robert Stansley	F	Self Employed	Mpambaji (Harusi)
16	Hassan Hamis Hassan	M	Kinyikani	

FGDs Participants-Zanzibar (Wete DC)

No.	Participant Name	Sex	Institution & Title/ Occupation	Occupation
1	Ismail Ali Juma	M	North Pemba RCO	Regional Planning Officer
2	Semani Songoro Mussa	F	Wete DC's Office	Afisa Utumishi
3	Said Hamis Nkindwa	M	CCM	Katibu Wa Wazazi, Kaskazini Pemba
4	Salim Awadh Omar	M	Self Employed	Food Stuff Trader
5	Omar Ali Salim	M	Action Aid Tanzania	Program Officer

FGDs Participants-Zanzibar (Micheweni DC)

No.	Participant Name	Sex	Institution & Title/ Occupation	Occupation
1	Bakari Abdallah Shaam	M	Self Employed	Mwalimu Wa Madrassa
2	Abdalla Khamis Shaame	M	Ccm	Mwenezi Wilaya
3	Bimkubwa Khamis Juma	F	Self Employed	Mchoraji (Heena)
4	Salama Abdalla Mchande	F	Self Employed	Mfanya Biashara (Chakula)
5	Asha Hamad Mbwara	F	CCM	Mjumbe Wa Sheha
6	Makarani Juma Abra	M	Self Employed	Mkulima Wa Mboga
7	Ali Khamis Abouda	M	Mungu Atosha	Mchakataji
8	Omar Hamad Salim	M	Vikundi NGO's	Mwanasiasa
9	Nasra Khamis Faki	F	Self Employed	Mchoraji
10	Ali Hamad Juma	M	A/M/W Micheweni	Mratibu
11	Khamis Hamad Omar	M	Self Employed	Mfanya Biashara (Nguo)
12	Sheha Omar Sheha	M	Self Employed	Mwalimu
13	Mohd Rashid Said	M	Self Employed	Fundi Ujenzi
14	Chande Faki	M	Self Employed	Uvuvi
15	Haji Abdalla Hassan	M	Self Employed	Mjasiriamali
16	Yasini Jabu Hamis	M	Baraza La Vijana	Mtumishi Wa Umma
17	Maryam Omar Ali	F	Mstaafu	Mstaafu

KIIs Participants-Zanzibar (Micheweni DC)

No.	Participant Name	Sex	Institution & Title/ Occupation	Occupation
1	Sofia Mohammed Mziray	F	National Electoral Commission	Member of Nec National
2	Abdulrahman Ally Nuhu	M	Micheweni DC's Office	Mhasibu Msaidizi
3	Mariam Omar Ally	F	Retired	Mwenyekiti Wa CCM, Micheweni
4	Abdalla Khamis Shaame	M	CCM	Mwenezi
5.	Omar Kombo Haji	M	Micheweni DC's Office	Afisa Utumishi

FGDs Participants-Zanzibar (West A DC)

No.	Participant Name	Sex	Institution & Title/ Occupation	Occupation
1	Ali Haji Haji	M	Zanab	Wwu - Mjasiriamali
2	Yumna Ali Mwinjuma	F	West A Dc	Afisa Wa Wwu
3	Abdulrazak Sheha	M	Vijana	Wilaya
4	Ali Khamis Haji	M	Self Employed	Mkulima
5	Suleiman Kimara	M	Hawaii	Fundi Seremala
6	Abuu Abdallah	M	Self Employed	Driver
7	Mwadini Haji Jongo	M	Maisha Gem	Mfanya Biashara
8	Mufida Bakar Khamis	F	Vijana	Wilaya
9	Abdulla Ali Abdulla	M	Vijana	Wilaya
10	Salama Kassisi Talib	M	West A Dc	Afisa Ustawi
11	Rehema Shehe	M	Self Employed	Mjasiriamali
12	Ahmada Z. Nassor	M	Self Employed	Mfugaji
13	Rehema A. Makame	F	W/Magharibi	Mratibu
14	Mauwa Hassan Yahya	F	Self Employed	Mama Lishe
15	Akama Ali Mzee	F	K/W Wilaya	Mkulima
16	Khamis Bai Khamis	M	District Fisheries Office	Afisa Uvuvi
17	Zainab M. Othman	F	Kianga	Mwanaharakati

KIIs Participants-Zanzibar (West A DC)

No.	Participant Name	Sex	Institution & Title/ Occupation	Occupation
1	Shadidaomarali	F	Tanzania Human Rights Defenders Coalition	Program Manager
2	Omar Abdisalamuali	M	West A DC's Office	Planning Officer
3	Rehemakhamis Ali	F	West A DC's Office	Retired
4	Hamdun Hemedrashid	M	CCM	Member Of The Ccm – Constituency Level
5	Mohammed Kassim	M	Wakf Andtrust Commission	Sheikh/Imam

FGDs Participants-Zanzibar (Urban DC)

No.	Participant Name	Sex	Institution & Title/ Occupation	Occupation
1	Salmin M. Nahoda	M	Zanzibar Youth Council	Mwenyekiti Wa Vijana
2	Thania S. Abdalla	F	W/Mjini	Afisa Msaidizi Mipango
3	Hamid Kassim	M	Self Employed	Utamaduni
4	Khadija A. Salmin	F	Unemployed	Mama Wa Nymbani
5	Lailat Omar	F	Self Employed	Mjasiriamali (Mboga)
6	Maryam M. Kheir	F	Self Employed	Mfanya Biashara
7	Zubeir B. Hassan	M	Wakfu/Amana	Afisa Wakfu Wilaya
8	Sharifa J. Haji	F	Self Employed	Mjasiriamali
9	Pili Haji Foum	F	W/Mjini	Afisa Maafa
10	Mwanakhamis M. Ali	F	W/Mjini	Afisa Uvuvi
11	Mithle H. Mussa	F	W/Mjini	Afisa Ustawi
12	Ali Soudi Ali	M	Self Employed	Mkulima
13	Salma A. Mahumba	F	W/Mjini	Afisa Maafa

KIIs Participants-Zanzibar (Urban DC)

No.	Participant Name	Sex	Institution & Title/ Occupation	Occupation	Institution
1	Halimaibrahim	F	Act Wazalendo	Administrator	ACT Wazalendo Vuga Offices
2	Dadimaalim	M	Rafiki Tours and Travel	Director	Rafiki Tours and Travel - Shangani Offices
3	Abdallahija	M	Zanzibar Youthforum (Zyf)	Program Manager	ZYFOffices, Mlandege
4	Makamesilima	M	W/Urban Rc'soffice	Planning Officer	W/Urban Rc's Office
5	Thaniasuleiman Abdallah	F	Urban Dc'soffice	Planningofficer	Urban DC's Office

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