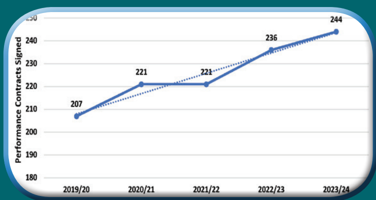
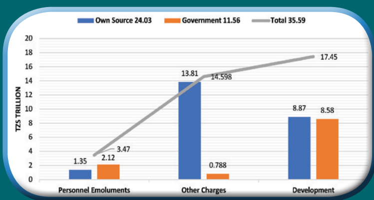
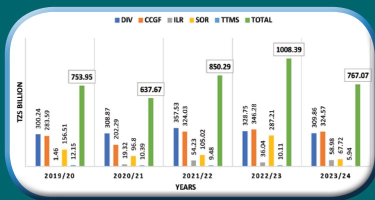
THE UNITED
REPUBLIC OF
TANZANIA

**OFFICE OF
THE TREASURY
REGISTRAR**



The Treasury Registrar's Annual Operations Report - 2023/24





The Treasury Registrar's Annual Operations Report - 2023/24

Table of Content

Table of Content

List of Tables

List of Figures

List of Appendices

Abbreviations

AfDB	African Development Bank
ARU	Ardhi University
BoDs	Board of Directors
BMS	Board Management System
CAG	Controller and Auditor General
CEOs	Chief Executive Officers
CHC	Consolidated Holding Corporations
FARS	Financial Analysis Reporting System
GCF	Government Consolidated Fund
GGM	Geita Gold Mine
GISBIS	Geographical Information System & Business Information System
ICT	Information Communication Technology
IFRS	International Financial Reporting Standards
JNHPP	Julius Nyerere Hydropower Project
JNIA	Julius Nyerere International Airport
M&E	Monitoring and Evaluation
MIS	Minority Interests
MUSE	Mfumo wa Ulipaji Serikalini
NTR	Non-Tax Revenue
OC	Other Charges
OTR	Office of the Treasury Registrar
OTRMIS	Office of the Treasury Registrar Management Information System
PAC	Public Accounts Committee
PE	Personal Emoluments
PIC	Public Investments Committee
PLANREP	Planning & Reporting System
PSCs	Public and Statutory Corporations
PSRC	Parastatal Sector Reform Commission
ROI	Return on Investment
SGR	Standard Gauge Railway
SOEs	State Owned Enterprises
TTMS	Telecommunication Traffic Monitoring System
USD	United States Dollar
WSSP	Water Sector Support Project

Statement of the Treasury Registrar

On behalf of the Management of the Office of the Treasury Registrar (OTR), I am honored to present the 6th Annual Operations Report for the financial year ended 30th June 2024. This is my second report since assuming the Office in February 2023. I would like to take this opportunity to express my sincere appreciation to Her Excellency Samia Suluhu Hassan, President of the United Republic of Tanzania, for her continued trust and confidence in my leadership. Her unwavering commitment to reforming the public entities continues to guide and inspire our efforts to enhance the performance, accountability, and sustainability of the Public and Statutory Corporations (PSCs). It is a privilege to contribute to this transformative agenda, which aims to unlock the full potential of state-owned entities in support of national development.

This report presents a comprehensive monitoring and evaluation of the operational performance of entities in which the State holds full, majority, or minority ownership interests. These entities include public corporations where the Government owns 51 percent or more of the shares, as well as private companies in which the Government holds a minority stake or other forms of interest. The report also provides an overview of the monitoring and evaluation status of privatised entities. However, since its inception, the scope of the report has been progressively expanded to encompass not only operational performance but also corporate governance, management practices, key challenges, strategic recommendations, and way forward aimed at enhancing the efficiency and effectiveness of PSCs.

In line with good governance practices, which ensure transparency and accountability, the report is prepared in order to reveal the performance of the PSCs in connection with the Five-Year Development Plan III (2020/2021-2025/2026). The report is presented in five chapters, of which Chapter One and Chapter Two provide an overview of the OTR and corporate governance respectively. While Chapter Three covers oversight and supervision, Chapter Four covers investment performance, specifically capital investments and non-tax revenue performance. Chapter Five covers challenges and way forward. During the year under review, total Government investment in domestic and foreign investments stood at TZS 85.38 trillion, being a 12.6 percent increase from TZS 75.79 trillion reported in the Financial Year 2022/2023. This increase, among other factors, was attributed to a rise in capital investment in the PSCs and an increase in the value of the investments due to revaluation and performance of PSCs as well as minority interest companies.

In the financial year 2023/24, Non-Tax Revenue (NTR) registered a 24% decline, decreasing from TZS 1.008 trillion in 2022/23 to TZS 767.1 billion. This outturn represented 72% of the approved revenue target of TZS 1.069 trillion. The performance of NTR reveals that dividends from state-owned enterprises and MIs accounted for 40.4% (TZS 309.86 billion), while 15% remittance to the Consolidated Fund accounted for 42.3% (TZS 324.57 billion). Other remittances constitute 8.8% (TZS 67.72 billion), TTMS collection was 0.8% (TZS 5.94 billion), and loan repayments represented 7.7%

Statement of the Treasury Registrar

(TZS 58.98 billion). The underperformance in collections underscores the need for strengthened compliance mechanisms and enhanced oversight of revenue-generating entities.

As part of its core mandate, the Office of the Treasury Registrar (OTR) provides strategic oversight to PSCs, with a focus on enhancing infrastructure investment, operational efficiency, and overall competitiveness. In the year under review, OTR conducted comprehensive assessments of PSCs' strategic and business plans, shareholder agreements, budget performance, financial performance and dividend policies. The Office also introduced financial targets and key performance indicators to strengthen performance monitoring and accountability. Additionally, operational guidelines were issued to standardize and streamline PSC operations, supporting more effective governance and value creation.

PSCs play a vital and strategic part to our economy by providing goods and social services to the public. During the period under review, they continued to actively engage and contribute in key sectors of the economy, ranging from banking, energy/power generation, real estate, transport, manufacturing, telecommunications, to aviation. Their performance is well aligned with the Five-Year Development Plan III (2020/2021-2025/2026) which aims at achieving sustainable economic and social development of the country.

OTR continues to implement a strategic initiative to embed a business-oriented mindset within its operations and the PSCs under its oversight. This initiative is designed to enhance financial performance, reduce dependency on government subsidies, and enable institutions to generate surplus revenues for remittance to the Government. It also focuses on improving service delivery, strengthening performance management and accountability systems, and positioning these institutions as key drivers of national development. Accordingly, the OTR has been pivotal in advancing operational autonomy for commercial and strategic public entities, fostering greater efficiency, accountability, and long-term financial sustainability.

As part of our strategic focus on building a future-ready institution, we have embedded a holistic talent development approach focusing on Experience, Exposure, Education, and Enrichment. This framework supports the continuous growth of our workforce, ensuring they are equipped with the critical skills, adaptive mindset, and capabilities required to navigate evolving challenges and drive institutional excellence. Our curriculum is continuously refined to align with future competencies and sectoral priorities.

Throughout the year, and in discharging its mandate, the OTR worked hand in hand with several stakeholders to ensure their expectations are well met and are positively contributing to the economic development of our nation. My profound appreciation first goes to the Government of the United Republic of Tanzania, and specifically, Her Excellency, Dr. Samia Suluhu Hassan, the President of the United Republic of Tanzania, for her support and trust in me to lead the office which is mandated to oversee all public investments in the PSCs. Further, I appreciate the steady leadership of Her Excellency which enabled the office to effectively and efficiently discharge its mandate as per Treasury Registrar Act Cap, 370. My special thanks also goes to the Chief Secretary, Ambassador Dr. Moses Kusiluka , Minister for Planning and Investment

Statement of the Treasury Registrar

President's office Hon. Prof. Kitila Mkumbo (MP), Minister for Finance, Hon. Dr. Mwigulu Lameck Nchemba (MP), Deputy Minister for Finance, Hon. Hamad Hassan Chande (MP), Permanent Secretary Planning and Investment, Dr. Tausi Kida, Permanent Secretary Treasury and Dr. Natu Mwamba for their support and leadership towards the achievement recorded by OTR during the year under review.

The Parliament, being the overseer of the Government operations through its standing committees, has consistently provided advice which has been instrumental in achieving the outstanding performance that the Treasury Registrar recorded during the period under review. That in mind, I would like to extend my special thanks to the Former Speaker of the Tanzania National Assembly, Hon. Dr. Tulia Ackson (MP); Former Deputy Speaker (Currently Speaker), Hon. Mussa Hassan Zungu, and the formerßß Clerk, Ms. Nenelwa J. Mwihambi.

I equally express my heartfelt gratitude to the members of the Public Investment Committee (PIC), specifically Chairperson of the Committee, Hon. Deus Sangu (MP), and the vice chairperson, Hon. Augustino Vuma (MP). On the same note, my profound appreciation goes to the members of the Public Accounts Committee (PAC), and the members of the Budget Committee under the vibrant leadership of Hon. Naghenjwa Kaboyoka (MP) and Hon. Daniel Sillo (MP) respectively. Last but not least, I would like to express my sincere appreciation to the entire staff of the National Assembly of Tanzania who tirelessly served those committees and for their constructive advice.

Finally, I would like to extend my appreciation to the management and the entire staff of the OTR for their hard work and unwavering support; to the development partners; and to the tens of thousands of staff in the PSCs for their continuous support, contributions, and achievements registered over the past year. A lot more needs to be done to attain the intended objectives in public investments sustainably, and I do not doubt that together we will accomplish and exceed the Government's and public expectations.

As the world undergoes rapid change and we navigate an era marked by growing competition and complexity, the OTR has now started developing a long-term strategy to build a resilient and future-ready portfolio, with sustainability at its core. Our journey is guided by a strong sense of purpose to do well, do right, and do good. We are learning from the past while looking ahead with courage and conviction. We remain committed to making decisions today that secure prosperity for tomorrow.

With that, I invite you to receive and read the 2023/2024 Office of the Treasury Registrar's Annual Operations Report.

NEHEMIAH K. MCHECHU
TREASURY REGISTRAR

Chapter One

An Overview of the Office of the Treasury Registrar and Governance

1.1 Introduction

This chapter is organized into nine sections, which presents fundamental information regarding operation of the Office of the Treasury Registrar (OTR) and governance over supervision of PSCs. The sections include establishment, vision and mission, roles and functions, organizational structure, core values, oversight over PSCs, privatized entities, and corporate governance.

1.2 Establishment of the OTR

The Office of the Treasury Registrar was established as a corporation sole under the Treasury Registrar Ordinance, Chapter 418 of 1959 and the Treasury Registrar (Powers and Functions) Act, Cap. 370. The main purpose of establishing the OTR is to hold and oversee all investments and other properties including investments comprised of paid-up capital of public and statutory corporations (PSCs) as well as in private investments where the Government owns shares or interests in trust for the President and for the purposes of the Government of the United Republic of Tanzania.

In 2010, the OTR Act was amended and, among other things, made Office of the Treasury Registrar an autonomous body. In 2014, the OTR assumed all roles and functions of the defunct Consolidated Holding Corporation (CHC), a statutory corporation established by the National Bank of Commerce (Reorganization and Vesting of Assets and Liabilities) Act [Cap. 404 R.E. 2002]. The powers and functions of CHC which were inherited by the OTR in 2014 were a result of changes in laws which were made in 2007 vide National Bank of Commerce (Reorganization and Vesting of Assets and Liabilities) Act No. 26/2007. In principle, the Act No. 26/2007 amended two Acts, which are the National Bank of Commerce (Reorganization and Vesting of Assets and Liabilities) Act [Cap. 404 R.E.2002] and the Public Corporations Act [Cap. 257 R.E. 2002].

The Act No. 26/2007 also dissolved the Presidential Parastatal Sector Reform Commission (PSRC) that had been mandated to undertake privatization and restructuring of public enterprises. The Act also amended Cap. 404 by vesting the residual powers and functions of the defunct PSRC to the CHC. Following this, the OTR became responsible for determining the means by which the restructured specified public corporations are to be diversified; conducting post privatization monitoring and evaluation; administering initial public offering of the Government shares in the stock markets; collecting debts owed to public enterprises arising from sale and purchase agreements; and procuring title deeds in respect of diversified public enterprises.

1.3 Mission and Vision

Mission
"To ensure effective and sustainable contribution of public and privatized entities to national development by focusing on operational excellence and commercial viability".

Vision
"To be a leading a supervisory body in East Africa in overseeing government investments in public and privatized entities".

Roles
The OTR is entrusted by the Government to undertake oversight, custodianship, advisory, and privatization roles as further expounded by the figure below:.

Figure 1: Treasury Registrar's Roles

These roles as highlighted above, are stipulated in the Treasury Registrar (Powers and Functions) Act CAP 370 under Section 10 which provides for the functions of the Treasury Registrar in relation to corporations.

1.4 Organizational Structure

The Office is implementing a new organization structure which is more focused and came into operation in July 2023. The previous structure was way too outdated having been used from 2015, wherein significant changes have occurred in the operating environment of the office both internally and externally calling for in-depth review and organisational changes. Generally, such changes include:

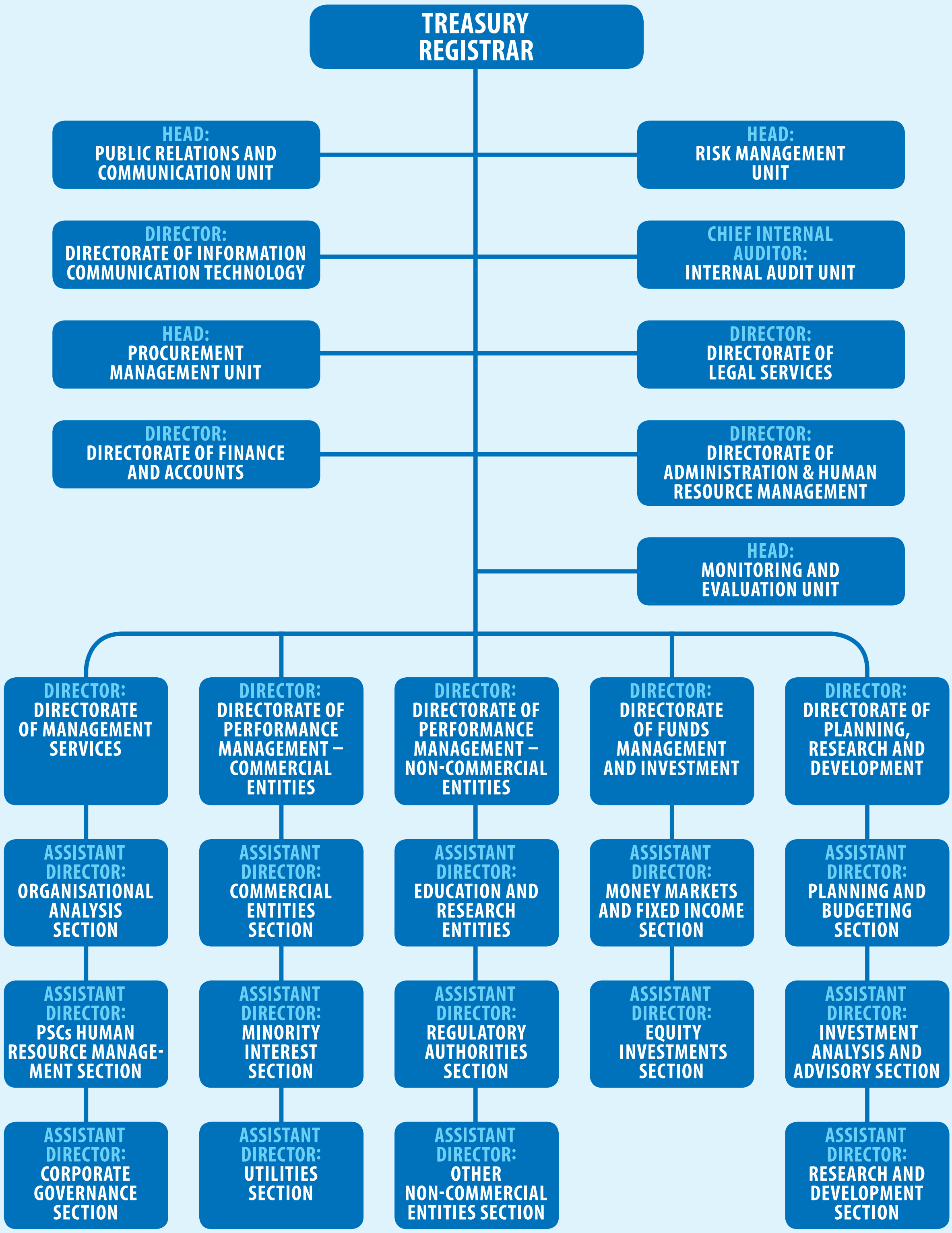
a) enriching the organisation structure by enhancing some critical functions like ICT and including important functions which were missing. These include research & development, risk management, and monitoring and evaluation;
b) Increased number of PSCs with different needs, rapid technological and economical changes globally and within the country and growth in the emerging sectors such as mining, oil and gas;
c) The need to close performance gaps in PSCs and improve their contribution towards development of the economy. For instance, currently PSCs contribute 0.3 per cent and less than 5 per cent to GDP and the total government budget respectively. Undeniably, this contribution is insignificant compared with the investment that has been put into these entities and the Government expectation from them; and
d) The need to establish a public investment fund to readily support and bail out distressed PSCs by injecting funds timely as well as ability of the Government to timely take advantage of new and emerging investment opportunities.

The new approved functions and organization structure of the OTR comprises of nine (9) directorates and five (5) units as follows ***(see Chart II)***: -

(i) Directorate of Management Services;
(ii) Directorate of Performance Management - Commercial Entities;
(iii) Directorate of Performance Management – Non Commercial Entities;
(iv) Directorate of Fund Management and Investment;
(v) Directorate of Planning, Research and Development;

(vi) Directorate of Administration and Human Resource Management;
(vii) Directorate of Finance and Accounts;
(viii) Directorate of Legal Services;
(ix) Directorate of Information and Communication Technology;
(x) Risk Management Unit;
(xi) Internal Audit Unit;
(xii) Procurement Management Unit;
(xiii) Public Relations and Communication Unit; and
(xiv) Monitoring and Evaluation Unit.

Figure 2: Treasury Registrar's Organogram



1.5 Core Values

In discharging our roles and functions, we do so by upholding values that are core to the existence of the OTR. Our values define who we are, what we stand for, how we behave, and what we aspire to achieve as institution. We continuously strive to improve and be accountable for our actions to ensure we keep evolving and being better at what we do. At the OTR, we uphold **integrity**, ensure there is **notable accountability**, work towards **value creation** by serving our customers with **excellence**, focus on **sustainability** of vested investments, and being **transparent** on what we do. **Figure 3** below illustrates our values.

Figure 3: Treasury Registrar's Core Values

1.6 Government Investments

The Treasury Registrar's investment portfolio as of 30th June 2024 was comprised of 308 entities, out of which 248 were PSCs and 56 were MIs. Following addition of 2 PSCs, there has been a 0.7% increase in the total portfolio from 306 entities reported in previous year. **Appendix I** provides a detailed list of Government investments and **Figure 4** shows the distribution of Government investments.

Table 1: Treasury Registrar's Core Values

	Government Investment portfolio	Government Ownership	Number
	State Owned Enterprises		
	Commercial entities	**≥ 51%**	35
	Non commercial		213
	Jumla		**248**
	Government Minority Interest Companies		
	Commercial	**≤ 50%**	56
TOTAL			**308**

1.7 Privatized Entities

Being a key role of the OTR, privatization necessitates post-privatization monitoring and evaluation of entities that were privatized by the Government to ensure there is compliance and adherence to the agreements that were entered into between the Government and investors/purchasers at a particular point in time. As of 30th June 2024, there were a total of 341 privatized entities monitored by the Treasury Registrar, out of which 159 were factories, 109 were companies, and 73 were farms.

1.8 Corporate Governance

Effective corporate governance entails boards being able to oversee management in achieving long-term value creation; management being able to properly execute strategies and inform the board of their operations; and board through directors being able to inform shareholders regarding their investment.

The Treasury Registrar being vested with the responsibility of overseeing and supervising government investments must ensure there is proper corporate governance in public entities and companies in which the Government has interests. To attain such objective, the OTR has put in place performance contracts and has established a performance evaluation manual to guide assessment of public entities performance. Along with the manual, the OTR carries out several exercises each year to check compliance and address challenges in the operations of public entities. The exercises performed by the OTR include:

(i) Performance evaluations and management audits;
(ii) Performance contract implementation evaluations;
(iii) Review of management working tools;
(iv) Board of Directors Capacity Building; and
(v) Boards of Directors Evaluation.

1.8.1 Performance Evaluations and Management Audits

Section 8(1) and (2) of the Treasury Registrar (Powers and Functions) Act mandates the OTR to closely monitor the supervision and control of financial affairs of government vested investments. In doing so, the OTR carries out performance evaluations to assess compliance with laws, regulations, guidelines, procedures, and directives issued by the Government. These evaluations aim to check whether Public Institutions and Government Agencies comply with the Laws, Regulation, Guidelines and various instructions given by the Government through the Treasury Registrar's Office to bring effectiveness, efficiency and productivity.

During the FY 2023/24, the OTR conducted performance evaluation to 60 PSCs from a target of 60 PSCs equivalent to 100%. The evaluation covered two areas, the first one was allowances in Public Universities and Public University Colleges and the second area was on compliance on human resources management guidelines and circulars. In addition, the office. Followed up implementation of recommended measures in the previous audit in 68 PSCs.

The 2023/24 performance evaluation revealed the following:

(i) approved organization structures in evaluated PSCs were not fully implemented. This deficiency manifested through incomplete staffing of management positions due to either a lack of qualified candidates or protracted appointment processes;
(ii) Some organization structures were found to be inefficient due to rapid changes in the PSCs operating environment; and

(iii) Some PSCs were found to either utilize outdated management working tools or entirely lack essential operational guidelines, hampering their ability to effectively manage affairs and adhere to governance standards.

With such anomalies noted, the OTR recommended the following to the respective PSCs;

(i) Appointing authorities should take deliberate measures to fill out management positions in organization structures that have gaps;
(ii) Review of insufficient organization structures should be done immediately in order to deal with existing shortcomings that hinder PSCs' smooth operational functionality and mandate execution;
(iii) PSCs were directed to ensure the availability and proper implementation of essential management tools, with periodic reviews to ensure relevance and effectiveness.

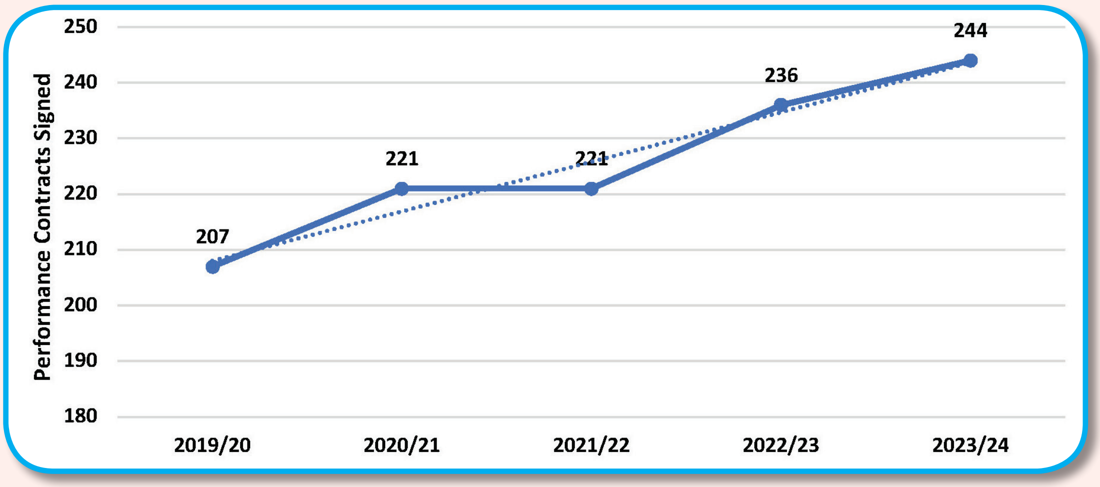
Recognizing the gravity of the identified anomalies and their potential impact on the entities' strategic objectives, the Treasury Registrar communicated the findings to the respective entities. These entities were required to provide explanations for non-compliance and develop comprehensive implementation plans to rectify the identified anomalies. The OTR has been closely monitoring the implementation of these measures to ensure effective resolution of the identified deficiencies.

1.8.2 Performance Contract Evaluations

Section 10(2)(k) of the Treasury Registrar (Powers and Functions) Act requires all public entities enter into performance contracts with the Treasury Registrar once a governing body (ie. board) is in place. The performance contracts provide for targets to be met by a public entity with respect to its core function, good governance and control, customer care, people management, and financial performance.

During the FY 2023/24, the OTR was able to enter performance contracts with 244 out of 248 public entities equivalent to a 98% achievement. Since the introduction of performance contracts in 2014/15, there has been a substantial increase in the number of performance contracts entered and signed. **Figure 4** below shows the 6-year trend of the signed performance contracts.

Figure 4: Performance Contracts 6-Year Trend



On the part of contract evaluation, the OTR was able to appraise 224 annual performance contracts for the year 2022/23 and had done in year assessment on quarterly basis of the signed performance contracts. Evaluation of the financial year 2022/23 annual performance contracts revealed the following:

(i) Non-comprehension on how performance indicators are to be completed, monitored, evaluated, and reported for;

(ii) Knowledge gap in aligning applicable performance indicators to institutional operations;
(iii) Lack of business continuity plans;
(iv) Absence of risk management frameworks and registers;
(v) Non-performance of board evaluations, employees, and customers surveys;
(vi) Delayed implementation of CAG recommendations; and
(vii) Unsatisfactory working capital management.

Challenges noted pose great fiscal risk to the continuity of these entities and as such the Treasury Registrar directed all identified non-compliant entities to prepare action plans to resolve identified weaknesses. Close supervision is being carried out to ensure challenges are addressed and such entities function well in attainment of their strategic objectives.

1.8.3 Review of Management Working Tools

Effective management working tools are imperative for guiding the internal operations of any entity, ensuring efficiency, compliance, and alignment with organizational goals. The Office of the Treasury Registrar (OTR) plays a vital role in assessing and ensuring the adequacy and utilization of these tools within public entities. During the year under review, the OTR meticulously evaluated various management working tools to verify their presence and ascertain compliance among public entities.
The OTR was able to review the following:

(i) 32 function and organization structures were reviewed to ensure clarity and effectiveness in delineating roles and responsibilities within entities and to check their alignment with organizational objectives and regulatory requirements;
(ii) 31 financial regulations were reviewed to assess their robustness in governing financial operations and maintaining fiscal discipline;
(iii) 24 schemes of service were reviewed to ensure fairness and consistency in the management of human resources within entities;
(iv) 60 incentive schemes were reviewed to determine their effectiveness in motivating employees and driving performance;
(v) 39 board charters were reviewed to ensure comprehensive guidance for board governance and decision-making processes is established; and
(vi) 31 staff regulations were reviewed to ensure that they are focused on maintaining discipline, fairness, and adherence to organizational policies among staff members.

It should be noted that many of these reviews are customer-driven and are tailored to specific requirements and priorities during a particular period. This dynamic approach ensures that the management working tools remain relevant and effective in meeting the changing needs of public entities and their stakeholders. By ensuring the adequacy and compliance of these tools, the OTR contributes to the overall effectiveness and performance of the entities it oversees.

1.8.4 Boards' Capacity Building

Boards of Directors play an essential role in providing strategic oversight and guiding the management of public entities to ensure sustainable value creation. To enhance the effectiveness of boards, directors must be well-equipped to exercise informed and diligent oversight of institutional affairs. Accordingly, the Treasury Registrar conducts capacity-building programmes for newly appointed board members of public entities, aimed at equipping them with the requisite skills, knowledge, and competencies to execute their governance responsibilities effectively.

During the year under review, the OTR in collaboration with Uongozi Institute, developed a training program for board members to provide them with knowledge and skills in respect of corporate governance, duties to be executed by board members, and the functions pertinent to the boards. On that note, training for 168 new board members from 19 PSCs was conducted in collaboration with UONGOZI Institute. In addition, board directors from 31 PSCs were trained on board evaluation prior to the board performance evaluation exercise. Board members were inducted and oriented with the Roles of the public entities' Board of Directors and the legal frameworks governing the execution of the entities' functions and board affairs.

1.8.5 Board Performance Evaluation

Board evaluations are conducted to assess the effectiveness of Boards of Directors in fostering strong governance within PSCs. These evaluations are intended to determine whether boards provide clear strategic direction to management in fulfilling the institution's core mandate, offer relevant governance support and advisory input to strengthen decision-making processes, and exercise effective oversight to ensure operational efficiency and institutional accountability.

Performance Evaluation was conducted on the Board of Directors of 72 PSCs out of 70 equal to 102.85% of the annual target. Evaluation reports for 41 PSC boards were finalized and submitted to the respective institutions for appropriate action based on the recommendations provided.

The evaluation of the 72 PSCs boards raised awareness on prevailing governance issues such as;

(i) Some of the board members did not attend the board meetings, which negatively impacts the board's effectiveness;
(ii) Provision of inadequate training during their tenure, limiting their ability to perform their roles effectively;
(iii) Inadequate board fees to some of the PSCs impact the directors' commitments and thus compromise the effectiveness of their oversight and decision-making responsibilities; and
(iv) The OTR evaluation tool requires improvement to provide more meaningful insights into board performance and governance effectiveness.

To address these pressing issues, the Office of the Treasury Registrar (OTR) has taken proactive measures aimed at promoting stronger governance practices and improving board performance. Specifically:

(i) The OTR consistently has been emphasizing to board members the importance of fulfilling their roles and responsibilities in line with strong governance principles, reinforcing accountability and their contribution to organizational success;
(ii) The OTR continues with a comprehensive review of board remuneration and training curricula to ensure members are fairly compensated and equipped with the necessary skills to perform their duties effectively; and
(iii) As part of its modernization efforts, the OTR has replaced paper-based questionnaires with online surveys for board evaluations, improving data collection, analysis, and overall efficiency.

These proactive measures highlight the OTR's commitment to promoting accountability, improving board performance, and adopting innovative solutions to governance challenges. By tackling these issues directly, the OTR seeks to strengthen governance within PSCs and enhance overall organizational effectiveness and service delivery.

Chapter Two

Oversight and Supervision

2.1 Introduction

To ensure PSCs perform their functions as required, the Treasury Registrar, being a shareholder for and on behalf of the Government, closely monitors the affairs of the public entities and companies in which the Government has interests so as to ensure effective service provision and maximum returns. The same is applicable to privatized entities, as for them, the sales agreements had provided for performance targets and agreed upon activities to be executed by the purchaser. This chapter presents mechanisms through which the OTR executes the supervision role.

2.2 Supervisory Approaches

The Treasury Registrar employs various techniques in supervising Government investments and monitoring privatized entities. These include issuance of operational guidelines, budget scrutiny, expenditure tracking, post privatization M&E review, and government assets verification.

2.2.1 Issuance of various guidelines and internal policies

During the review period, the Office issued three (3) key guidelines designed to drive standardization and consistency, reinforce risk management frameworks, and elevate stakeholder engagement. These guidelines are as follows:

2.2.1.1 Risk Management Framework and policy

The Risk Management Framework and Policy were developed and officially approved to provide comprehensive guidance on the identification, assessment, mitigation, and monitoring of risks across the Office. These tools are designed to ensure a proactive and structured approach to risk management, aligning all risk-related activities with the Office's strategic goals and operational priorities. The framework also promotes accountability, informed decision-making, and long-term institutional resilience.

2.2.1.2 IT Security Strategy and ICT Standard Operating Procedures

The IT Security Strategy and ICT Standard Operating Procedures have been developed and approved to ensure the effective, secure, and sustainable utilization of ICT resources. These frameworks establish clear operational standards and security protocols to safeguard digital infrastructure and support seamless business continuity across all functions.

2.2.1.3 Research and Innovation Policy

The policy has been developed and formally approved to provide strategic guidance on the scope, approach, and execution of research activities. It serves as a technical instrument to streamline and align all research initiatives within the Office of the Treasury Registrar (OTR) with national development priorities and the Ruling Party's Manifesto. Furthermore, the policy establishes a robust framework for managing research functions across the OTR and offers clear direction for undertaking research initiatives aimed at enhancing the operational efficiency of the PSCs.

2.2.2 Budget Scrutinization

Budget scrutinization is a continuous exercise undertaken annually in accordance with Section 17(1) of the Budget Act. In addition, Section 10(2)(c) of the Treasury Registrar Act, Cap 370 empowers the Treasury Registrar to scrutinize the budgets of public entities. The objective of budget scrutinization is to ensure that public entities prepare their budgets in compliance with the provisions of the Budget Act and in alignment with the Plan and Budget Guidelines issued each financial year. Through this process, the Office of the

Treasury Registrar (OTR) assesses the following key areas:

(i) **Full Utilization of Revenue Sources:** Ensuring that all potential revenue streams are identified and appropriately captured.

(ii) **Proper Allocation of Resources:** Verifying that resources are allocated efficiently and in line with strategic priorities and approved plans.

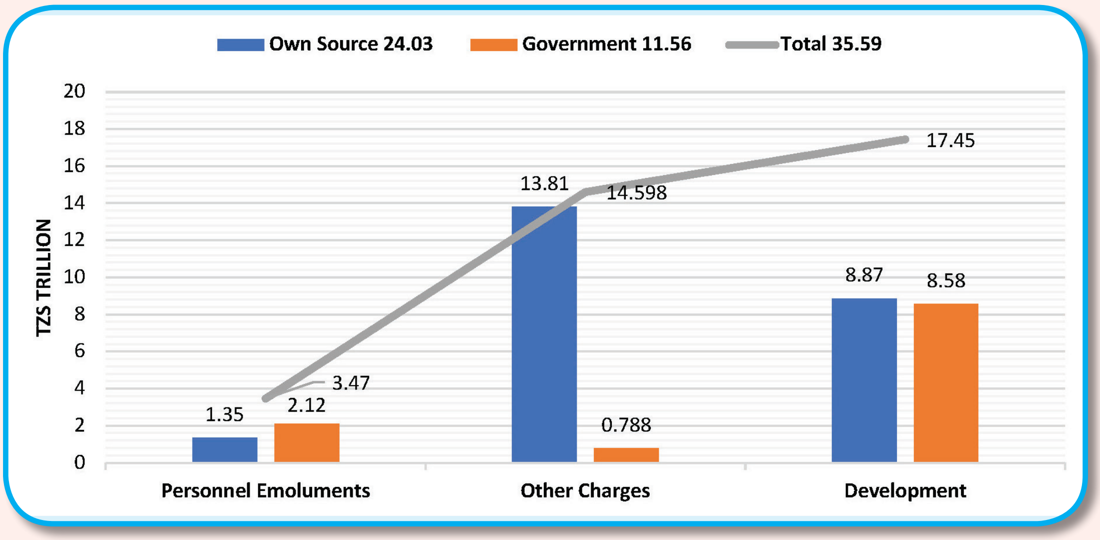
(iii) **Existence of Internal Controls:** Confirming that adequate financial controls are in place to promote accountability, transparency, and effective management of public funds.

This scrutinization process is vital for strengthening financial discipline, enhancing public sector performance, and ensuring value for money in the use of government resources.

Budget scrutiny carried out during the year was conducted via the Planning, Budgeting and Reporting System (PLANREP). The 2024/2025 financial year budgets for 236 public entities were scrutinized out of 248 public entities equivalent to a 95% achievement. The remaining 12 public entities' budgets were not scrutinized due to non-submission of their budgets via PLANREP. The reasons for non-submission were differences in reporting period (for banking institutions) and information sensitivity.

From the exercise, the OTR noted that a sum of TZS 35.59 trillion would be collected by the public entities in terms of own source revenue (TZS 24.03 trillion) and government subvention (TZS 11.56 trillion). Resources to be mobilized will be utilized in recurrent expenditure (personnel emoluments – TZS 3.47 trillion and other charges – TZS 14.60 trillion) and development expenditure (TZS 17.40 trillion) as **Figure 5** below illustrates.

Figure 5: PSCs Budget – FY 2023/2024



To strengthen the budget preparation process and ensure alignment with national planning and financial frameworks, the Office of the Treasury Registrar (OTR) has identified and continues to implement the following key measures:

1. **Capacity Building**
   Conduct training and capacity-building programs for PSC staff to enhance their skills and competencies in preparing budgets in accordance with the Medium-Term Expenditure Framework (MTEF).

2. **Coordination with the Ministry of Finance (MoF)**
   Communicate with the Ministry of Finance to emphasize the importance of issuing budget ceilings early in the planning cycle to facilitate timely and efficient budget preparation and scrutiny.
3. **Strategic Plan Review**
   Review the **strategic plans of PSCs** to ensure that organizational objectives and targets are clearly defined, measurable, time-bound, and aligned with national priorities.
4. **Enhancement of the PLANREP System**
   Upgrade the PLANREP system to accommodate new planning and budgeting requirements, including integration with other financial systems for seamless data sharing and analysis. Also, reduce the time and effort required by PSCs during the planning and budgeting process, thereby increasing efficiency.

2.2.3 Budget Uploading to MUSE

During the period under review, the Office facilitated the uploading of budgets for 154 PSCs from PLANREP to the MUSE system. The remaining PSCs were at various stages of the migration process, contingent upon the completion of their respective MUSE system setups. This ongoing transition aims to enhance budget management, improve data integration, and support more efficient financial oversight across all PSCs.

2.2.4 Expenditure Tracking

In accordance with Section 10(2)(j) of the Treasury Registrar (Powers and Functions) Act, Cap 370, the Treasury Registrar is mandated to monitor and evaluate the performance of public entities. To fulfill this obligation, the Office of the Treasury Registrar (OTR) conducts expenditure tracking exercises aimed at ensuring effective public financial management.

The primary objectives of the expenditure tracking exercise are to:

(i) Verify whether public funds are being utilized appropriately and in line with approved budgets and plans;
(ii) Assess whether projects are being implemented as intended, in terms of scope, quality, cost, and timelines;
(iii) Evaluate whether the overall performance of the entity is improving, particularly in terms of service delivery, operational efficiency, and financial sustainability.

Furthermore, the findings from these exercises provide the basis for the Treasury Registrar to advise the Government on appropriate actions, including policy interventions, governance reforms, or operational adjustments necessary to enhance performance and accountability within public entities.

During the period under review, the Office conducted expenditure tracking to 36 PSCs and 9 minority interest companies, and the observations alongside recommendations are as illustrated hereunder: -
The Office of the Treasury Registrar (OTR), through its regular monitoring, expenditure tracking, and performance evaluation exercises, has identified several recurring challenges affecting the efficiency, sustainability, and financial viability of some public entities. These include:

(i) **Continuous Loss-Making by Some Public Entities**
Although there has been a notable improvement in the financial performance of several public entities, there are still some which continue to operate at a loss over successive financial years. This has been triggered by outdated business models, governance structures, and poor operational strategies.

(ii) **Inadequate Capitalization**
Many entities face capital constraints, limiting their ability to invest in modernizing operations, which affects both their competitiveness and capacity to generate sufficient returns.

(iii) **Overdependence on Government Subventions**
Several public entities rely heavily on government financial support to cover operational and development costs. However, it has been observed that some entities are showing improvements by gradually increasing their dependence on internally generated revenues and reducing reliance on subventions.

(iv) **Overlapping Roles and Functions**
There are instances where multiple entities have duplicated or overlapping mandates, leading to inefficiencies, resource wastage, and unclear accountability lines. This issue undermines effective service delivery and institutional focus.

(v) **High Operational Costs**
Some entities incur disproportionately high operational expenses relative to their output or revenue, often due to bloated staffing structures, outdated systems, or inefficiencies in procurement and service delivery.

The OTR, in collaboration with other relevant Government authorities, has undertaken a series of strategic initiatives aimed at improving the performance, governance, and financial sustainability of PSCs. Some of these initiatives have already been implemented, while others are currently in progress, reflecting the Government's commitment to ongoing reform and institutional strengthening:

a) **Continuous Loss-Making of Some Public Entities**
The OTR has been conducting in-depth financial diagnostics to identify root causes of losses (e.g., inefficiencies, pricing structures, governance issues); restructure or reforming underperforming entities, including exploring mergers, divestitures, or privatisation where appropriate; and develop turnaround strategies for loss-making entities with clear targets and timelines.

b) **Lack of Capital**
The OTR has been facilitating for alternative financing mechanisms, including public-private partnerships (PPPs), bond issuance, and concessional loans; Improve creditworthiness by ensuring audited financial statements are published, proper governance, and accountability.

c) **Overdependence on Government Subvention**
The OTR has urged PSCs to strengthen revenue generation capacity through innovation, pricing reforms, and new products; introduce gradual subvention reduction plans with clear timelines; encourage commercial orientation of entities while maintaining public service obligations where necessary; and support digital transformation and automation to improve efficiency and reduce operating costs.

d) **Overlapping Roles/Functions**
To undertake institutional mapping to clearly define mandates and eliminate duplication, and review and harmonise legal frameworks, policies, and institutional structures across sectors.

e) **High Operational Costs**
The PSCs are urged to implement cost-control measures; adopt digital and automated systems to streamline processes and reduce human error or duplication, and right-size workforce through skills audits, training, and performance-based human resource management.

2.3 Parliamentary Committees Directives

In the process of overseeing government investments and ensuring accountability of activities executed, the Parliament via its parliamentary committees usually calls upon public and statutory corporations to review their undertakings in various aspects including budgeting, financial management, and investment. In discharging its functions, the OTR works closely with the Public Accounts Committee and the Public Investment Committee. These committees from time-to-time issue directives that are to be implemented by the OTR and respective public and statutory corporations.

2.3.1 The Public Investment Committee (PIC)

The committee is vested with the role of overseeing investments made by the Government in its entities by ensuring that the investments are properly managed and they contribute to the economic growth of the nation. During the period under review, PIC met and visited several public and statutory corporations. **Table 1** below summarizes the implementation of directives issued to the respective PSCs by highlighting the key areas pointed out by the Committee.

Table 2: Implementation of the PIC Directives

No	Issue	Directive	Implementation
1.	The Treasury Registrar Act, powers and duties, Chapter 370, Section 8 (i) (f) together with the Companies Act, Section 180, requires public institutions and organizations to contribute to the Consolidated Fund of the Government in accordance with those laws; Some public institutions have been failing to comply with this requirement of the law, leading to little or no contribution to the Consolidated Fund, thus depriving the Government of its due revenue;	To ensure public institutions fulfill their legal obligation to contribute to the Government Consolidated Fund, the following actions are proposed: (i) Establish accountability mechanisms for Boards and Managements that fail to comply. (ii) Strengthen supervision through the Treasury Registrar to enhance institutional performance and revenue generation.	The Office of the Registrar of Treasury has finalized key initiatives aimed at enhancing the financial sustainability and operational efficiency of public institutions and organizations. These initiatives include: (i) Comprehensive plans have been developed to diversify and strengthen revenue streams for public institutions. These plans are scheduled for implementation over the next 1 to 3 years, to improve financial autonomy and reduce reliance on government subventions. (ii) A review of business plans has been initiated to identify areas for operational improvement and cost reduction. The goal is to eliminate unnecessary expenditures and increase the overall efficiency of public institutions.
2.	One of the performance criteria for Public Institutions and Organizations is to reduce their dependence on Government grants year by year to eventually become self-sufficient. However, some institutions have been increasing their level of dependency on grants, which goes against this set criterion.	Conducting assessments of institutions that rely on government subsidies and developing plans to reduce their dependence, particularly in areas such as salaries and other operational costs (OC).	The Treasury Registrar's Office has completed a comprehensive survey of public institutions and organizations that rely on government subsidies. (i) Identifying and developing new revenue sources, as well as improving existing income streams for public institutions. Implementation of these strategies is scheduled over a period of 1 to 3 years. (ii) Enhancing the efficiency of operations by reducing unnecessary expenditures.

No	Issue	Directive	Implementation
3.	It has been observed that some public institutions and organizations exhibit poor performance, which in turn undermines the productivity and impact of public capital investments. An assessment has identified several key challenges contributing to this underperformance, including: (i) Shortage of working capital; (ii) Sustained financial losses or deficits over three consecutive years; (iii) Failure to fully utilize existing investment opportunities; (iv) Lengthy and complex procurement processes as per procurement laws; (v) Delays in obtaining employment permits; and (vi) Delays in obtaining credit permits	The Government, through the Office of the Treasury Registrar, should conduct regular reviews of public entities to identify the challenges they face and develop targeted plans to address them, thereby enhancing institutional efficiency and improving the productivity of public investments.	The OTR has conducted a performance review and prepared an implementation plan through (i) The working capital gap will be addressed through the Investment Fund, which is expected to be officially launched after the enactment of the Public Investment Bill. (ii) Continue to use capital markets for commercial organizations with bankable projects. (iii) Amendments to the Public Procurement Act of 2023 and its regulations that provided relief to commercial organizations from going through a lengthy procurement process. (iv) Prepare a turnaround strategy for organizations that have incurred losses for two consecutive years. (v) Provide autonomy to strategic organizations to improve and simplify operations. (vi) Continue to provide education on the procedures of the Loans, Guarantees, and Grants Act of 1974, as amended, to enable them to get permits on time.
4.	Regulation 22 (1) of the Banking and Financial Institutions Regulations of 2021 requires that a development financial institution maintain a core capital of not less than 200 billion shillings. TIB Development Bank has been found to hold capital below this required threshold, which has adversely affected its performance and operational effectiveness.	(i) The Government should increase the capital of TIB Development Bank to meet the requirements of the Bank of Tanzania (BOT) law and enable it to compete in the market. It is important for the Bank to continue to exist in order to implement the objectives of its establishment.	The Ministry of Finance acknowledges the challenges facing TIB Development Bank, including a lack of capital and liquidity to fulfill its core responsibilities. In response. The Government committed to increasing the Bank's capital in the 2023/24 budget but before implementation, the OTR has been directed to assess the Bank's actual needs of which the assessment showed that TIB requires 397.12 billion shillings to service its debts to meet the legal capital requirement of 200 billion shillings. As an initial step, the Government converted an 82 billion shillings debt owed to TCB Commercial Bank into capital, raising TIB's capital from 3.23 billion in August 2023 to 93.9 billion in June 2024. In 2024/25, the Government, through the Internal Auditor General (IAG), began a review of the Bank's debts and assets, expected to conclude in December 2024. Government action will follow based on the audit results.

No	Issue	Directive	Implementation
5.	Delays in Payment of Contractors: It has been observed that some public institutions commence project implementation before completing necessary preparations, including securing adequate funding. This practice has resulted in increased project costs due to interest accrued from delayed payments. These delays have particularly affected local contractors with limited capital, leading to operational challenges and disqualification from future project opportunities.	The Government, through the Treasury Registrar, should closely supervise public institutions to ensure that all preliminary preparations are completed before entering into project implementation contracts. This measure aims to prevent increased government liabilities arising from interest payments due to delays.	The Treasury Registrar's Office, in collaboration with the Planning Commission, will continue to strengthen project management by conducting thorough analyses and registering projects in the NPMIS system before implementation. To reduce contractors' outstanding debts, the Government has begun adopting alternative project financing methods, including the use of bonds such as the Samia Infrastructure Bond through TARURA. Additionally, the Chief Secretary issued a letter Ref. No. SAC 429/546/06/A/71, dated November 22, 2024, emphasizes that no new government development projects should commence unless they are included in the budget or have allocated funds. This directive aims to alleviate the Government's debt burden.
6.	Some development projects have been awarded to contractors without the necessary qualifications, which affects project implementation and delays investment productivity. For example, this occurred in the Manyoni and Nyakanazi joint center construction project. The Treasury Registrar plays a crucial role in managing investments made by institutions and public organizations to ensure effective use of resources.	The Government should fully supervise public entities implementing investment projects to ensure they conduct thorough due diligence and verify the capabilities of contractors assigned to these projects. This supervision aims to prevent challenges during project implementation, including delays in timely project completion.	The Treasury Registrar's Office, in collaboration with the Planning Commission, will continue to strengthen project management by conducting thorough analyses and registering projects in the NPMIS system before implementation. Additionally, the Planning Commission, in partnership with the Treasury Registrar's Office, is enhancing the evaluation and monitoring of ongoing projects to ensure that set objectives are achieved.
7.	Rural electrification connection costs: The electricity connection costs charged in rural areas have slowed down the rate at which citizens are connecting to electricity, despite the rapid expansion of electricity infrastructure in those areas. This slow uptake undermines the effectiveness of the significant Government investment in infrastructure and reduces the overall productivity and impact of REA's establishment.	The Government, through the Ministry of Energy and its relevant authorities, should expedite the completion of cost assessments for electricity connections in rural areas. Within 6 months, the responsible institutions should identify specific areas and the associated connection costs. This will enhance the efficiency of the capital invested in rural electrification projects and support the Government's goal of providing affordable energy to rural communities—ultimately boosting the rural economy and improving residents' living standards.	The Ministry of Energy formed a team of experts from OR-TAMISEMI, REA, TANESCO, and EWURA to assess 2,551 areas proposed by Members of Parliament for electricity connection at the subsidized cost of TZS 27,000, similar to rural areas. The assessment found: · 1,570 areas qualify for the TSh 27,000 connection; · 745 areas do not meet the criteria; · 236 areas have conflicting names not recognized by OR-TAMISEMI. A total of 392,500 customers are expected to be connected in the qualifying areas. The Government will need to provide a subsidy of approximately TZS 115.38 billion, and TANESCO has submitted a funding request and the Government is in the process of reviewing before granting the funds for implementation.

No	Issue	Directive	Implementation
8.	Performance criteria for SOEs: The Treasury Registrar is mandated to set performance criteria for public institutions. However, some criteria are too general and do not reflect the specific mandates of the institutions. Additionally, some institutions operate outside the established criteria, even when the criteria align with their responsibilities.	(i) The Treasury Registrar should review and align performance criteria to reflect the actual mandates of each institution. (ii) Public institutions and organizations should be closely monitored to ensure they operate within the approved performance criteria, aiming to enhance efficiency and investment returns. (iii) To establish a mechanism to hold accountable the Boards and Management of institutions that fail to comply with their assigned performance criteria.	KPI review ongoing; new contracts from FY 2025/26 to use revised KPIs.
9.	Challenges at NCAA and TANAPA: The Government's intention to review revenue collection and start providing subsidies to NCAA and TANAPA was to rescue their operations, which were affected during the COVID-19 pandemic. Following the efforts led by H.E. President Dr. Samia Suluhu Hassan, the tourism sector has experienced significant recovery, including an increase in tourist numbers, which has led to higher revenue collections for these institutions. However, the budgets allocated to these institutions do not reflect their actual needs, and the disbursement of funds is delayed, which affects their performance.	The Government should reinstate the former system that allowed NCAA and TANAPA to retain and manage their own revenue collections. This will ensure consistent liquidity, enabling them to effectively carry out their mandates and enhance the efficiency and performance of the tourism sector.	The Ministry of Finance and the Ministry of Tourism and Natural Resources have started the process of amending the Finance Act, 2020, to enable TANAPA and the NCAA to retain and utilize the funds they collect. The matter is expected to be addressed in the financial year 2025/26.
10.	Msamvu Bus Terminal project (PSSSF investment): The Public Service Social Security Fund (PSSSF) invested a total of TZS 14.76 billion in the construction of the Msamvu Bus Stand, utilizing funds derived from members' contributions. In 2018, the Government decided to transfer the operation and management of the Msamvu Stand to the Morogoro Municipal Council, with a commitment to reimburse PSSSF for the investment made. However, this commitment has not been fulfilled, and the reimbursement remains pending nearly six years later	The Government should return the operation of the Msamvu Stand to the PSSSF until the Fund recovers its investment costs. Once the investment is fully recovered, ownership of the stand can be transferred back to the Morogoro Municipal Council. This approach would also reduce the Government's financial burden of reimbursing the PSSSF.	The Prime Minister's Office (Labor, Youth, Employment, and Persons with Disabilities), in collaboration with the PSSSF Fund, Morogoro Municipality, and the President's Office, Regional Administration and Local Government, has formed a team to analyze this issue and prepare recommendations. These recommendations will be submitted for approval from the relevant Government authorities before implementation.

2.3.2 Public Accounts Committee (PAC)

The committee is vested with a role of ensuring there is prudent financial management of resources allocated and utilized by the Government. It focuses on the following up implementation of the audit recommendations issued by the Controller and Auditor General (CAG). In the period under review, the PAC met and visited several public statutory corporations and issued several directives based on the discussions or deliberations carried out. Table 2 below provides a summary of implementation of directives issued to the respective PSCs.

Table 3: Implementation of the PAC Directives

No.	Issue	Directive	Implementation
1.	The CAG report has identified the existence of a debt of TZS. 713 billion owed by TANESCO to TPDC. The debt has negative consequences as follows: - (i) Increased interest payments for late repayment of debt on time; and (ii) Affecting the financial position and liquidity of TPDC, thus reducing the operational efficiency of TPDC.”	(iii) TANESCO to implement a payment schedule and resolve disputed invoices with TPDC. (iv) TANESCO to cooperate with TPDC to resolve disputed invoices and ensure all outstanding payments are settled as per the agreed terms.	(i) Since June 2024, TANESCO and TPDC, under the Ministry of Energy, have held monthly meetings resulting in an agreed debt repayment plan. From July to September 2024, TANESCO paid **TZS 161.74 billion** to TPDC, exceeding total claims of **TZS 140.2 billion** by **TZS 21.54 billion**, demonstrating improved financial performance and commitment to clearing arrears. (ii) TANESCO experts held meetings in August and October 2024 to address disputed invoices. The discussions have progressed well and are expected to be concluded by November 2024.
2.	A Special Audit of the Higher Education Student Loans Board (HESLB) has been completed, revealing significant challenges in the financing, disbursement, and recovery of student loans. Key findings include: (i) A funding shortfall of TZS 198.9 billion, leaving many eligible students without adequate financial support; (ii) Irregular loan allocations, where some students received amounts either above or below their approved needs; and (iii) Unrecovered loans amounting to TZS 2.2 trillion, indicating serious gaps in loan repayment and collection mechanisms. The audit highlights the need for systemic reforms to enhance transparency, efficiency, and accountability in the management of higher education student loans.	(i) The Government should consider converting HESLB into a Fund to enhance funding, enable investments, and sustainably support more students; (ii) The Government and HESLB should implement a procedure to ensure all loan applicants and current students obtain a National Identification Number (NIDA) to streamline applications and facilitate loan repayment; (iii) The Government should enhance electronic system integration across public institutions to improve identification of Higher Education Loan beneficiaries and boost repayment efficiency. (iv) The Government should require loan repayment status as a condition for issuing legal documents or permits to support HESLB’s loan recovery efforts.	The government is working with stakeholders to promote timely repayment of HESLB loans, using education campaigns through various platforms to highlight its importance for supporting other students.

No.	Issue	Directive	Implementation
3.	The audit report of the Keko Pharmaceuticals Manufacturing (KPI) highlighted several shortcomings in the efficiency of the factory's operations, including: (i) Incomplete transfer of ownership of the factory's shares; (ii) The Government not receiving financial benefits from the factory's operations; and (iii) Failure to achieve the goals of the factory's establishment.	(i) All debts of Keko Pharmaceuticals should be thoroughly reviewed to determine their accuracy and legitimacy; (ii) The Government should complete the share transfer process and sign the necessary documents as soon as possible. (iii) The Government, through the Treasury Registrar, should consider the possibility of transferring KPI to be operated by MSD as a subsidiary; (iv) The Government should invest in new machinery for KPI to improve production and reduce reliance on imported pharmaceuticals.	(i) Regarding the thorough review of KPI debts to determine their accuracy and legitimacy, the Government, through the Internal Auditor General (IAG), has already commenced this work. The review is scheduled to take place from December 30, 2024, to January 28, 2025. (ii) The Government, via the Office of the Treasury Registrar, is in discussions with Diocare Limited to finalize the KPI share transfer. A contract is being prepared, and upon signing, the necessary operating documents, such as MEMARTS and shareholders' Agreement, will be completed. (iii) The OTR is in the process of handling the KPI to be managed and operated by MSD. MSD is currently carrying out a comprehensive management review, commercial analysis, and evaluation of existing operational systems to identify gaps, determine actual investment requirements, and recommend measures to enhance the factory's management and efficiency. (iv) The Government, through the OTR, has signed an agreement with MSD to manage and operate KPI, which includes MSD's involvement in assessing and addressing investment needs, such as upgrading pharmaceutical production machinery.
	The Committee identified significant unpaid water bills owed by public institutions to various Water and Sanitation Authorities. For example, DUWASA and Tanga-UWASA are owed TZS. 1.2 billion and TZS. 2.3 billion, respectively. These debts are negatively affecting the authorities' operations, delaying essential projects, and reducing service quality to citizens. (i) Lack of operating funds such as maintenance, purchase of water treatment chemicals, and payment of staff salaries; (ii) Obstruction of water projects such as expansion of water projects, improvement of services, or even carrying out necessary repairs; and (iii) Decline in the quality of services to citizens, including reduced access to clean and safe water for daily use.	To ensure sustainable water service delivery, the Committee recommends that the Ministry of Finance and the Ministry of Water jointly establish an accountability strategy before the end of the 2024/2025 financial year. This will enable close monitoring of payments from Public Institutions to Water Authorities and provide a long-term solution to debt-related service disruptions.	The government has put in place measures to prevent the accumulation of debts related to utilities (water, electricity, and telephone). These include issuing directives to ensure all public entities pay for services related to utilities. Further, the Government has been disbursing funds monthly, which is protected for utility services. The Government will continue to strengthen expenditure monitoring to ensure proper use of allocated resources.

2.4 Enhancing Strategic Communication Optimization and Engagement with OTR's Key Stakeholders

To enhance the oversight of PSCs and Minority Interests (MIs), the Office proactively engaged key strategic stakeholders. These efforts aimed to strengthen communication with the wider public and build broad-based support for its initiatives. In particular, the Office undertook strategic engagements with the following institutions:

2.4.1 Reforms Communication Session

During the period under review, the Office convened a meeting with all CEOs from PSCs with the objective of discussing, the ongoing and planned reforms aimed at enhancing effective management and oversight of public entities. The session took place at the Julius Nyerere International Convention Centre (JNICC) in Dar es Salaam and was attended by all PSCs.

2.4.2 Chairpersons and CEOs first forum

In August 2023, the Office organized the first ever forum for Chairpersons and CEs of PSCs, which was held in Arusha, bringing together Chairpersons and Chief Executive Officers of the PSCs. The event was graced by Her Excellency Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania, and was attended by over 800 participants. The event recognized outstanding performance from different categories of PSCs and MIs. Among the entities that received awards were Twiga Minerals, NMB Bank, Airtel, TPC, and NBC were recognized as best performers in terms of dividend payment; TCRA, TPA, NIDA, TFS, and TASAC were acknowledged for their significant contributions of 15% to the Consolidated Fund; while STAMICO, TANESCO, and NIC received accolades as the best turnaround entities for the financial year ended 2023.

2.4.3 Minority Interest (MI) Forum

The Forum brought together directors representing the Government on the boards of companies in which it holds a minority interest. Also in attendance were Chief Executive Officers of these Minority Interest (MI) companies. The Directors' Forum serves as a platform for government-appointed board members in MIs to discuss issues related to governance, performance, and accountability. The session was held in Kibaha and was attended by a total of 130 participants.

2.4.4 Gawio Day 2024

The Forum serves as the official platform through which the Government receives dividends and other financial remittances from the PSCs. These payments reflect the annual performance of both the PSCs and the MIs. The session was held in Dar es Salaam in June 2024 and was attended by the President of the United Republic of Tanzania.

2.4.5 Press Conferences and Auditorial Forum

By the end of June 2024, the Office had conducted four (4) press conferences, 87 press briefings, and 70 editors' forums, with the primary objective of informing the public about the performance of the Office and the entities under its jurisdiction.

2.5 Upgrading of ICT infrastructures and systems

To enhance service delivery, the Office has embarked on a comprehensive upgrade of its ICT infrastructure and systems, aligning with global advancements in technology. During the period under review, the Office developed and upgraded the following systems:

(i) **The OTR website;**

The website has undergone a comprehensive redesign to optimise performance and functionality. Enhanced features, such as a multilingual language switch, have been incorporated to improve accessibility and better serve a diverse user base.

(ii) **The Dashboard**

During the year under review, the Office initiated the development of a dashboard aimed at providing comprehensive oversight and monitoring of all public investments under its jurisdiction. The dashboard is structured around three core components being, interactive dashboards, the central platform, and external data integration. The interactive dashboards are purposefully designed to facilitate intuitive access to critical information and data, thereby enhancing user experience and decision-making capabilities

(iii) **Enhanced Interoperability of PlanRep with Other Systems**

During the period under review, the Office advanced its system integrations to enhance operational efficiency and data accuracy. It initiated the interoperability enhancement between PlanRep and the HCMIS, aiming for seamless, automated data exchange to reduce errors. Additionally, the Office completed the integration of PlanRep with the ERMS, enabling the smooth transfer of budget data for operational use. This integration strengthens expenditure controls by preventing unauthorised spending, unapproved reallocations, and non-compliant carryovers, thereby ensuring the credibility and reliability of the budget process.

2.6 Privatization of Public Entities

This section presents privatization recap, post-privatization monitoring and evaluation reviews, privatization of repossessed privatized entities, management of post-privatization claims, debt collection and realization, and government assets verification.

2.6.1 Privatization Recap

The Government of United of Tanzania started to implement privatization programme in the late 1992 following amendment of the Public Corporation Act, CAP 257. The main objective of the programme was to improve operation productivity and efficiency by allowing private sector and the majority of Tanzanians to own, invest and run the parastatals whose performance were poor due to lack of financial capital and technology and poor management. The programme also meant to improve Government's revenue and increase employment in these entities. The key Government objectives and expectations for privatizing loss-making parastatals were to:

i) Increase productivity and efficiency;
ii) Increase Government revenue and reduce operational costs;
iii) Withdraw the Government from doing business and remain with the role of providing services to the community, building infrastructures, ensuring security and peace to his people, and facilitating rule of law and good governance;
iv) Reduce parastatal's dependence to the Government through new capital injection and subsidies;
v) Create and improve employment base;
vi) Boost capital for PEs as well improvement of technology in production and distribution sectors; and
vii) Facilitate involvement of the private sector in national economic development, specifically to areas where the Government stepped out.

To implement the programme, in 1993 the Government established the Parastatal Sector

Reform Commission (PSRC) charged with the responsibility of supporting the Government in reforms and management of loss-making parastatals. Various methods used to privatize entities included:

i) Assets sales;
ii) Share sales;
iii) Joint venture (partnership);
iv) Leasing;
v) Management and employee buyout (MEBO); and
vi) Liquidation

The difference of each method in privatization depended on the performance and status of the parastatal at the time of sale.

In 2008, the Government through Consolidated Holding Corporations (CHC) and later OTR[1], introduced and administered Monitoring and Evaluation Programme to all privatized entities (PEs) with the view to ensuring that the key objectives of the privatization programme are achieved.

2.6.2 Post-Privatization Monitoring and Evaluation Reviews

During the year under review, OTR conducted post privatization monitoring and evaluation reviews to 20 privatized entities. Through this assignment, it was observed that 13 PEs, equal to 65% were operating, and 7 PEs, equal to 35% were not operating.
Generally, majority of the privatized entities monitored have improved their operations and met the privatization objectives. However, it is advised that the Government institutions and agencies that have a direct role in facilitating sufficient investment environment and sectorial business development, should strengthen their involvement and compliance routine to investors facing setbacks. **Table 3** presents summarized outcomes of the 2023/2024 M&E review exercise.

Table 4: M&E Review Outcomes

Operational Status	Factories	Farms	Hotels	Companies	Total	Comp. (%)
Performing	13	0	0	0	13	65%
Not Operating	7	0	0	0	7	35%
Grand Total	**20**	**0**	**0**	**0**	**20**	**100%**

The performed M&E exercise revealed that, for those PEs which were not operating got into such state due to one or combination of the following reasons:

(a) Financial and technical inability of some of the investors to develop privatized industries;
(b) Products competition from similar imported goods which were lower priced when compared to those produced by the privatized industries; and
(c) High production costs due to high power costs.

2.6.3 Privatization of the repossessed privatized entities

During the year under review, OTR implemented the Government directives of selling 11 factories to the public on competitive transparent basis. As of 30th June 2024, the following number of activities toward achieving the directives were conducted:

i. Offer letters to the winning bidders were issued to Tanzagro Manufacturing Company Ltd to purchase Moshi Pesticides and Cereals and other Produce Board was issued to purchase NMC Isaka Rice Mill.

1 Residual functions of the Consolidated Holding Corporation were transferred to OTR via GN. 2014

ii. Handing over properties to Sikh Saw Mills Ltd and CDA Integrated & Concrete Industries were done and draft of Asset Sale Agreement of Musoma Textile Mills was drafted and submitted to the Attorney General for vetting.

iii. Negotiations between OTR and Morogoro Multipurpose Oil Mills Ltd were not successful; other negotiation meetings were arranged to be conducted to implement the Government directives of handing over the assets under new investment terms.

iv. Nyanza Cooperative (1984) Ltd did not effect payment to purchase Government shares (33.3%) in Manawa Ginneries Company Limited as stipulated in their letter of offer.

The privatization of the 11 factories is set to continue in the financial year 2024/2025.

2.6.4 Management of Post-Privatization Claims

Among the OTR's functions inherited from the defunct CHC is managing claims resulting from the privatization and restructuring of public enterprises and to advise the Government accordingly. These claims include pensions for ex-workers who were not on contributory arrangements and other ex-workers' statutory and non-statutory termination payments, unsecured creditors, and claims resulted from court judgements.

During the 2023/2024 Financial year, the Government through the Office of the Treasury Registrar analyzed and managed to pay TZS 2,949,471.42 as contributions and penalties to PSSSF 5 EX workers from various Privatized entities, TZS 2,285,418.50 claims to 10 claimants from Ubungo Spinning Mills.

The OTR paid a monthly pension to pensioners who worked for ex-East Africa Railways and Harbours Corporation and East Africa Posts and Telecommunications Corporation. As of 30th June 2024, a total of TZS 4,261,613,025.33 was paid to 1,704 pensioners through 3-month installment arrangements.

2.6.5 Debt Collection and Realization

The Office of Treasury Registrar is charged with among others, the duty to collect Ex NBC and divesture claims inherited from the former Consolidated Holding Corporation as briefly explained below:

(i) Ex-NBC Charged off Debts

These are debts that involved Debtors/Customers that took loans in form of Term Loan or Overdraft from the former NBC before privatization of the Bank. Most of these debts were taken from Bank branches in 1970s, 1980s and 1990s and the particular Debtors did not manage to repay their debts as at the date privatizing Ex NBC. These debts were assessed in 1996 and 1997 and classified as Non-Performing Loans and therefore being provided for 100% and eventually charged off from the Balance Sheet into Memorandum record/books which were initially placed under NBC Holding then CHC and now OTR for follow up and recoveries.

(ii) Debts from Divestiture

These are debts involving investors who purchased core and non-core assets of Privatized Entities (PEs) including Plants, Properties & Equipment, factories, industries, businesses and landed properties like farms and buildings. The assets that created these debts were sold by the former PSRC on behalf of the Government between 1994 and 2007 and their respective investors did not pay the entire purchase price in fully and as stipulated in the existing Sale of Assets/Shares Agreements, hence remaining with outstanding purchase prices and or plus accrued interest thereto.

(iii) Rental collection from properties under Treasury Registrar's custodianship

In the presence of un-privatized specified public enterprises and recently repossessed factories, OTR has the custodianship role during the period where the Government hasn't provided directives on the use of their properties. The properties include farms, residential houses, commercial houses/flats, warehouses, machinery and plants. To undertake this incidental task, the Office temporarily leases the properties so as to sustain its physical condition, avoid vandalism and eventually collect non-tax revenue through rent payment from lessee.

During the year under review, a total of TZS 5,680,648,985.06 was collected from Ex-NBC debtors, divesture debtors and rental collection, which is equivalent to 473.4% of the annual target of TZS 1,200,000,000.**00.** Outstanding actual recovery and collection in 2023/2024 was mainly instigated by an appropriate repayment arrangement between the OTR and debtors/lessees.

2.6.6 Government Assets Verification

It should be noted that the Public Corporation Act, CAP 257, among others, entrusts the OTR with the role of creating and maintaining database of assets of parastatals which are owned by the Government.

As of 30th June 2024, the Office of the Treasury Registrar continued to coordinate follow up and verify usage and ownership of Government properties and assets across the country; hence, a total of 1,186 Government assets were found to be illegally owned by individuals and have subsequently been returned and ownership therefore transferred back to the Government. During the year under review, OTR requested the Ministry of Finance to allocate recovered assets to various Government Institutions and to dispose of others through sale. The assets in question comprised 629 houses/buildings, 453 plots, 33 farms, 67 warehouses, and 4 companies.

Chapter Three

Investment Performance

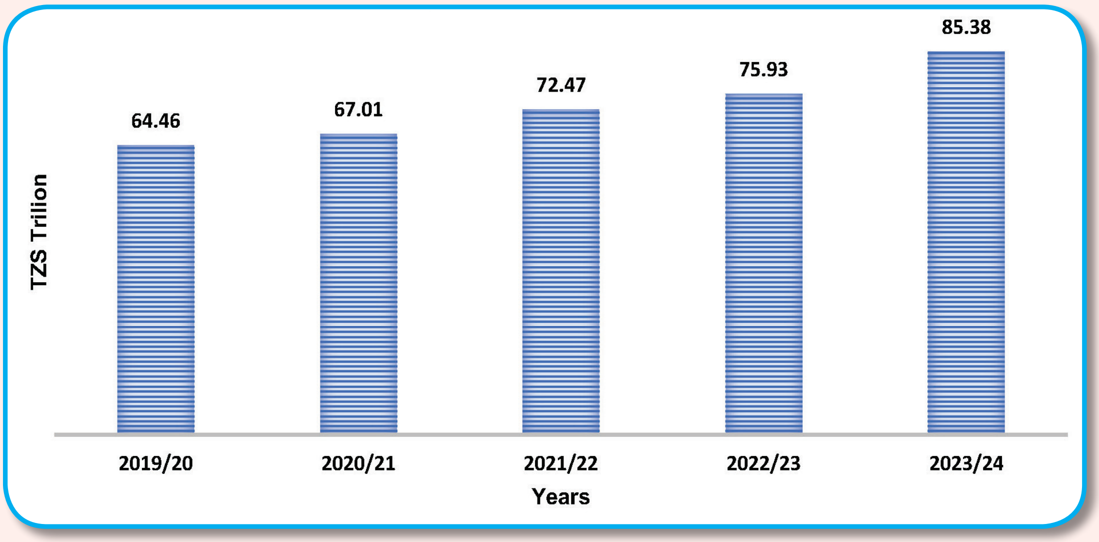
3.1 Introduction

This chapter presents specific issues relating to investments with the government vested interests. Such issues include investment position, investment distribution, returns on government investments, PSCS capitalization, and project financing.

3.2 Government Investment Position

As of 30th June 2024, value of total government investments stood at TZS 85.3875.79 trillion (2022/2023: TZS 75.79 trillion) equivalent to 12.6% increase from the previous year. **Figure 6** below shows the overall performance of the government investments for a five-year period between 2019/2020 and 2023/2024.

Figure 6: Government Investments from 2019/2020 - 2023/2024



3.3 Investment Distribution

Government investments under the Treasury Registrar's supervision can be categorized in terms of percentage of ownership, geographical location, and nature of operation.

3.3.1 Government Investment by Ownership Distribution

Government investments are categorized based on ownership distribution into two main groups: public and statutory corporations, and minority interests. This classification distinguishes between investments where the Government holds a majority shareholding, typically in public and statutory corporations, and those where it holds a minority shareholding in various companies.

As of 30th June 2024, the Government had invested a total of **TZS 83.48 trillion** in public and statutory corporations, reflecting its dominant ownership and strategic control in these entities. In contrast, an additional **TZS 1.90 trillion** had been invested in minority interests, representing the Government's participation in entities where it does not hold a controlling stake.

3.3.2 Geographical Location

Government investments are also categorized by geographical distribution, which distinguishes between domestic investments in entities operating within the country and foreign investments in entities whose operations are based outside Tanzania's borders.

As of 30th June 2024, the Government had invested a total of TZS 85.38 trillion in domestic entities, reflecting the significant focus on supporting national development through local enterprises and institutions. In contrast, TZS 0.85 trillion had been invested in foreign entities, representing the Government's strategic interests in international operations and partnerships.

3.3.3 Investment Categorization

Government investments are also classified based on the operational nature of the entities, divided into two main categories: commercial and non-commercial entities. This classification differentiates between entities that are commercially oriented, operating to generate profit, and those that are primarily service-oriented, focusing on public service delivery without a profit motive.

As of 30th June 2024, the Government had invested a total of TZS 24.79 trillion, equivalent to 29% in commercial entities, while a significantly larger portion TZS 60.59 trillion, equivalent to 71% was invested in non-commercial entities. This distribution underscores the Government's continued commitment to supporting essential public services, while also maintaining strategic investments in commercially viable sectors.

3.4 Returns on Government Investments

The Treasury Registrar, in overseeing and supervising vested investments, collects non-tax revenues from the investments in the form of contributions, dividends, remittances (TTMS, surpluses and other remittances) and on-lent loans repayments. These non-tax revenues are the returns derived by the Government from its investments. Thus, the performance of the Government investments is measured by the level of returns achieved.

3.4.1 Contribution to the consolidated fund

Service provision-oriented entities that charge fees for their services are required by law to remit 15% of their gross revenues as a contribution to the government consolidated fund. As of 30th June 2024, the OTR had collected a total of TZS 324.60 billion (2022/2023: TZS 346.28 billion), this being a 6% fall in contributions remitted.

3.4.2 Dividends

Dividends refer to distributions to shareholders which are collected from entities that operate commercially. During the year, the OTR was able to collect a sum of TZS 309.90 billion (2022/2023: TZS 328.75 billion) equivalent to a 6% decrease in dividend paid out by commercial entities.

3.4.3 Remittances

There are two remittances that the Government receives as part of non-tax revenues collected the Office of the Treasury Registrar. These are TTMS remittances and surplus and other remittances.

(a) ***TTMS remittances***

Telecommunication Transfer Monitoring System (TTMS) remittances emanate from execution of international calls terminated to the country from different countries around the world. For the period ending 30th June 2024, the OTR was able to collect a sum of TZS 5.9 billion (2022/2023: TZS 9.48 billion) equivalent to a 38% decline.

(b) Surplus and Other Remittances

Service provision-oriented entities that generate surpluses from their activities are required to remit 70% of their surpluses to the consolidated fund. Other remittances include voluntary contributions and capital redemption resulting from oversight exercises undertaken by the Treasury Registrar. During the year under review, the OTR collected a sum of TZS 67.7 billion (2022/2023: TZS 287.21 billion) this being a 76% decrease.

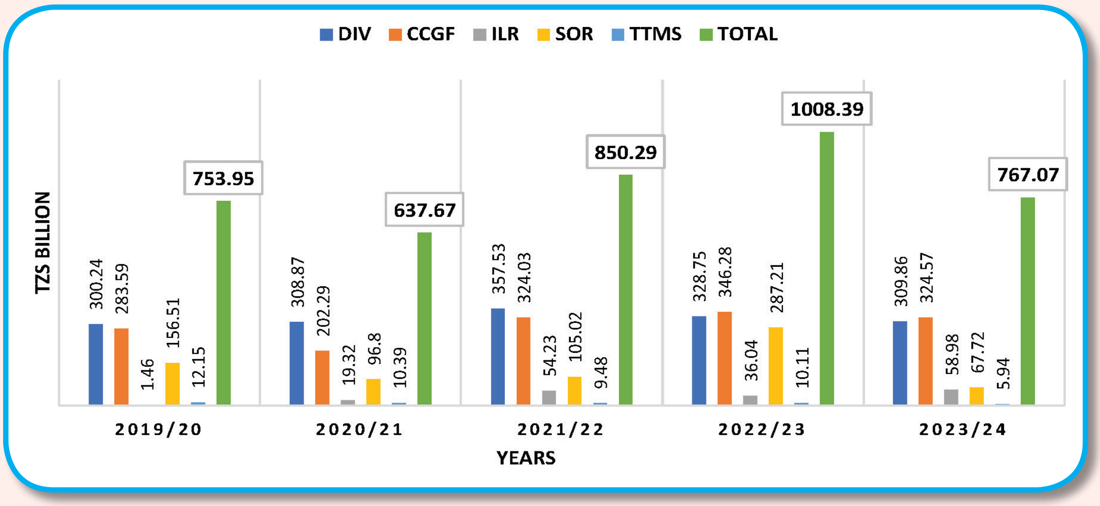
3.4.4 On-lent Loans Repayment

f those projects. The loans provided by the Government are usually sourced by the Government from other sovereign entities and international financial corporations. In 2023/2024 financial year, a total on-lent loans repaid amounted to TZS 59.0-billion (2022/2023: TZS 36.04 billion), which is an increase by 64%.

3.5 Non-Tax Revenue Performance

Total non-tax revenue collected during the year under review amounted to TZS 767.1 billion (2022/2023: TZS 1.008 trillion) equivalent to a 24% decrease from the previous year. **Figure 7** below shows the non-tax revenue collection trend over the five-year period.

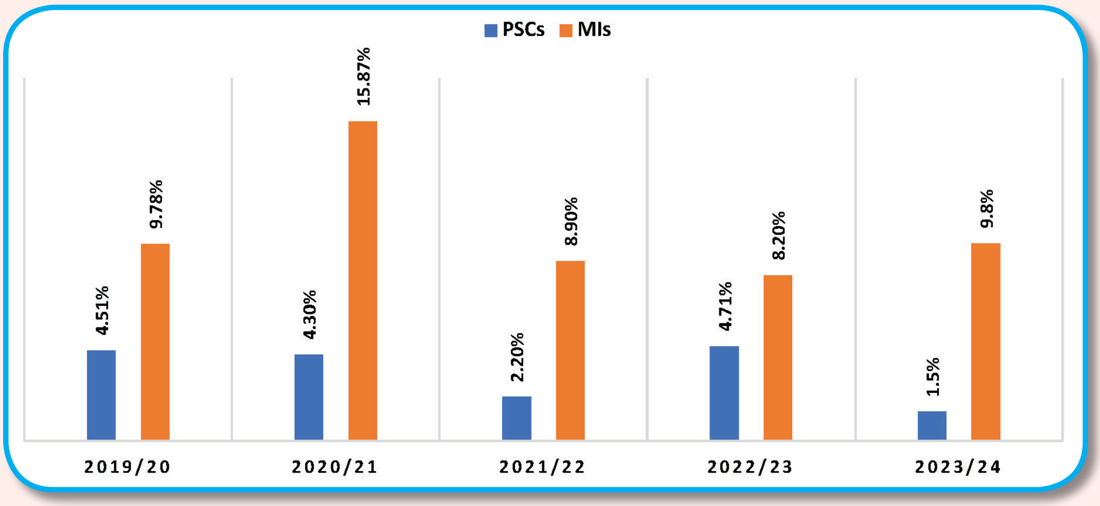
Figure 7: Non-Tax Revenue Collection Trend



3.5.1 Return on Investments: SOEs vs MIs

For the period ending 30th June 2023, returns generated by the minority interests against investment made were 8.20% (2021/2022: 8.90%) as compared to state owned enterprises which generated 4.71% (2021/2022: 2.20%). In comparison to the previous year, minority interests returns regressed whilst state owned enterprise performance improved. **Figure 8** below shows the trend of returns between the PSCs and the MIs for the five-year period.

Figure 8: Figure 8: PSCs and MIs Return Trend, 2019/20 – 2023/2024



3.6 PSCs Capitalization

The Government owns several PSCs, which operate on a commercial basis, alongside various institutions that are primarily service-oriented. In principle, these parastatals are established as key instruments for driving economic and social development in the country. During the reporting period, many parastatals successfully managed their operations and effectively implemented their planned activities. However, a few commercial entities fell short of meeting their performance targets, primarily due to financial constraints. These challenges adversely affected their operational performance and, in some cases, resulted in the inability to remit substantial dividends to the Consolidated Fund. In response, the Government has undertaken several initiatives aimed at revitalizing these parastatals, as outlined below.

3.6.1 Loans Requisition Consents

To ensure that these entities operate in accordance with sound business principles, provide quality and affordable services to citizens, and continue to generate profits and surpluses, the Government approved loans, grants, and guarantees to five entities during the year under review, as detailed in Table 4 below.

Table 5: No Objection Issued in 2023/2024

No	Entity Name	Category	Purpose	Currency	Amount
1.	CPB	Loan	To procure Cereals and other produce.	TZS	50,000,000,000
2.	TFC	To open a Letter of Credit	For procurement and selling 25,000 MT of inorganic fertilizers (Black Dap 15,000mt, Urea 10,000mt).	TZS	40,000,000,000
3.	SHUWASA	Loan	To finance the extension of the Faecal Sludge Treatment Plant and the Purchase of an Exhauster Truck for Shinyanga and nearby areas.	TZS	735,464,939
4.	MBEYA WSSA	Loan	To finance the extension of improvement of water supply services within Mbeya City.	TZS	5,060,000,000
5.	NFRA	Loan	For the purpose of procuring 305,000 metric tons of grains in the financial year 2023/24.	TZS	274,000,000,000

3.7 Direct Funding from the Treasury

Direct funding from the Treasury is one of the primary strategies employed by the Government to support its parastatals. Through this approach, the Government allocates capital directly to parastatals to finance various development projects that contribute to the country's economic growth. In the financial year 2023/24, no direct capital injection was disbursed to capitalize and address the liquidity challenges faced by the PSCs.

3.8 Conversion of Debts to Equity

Debt-to-equity conversion is another strategy the Government has employed to capitalize its parastatals by transforming outstanding debts into equity. This approach aims to strengthen the financial position of the respective entities and clean up their balance sheets. Improving financial soundness helps parastatals perform better and contribute effectively to the Consolidated Fund. For the financial year 2023/24, there was no debt that was converted into equity.

3.9 Project Financing

Project finance is a strategic approach whereby the Government funds key strategic projects and subsequently transfers them to parastatals upon completion. This method enhances the financial position of the receiving entities by activating their revenue streams and supporting their operational capacity. Through this model, the Government is currently implementing the following projects, as detailed below.

3.9.1 Julius Nyerere Hydro-power Plant Project (JNHPP)

The Julius Nyerere Hydropower Project (JNHPP) is a flagship infrastructure project being implemented by the Tanzania Electric Supply Company (TANESCO) on behalf of the Government of the United Republic of Tanzania. To facilitate the project's execution, the Tanzania National Roads Agency (TANROADS), through its subsidiary Engineering Consultancy Company (TECU), was appointed to manage the design, procurement, and installation of machinery on behalf of the employer. The project is being undertaken by a joint venture company, namely Arab Contractors and Elsewedy Electric, following the signing of the contract on 12th December 2018. The total cost of the project is TZS 6,558,579,983,500.28. Upon completion, the plant is expected to generate 2,115 megawatts (MW) of electricity, equivalent to approximately 6,307 gigawatt-hours (GWh) per year.

Project Milestone Dates:

The Julius Nyerere Hydropower Project (JNHPP) was originally planned for completion by 14th June 2022. However, due to various project-related challenges and adjustments, the completion timeline was subsequently revised to 7th April 2024. Despite efforts to meet this revised schedule, the project encountered further delays, making it impossible to finalize the works within the stipulated timeframe. As a result, the projected completion date has now been extended to 31st May 2025. The revision of these timelines reflects the complexity and scale of the project, as well as the need to ensure quality, safety, and adherence to technical standards throughout its execution.

As of June 2024, the total payments made to the contractor amounted to TZS 5.23 trillion, representing 79.77% of the overall project cost. This figure includes adjustments due to changes in exchange rate translation. However, payments approved by the employer's consultant amounted to TZS 4.90 trillion, equivalent to 74.71% of the total project cost. According to the contractor's work plan, a retention claim of TZS 0.222 trillion is expected to be issued by January 2026. **Figure 9** below shows the stages of JNHPP construction.

Figure 9: Construction of JNHPP Project

Source: Tanzania Electric Supply Company Limited

Benefits of the Project:

(i) A more stable supply of electricity helps industries, businesses, and households operate without frequent power interruptions.

(ii) Surplus electricity could be exported to neighboring countries, earning foreign exchange.

(iii) With more abundant, locally produced power, energy costs are expected to fall.

3.9.2 Standard Gauge Railway

Tanzania Railways Cooperation (TRC) continues to implement the construction of standard gauge railway (SGR). The construction of the SGR is being implemented in phases and the cost of ongoing SGR under construction is USD 10,016,963,144. Construction of phase one commenced during the financial year 2016/2017 and it runs from Dar es Salaam to Mwanza with a total length of 1,596 kilometers (1,219 Km mainline and 377 km of sidings). The implementation of phase one is divided into five lots namely, Dar es Salaam -Morogoro (300km); Morogoro - Makutupora (422km); Makutupora - Tabora (368km); Tabora - Isaka (165km), and Isaka - Mwanza (341km).

Phase two has a total length of 1,618 kilometres (1,463 km mainline and 155km of sidings) divided into four sections namely; Tabora – Kigoma (506 Km); Üvinza – Musongati (300Km); Kaliua-Mpanda-Karema; (317 Km) and Isaka -Rusumo -Kigali (495 Km). Construction of phase two commenced during financial year 2022/2023 for the section of Tabora - Kigoma, also the Governments of Tanzania and Burundi on January 28, 2022 entered into an agreement in the construction of the SGR railway from Uvinza (Tanzania) to Gitega (Burundi) via Musongati (at the nickel mines) in Burundi). This project is being implemented through financing from the African Development Bank (AfDB). The Loan Agreement for financing the construction of this section from the African Development Bank was signed on February 23, 2024.

The construction of SGR is underway and has reached different stages of implementation as shown in **Table 5** below.

Table 6: Summary Phase I & II Implementation Status for Financial Year 2023/2024

	Details	Track Length				Station	Marshaling Yard	Progress as of June, 2024	Project Cost (Including VAT)
LOT I	**(DAR ES SALAAM – MOROGORO)**	Mainline: 205 km	Sidings: 95 km	Total: 300 km	Total 6;	Dar es Salaam, Pugu, Soga, Ruvu, Ngerengere and Morogoro	Kwala (Coast)	99.80%	USD 1,215,282,000
LOT II	**(MOROGORO – MAKUTUPORA)**	Mainline: 336 km	Sidings: 86 km	Total: 422 km	Total 8;	Mkata, Kilosa, Kidete, Gulwe, Igandu, Dodoma, Bahi and Makutupora	Ihumwa (Dodoma)	98.30%	USD 1,923,695,000
LOT III	**(MAKUTUPORA – TABORA)**	Mainline: 294 km	Sidings: 74 km	Total: 368 km	Total 7;	Manyoni, Itigi, Tura, Malongwe, Goweko, Igalula and Tabora	-	14.54%	USD 1,908,056,027

	Details	Track Length				Station	Marshal-ing Yard	Progress as of June, 2024	Project Cost (Including VAT)
LOT IV	(TABORA – ISAKA)	Mainline: 130 km	Sidings: 35 km	Total: 165 km	Total 3;	Nzubuka, Ipala and Bukene	Tabora	7.41% Preliminary design and mobilization is underway	USD 900,104,000
LOT V	(ISAKA – MWANZA)	Mainline: 249 km	Sidings: 92 km	Total: 341 km	Total 8;	Isaka, Bokene, Shinyanga, Seke, Malampaka, Bukwimba, Mantare, Mwanza Central	Fela (Mwanza)	64.16%	USD 1,326,077,288.76
LOT VI	(TABORA - KIGOMA)	Mainline: 411 km	Sidings: 95 km	Total: 506 km	Total 10;	Mabama, Urambo, Kaliua, Usinge, Nguruka, Malagalasi, Uvinza, Kazuramimba, Luiche and Kigoma	-	6.69%	USD 2,743,748,828.67

Source: Tanzania Railway Corporation (TRC)

Moreover, TRC commenced operations of the SGR on June 14, 2024, for the Dar es Salaam to Morogoro. This development significantly reduced travel time from four hours to just one and a half hours, while enhancing passenger safety and comfort. During the 2023/24 financial year, the SGR transported a total of 46,591 passengers and generated revenue amounting to TZS 628,121,300 from passenger services and other related sources."

Challenges

(i) High Capital Requirements: The development of railway infrastructure demands substantial capital investment, which poses a significant financial burden.

(ii) Delayed Fund Disbursement: Untimely release of funds from the Ministry of Finance has resulted in delays in land acquisition and handover to the contractor, subsequently affecting project timelines.

Way forward

(i) Continue with discussion with various financial institutions and development partners to secure funds and grants to support implementation of various projects.

(ii) Continue with promotion of railway investment opportunities available to encourage private sector investors to participate in transport infrastructure projects

3.9.3 Marine Vessels Construction

The Government, through Tanzania Shipping Company Limited (TASHICO), continued to implement various projects, including those the Government signed contracts on 15th June 2021. These projects are as follows:

(i) The construction of a passenger and cargo ships in Lake Victoria "MV new Mwanza" is implemented by GAS Entec Company Limited in partnership with Kang Nam Corporation from South Korea and SUMA JKT at the cost of USD 49.32 million. The ship is estimated to carry 1,200 passengers and 400 tons of cargo. The project was about 98%

and the expected completion date was 31st December 2024. The amount paid as of 30th June, 2024 was USD 46.546 million. **Figure 10** below shows the construction of MV New Mwanza.

Figure 10: The View of MV Mwanza

On 26th May 2021, the Government through TASHICO, signed one contract for major rehabilitation of MT Sangara (tanker vessel) which is in Lake Tanganyika. The major rehabilitation is implemented by MS KTMI Company Limited from South Korea at the cost of USD 3,606,595. The project was about 96% and is expected to be completed in 2024. The amount paid as of 30th June, 2024 was USD 1,945,989.56.

(ii) On 17th November, 2023, the Government, through TASHICO, signed one contract for the major rehabilitation of MV Liemba (Passenger cum cargo vessel), which is in Lake Tanganyika. The major rehabilitation is implemented by Brodosplit JSC (Croatia) & Dar es Salaam Merchant Group (Tanzania), at the cost of USD 13,192,850.00. The project implementation commenced on 1st July 2024 and is expected to be completed on 13th July 2026. The amount paid as of 30th June, 2024, was USD 1,945,989.56. **Figure 11** below shows the rehabilitation of MV Liemba.

Figure 11: MV Liemba Under Maintenance

(iii) On 11th October, 2023, the Government through TASHICO, signed three contract for construction of Shipyard in Lake Tanganyika at the cost of USD 129,436,298.00, Building cargo ship with capacity of carrying 3,500 tons of cargo in Lake Tanganyika at the cost of USD 63,467,143.00 and Building one cargo ship with capacity of 3000 tons of cargo in Lake Victoria at the cost of USD 58,171,706.00. Both contracts were to be implemented by Dearsan Shipyard group (Turkiye) from Turkey. There was no amount paid as of 30th June, 2024 for these projects execution.

(iv) On 17th November, 2023, the Government through TASHICO, signed two contracts for major rehabilitation of MT Ukerewe and MT Nyangumi both in Lake Victoria. The major rehabilitation is implemented by Dar es Salaam Merchant Group (Tanzania), at the cost of USD TZS. 6,317,543,300.00 and TZS. 8,892,804,020.63 Respectively. There was no amount paid as of 30th June, 2024 for these projects execution.

The Government is actively pursuing the timely completion of marine vessel construction projects to ensure:

(i) Delivery of high-quality and affordable transport services to communities in the targeted regions.
(ii) Improved connectivity within the country and across the region.
(iii) Stimulation of regional economic activities through improved transportation infrastructure.
(iv) Creation of employment opportunities for local citizens during and after project implementation.
(v) Provision of safe, comfortable, and reliable transport services.
(vi) Strengthening of the company's balance sheet through asset expansion.
(vii) Enhanced revenue generation driven by increased operational capacity and service demand.

3.9.4 Itrategic Projects Implemented by Tanzania Ports Authority (TPA)

The strategic projects being implemented by the Tanzania Ports Authority (TPA) at the seaports and major lake ports aim to enhance the capacity and efficiency of the ports in handling larger vessels and cargo, thereby increasing revenue for both the Authority and the Nation as a whole. These projects include: -

3.9.4.1 Upgrading of Dar Es Salaam Port

i) **Project for Upgrading Berths No. 1–7 and Construction of a New RoRo Berth at Dar es Salaam Port.**
The project to upgrade Berths No. 1–7 at Dar es Salaam Port, aimed at increasing the water depth from 11 meters to 14.5 meters, along with the construction of a dedicated RoRo (Roll-on/Roll-off) berth for handling car carriers and a vehicle parking area, has been completed for TZS 381,831,482,404.15.

ii) **Project for Dredging and Expansion of the entrance channel and turning basin at Channel at Dar es Salaam Port**
The project for dredging and expansion of the entrance channel and turning basin at Dar es Salaam Port has been completed. Its completion enables the port to accommodate larger vessels with greater cargo capacity simultaneously. The total cost of the project is TZS 282,430,376,413.02, of which TZS 268,714,980,431.19 had been spent by June 2024.

iii) Construction of Oil Storage Tanks

This project involves the construction of 15 oil receiving tank farms and associated infrastructure (Single Receiving Terminal – SRT) with a storage capacity of 362,500 cubic meters. Contract signed on 26th February, 2024 for a contract price of TZS 678,640,514,503, with TZS 31,675,801,198.33 paid as an advance by June 2024 commencement date scheduled on 16th August, 2024.

iv) Construction of Kwala Dry Port

The Kwala Dry Port construction project, costing the amount of TZS

39,213,592,863.58 and it has reached 96.6% completion. By June 2024, the amount of TZS 32,818,846,003.34 had been paid to the contractor. For the fiscal year of 2023/2024, the amount of TZS 500,000,000.00 was allocated for project execution and the amount of TZS 1,000,000,000.00 is for the final account payments. Completed works include: installation of National Optic Fiber, construction of residential houses, offices, and electrical systems, building of a perimeter wall covering 60 acres, and development of a yard with a five-hectare hard-surface pavement for cargo storage. Additionally, the construction of a 15.5-kilometer concrete road from the Morogoro highway (Vigwaza) to Kwala has been fully completed and is currently in the Defects Liability Period.

3.9.4.2 Upgrading of Tanga Port

Construction of Berths No. 1 and 2 Phase II of the Tanga Port upgrading project has been completed 100%, involving the modernization of Berths No. 1 and 2 with a total length of 450 meters. The project aims to resolve the challenge of double handling and increase the port's capacity and efficiency from 500,000 tons to 1,290,000 tons. The project cost is TZS 256,800,044,207, and by June 2024, the amount of TZS 252,903,933,678.73 had been paid to the contractor. Additionally, TZS 21,500,000,000 was allocated in the fiscal year 2023/2024 to complete provisional service works that were not part of the main works. Other projects expected to begin in Phase III include the design and construction of an additional berth and a dhow berth, which are currently in the detailed design phase. Furthermore, the design and construction of a jetty and tank farm are in the contractor procurement stage.

3.9.4.3 Upgrading of Lake Victoria Ports

i. Construction of Bukoba and Kemondo Bay Ports

As part of the Lake Victoria Port upgrading project, the government, through TPA has initiated Phase I by improving Bukoba and Kemondo Bay Ports. The total project cost is TZS 39,884,395,737, where by the amount of TZS 6,415,693,628.82 paid for Bukoba Port and TZS 7,006,416,561.79 for Kemondo Port. The implementation progress stands at 60% for Bukoba and 76% for Kemondo. Additionally, TZS 23,509,717,211.00 was allocated in the fiscal year of 2023/2024 for project execution. Ongoing works include: construction of a RO-RO berth for vehicles and ships, installation of a cattle ramp and wind breaker, construction of a vehicle parking area, and improvement of the passenger terminal.

ii. Construction of Mwanza North Port

This project costs the amount of TZS 18,606,443,416.66, and it is ongoing. By June 2024, the amount of TZS 2,421,848,070.83 had been paid to the contractor and the project reaching 40% of the completion.

3.9.5 Water Projects

The Government, in its objective of providing quality and affordable services to its citizens, has continued to strengthen the water sector through provision of funding to implement various water projects in the country. The accomplishment of these projects will enable the Government to offer improved and sustainable quality, quantity, and accessible water supply and sanitation services for the rural and urban population. During the year under review, the Government, through water and sanitation authorities, continued to implement several projects as described hereunder

3.9.5.1 Kidunda Dam Project

The Government of Tanzania, through the DAWASA, is undertaking the construction of the Kidunda Dam. This strategic project is designed to provide a reliable domestic and industrial water supply to downstream intake points while generating 20 megawatts (MW) of hydroelectric power to support the national grid. The project is being executed by the contractor, M/S SINOHYDRO Corporation Ltd, with technical supervision provided by the consultant team comprising M/S Ghods Niroo Engineering Company in joint venture with Advanced Engineering Solution Limited. The total cost of the project is estimated at TZS 329,466,814,886 (excluding VAT).

Currently, the project is in its early stages, with physical construction activities underway. The contract for the project was signed on 16th June 2023, with a contractual period of 36 months. To date, the project has achieved a progress rate of 32.36%. The project is expected to enhance water security and power generation capacity, contributing to the socio-economic growth of the region and the country. **Figure 12** below shows the Construction of the Kidunda Dam.

Figure 12: Aerial view of the spillway and powerhouse

Benefits of the Project:

(i) The dam will enhance the availability and reliability of water supply for domestic, agricultural, and industrial use in the surrounding regions.
(ii) Provision of a steady water source for irrigation, the project will boost agricultural productivity and food security.
(iii) Potential for the generation of renewable hydroelectric power, contributing to the country's energy needs and reducing reliance on fossil fuels;
(iv) Regulate river flow, reducing the risk of floods downstream and protecting communities and infrastructure.
(v) Creation of job opportunities and stimulation of local economic activities.
(vi) Properly managed, the project can support ecosystems and improve water resource management in the region.

3.9.5.2 Lake Victoria Water and Sanitation Project

The Government of Tanzania, through the Ministry of Water, is implementing the Lake Victoria Water and Sanitation (LVWATSAN) Programme as part of its strategic vision to improve water supply and sanitation services. The programme targets urban areas including Mwanza City, Bukoba, and Musoma, as well as satellite towns such as Misungwi, Magu, and Lamadi. The initiative focuses on expanding and upgrading critical water and sanitation infrastructure while protecting the Lake Victoria ecosystem, which serves as the primary source of water for Mwanza and the final discharge point for wastewater. This intervention is vital to preventing pollution that could compromise water quality and aims to enhance public health and the overall well-being of communities within the Lake Victoria Basin.

Project Financing

The LVWATSAN Programme received initial funding of EUR 104.5 million, with EUR 90 million provided by the European Investment Bank (EIB) and Agence Française de Développement (AFD), and EUR 14.5 million contributed by the Government of Tanzania. Due to strong implementation progress and increased demand in Mwanza, additional funding was secured—EUR 31.5 million from AFD and EUR 1.5 million from the Government—raising the total project funding to EUR 136 million, of which EUR 118.7 million is dedicated to Mwanza City and its satellite towns. **Figure 13** below shows the Construction of LVWATSAN.

Figure 13: Construction of Butimba Water Intake and Treatment Plant

Benefits of the Project:

(i) Expands and upgrades water supply systems in Mwanza, Bukoba, Musoma, and surrounding towns, ensuring reliable and safe water for domestic and industrial use.
(ii) Develops modern wastewater collection and treatment facilities, significantly improving sanitation standards and reducing health risks.
(iii) Reduces the discharge of untreated wastewater into the lake, preserving water quality and safeguarding aquatic life.
(iv) Generates employment opportunities during construction and operation phases, and boosts local economies through infrastructure development.
(v) Reduces the incidence of waterborne diseases through better hygiene, clean water access, and improved wastewater management.

3.9.5.3 Msalato International Airport Project

The Msalato International Airport Project in Dodoma is a strategic infrastructure initiative aimed at significantly enhancing both domestic and international air connectivity for Tanzania. Originally conceived in the 1970s, the project has been revived with financial support from the African Development Bank (AfDB) and is now being implemented in phases to meet ICAO Category 4E standards. Once completed, the airport will be capable of accommodating large, wide-bodied aircraft such as the Boeing 787 Dreamliner. It is designed to meet the projected aviation and logistical needs of the country for the next 100 years, positioning Dodoma as a key air transport hub in the region.

Financial Status

Total project loan: USD 329.29 million (AfDB), with the following utilisation
Package 1 contractor paid: TZS 112.07 billion (67.70%).
Package 2 contractor paid: TZS 82.00 billion (42.18%).
Supervision consultant paid: USD 4.08 million.
The government has compensated 1,919 affected residents with TZS 15.2 billion.

Key Progress

The project is divided into two main packages under Phase One:
Package 1 – Infrastructure Works includes runway, taxiways, apron, lighting, access road, car park, security fencing, and utilities. Progress: 85.75% (vs. 98.93% planned). Completion expected by 18 April 2025.

Package 2 – Building Works includes the Passenger terminal, control tower, fire station, power substation, and meteorological facilities—progress: 51.75% (vs. 54.67% planned). **Figure 14** below shows the Construction of Msalato International Airport Project.

Figure 14: Construction of Msalato International Airport Project

Completion expected by 28 November 2025, with major building works anticipated to finish by June 2025. The project is progressing steadily, with infrastructure works nearing completion and building works advancing according to schedule. The Government and the AfDB continue to closely monitor the project to ensure it is completed within the schedule without compromising its quality.

Benefits of the Project:

(i) A total of 1,172 workers have been employed across both packages, with over 94% being Tanzanians. This demonstrates the project's contribution to local job creation and capacity building.
(ii) The airport will significantly boost Tanzania's economic growth, tourism, and international trade.
(iii) It will enable direct international flights into Dodoma, which currently lacks airport infrastructure sufficient for large international aircraft

Chapter Four

Challenges and Way Forward

4.1 Introduction

To invest, one must bank on the promising future a particular investment holds. However, to continue with a particular investment, an investor must be assured that the future will continue to be promising. The Treasury Registrar, as an investor (holder of the Government investments for and on behalf of the President) seeks to ensure that Government investments perform their functions accordingly. In doing so, the OTR addresses existing challenges, manage current and potential risks, and in turn, enhances performance of supervised entities. From the achievements attained in 2022/2023 financial year, the following areas require improvement for investments to prosper.

4.2 Legal challenges (Review of the Treasury Registrar's Act)

One of the key legal challenges facing the effective execution of the Office of the Treasury Registrar's (OTR) mandate stems from the fragmented and overlapping legal framework under which it operates. The functions and responsibilities of the OTR are distributed across several legislative instruments.

This legal dispersion has led to ambiguity in jurisdiction, where the supervisory role of the Treasury Registrar is either unclear, diluted, or in some cases, appears to conflict with the mandates of other regulatory bodies or government institutions. As a result, the OTR often faces practical limitations in exercising effective oversight over PSCs — particularly in areas such as governance, performance, and supervisory.

Therefore, there is an urgent need to review and harmonize the Treasury Registrar's Act and related legislation to ensure consistency, clarity, and alignment of mandates. A streamlined legal framework would enhance the OTR's mandate, reduce institutional conflicts, and promote better oversight and performance of PSCs in alignment with national financial and development goals.

4.3 Inadequate Funding of PSCs

A significant number of PSCs continue to face persistent challenges related to inadequate funding, which has adversely affected their ability to implement both recurrent and development activities. This funding gap spans across both commercial and non-commercial entities, undermining institutional performance and constraining progress towards the Government's long-term strategic development goals.

In response, the Office has initiated awareness and engagement efforts aimed at encouraging PSCs to reduce dependency on direct Government subventions. Instead, institutions are being advised to explore and adopt alternative and sustainable financing mechanisms, including but not limited to the Issuance of bonds, Public-Private Partnerships, Concessional and commercial loan arrangements, and the sale of equity or non-core assets.

These measures are expected to enhance the financial capacity of PSCs, improve service delivery, and align their operations more effectively with the national development agenda.

4.4 Inadequate System Integration with PSCs

The Office of the Treasury Registrar (OTR) uses financial systems to supervise and monitor the operations of PSCs. However, the Office has not yet achieved full integration between its systems and those used by several PSCs. As a result, OTR faces challenges in obtaining real-time financial information, which is essential for effective financial control and oversight.

To address this, the Office continues to encourage the remaining PSCs to adopt integrated systems such as **MUSE**, **ERMS**, and **NAVISION**. In addition, the Office continues to engage institutions facing compatibility issues to facilitate the integration of their systems with those of OTR. Furthermore, OTR is in the process of upgrading its internal systems to enhance their inclusivity and functionality, particularly for entities whose needs are currently not fully supported by the existing platforms.

Appendices

Appendix 1: List of Government Investments

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
Part A: Public and Statutory Corporations (PSCs)					
I: State-owned Enterprises (SOEs) - 36 Entities					
1	Air Tanzania Company Limited	ATCL	100%	Domestic	Commercial
2	Arusha International Conference Centre	AICC	100%	Domestic	Commercial
3	Cereals and Other Produce Board	CPB	100%	Domestic	Commercial
4	Cooperative Audit and Supervision Corporation	COASCO	100%	Domestic	Commercial
5	Kilimanjaro Airports Development Company	KADCO	100%	Domestic	Commercial
6	Marine Services Company Limited	MSCL	100%	Domestic	Commercial
7	Medical Stores Department	MSD	100%	Domestic	Commercial
8	Mzinga Corporation	MZINGA	100%	Domestic	Commercial
9	National Development Corporation	NDC	100%	Domestic	Commercial
10	National Housing Corporation	NHC	100%	Domestic	Commercial
11	National Insurance Corporation	NIC	100%	Domestic	Commercial
12	National Ranching Company	NARCO	100%	Domestic	Commercial
13	National Service Corporation Sole	SUMA JKT	100%	Domestic	Commercial
14	Ngorongoro Conservation Area Authority	NCAA	100%	Domestic	Commercial
15	Prisons Corporation Sole	SHIMA	100%	Domestic	Commercial
16	Self Microfinance Fund	SELF MF	100%	Domestic	Commercial
17	State Mining Corporation	STAMICO	100%	Domestic	Commercial
18	Tanzania Agricultural Development Bank Limited	TADB	100%	Domestic	Commercial
19	Tanzania Automotive Technology Centre	TATC NYUMBU	100%	Domestic	Commercial
20	Tanzania Brodcasting Corporation	TBC	100%	Domestic	Commercial
21	Tanzania Commercial Bank	TCB BANK	83%	Domestic	Commercial
22	Tanzania Electric Supply Company Limited	TANESCO	100%	Domestic	Commercial
23	Tanzania Fertilizer Company	TFC	100%	Domestic	Commercial
24	Tanzania Mercantile Exchange Plc	TMX	67%	Domestic	Commercial
25	Tanzania National Parks	TANAPA	100%	Domestic	Commercial
26	Tanzania Petroleum Development Corporation	TPDC	100%	Domestic	Commercial
27	Tanzania Police Force Corporation Sole	TPFCS	100%	Domestic	Commercial
28	Tanzania Ports Authority	TPA	100%	Domestic	Commercial
29	Tanzania Posts Corporation	TPC	100%	Domestic	Commercial
30	Tanzania Railways Corporation	TRC	100%	Domestic	Commercial
31	Tanzania Standard Newspapers Limited	TSN	100%	Domestic	Commercial
32	Tanzania Telecommunications Corporation	TTCL	100%	Domestic	Commercial
33	TIB Development Bank	TIB DFI	100%	Domestic	Commercial
34	Keko Pharmaceuticals (1997) Limited	KPIL	70%	Domestic	Commercial

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
35	UDA Limited	UDA	85%	Domestic	Commercial
36	Utt Asset Management And Investor Services	UTT AMIS	100%	Domestic	Commercial
II: Education, Research and Training Institutions - 74 Entities					
37	Agency for the Development of Educational Management	ADEM	100%	Domestic	Service-Oriented
38	Ardhi Institute Morogoro	ARIMO	100%	Domestic	Service-Oriented
39	Ardhi University	ARU	100%	Domestic	Service-Oriented
40	Arusha Technical College	ATC	100%	Domestic	Service-Oriented
41	Mozambique -Tanzania Centre for Foreign Relations	CFR	100%	Domestic	Service-Oriented
42	College of African Wildlife Management	CAWM	100%	Domestic	Service-Oriented
43	College of Business Education	CBE	100%	Domestic	Service-Oriented
44	Dar es Salaam Institute of Technology	DIT	100%	Domestic	Service-Oriented
45	Dar es Salaam Maritime Institute	DMI	100%	Domestic	Service-Oriented
46	Dar es Salaam University College of Education	DUCE	100%	Domestic	Service-Oriented
47	East African Statistical Training Centre	EASTC	100%	Domestic	Service-Oriented
48	Fisheries Education and Training Agency	FETA	100%	Domestic	Service-Oriented
49	Institute of Accountancy Arusha	IAA	100%	Domestic	Service-Oriented
50	Institute of Adult Education	IAE	100%	Domestic	Service-Oriented
51	Institute of Finance Management	IFM	100%	Domestic	Service-Oriented
52	Institute of Judicial Administration Lushoto	IJA	100%	Domestic	Service-Oriented
53	Institute of Rural Development Planning	IRDP	100%	Domestic	Service-Oriented
54	Institute of Social Works	ISW	100%	Domestic	Service-Oriented
55	Kibaha Education Centre	KEC	100%	Domestic	Service-Oriented
56	Livestock Training Agency	LITA	100%	Domestic	Service-Oriented
57	Local Government Training Institute	LGTI HOMBOLO	100%	Domestic	Service-Oriented

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
58	Mbeya University Of Science And Technology	MUST	100%	Domestic	Service-Oriented
59	Mkwawa University College of Education	MUCE	100%	Domestic	Service-Oriented
60	Moshi Co-operative University	MOCU	100%	Domestic	Service-Oriented
61	Muhimbili University of Health and Allied Sciences	MUHAS	100%	Domestic	Service-Oriented
62	Mwalimu Julius K. Nyerere University of Agriculture and Technology	MJNUAT	100%	Domestic	Service-Oriented
63	Mwalimu Nyerere Memorial Academy	MNMA	100%	Domestic	Service-Oriented
64	Mzumbe University	MU	100%	Domestic	Service-Oriented
65	National College of Tourism	NCT	100%	Domestic	Service-Oriented
66	National Institute of Transport	NIT	100%	Domestic	Service-Oriented
67	National Sugar Institute	NSI	100%	Domestic	Service-Oriented
68	Nelson Mandela African Institute of Science and Technology	NM-AIST	100%	Domestic	Service-Oriented
69	Open University of Tanzania	OUT	100%	Domestic	Service-Oriented
70	Sokoine University of Agriculture	SUA	100%	Domestic	Service-Oriented
71	Taasisi ya Sanaa na Utamaduni Bagamoyo	TASUBA	100%	Domestic	Service-Oriented
72	Tanzania Institute of Accountancy	TIA	100%	Domestic	Service-Oriented
73	Tanzania Public Service College	TPSC	100%	Domestic	Service-Oriented
74	Tengeru Institute of Community Development	TICD	100%	Domestic	Service-Oriented
75	University of Dar es Salaam	UDSM	100%	Domestic	Service-Oriented
76	University of Dodoma	UDOM	100%	Domestic	Service-Oriented
77	Uongozi Institute	UONGOZI	100%	Domestic	Service-Oriented
78	Vocational Education and Training Authority	VETA	100%	Domestic	Service-Oriented
79	Water Institute	WI	100%	Domestic	Service-Oriented
80	Architects and Quantity Surveyors Registration Board	AQRB	100%	Domestic	Service-Oriented
81	Contractors Registration Board	CRB	100%	Domestic	Service-Oriented

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
82	Engineers Registration Board	ERB	100%	Domestic	Service-Oriented
83	Law School of Tanzania	LST	100%	Domestic	Service-Oriented
84	Medical Council of Tanganyika	MCT	100%	Domestic	Service-Oriented
85	National Board of Accountants and Auditors	NBAA	100%	Domestic	Service-Oriented
86	Pharmacy Council of Tanzania (Pct)	PCT	100%	Domestic	Service-Oriented
87	Procurement and Supplies Professionals and Technicians Board	PSPTB	100%	Domestic	Service-Oriented
88	Tanzania Nursing and Midwifery Council	TNMC	100%	Domestic	Service-Oriented
89	Town Planners Registration Board	TPRB	100%	Domestic	Service-Oriented
90	Valuers Registration Board	VRB	100%	Domestic	Service-Oriented
91	National Council for Technical and Vocational Education Training	NACTVET	100%	Domestic	Service-Oriented
92	National Examinations Council of Tanzania	NECTA	100%	Domestic	Service-Oriented
93	Tanzania Commission for Universities	TCU	100%	Domestic	Service-Oriented
94	Tanzania Institute of Education	TIE	100%	Domestic	Service-Oriented
95	Tanzania Library Service Board	TLSB	100%	Domestic	Service-Oriented
96	Unesco National Commission	UNESCO NATCOM	100%	Domestic	Service-Oriented
97	Centre for Agricultural Mechanization and Rural Technology	CAMARTEC	100%	Domestic	Service-Oriented
98	National Bureau of Statistics	NBS	100%	Domestic	Service-Oriented
99	National Institute for Medical Research	NIMR	100%	Domestic	Service-Oriented
100	Tanzania Agricultural Research Institute	TARI	100%	Domestic	Service-Oriented
101	Tanzania Atomic Energy Commission	TAEC	100%	Domestic	Service-Oriented
102	Tanzania Commission for Science and Technology	COSTECH	100%	Domestic	Service-Oriented
103	Tanzania Engineering Manufacturing and Design Organization	TEMDO	100%	Domestic	Service-Oriented
104	Tanzania Fisheries Research Institute	TAFIRI	100%	Domestic	Service-Oriented
105	Tanzania Forest Research Institute	TAFORI	100%	Domestic	Service-Oriented

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
106	Tanzania Industrial Research and Development Organization	TIRDO	100%	Domestic	Service-Oriented
107	Tanzania Livestock Research Institute	TALIRI	100%	Domestic	Service-Oriented
108	Tanzania Wildlife Research Institute	TAWIRI	100%	Domestic	Service-Oriented
109	Tea Research Institute of Tanzania	TRIT	100%	Domestic	Service-Oriented
110	Tobacco Research Institute of Tanzania	TORITA	100%	Domestic	Service-Oriented
III: Water Utilities - 43 Entities					
111	Arusha Urban Water Supply and Sanitation Authority	AUWSA	100%	Domestic	Service-Oriented
112	Babati Urban Water Supply and Sanitation Authority	BAWASA	100%	Domestic	Service-Oriented
113	Bariadi Urban Water Supply and Sanitation Authority	BARUWASA	100%	Domestic	Service-Oriented
114	Bukoba Urban Water Supply and Sanitation Authority	BUWASA	100%	Domestic	Service-Oriented
115	Dar Es Salaam Water Supply and Sanitation Authority	DAWASA	100%	Domestic	Service-Oriented
116	Dodoma Urban Water Supply and Sanitation Authority	DUWASA	100%	Domestic	Service-Oriented
117	Geita Urban Water Supply and Sanitation Authority	GEUWASA	100%	Domestic	Service-Oriented
118	Handeni Trunk Main Water Supply and Sanitation Authority	HTM WSSA	100%	Domestic	Service-Oriented
119	Iringa Urban Water Supply and Sanitation Authority	IRUWASA	100%	Domestic	Service-Oriented
120	Kahama Shinyanga Water Supply and Sanitation Authority	KASHWASA	100%	Domestic	Service-Oriented
121	Kahama Urban Water Supply and Sanitation Authority	KUWASA	100%	Domestic	Service-Oriented
122	Kigoma Urban Water Supply and Sanitation Authority	KUWASSA	100%	Domestic	Service-Oriented
123	Lindi Urban Water Supply and Sanitation Authority	LUWASA	100%	Domestic	Service-Oriented
124	Makonde Plateau Water Supply and Sanitation Authority	MAKONDE WSSA	100%	Domestic	Service-Oriented
125	Masasi-Nachingwea Water Supply and Sanitation Authority	MANAWASA	100%	Domestic	Service-Oriented
126	Maswa Water Supply and Sanitation Authority	MAUWASA	100%	Domestic	Service-Oriented
127	Mbeya Urban Water Supply and Sanitation Authority	MBEYA UWSA	100%	Domestic	Service-Oriented
128	Morogoro Water Supply and Sanitation Authority	MORUWASA	100%	Domestic	Service-Oriented

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
129	Moshi Urban Water Supply and Sanitation Authority	MUWSA	100%	Domestic	Service-Oriented
130	Mpanda Urban Water Supply and Sanitation Authority	MPUWASA	100%	Domestic	Service-Oriented
131	Mtwara Urban Water Supply and Sanitation Authority	MTUWASA	100%	Domestic	Service-Oriented
132	Mugango-Kyabakari Water Supply and Sanitation Authority	MUGANGO WSSA	100%	Domestic	Service-Oriented
133	Musoma Urban Water Supply and Sanitation Authority	MUWASA	100%	Domestic	Service-Oriented
134	Mwanza Urban Water Supply and Sanitation Authority	MWAUWASA	100%	Domestic	Service-Oriented
135	Njombe Urban Water Supply and Sanitation Authority	NJUWASA	100%	Domestic	Service-Oriented
136	Shinyanga Water Supply and Sanitation Authority	SHUWASA	100%	Domestic	Service-Oriented
137	Singida Urban Water Supply and Sanitation Authority	SUWASA	100%	Domestic	Service-Oriented
138	Songea Urban Water Supply and Sanitation Authority	SOUWASA	100%	Domestic	Service-Oriented
139	Sumbawanga Urban Water Supply and Sanitation Authority	SUWASA RUKWA	100%	Domestic	Service-Oriented
140	Tabora Urban Water Supply and Sanitation Authority	TUWASA	100%	Domestic	Service-Oriented
141	Tanga Water and Sanitation Authority	TANGA UWASA	100%	Domestic	Service-Oriented
142	Vwawa Mlowo Water Supply and Sanitation Authority	VWAWA WSSA	100%	Domestic	Service-Oriented
143	Wanging'ombe Water Supply and Sanitation Authority	WANGIWASA	100%	Domestic	Service-Oriented
144	Rural Water Supply and Sanitation Agency	RUWASA	100%	Domestic	Service-Oriented
145	Internal Drainage Basin Water Board	IDBWB	100%	Domestic	Service-Oriented
146	Lake Nyasa Basin Water Board	LNBWB	100%	Domestic	Service-Oriented
147	Lake Rukwa Basin Water Board	LRBWB	100%	Domestic	Service-Oriented
148	Lake Tanganyika Basin Water Board	LTBWB	100%	Domestic	Service-Oriented
149	Lake Victoria Basin Water Board	LVBWB	100%	Domestic	Service-Oriented
150	Pangani Basin Water Board	PBWB	100%	Domestic	Service-Oriented
151	Rufiji Basin Water Board	RBWB	100%	Domestic	Service-Oriented
152	Ruvuma and Southern Coast Basin Water Board	RSCBWB	100%	Domestic	Service-Oriented

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
153	Wami-Ruvu Basin Water Board	WRBWB	100%	Domestic	Service-Oriented
IV: Industry and Sectorial Regulators - 22 Entities					
154	Bank of Tanzania	BOT	100%	Domestic	Service-Oriented
155	Business Registration and Licensing Agency	BRELA	100%	Domestic	Service-Oriented
156	Capital Markets and Securities Authority	CMSA	100%	Domestic	Service-Oriented
157	Energy and Water Utilities Regulatory Authority	EWURA	100%	Domestic	Service-Oriented
158	Fair Competition Commission	FCC	100%	Domestic	Service-Oriented
159	Gaming Board of Tanzania	GBT	100%	Domestic	Service-Oriented
160	Land Transport Regulatory Authority	LATRA	100%	Domestic	Service-Oriented
161	Mining Commission	MC	100%	Domestic	Service-Oriented
162	National Environment Management Council	NEMC	100%	Domestic	Service-Oriented
163	Petroleum Upstream Regulatory Authority	PURA	100%	Domestic	Service-Oriented
164	Public Procurement Regulatory Authority	PPRA	100%	Domestic	Service-Oriented
165	Tanzania Airports Authority	TAA	100%	Domestic	Service-Oriented
166	Tanzania Atomic Energy Commission	TAEC	100%	Domestic	Service-Oriented
167	Tanzania Bureau of Standards	TBS	100%	Domestic	Service-Oriented
168	Tanzania Civil Aviation Authority	TCAA	100%	Domestic	Service-Oriented
169	Tanzania Communication Regulatory Authority	TCRA	100%	Domestic	Service-Oriented
170	Tanzania Fertilizer Regulatory Authority	TFRA	100%	Domestic	Service-Oriented
171	Tanzania Insurance Regulatory Authority	TIRA	100%	Domestic	Service-Oriented
172	Tanzania Medicine and Medical Devices Authority	TMDA	100%	Domestic	Service-Oriented
173	Tanzania Plant Health and Pesticides Authority	TPHPA	100%	Domestic	Service-Oriented
174	Tanzania Shipping Agencies Corporation	TASAC	100%	Domestic	Service-Oriented
175	Tanzania Trade Development Authority	TANTRADE	100%	Domestic	Service-Oriented

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
V: Agricultural Institutions - 13 Entities					
176	Agricultural Seed Agency	ASA	100%	Domestic	Service-Oriented
177	Tanzania Official Seed Certification Institute	TOSCI	100%	Domestic	Service-Oriented
178	Tanzania Smallholders Tea Development Agency	TSHTDA	100%	Domestic	Service-Oriented
179	National Food Reserve Agency	NFRA	100%	Domestic	Service-Oriented
180	Cashewnut Board of Tanzania	CBT	100%	Domestic	Service-Oriented
181	Sugar Board Of Tanzania (Sbt)	SBT	100%	Domestic	Service-Oriented
182	Tanzania Coffee Board	TCB COFFEE	100%	Domestic	Service-Oriented
183	Tanzania Cotton Board	TCB COTTON	100%	Domestic	Service-Oriented
184	Tanzania Fertilizer Regulatory Authority	TFRA	100%	Domestic	Service-Oriented
185	Tanzania Pyrethrum Board	TPB	100%	Domestic	Service-Oriented
186	Tanzania Sisal Board	TSB	100%	Domestic	Service-Oriented
187	Tanzania Tobacco Board	TTB TOBACCO	100%	Domestic	Service-Oriented
188	Tea Board of Tanzania	TBT	100%	Domestic	Service-Oriented
VI: Health Institutions - 6 Entities					
189	Benjamin Mkapa Hospital	BMH	100%	Domestic	Service-Oriented
190	Jakaya Kikwete Cardiac Institute	JKCI	100%	Domestic	Service-Oriented
191	Muhimbili National Hospital	MNH	100%	Domestic	Service-Oriented
192	Muhimbili Orthopaedic Institute	MOI	100%	Domestic	Service-Oriented
193	Ocean Road Cancer Institute	ORCI	100%	Domestic	Service-Oriented
194	Tanzania Food and Nutrition Centre	TFNC	100%	Domestic	Service-Oriented
VII: Social Security Funds - 4 Entities					
195	National Health Insurance Fund	NHIF	100%	Domestic	Service-Oriented
196	National Social Security Fund	NSSF	100%	Domestic	Service-Oriented
197	Public Service Social Security Fund	PSSSF	100%	Domestic	Service-Oriented

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
198	Workers Compesation Fund	WCF	100%	Domestic	Service-Oriented
	VIII: Sectorial Funds - 7 Entities				
199	Agricultural Inputs Trust Fund	AGITF	100%	Domestic	Service-Oriented
200	Higher Education Students' Loans Board	HESLB	100%	Domestic	Service-Oriented
201	National Water Fund	NWF	100%	Domestic	Service-Oriented
202	Roads Fund Board	RFB	100%	Domestic	Service-Oriented
203	Tanzania Education Authority	TEA	100%	Domestic	Service-Oriented
204	Tanzania Forest Fund	TAFF	100%	Domestic	Service-Oriented
205	Universal Communications Service Access Fund	UCSAF	100%	Domestic	Service-Oriented
	IX: Quasi Judical Institutions - 4 Entities				
206	Fair Competition Tribunal	FCT	100%	Domestic	Service-Oriented
207	Public Procurement Appeals Authority	PPAA	100%	Domestic	Service-Oriented
208	Tax Revenue Appeals Board	TRAB	100%	Domestic	Service-Oriented
209	Tax Revenue Appeals Tribunal	TRAT	100%	Domestic	Service-Oriented
	X: Other Institutions - 41 Entities				
210	Copyright Society of Tanzania	COSOTA	100%	Domestic	Service-Oriented
211	Dar es Salaam Rapid Transport Agency (Dart)	DART	100%	Domestic	Service-Oriented
212	Deposit Insurance Board	DIB	100%	Domestic	Service-Oriented
213	E-Government Authority	eGA	100%	Domestic	Service-Oriented
214	Export Processing Zones Authority	EPZA	100%	Domestic	Service-Oriented
215	Geological Survey Of Tanzania	GST	100%	Domestic	Service-Oriented
216	Government Chemist Laboratory Authority	GCLA	100%	Domestic	Service-Oriented
217	Government Procurement Services Agency	GPSA	100%	Domestic	Service-Oriented
218	Marine Parks And Reserves Unit	MPRU	100%	Domestic	Service-Oriented
219	National Arts Council	BASATA	100%	Domestic	Service-Oriented

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
220	National Construction Council	NCC	100%	Domestic	Service-Oriented
221	National Economic Empowerment Council	NEEC	100%	Domestic	Service-Oriented
222	National Identification Authority	NIDA	100%	Domestic	Service-Oriented
223	National Kiswahili Council	BAKITA	100%	Domestic	Service-Oriented
224	National Land Use Planning Commission	NLUPC	100%	Domestic	Service-Oriented
225	National Museum of Tanzania	NMT	100%	Domestic	Service-Oriented
226	National Sports Council of Tanzania	NSCT	100%	Domestic	Service-Oriented
227	Occupational Safety and Health Authority	OSHA	100%	Domestic	Service-Oriented
228	Petroleum Bulk Procurement Agency	PBPA	100%	Domestic	Service-Oriented
229	Registration Insolvency and Trusteeship Agency	RITA	100%	Domestic	Service-Oriented
230	Rural Energy Agency	REA	100%	Domestic	Service-Oriented
231	Small Industries Development Organization	SIDO	100%	Domestic	Service-Oriented
232	Tanzania Buildings Agency	TBA	100%	Domestic	Service-Oriented
233	Tanzania Electrical, Mechanical and Electronics Services Agency	TEMESA	100%	Domestic	Service-Oriented
234	Tanzania Extractive Industries Transparency Initiative	TEITI	100%	Domestic	Service-Oriented
235	Tanzania Film Board	TFB	100%	Domestic	Service-Oriented
236	Tanzania Fisheries Corporation	TAFICO	100%	Domestic	Service-Oriented
237	Tanzania Forest Service Agency	TFS	100%	Domestic	Service-Oriented
238	Tanzania Government Flights Agency	TGFA	100%	Domestic	Service-Oriented
239	Tanzania Investment Centre	TIC	100%	Domestic	Service-Oriented
240	Tanzania Meteorological Authority	TMA	100%	Domestic	Service-Oriented
241	Tanzania National Business Council	TNBC	100%	Domestic	Service-Oriented
242	Tanzania National Roads Agency	TANROADS	100%	Domestic	Service-Oriented
243	Tanzania Revenue Authority	TRA	100%	Domestic	Service-Oriented

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
244	Tanzania Rural and Urban Road Agency	TARURA	100%	Domestic	Service-Oriented
245	Tanzania Tourist Board	TTB TOURIST	100%	Domestic	Service-Oriented
246	Tanzania Veterinary Laboratory Agency	TVLA	100%	Domestic	Service-Oriented
247	Tanzania Wildlife Management Authority	TAWA	100%	Domestic	Service-Oriented
248	Warehouse Receipts Regulatory Board	WRRB	100%	Domestic	Service-Oriented
249	Weights and Measures Agency	WMA	100%	Domestic	Service-Oriented
250	National ICT Commission	ICTC	100%	Domestic	Non-Commercial
Part B: Minority Interests (MIs)					
I: Telecommunication Companies - 2 Entities					
251	Airtel Tanzania Plc.	AIRTEL	49%	Domestic	Commercial
252	DATEL Tanzania Limited (A-Link Telecom Tanzania Limited)	DATEL	35%	Domestic	Commercial
II: Construction Companies - 1 Entity					
253	Mwananchi Engineering and Construction Company Limited	MECCO	25%	Domestic	Commercial
III: Energy Companies - 3 Entities					
254	PUMA Energy Tanzania Limited	PUMA	50%	Domestic	Commercial
255	Tanzania Zambia Mafuta Pipeline Limited	TAZAMA	50%	Domestic	Commercial
256	Tanzania International Petroleum Reserves Limited	TIPER	50%	Domestic	Commercial
IV: Extractive Companies - 13 Entities					
257	Bulyanhulu Gold Mine Limited	BGML	16%	Domestic	Commercial
258	Mbeya Cement Company Limited	MCCL	25%	Domestic	Commercial
259	North Mara Gold Mine Limited	NMGML	16%	Domestic	Commercial
260	TEMBO Nickel	TEMBO	16%	Domestic	Commercial
261	TWIGA Minerals Company Limited	TWIGA	16%	Domestic	Commercial
262	Williamson Diamond Limited	WDL	37%	Domestic	Commercial
263	Sotta / Nyanzaga Mining Coproration	Sotta	16%	Domestic	Commercial
264	Faru Graphite	Faru	16%	Domestic	Commercial
265	Nyati Minerals	Nyati	16%	Domestic	Commercial
266	Mamba Corporation	Mamba	16%	Domestic	Commercial
267	Kudu Minerals	Kudu	16%	Domestic	Commercial
268	Pangea Minerals				
269	Duma Graphite	Duma	16%	Domestic	Commercial
V: Financial Services Companies - 16 Entities					
270	Dar es Salaam Stock Exchange	DSE	15%	Domestic	Commercial

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
271	Industrial Promotion Services (T) Limited	IPS	18.20%	Domestic	Commercial
272	NBC Limited	NBC	30%	Domestic	Commercial
273	NMB Bank Plc.	NMB	31.80%	Domestic	Commercial
274	Tanzania Re-Insurance Company Limited	TAN RE	Golden Share	Domestic	Commercial
275	Tanzania Development Finance Limited	TDFL	32%	Domestic	Commercial
276	African Development Bank	AfDB	0.76%	Foreign	Commercial
277	African Re-Insurance Corporation	AFRICA RE	0.80%	Foreign	Commercial
278	African Trade and Investment Development Insurance	ATIDI	8.37%	Foreign	Commercial
279	East Africa Development Bank	EADB	26.32%	Foreign	Commercial
280	East and Southern Africa Trade and Development Bank	TDB	8.33%	Foreign	Commercial
281	International Development Association	IDA	0.24%	Foreign	Commercial
282	International Finance Corporation	IFC	0.07%	Foreign	Commercial
283	Multilateral Investment Guarantee Agency	MIGA	0.22%	Foreign	Commercial
284	Shelter Afrique	S. AFRIQUE	0.70%	Foreign	Commercial
285	World Bank (International Bank for Reconstruction Development)	IBRD	0.06%	Foreign	Commercial
VI: Manufacturing Companies - 16 Entities					
286	ALAF Limited	ALAF	24%	Domestic	Commercial
287	Abood Seed Oil Limited	ASOIL	20%	Domestic	Commercial
288	East African Cables (T) Limited	EA CABLES	29%	Domestic	Commercial
289	Friendship Textile Company Limited	FTC (URAFIKI)	50%	Domestic	Commercial
290	Kilombero Sugar Company Limited	KSCL	25%	Domestic	Commercial
291	Mbinga Coffee Curing Company Limited	MBINGA CCC	43%	Domestic	Commercial
292	Mbozi Coffee Curing Company Limited	MBOZI CCC	32%	Domestic	Commercial
293	Moshi Leather Industries	MLI	25%	Domestic	Commercial
294	TANELEC Limited	TANELEC	30%	Domestic	Commercial
295	Tanganyika Instant Coffee	TANICA	7.70%	Domestic	Commercial
296	Tanzania Cigarette Company Limited	TCC	2.20%	Domestic	Commercial
297	TLL Printing and Packaging Limited	TLLPPL	9%	Domestic	Commercial
298	TOL Gases Limited	TOL	6.20%	Domestic	Commercial
299	TPC Limited	TPC	25%	Domestic	Commercial
300	Tanzania Pharmaceuticals Industries	TPI	40%	Domestic	Commercial
VII: Processing Companies - 1 Entity					
301	TANSCAN Timber Limited	TANSCAN	49%	Domestic	Commercial
VIII: Transportation Companies - 2 Entities					
302	Chinese Tanzania Joint Shipping Company Limited	SINOTASHIP	50%	Domestic	Commercial
303	Tanzania Zambia Railways Authority	TAZARA	50%	Domestic	Commercial

S/No.	Entity Name	Entity Acronym	Govt. Stake	Operations Base	Operational Nature
	IX: Other Companies - 3 Entities				
304	Inflight Catering Services Limited	ICSL	29%	Domestic	Commercial
305	New Africa Hotel	NAH	23%	Domestic	Commercial
306	Kariakoo Market Corporation	KMC	0.49	Domestic	Commercial

OTR

Office of the Treasury Registry
Email: otrmagazine@tro.go.tz
Website: www.tro.go.tz
ofisi_ya_msajili_wa_hazina   Ofisi ya Msajili wa Hazina   MsajiliHazina