



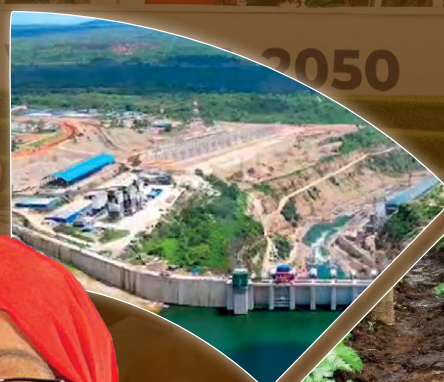
HOW WAS THE YEAR 2025 FOR PUBLIC INVESTMENTS

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Public Investment

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OTR Magazine



Dira 2050: How can strong public entities accelerate transformation



The success of Dira 2050 will depend not only on policy direction, but on the ability of institutions to translate national priorities into measurable economic outcomes that improve people's lives.
- President Samia



Welcome to our third edition

Dear readers,

Welcome to the third edition of our magazine. We are pleased to once again bring you a collection of stories, insights, and updates on the work of the Office of the Treasury Registrar and the continued progress being achieved across Tanzania's public entities.

This edition builds on the momentum of ongoing reforms, highlighting key achievements, strategic initiatives, and institutional transformations aimed at strengthening performance, efficiency, and service delivery within public institutions.

It also reflects the growing emphasis on accountability, value creation, and prudent management of public resources.

You will find features on major engagements, including high-level forums, governance improvements, and practical examples of innovation within public entities. These stories demonstrate how reforms are translating into measurable impact across sectors.

As the role of public institutions continues to evolve in supporting Tanzania's broader development agenda, this edition also explores how entities under the OTR are aligning with national priorities to enhance economic growth and public value.

We hope this magazine continues to inform, inspire, and engage you, offering a clearer understanding of the positive transformations taking place within our public institutions.

Thank you for joining us once again on this journey toward building stronger, more accountable, and high-performing public entities for the nation.

Warm regards,

Mr. Nehemiah Mchechu
Treasury Registrar



Advancing reform, strengthening performance and delivering public value

Building on the maiden edition, which introduced readers to the mandate and oversight role of the Office of the Treasury Registrar, and the second edition, which highlighted progress, impact, and reform outcomes, this third edition focuses on consolidation—deepening reforms, strengthening institutional performance, and enhancing value creation across Tanzania’s public sector.

Over the past year, the OTR has continued to strengthen its oversight of public investments, improve governance systems, and enhance efficiency across public entities and government minority-owned companies.

These efforts remain aligned with national priorities, including Dira 2050, and are guided by H.E. President Dr Samia Suluhu Hassan’s vision of building a resilient, accountable, and performance-driven public sector.

This edition reflects a transition from reform implementation to reform consolidation—where emphasis is increasingly placed on sustainability, productivity, and measurable impact.

Public entities are now expected not only to comply with governance requirements, but also to demonstrate clear contributions to national development and fiscal sustainability.

Key highlights in this edition include continued improvements in performance monitoring systems, strengthened reporting frameworks, and enhanced coordination mechanisms across public entities.

These reforms are aimed at ensuring greater transparency, efficiency, and accountability in the management of public resources.

As you go through this edition, you will find stories that illustrate how public institutions are evolving into more dynamic and results-oriented entities.

From leadership engagements to operational improvements, these developments reflect a maturing public sector that is steadily aligning with national development ambitions.

This magazine is not merely a record of activities—it is a reflection of an ongoing transformation journey within Tanzania’s public investment landscape.

Together, we remain committed to building strong, efficient, and high-performing public entities that deliver lasting value to the nation.



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How can strong public entities accelerate Tanzania's Dira 2050 transformation

By the OTR Reporter

Dar es Salaam. Tanzania's long-term development direction under Dira 2050 presents an ambitious but clear destination — building a competitive, productive and inclusive economy capable of sustaining prosperity for its citizens.

Tanzania's Dira 2050 'Development Vision 2050' aims to transform the nation into an upper-middle-income economy with a projected \$1 trillion GDP and about \$7,000 annual per capita income by 2050.

The plan envisions growing the economy from the current estimated \$85–95 billion range, requiring sustained high growth of around 10–11 percent annually to achieve its long-term targets.

Her Excellency President Dr Samia Suluhu Hassan has consistently underscored that the success of Dira 2050 will depend not only on policy direction, but on the ability of institutions to translate national priorities into measurable economic outcomes that improve people's lives.

She has emphasised that public investments must deliver tangible results in growth, employment, and income generation.

The success of this Dira, however, will not depend on policy statements alone, but on how effectively public institutions convert national priorities into economic outcomes that can be measured in growth, investment and income.

At the centre of this transformation are State-Owned Enterprises (SOEs), which operate strategic infrastructure, manage major public assets and provide services that shape the cost and ease of doing business.

Their performance influences macro-economic stability, fiscal sustainability and investor confidence.

For this reason, strengthening oversight and performance accountability of public investments has become a key national priority.

Accordingly, the Office of the Treasury Registrar (OTR), as the government's custodian of public investments, currently oversees 308 entities.

Of these, 252 are Public and Statutory Corporations (PSCs), while 56 are Minority Interest Companies. Together, these institutions manage public investments valued



Her Excellency Dr Samia Suluhu Hassan, President of the United Republic of Tanzania, speaks with participants outside the conference room at the launch of Dira 2050 in Dodoma, held on July 17, 2025.

at Sh92.3 trillion — a portfolio that underscores the scale of responsibility entrusted to the OTR and the strategic importance of effective supervision.

The government's economic direction emphasises maintaining stability, strengthening fiscal discipline, mobilising innovative financing and creating an enabling environment for private sector growth while expanding regional economic engagement.

All these depend significantly on the efficiency of public enterprises.

When utilities operate reliably, transport networks move goods efficiently, and financial institutions expand access to capital, businesses grow and investment flourishes.

Conversely, when they fail, growth slows regardless of policy incentives — highlighting why the performance of SOEs is central to national development.

Treasury Registrar Nehemiah Mchechu has, on separate occasions, emphasised the critical role of SOEs in translating national priorities into results:

"State-Owned Enterprises are no longer

viewed simply as service providers; they are strategic economic drivers," said Mr Mchechu.

Their efficiency, he expounded, determines the cost of doing business, investment attractiveness and ultimately the country's growth trajectory.

The OTR continues to strengthen governance and monitoring frameworks to ensure SOEs operate commercially and sustainably while safeguarding public resources.

The approach is steadily shifting from compliance-based supervision to performance-based accountability, where public enterprises are expected not only to provide services but also to generate measurable economic value and contribute to national growth.

Beyond asset management, public enterprises play a critical fiscal role.

Non-tax revenue, in the form of dividends and other contributions from SOEs, strengthens the national budget and reduces reliance on external borrowing.

Improved performance therefore enhances not only service delivery, but also



fiscal sustainability and macroeconomic resilience.

The OTR has set a target of collecting Sh2 trillion in non-tax revenue from its public entities and minority interest companies for the current financial year (2025/26).

The amount targeted for collection exceeds the current fiscal year's goal of Sh1.7 trillion that the government had set for the OTR.

To safeguard public assets valued at Sh92.3 trillion, the OTR is reinforcing board accountability, strengthening performance contracts for Chief Executives, and institutionalising risk management and reporting systems across entities.

This governance shift is designed to minimise inefficiencies, address underperformance early, and ensure that strategic investments are protected through transparent oversight.

These measures are critical to achieving sustainable growth, as current projections indicate a compound annual growth rate (CAGR) of 6.2 percent over the medium term (2023–2028).

However, achieving Dira 2050 will require sustained long-term growth of approximately 10.31 percent annually — the CAGR necessary to meet national targets.

Achieving this long-term growth target requires a coordinated effort across key sectors that drive structural transformation.

Energy and minerals form the backbone of industrialisation, providing reliable power to factories and generating foreign exchange through value-added exports.

At the same time, investments in railways, ports and roads are strengthening Tanzania's position as a regional logistics gateway for landlocked neighbours in East and Central Africa.

Tourism continues to offer significant foreign exchange potential, while forestry remains a leading source of non-tax reve-

nue within the agricultural portfolio.

Financial services are also expanding rapidly, improving access to credit, supporting enterprise development and formalising the economy.

Meanwhile, agriculture — which employs more than 65 percent of the population — holds untapped potential, where productivity improvements and agro-processing can diversify exports and raise incomes.

Together, these sectors are not just contributors to growth individually; they interact synergistically to drive national transformation.

This integrated approach is essential for turning Dira 2050 into measurable economic outcomes.

Mr Mchechu noted that the effectiveness of these sectors is closely linked to the performance of public enterprises that operate the enabling infrastructure.

“Public investments must crowd in private investment. When SOEs operate efficiently, they reduce risk for businesses, attract capital and stimulate economic activity across multiple sectors,” he said.

Efficient public enterprises reduce transaction costs, stabilise supply chains and provide reliable infrastructure — all of which lower investment risk.

In doing so, they catalyse private capital rather than compete with it, creating a multiplier effect that accelerates industrialisation and export growth.

As regional competition for investment intensifies, the performance of public enterprises increasingly determines national competitiveness.

With a portfolio of 308 entities and public assets worth Sh92.3 trillion under its oversight, the OTR recognises that disciplined governance and strong performance management are not administrative exercises — they are economic imperatives.

The objective is to ensure that each public shilling invested translates into productivity gains, stronger enterprises and higher

national income.

Prof Kitila Mkumbo, Minister of State in the President's Office (Planning and Investment), said that public investments must become self-sustaining engines of growth rather than fiscal obligations.

“Our focus is to ensure that public resources are deployed in ways that generate measurable economic impact, strengthen enterprises and support sustainable growth,” he underscored.

On June 10, 2025, at the State House in Dar es Salaam, Mr Mchechu handed a record Sh1.028 trillion cheque in dividends and contributions from public entities and minority government-owned companies to President Samia — marking the first time collections reached the trillion-shilling mark and signalling the growing returns from improved portfolio performance.

This milestone demonstrates the significant potential of well-managed public investments.

However, sustaining and expanding such gains requires deeper institutional reform and sharper strategic direction.

“Maximising returns will require deeper reforms such as private sector partnerships, stronger international positioning and sector-specific investment strategies,” asserted Prof Mkumbo.

If fully realised, this shift could mark a decisive turning point in leveraging public assets — transforming them into stronger contributors to economic growth and national prosperity.

As Tanzania advances toward Dira 2050, the role of SOEs is evolving from custodians of national assets into engines of development.

Through strengthened oversight, transparency and accountability, public enterprises are expected to translate long-term national aspirations into measurable progress — demonstrating that sustainable growth begins with institutions that perform.



Her Excellency Dr Samia Suluhu Hassan, President of the United Republic of Tanzania, addresses leaders, stakeholders, and members of the public during the launch of Dira 2050 in Dodoma on July 17, 2025.



The Treasury Registrar Nehemiah Mchechu, speaks during the CEOs Induction Program. The event was held in July 2025 at Mwalimu Julius Nyerere Leadership School, Kibaha, Coast Region

How was the year 2025 for public investments

By the OTR Reporter

Dar es Salaam. In 2025, the Office of the Treasury Registrar (OTR) crossed a critical threshold as it evolved from a largely supervisory institution into a strategic steward of public wealth, driving value, enforcing accountability, and modernising how Tanzania manages its investments.

Over the past year, the value of government investments under OTR oversight rose to Sh92.3 trillion underscoring the impact of ongoing reforms, according to the OTR.

Up from Sh86.3 trillion by June 2025, this increase reflected improved operational performance and more disciplined governance across public institutions and companies where the government holds minority shares, OTR reports indicate.

The rise in investment value was accompanied by a surge in financial returns, with Non-Tax Revenue collections reaching a historic Sh1.028 trillion by June 2025—68 percent higher than collections during the same period in 2024, and 34 percent above total collections in the 2023/24 financial year, according to OTR data.

Crucially, the revenue gains were not incidental. Dividends accounted for Sh603.

4billion, while the statutory 15 percent contribution of gross revenues generated Sh363.4 billion supplemented by Sh61 billion from other sources.

These figures, as noted by Treasury Registrar Nehemiah Mchechu, point to the effectiveness of tighter monitoring mechanisms, closer engagement with boards and management, and expanded use of digital tools to track obligations in real time.

They also underscore a broader policy outcome: public enterprises are increasingly being held to the same standards of performance and accountability as private-sector firms, a shift that demanded more modern tools to track, monitor, and optimise state investments.

Digital oversight for a modern economy

Building on these reforms, perhaps the most transformative step in 2025 was the launch of the Public Investment Management System (PIMS) in August.

The system was officially inaugurated by former Vice-President Dr Philip Mpango at the CEOs Forum 2025 in Arusha, attended by over 650 board chairpersons and chief executives.

Dr Mpango highlighted that investments worth Sh92.3 trillion cannot be safeguarded through outdated systems and delayed

reporting, emphasising the need for real-time, evidence-based monitoring.

PIMS provides real-time, data-driven oversight of public investments, enabling faster decision-making, early identification of risks, and policy interventions informed by evidence, according to OTR reports.

Financial outcomes, however, tell only part of the story as beneath the numbers lies a sustained governance reform agenda aimed at correcting structural weaknesses that have historically constrained public institutions.

In 2025, OTR intensified the use of Key Performance Indicators (KPIs) and formalised board performance evaluations to ensure that institutional results are measurable, transparent, and aligned with national priorities, Mr Mchechu noted.

One visible result of this approach has been the steady reduction in institutions operating without boards of directors—a long-standing governance gap.

The number declined from 52 in 2019/20 to 28 in 2024/25, representing a 46 percent improvement, according to OTR.

This shift has strengthened oversight, clarified accountability lines, and improved decision-making quality across the public enterprise landscape.

Governance reforms also extended to companies in which the government holds minority shares.

Through a Minority Interest Companies forum held from March 26 to 28, 2025, at the Mwalimu Nyerere Leadership School in Kibaha, Pwani Region, that brought together 125 participants, OTR launched an enhanced Directors' Guideline, reinforcing fiduciary responsibility, ethical conduct, and performance oversight.

Mr Mchechu emphasised that minority shareholding must not translate into weak influence where public resources are at stake.

Strategic expansion in priority sectors

Alongside internal reforms, the government expanded its strategic footprint in sectors critical to national development.

In mining, state participation through OTR increased from four companies in 2019/20 to 12 by 2025, a 200 percent rise, with negotiations underway for 10 additional agreements, according to OTR data.

This expansion reflects a deliberate policy choice to secure fair value from natural resources while strengthening governance and transparency in extractive industries.

The financial sector saw a similarly strategic move with the government's acquisition of a 10 percent stake in the Tanzania Cooperative Bank.

Officially launched on April 28, 2025, by President Samia Suluhu Hassan, the bank was designed to address persistent financing gaps in agriculture and cooperative societies. With a total capital of Sh58 billion, the bank's ownership structure—51 percent cooperative societies, 20 percent CRDB



The Year That Was

Bank, 19 percent private investors, and 10 percent OTR—positions it as a hybrid institution aligned with inclusive growth objectives.

The government's Sh5.8 billion contribution signalled both financial commitment and policy intent, Mr Mchechu explained during the launch ceremony.

Leadership as a reform multiplier

Recognising that systems and policies are only as effective as the people who implement them, OTR placed strong emphasis on leadership development.

In July 2025, 114 chief executive officers underwent the CEO Induction Programme, conducted in collaboration with the UONGOZI Institute, focusing on modern management practices, accountability, transparency, and effective service delivery.

The session built on a similar programme held in October 2024, which involved 111 participants, demonstrating the government's sustained commitment to strengthening leadership in public institutions, OTR reported.

Treasury Registrar Mchechu consistently framed leadership as the key player of reform, urging executives to adapt their mindsets to evolving governance standards.

This message was reinforced by Prof Kitila Mkumbo, Minister of State for Planning and Investment, and Mr Juma Mkomi, Permanent Secretary in the President's Office (Public Service Management), both of whom emphasised strict adherence to legal frameworks and prudent use of public resources as prerequisites for sustainable development.



The then Minister of State in the Prime Minister's Office responsible for Labour, Youth, and People with Disabilities, Ridhiwani Kikwete, speaks during the CEOs Induction Meeting in July 31, 2025 at Mwalimu Julius Nyerere Leadership School, Kibaha, Coast Region.

Credibility, recognition, and institutional values

The cumulative impact of these reforms was reflected in national recognition.

In December 2025, OTR was awarded second place in the Independent Government Departments category at the NBAA

Best Presented Financial Statements Awards 2024.

The accolade affirmed the Office's commitment to professionalism, transparency, and compliance with financial reporting standards—qualities essential to maintaining public trust, Mr Hassan Mohamed, Director of Finance and Accounting at OTR, noted.

Yet 2025 also brought a sobering reminder of the human dimension of public service.

The passing of Ms Miriam Mnzava, Chief Accountant I, on November 28, 2025, was deeply felt across the institution.

Her dedication and professionalism embodied the values underpinning OTR's reform journey, reinforcing the reality that institutional performance ultimately rests on individual commitment.

A turning point in public investment management

Taken together, the events of 2025 suggest that OTR is moving beyond traditional custodianship toward active value creation.

By aligning financial performance with governance reform, digital oversight, and leadership development, the Office has strengthened its role as a central pillar in Tanzania's public investment architecture.

The challenge ahead lies in sustaining momentum—ensuring that the gains recorded in 2025 translate into long-term institutional resilience and inclusive national development.



Presentation during the CEO Induction Meeting in July 31, 2025 at Mwalimu Julius Nyerere Leadership School, Kibaha, Coast Region.



What Tanzania's Public Investment Bill means for public entities

By the OTR Reporter

Dodoma. Tanzania is preparing a sweeping rethink of how the state owns, manages and derives value from its vast portfolio of public investments, with a long-anticipated Public Investment Bill at the centre of that shift, now scheduled for completion in the 2026/27 financial year.

Revealed in Parliament in Dodoma recently by the Minister of State in the President's Office for Planning and Investment, Prof Kitila Mkumbo, while tabling his ministry's Sh144.85 billion budget for the 2026/27 financial year, the proposed law is framed less as a routine legislative update than as an effort to more clearly define the state's role as owner, regulator and commercial actor.

For years, Tanzania's public entities have combined public service delivery with revenue generation—a model that has evolved over time and informed ongoing reform efforts.

While this dual role has, in some instances, presented coordination and alignment challenges, it has also generated valuable lessons for strengthening performance

and oversight.

As Prof Mkumbo told Parliament, the proposed Bill seeks to build on this experience by introducing a "modern legal framework" for public investment management, aimed at enhancing coherence, efficiency and accountability across the portfolio.

At its core, he said, is a shift towards more coordinated oversight, with the Bill proposing the transformation of the OTR into a strengthened Public Investment Authority with an expanded legal mandate under a more unified national framework.

The reform would also harmonise overlapping legal and institutional arrangements to clarify responsibilities and improve coordination among oversight bodies.

If implemented effectively, the reform is expected to improve coordination across public investments and enhance discipline in capital allocation—long-standing areas of focus in state investment management.

"Building on this shift, the government also plans to establish a Public Investment Fund to support capital mobilisation for state-owned enterprises without drawing directly from the Government Consolidat-

ed Fund," Prof Mkumbo stressed.

He added that the reform is also intended to strengthen merit-based leadership and improve accountability in the management of public entities.

The Bill also ventures into one of the more sensitive areas of reform: governance.

On this front, Prof Mkumbo indicated that competitive recruitment for chief executives and boards of directors will be introduced to enhance professionalism and accountability.

Whether this marks a genuine departure from past practice will hinge on how rigorously the new rules are enforced.

Alongside tighter oversight, the government is proposing greater operational autonomy for commercially oriented state-owned enterprises.

Prof Mkumbo emphasised that this is intended to enable such entities to operate more efficiently, reduce reliance on government support and strengthen competitiveness.

At the same time, enhanced performance management systems will be introduced to ensure accountability and delivery of results.



The Treasury Registrar, Mr Nehemiah Mchechu, together with other parliamentary guests, closely follow the presentation of the President's Office – Planning and Investment budget proposal during a parliamentary session held on April 16, 2026 in Dodoma.



Building on this shift, the government also plans to establish a Public Investment Fund to support capital mobilisation for state-owned enterprises without drawing directly from the Government Consolidated Fund.

- Prof Mkumbo

This broader push to improve efficiency and performance within state-linked entities is also being extended to the investment environment, where the government is now focusing on regulatory and incentive reforms.

On investment, he said the government will review the Special Economic Zones (SEZ) framework to enhance investment incentives and strengthen industrial competitiveness.

"In the 2026/27 financial year, the government will ensure the availability of sufficient investment-ready land through the identification of suitable areas, payment of compensation, and development of supporting infrastructure," he said.

He added that government will continue facilitating investors in Export Processing Zones, while also developing a targeted strategy to promote investment in vehicle assembly and manufacturing and strengthen export-oriented production.

"To improve access to investment information, the ministry will prepare a single compendium of investment incentives across sectors to make it easier for investors to access information in one place," Prof Mkumbo asserted.

He emphasised that this is intended to enable such entities to operate more efficiently, reduce reliance on government support and strengthen competitiveness.

At the same time, enhanced performance management systems will be introduced to ensure accountability and delivery of results.

The scale of what is at stake is considerable. The OTR oversees 308 entities, with a combined investment value estimated at 92.3 trillion/-. Of these, 91 operate on a commercial basis.

Despite their size, their contribution to national income has historically fallen short of potential—a gap the government now appears determined to close.

Recent trends, however, suggest gradual improvement.

Going by the projections presented by Prof Mkumbo, non-tax revenue collections are expected to rise to 1.79 trillion/- in 2026/27, up from 1.69 trillion/- in the 2025/26 financial year.

By March 2026, collections had already reached 773.37 billion/-, compared with 664.53 billion/- in the same period a year earlier—an increase attributed to improved dividend performance and strengthened enforcement mechanisms.

Yet revenue gains alone do not resolve deeper structural issues.

The government has, in parallel, embarked on a rationalisation programme aimed at improving institutional efficiency.

Prof Mkumbo told Parliament that this includes merging entities with overlapping mandates, dissolving those whose relevance has diminished, and strengthening those facing operational challenges.

Following a performance review conducted in 2023, some 14 public institutions were earmarked for merger and three for dissolution.

Implementation has been gradual: three

entities have since been dissolved and two merged, including the consolidation of the Tanzania Investment Centre and the Export Processing Zones Authority into the Tanzania Investment and Special Economic Zones Authority (TISEZA).

Legal processes to complete the remaining mergers are ongoing.

Privatisation also remains part of the reform agenda, albeit cautiously applied.

The government is currently advancing the privatisation of six re-vested industries, while also undertaking valuation of a range of assets—from agricultural estates to industrial facilities—to attract strategic investors and enhance productivity.

The emphasis, officials suggest, is on maximising value rather than wholesale divestment.

Taken together, these measures point to a broader ambition articulated by Prof Mkumbo: increasing the contribution of public entities to the national economy, with a target of reaching up to 8 percent of GDP by 2050 in line with the country's long-term development framework, Dira 2050.

Achieving that target will require more than legislative reform. It will depend on sustained political commitment, institutional discipline and consistent implementation—areas where similar reforms, both in Tanzania and elsewhere, have often encountered challenges.

The forthcoming Public Investment Bill is therefore best understood not as an endpoint, but as a foundation.

It sets out the architecture for a more coherent and performance-driven approach to state investment.

Whether that architecture translates into tangible economic returns will ultimately depend on execution.

For now, the direction of travel is clear: a state seeking not to retreat from the economy, but to play its role more deliberately—and, it hopes, more effectively.

In its report on the proposed budget, the Parliamentary Committee on Administration, Constitution and Legal Affairs, presented by Ms Zena Katambo on behalf of the Chairperson, urged the government to expedite reforms on competitive recruitment for senior leadership in public entities.

The Committee noted that Parliament had already been informed of the intention to recruit Chief Executive Officers and Board members through competitive processes, and stressed that such a system would enhance public value.

"It therefore recommended that the government move swiftly to operationalise the process, including publishing a clear list of state-owned entities that will be subject to competitive recruitment," underscored Ms Katambo.



It therefore recommended that the government move swiftly to operationalise the process, including publishing a clear list of state-owned entities that will be subject to competitive recruitment

- Ms Zena Katambo



From slave trade port to industrial powerhouse

By Casiana Mwanyika

Bagamoyo. For centuries, Bagamoyo stood as a key gateway to the East African coast's trade.

Today, the historic town is awakening once again—this time not for caravans of old, but for capital, technology, and large-scale industries that are reshaping Tanzania's economy.

Through the strategic Bagamoyo Eco-Maritime City (BEMC) project, an area of approximately 98,000 hectares is being transformed into a new hub for investment and production, carrying renewed hopes for a globally competitive industrial economy.

The project also reflects a broader global trend in which emerging economies are repositioning coastal cities and logistics corridors as industrial gateways linked to international supply chains, export manufacturing, and maritime trade networks.

This is not a coincidence of development. It is the result of a deliberate strategy under the Sixth Phase Government led by Her Excellency President Dr Samia Suluhu Hassan, who has placed strong emphasis on economic diplomacy—an approach aimed at attracting capital, knowledge, and technology from abroad.

Since taking office, President Samia has also championed a more open and predictable business environment, marked by renewed engagement with investors, regulatory reforms, and efforts to strengthen Tanzania's image as a stable destination for long-term investment.

Her administration has prioritised restoring investor confidence through dialogue with the private sector, improving the investment climate, and accelerating strategic infrastructure projects seen as essential for industrial growth.

Her 2024 visit to China under the Forum on China-Africa Cooperation is seen as a major catalyst for renewed international cooperation.

Its impact is now becoming visible in Bagamoyo, where investor interest is steadily rising.

Within government, implementation of this vision is coordinated by the President's Office – Planning and Investment, in collaboration with Tanzania Investment and Special Economic Zones Authority (TISEZA), the agency responsible for managing special economic zones in the country.

Within government, implementation of this vision is coordinated by the President's Office – Planning and Investment, in collaboration with the Tanzania Investment and Special Economic Zones Authority (TISEZA), the agency responsible for managing special economic zones in the country.

TISEZA is among the strategic public institutions operating under the supervision of the Office of the Treasury Registrar (OTR), reflecting the growing role of state-linked institutions in advancing Tanzania's industrialisation agenda.

The approach mirrors a broader continental trend in which governments are taking a more active role in coordinating industrial policy, infrastructure development, and investment promotion.

In that sense, Bagamoyo is not developing in isolation. Across Africa, countries are pursuing similar "industrial corridor" strategies—from Ethiopia's industrial parks to Kenya's special economic zones and Rwanda's investment zones.

Globally, competition for manufacturing investment has intensified as companies seek alternative production bases amid shifting supply chains, rising geopolitical tensions, and efforts by multinational firms to diversify beyond traditional Asian manufacturing centres.

The competition is no longer about attracting any investment, but about securing long-term manufacturing capital that can reshape export structures, industrial capacity, and employment creation at scale.

Tanzania's advantage, officials argue, lies in both scale and geography: a deep coastal site near Dar es Salaam, access to regional markets, and links to planned national infrastructure upgrades.

Its position along Indian Ocean trade routes also places Bagamoyo within a wider maritime corridor connecting Africa to Asia, the Middle East, and global shipping lanes increasingly central to international commerce.

Analysts say Tanzania's recent policy direction has strengthened its competitiveness within the region, particularly as governments across Africa compete to attract industrial capital seeking political stability, policy consistency, and efficient investment procedures.

According to Minister of State in the President's Office—Planning and Invest-



African Dragon: Manufacturing of Colour-coated steel coils



Sino vest: The industry in on construction.



Zheng long Technology: Manufacturing of Batteries for export

ment, Hon Kitila Mkumbo, the project is embedded in Tanzania's long-term development vision rather than a standalone initiative.

He describes it as part of flagship programmes under Dira 2050, aimed at building an industrial base supported by modern logistics and energy systems.

Early indicators suggest growing investor interest. Since 2025, dozens of investors have expressed intent to participate, with several agreements already signed.

By April 2026, more than 86 investment applications had been received across Tanzania's special economic zones, with Bagamoyo emerging as one of the most prominent destinations.

Among the largest proposed investments is a Chinese-backed industrial park by HWTZ SEZ Limited, planned across 500

hectares.

The project is expected to host more than 150 factories and attract over \$3 billion in investment, spanning vehicle assembly, steel production, and light manufacturing.

If fully realised, such projects would mark a structural shift—from a largely import-dependent economy towards export-oriented industrial production.

That transition mirrors development paths previously seen in parts of East and Southeast Asia, where export-processing zones and industrial clusters became foundations for rapid industrialisation and integration into global markets.

But analysts note that across Africa, similar mega-industrial zone ambitions—from Ethiopia to Kenya and Rwanda—have often depended less on announcements

and more on execution: infrastructure delivery, regulatory consistency, power supply, and logistics efficiency.

Globally, investors increasingly assess not only incentives, but also institutional reliability, trade connectivity, labour productivity, and environmental sustainability when selecting long-term manufacturing destinations.

Tanzania's own challenge, therefore, is not only attracting anchor investors but building an ecosystem that supports smaller suppliers, local firms, and labour absorption at scale.

For Gilead Teri, the emphasis is on inclusivity and participation.

He has urged local investors to engage early, arguing that the opportunity is not limited to foreign capital.

"This is the moment for Tanzanians to position themselves within the value chains being created," he has said.

Beyond manufacturing, Bagamoyo is being structured as a multi-sector platform—linking agricultural processing, fisheries, logistics, and international trade.

In theory, this integration is intended to avoid the enclave problem seen in some industrial zones elsewhere in Africa, where investment exists but remains disconnected from the wider economy.

At a strategic level, the project also reflects Tanzania's ambition under Dira 2050 to transition towards a multi-trillion-dollar economy, with manufacturing and value addition playing a central role.

The project further aligns with continental ambitions under the African Continental Free Trade Area, which seeks to expand intra-African trade and strengthen regional manufacturing value chains.

Still, Bagamoyo's transformation carries a deeper symbolic weight.

A town once defined by extraction is now being repositioned as a site of production and accumulation.

In many ways, the transformation reflects a wider shift across parts of the Global South, where former trade outposts and resource corridors are increasingly seeking to reinvent themselves as centres of industrial production, logistics, and technological growth.

The question is whether that historical reversal can be matched by structural economic change.

As investment flows in and infrastructure begins to take shape, Bagamoyo sits at the intersection of ambition and execution.

It is both a statement of intent and a test of capacity.

And in that tension—between vision and delivery—lies the real story of Tanzania's new industrial frontier.



By the OTR Reporter

Njombe. The Office of the Treasury Registrar (OTR) continues to focus on strengthening the financing framework for Public and Statutory Corporations (PSCs) in line with their evolving capital requirements and the national development agenda under Dira 2050.

In this regard, the Public Investment Bill—expected to be finalised in the 2026/27 financial year—proposes the establishment of a Public Investment Fund as a key policy instrument to strengthen the mobilisation and allocation of capital for strategic investments through PSCs.

The Fund is envisaged to progressively build an investment portfolio of up to \$10 billion by 2030, depending on implementation pace, capital mobilisation structures, and investment performance.

PSCs are expected to operate commercially, expand strategically, and generate returns to the government, while also delivering essential services and supporting industrialisation.

This mandate requires sustained and predictable access to capital to support expansion, modernisation, and improved operational efficiency.

In practice, capital mobilisation for PSCs has largely been undertaken through the central government budget framework, which remains an important channel for public investment financing.

However, as development ambitions expand and the investment needs of public entities become more complex, there is an increasing need for complementary financing arrangements that can strengthen predictability and support long-term investment planning.

In 2023, only about six per cent of the total capital requests submitted by PSCs were mobilised.

This highlights the need to enhance financing mechanisms and better align investment requirements with available resources across strategic public entities.

Within this framework, the Public Investment Fund is expected to play a central role in strengthening capital



TREASURY Registrar Nehemiah Mchechu, emphasises a point during a meeting with investors from Fujian Hexingwang Industry (Tanzania) Company, partnering with the Government of Tanzania through the National Development Corporation (NDC) on the Maganga Matitu iron project in Liganga, Ludewa District, Njombe Region in Dar es Salaam recently.

Why setting up Public Investment Fund is a good idea



Adequate and predictable capitalisation remains essential for enabling public entities to expand operations, modernise infrastructure, and respond effectively to emerging economic opportunities
- Mr Mchechu

mobilisation and allocation for strategic investments through PSCs.

As the Minister of State in the President's Office—Planning and Investment, Prof Kitila Mkumbo explained recently, the initiative forms part of broader reforms aimed at strengthening the performance of public entities, enhancing efficiency, and supporting the implementation of Dira 2050.

The Fund is intended to support capital mobilisation for investments through state-owned entities without jeopardising core revenue streams that go to the Government



For Tanzania, the intention is not to replicate external models, but to adapt relevant principles to the local institutional, fiscal, and development context, ensuring alignment with national priorities and the broader objectives of structural transformation under Dira 2050. Importantly, the Fund is not intended to replace existing financing instruments.

Consolidated Fund.

This direction aligns with the government's broader policy agenda under the leadership of President Samia Suluhu Hassan, which emphasises strengthening institutional capacity, improving public investment systems, and enhancing capital mobilisation to support long-term development objectives under Dira 2050.

Treasury Registrar Nehemiah Mchechu has consistently emphasised the importance of strengthening the capital base of PSCs as a foundation for improved performance.

"Adequate and predictable capitalisation remains essential for enabling public entities to expand operations, modernise infrastructure, and respond effectively to emerging economic opportunities," Mr Mchechu underscored recently.

This perspective reflects a broader shift in how public investment financing is being approached.

The introduction of the Fund marks a move towards a more structured and long-term framework.

Rather than relying predominantly on annual budget allocations, the government would establish a dedicated mechanism to mobilise and deploy capital for strategic investments through PSCs.

In practical terms, this approach introduces a clearer separation between recurrent expenditure and long-term investment.

While the budget continues to support day-to-day government operations and essential public services, the Fund would focus on capital formation—investments that expand productive capacity, strengthen institutional performance, and generate sustainable economic returns over time.

Globally, the use of public investment funds and sovereign investment vehicles has become a defining feature of modern economic transformation strategies.

Countries such as Norway, Singapore, the United Arab Emirates, Saudi Arabia, and China have adopted structured investment institutions to manage and deploy capital in support of long-term national priorities.

Across these experiences, a com-

mon approach is evident. These funds are designed not only to invest financial resources, but also to support broader development objectives, including infrastructure expansion, industrial growth, economic diversification, and the strengthening of strategic sectors.

They operate on the basis of clear mandates, disciplined governance frameworks, and long-term investment horizons that help separate investment decisions from short-term fiscal pressures.

Taken together, these practices demonstrate how structured investment vehicles can enhance the role of state capital in driving sustainable economic transformation, improving efficiency in capital allocation, and supporting the long-term performance of public and strategic entities.

Within this broader context, the Fund is expected to complement existing financing arrangements by improving predictability, enhancing coordination, and supporting more structured deployment of capital to PSCs, while strengthening alignment between investment decisions and measurable development outcomes.

Experience from different jurisdic-

tions shows that the effectiveness of such funds depends not only on the level of resources available, but also on the discipline applied in project selection, appraisal, and monitoring.

Where governance frameworks are strong, these funds have contributed to improved performance of state-owned enterprises and more efficient delivery of public investments.

For Tanzania, the intention is not to replicate external models, but to adapt relevant principles to the local institutional, fiscal, and development context, ensuring alignment with national priorities and the broader objectives of structural transformation under Dira 2050.

Importantly, the Fund is not intended to replace existing financing instruments.

Public-private partnerships, blended finance, climate finance, and equity participation will continue to play a role.

However, these mechanisms are often project-specific and complex, and cannot on their own meet the recurring and large-scale capital needs of PSCs.

The Public Investment Fund provides a more stable, scalable, and coordinated platform for long-term capital mobilisation. A key advantage of the structure lies in improving investment pipeline discipline.

With a dedicated mechanism in place, project preparation, prioritisation, and financing can be better sequenced, reducing delays and strengthening implementation readiness, and enhancing overall efficiency in public investment delivery.

The broader implications are significant. Improved access to structured capital would enable PSCs to expand capacity, enhance efficiency, and increase their contribution to government revenues, while supporting economic diversification through targeted investments in productive sectors and infrastructure.

Equally important is the strategic signal the Fund represents.

It reflects continued efforts to evolve the public investment financing architecture in a way that is aligned with long-term development ambitions rather than short-term budget cycles.



Why Tanzania's underperforming public enterprises face a decisive test—and what reform must deliver

By the OTR Reporter

Dar es Salaam. Tanzania's public enterprises are now being evaluated not just by their history, mandate, or symbolic significance, but by the tangible results they deliver—financial services, social services, and operational outcomes.

This shift reflects the government's commitment to ensuring that public institutions create measurable value, drive efficiency, and contribute meaningfully to national development.

President Samia Suluhu Hassan has consistently articulated this position since assuming office, stressing that public resources are not a charity fund and that institutions entrusted with state capital must justify their continued existence through results.

What began as a political message has gradually evolved into an operational doctrine.

State capital must now generate measurable returns—either directly through dividends or indirectly through demonstrable public value—or face reallocation.

The implications for public enterprises are far-reaching.

What this shift really means

At its core, the current reform drive signals the gradual end of open-ended tolerance for inefficiency.

For decades, many underperforming public enterprises survived on the strength of historical mandates, strategic narratives, or political caution.

Structural weaknesses were often acknowledged, but rarely confronted decisively.

That insulation is now weakening.

According to data from the Office of the Treasury Registrar (OTR), the government currently holds shares in 308 institutions and companies, with a combined investment value of Sh92.3 trillion.

Yet only 91 of these entities are commercially active, while 217 operate as non-commercial institutions.

This imbalance exposes a central contradiction in the public investment system: while some institutions are commercial and expected to generate financial returns, a large number of other entities exist primarily to provide essential public services.

Yet even among service-oriented entities, many struggle to deliver measurable

social value efficiently, highlighting gaps in performance, accountability, and resource allocation.

Recent performance gains show what is possible. In the 2024/25 financial year, OTR collected Sh1.028 trillion in dividends from public institutions and minority-owned companies—the highest amount since the office was established in 1959.

But the same data also highlight an important opportunity. While strong performance is already evident in a core group of institutions, there remains a long tail of entities with untapped potential.

With targeted reforms, improved governance, and strengthened operational frameworks, these institutions can elevate their performance, contributing more effectively to both financial returns and the delivery of vital public services.

The reform agenda, therefore, is less about marginal improvement across the board and more about differentiation—deciding which institutions justify continued public investment and which do not.

Why it matters beyond the balance sheet

This debate is not simply about dividends.

It goes to the heart of fiscal sustainability and economic efficiency. Every shilling locked into an underperforming enterprise is a shilling unavailable for infrastructure,

health, education, or targeted social investment.

Weak public enterprises also distort markets. They crowd out private investment, absorb recurrent government support, and often deliver services at higher cost and lower quality than necessary. In that sense, underperformance carries both a fiscal cost and an opportunity cost.

It is against this backdrop that the government has set OTR a dividend collection target of Sh1.7 trillion for the 2025/26 financial year, with internal commitments aiming as high as Sh2 trillion.

As Minister of State in the President's Office—Planning and Investment, Prof Kitila Mkumbo, has argued, the objective is not to maintain many entities at low productivity, but to ensure that those retained generate meaningful value for the government and the public.

Failure to meet these expectations increasingly strengthens the case for consolidation, restructuring, or exit.

Why it matters beyond the balance sheet

This debate is not simply about dividends. It goes to the heart of fiscal sustainability and economic efficiency.

Every shilling locked in an underperforming enterprise is a shilling unavailable for critical areas such as infrastructure, health,



Treasury Registrar Nehemiah Mchechu engages with the Director of the Tanzania Railways Corporation (TRC) on enhancing efficiency, accountability, and the institution's contribution to the economy during a meeting held on 8 April 2026 in Dar es Salaam.



Underperformance

education, or targeted social investment.

Weak public enterprises can also distort markets. They crowd out private investment, absorb recurrent government support, and often deliver services at higher cost and lower quality than necessary.

In that sense, underperformance carries both a fiscal and opportunity cost.

Prof Kitila Mkumbo, Minister of State in the President's Office—Planning and Investment, said it was unacceptable for some public enterprises to persistently underdeliver dividends despite benefiting from substantial government investment.

"It is better to have a few commercial entities that generate meaningful dividends for the government," Prof Mkumbo emphasized.

By setting higher dividend targets—1.7 trillion/- officially, with OTR internally aiming as high as Sh2 trillion/- —the government is signalling that public enterprises must actively contribute to financing development, rather than drawing resources away from it.

Achieving these targets will require stronger performance, improved governance, and operational efficiency, while underperformance will increasingly strengthen the case for consolidation, restructuring, or exit.

Consolidation as a policy tool, not a punishment

Recent restructuring measures should be understood in this context.

OTR has announced the merger of 14 institutions, the establishment of six new entities, and the initiation of processes to dissolve three institutions deemed no longer viable.

"These reforms are not theoretical,"



We have already taken decisive steps, including initiating the merger of 14 institutions, establishing six new entities, and beginning the process of dissolving three institutions that were no longer adding value
- Mr Mchechu

Treasury Registrar Mr Nehemiah Mchechu said recently.

"We have already taken decisive steps, including initiating the merger of 14 institutions, establishing six new entities, and beginning the process of dissolving three institutions that were no longer adding value."

Rather than administrative housekeeping, these moves reflect active portfolio management—aimed at eliminating duplication, achieving scale, and concentrating limited managerial and financial capacity where it can be most effective.

For public enterprises, this fundamentally changes the risk calculus. Survival is no longer guaranteed by statutory existence. Relevance, efficiency, and adaptability have become decisive.

What public enterprises must now do

For individual institutions, the reform

moment demands more than compliance with directives. It requires behavioural and strategic change.

First, enterprises must clearly define and defend their mandate. Each entity must be explicit about whether it is commercial, non-commercial, or hybrid—and accept assessment on that basis.

Long-standing ambiguity has diluted accountability and can no longer be sustained.

Second, governance must improve materially. Boards and executive leadership must demonstrate competence, independence, and performance discipline. As Prof Mkumbo indicated recently, leadership and governance weaknesses are no longer peripheral concerns; they are increasingly triggers for structural intervention.

Third, performance measurement must be internalised. Credible business plans, clear key performance indicators, and transparent reporting are no longer optional.

Institutions that wait for external pressure risk being overtaken by reform decisions already in motion.

The role of law and oversight

The proposed Public Investment Act is intended to lock these principles into law—reducing discretion, strengthening oversight, and aligning public investment decisions with national priorities rather than institutional inertia.

If enacted and enforced effectively, the law could reshape how public investments are planned, managed, and monitored, while limiting the space for persistent underperformance.

For OTR, the challenge is equally significant—but also an opportunity. Moving from supervision to transformation allows the office to shape stronger, more efficient public enterprises.

Success will depend on leveraging authority, robust analytical capacity, timely data, and sustained political support to implement strategic recommendations that drive measurable results.

A narrowing window for adjustment

The reform trajectory suggests that Tanzania is entering a sorting phase rather than a reform phase—one in which institutions are differentiated, not uniformly supported.

Those that adapt quickly may emerge stronger, better governed, and more relevant.

Those that do not may find that consolidation is no longer a threat, but an outcome.

In that sense, the decisive test facing public enterprises is not imposed from outside.

It is the result of years of delayed reform—now accelerated by a government increasingly unwilling to carry inefficiency forward.



Treasury Registrar Nehemiah Mchechu speaks with Adam Mihayo, CEO of Tanzania Commercial Bank, on enhancing efficiency, accountability, and the institution's contribution to the economy on April 8, 2026, in Dar es Salaam.



Non-tax revenue: The road to a 1.8 trillion/- target

By the OTR Reporter

Dar es Salaam. Tanzania's journey towards collecting 1.79 trillion/- in non-tax revenue (NTR) in the next financial year, 2026/27, reflects a deliberate shift in how public resources are mobilised, with the Office of the Treasury Registrar (OTR) at the centre of the effort.

The revenue—drawn from public entities and government minority interest companies—continues to strengthen its role as a key pillar in financing national development.

Presenting his ministry's 144.85 billion/- budget estimates to Parliament a few weeks ago, the Minister of State in the President's Office—Planning and Investment, Prof Kitila Mkumbo, said the projected revenue will be channelled into the Consolidated Fund to support national priorities.

The next financial year's non-tax revenue (NTR) target of 1.79 trillion/- represents an increase from the 1.69 trillion/- approved for the current financial year, 2025/26,

signalling continued strengthening of domestic resource mobilisation driven by improved performance of public investments.

Against this backdrop, implementation of the ongoing financial year shows steady progress, although performance varies across reporting periods.

By March 2026, NTR had reached 773.37 billion/-, up from 664.53 billion/- recorded during the same period in the previous financial year, reflecting improved returns from public entities and government minority interest companies.

This upward trend signals gradual gains in collection efficiency and institutional performance across key revenue streams, underscoring the need to sustain momentum in the remaining months of the financial cycle to ensure full attainment of the annual target by June 30, 2026.

Beyond the figures, the pattern points to a broader shift: NTR performance is increasingly shaped not only by the scale of public investments, but also by the efficiency, timing and discipline of collection

and remittance.

This, in turn, reinforces the need for systems that ensure steady and predictable inflows throughout the year, rather than accumulation towards the end of the budget cycle.

Achieving such consistency depends largely on how well underlying revenue streams are structured and managed.

It is within this context that the Sh1.79 trillion projection is anchored, drawing on key revenue streams generated from public entities and government minority interest companies.

These include dividends, a statutory 15 percent contribution on gross revenues from selected entities, returns from the Tanzania Telecommunications Traffic Monitoring System (TTMS), loan repayments and interest, as well as surplus and other remittances.

A closer look at these streams shows both continuity and gradual structural shifts.

Dividends remain the dominant source,



Hon Prof Kitila Mkumbo, Minister of State in the President's Office (Planning and Investment), speaks in Parliament while presenting a budget proposal of Sh144.9 billion for his ministry.



Non-tax Revenue



Delivering on the revenue target will require leadership that goes beyond traditional oversight. Boards and executives need to embrace foresight, agility and innovation in managing institutions operating under rapid economic and technological change.

- Mr Mchechu

projected to rise from 743.88 billion/- in 2025/26 to 835.82 billion/- in 2026/27, reaffirming the central role of profitable public investments in sustaining fiscal space.

By contrast, the 15 percent levy on gross revenues is projected to decline from 784.52 billion/- to 723.01 billion/-, reflecting variations in performance and compliance across contributing entities.

While this points to pressure in one stream, others are expected to strengthen.

TTMS-related collections are projected to almost double from Sh5 billion to 9.8 billion/-, while loan repayments and interest are expected to rise from 37 billion/- to 62.22 billion/-.

Similarly, surplus and other miscellaneous income are projected to increase from 122.37 billion/- to 161.38 billion/-.

A notable change in the coming fiscal year is the absence of privatisation proceeds, which contributed Sh3.5 billion in 2025/26 but are not expected in 2026/27, marking a full phase-out of that source.

Taken together, these movements indicate a gradual shift towards more predictable and recurring revenue streams.

This evolving structure is also reflected in recent performance.

In the 2024/25 financial year—marking a historic milestone since the establishment of the OTR in 1959—collections reached 1.028 trillion/-.

That performance was largely driven by dividends from commercial public institutions and companies amounting to 603.4 billion, representing 59 percent of total collections.

This was followed by 363.4 billion/- from the 15 percent levy on gross revenues, accounting for 35 percent, while Sh61 billion came from other miscellaneous income, contributing 6 percent.

The composition underscores the continued dominance of returns from state-linked investments and statutory contributions in driving non-tax revenue growth.

Taken together, this performance provides a clear benchmark for the 1.79 trillion/- target.

It demonstrates both the scale of returns already being generated and the structural reliance on dividends and statutory contributions.

More importantly, it reinforces a key policy reality: future growth will depend less on new sources and more on improving efficiency, profitability and compliance within existing public investments.

Prof Mkumbo reaffirmed the government's commitment to continued reforms aimed at strengthening public institutions to improve efficiency, self-sustainability and contribution to the Consolidated Fund in line with Dira 2050.

He further said the government expects public institutions to increase their contribution annually through non-tax revenue, job creation, production of goods and services, and broader economic participation, with the long-term ambition of increasing contribution to the national economy from approximately 3-5 percent to 8-10 percent by 2050.

As Prof Mkumbo noted, "The sustainability of non-tax revenue will depend on how effectively public institutions are governed, how efficiently they operate, and how disciplined they are in remitting statutory contributions."

Adding, "Strengthening these areas is key to unlocking their full contribution to national development."

The Parliamentary Standing Committee on Administration, Constitution and Legal Affairs has also called for stronger oversight of public entities to safeguard non-tax revenue performance.

Presenting the report on behalf of the Chairperson, Ms Zena Katambo, urged the OTR to strengthen supervision of public institutions to ensure adequate contributions and support achievement of the 2026/27 target.

The committee stressed that the OTR must ensure full collection and timely remittance of revenues into the Consolidated Fund, warning that any shortfall weakens the government's ability to deliver essential services.

"We urge the Office of the Treasury Reg-

istrar to intensify supervision and enforcement to ensure full compliance in the collection and remittance of non-tax revenue, as any inefficiency directly affects the government's ability to deliver public services," the committee stated.

In his broader reflections, Treasury Registrar Nehemiah Mchechu said that despite progress, significant room remains to improve efficiency and institutional performance.

Mr Mchechu stressed the need to expand the number of contributing entities, reduce reliance on subsidies, and restructure loss-making institutions to strengthen revenue generation.

The OTR, which he heads, oversees 308 public entities and government minority interest companies with a combined public investment of Sh92.3 trillion.

According to Mr Mchechu, achieving sustained growth in non-tax revenue will depend largely on how effectively these institutions perform, particularly through dividends, which remain the largest contributor to collections.

"Delivering on the revenue target will require leadership that goes beyond traditional oversight. Boards and executives need to embrace foresight, agility and innovation in managing institutions operating under rapid economic and technological change," he stressed.

He linked this approach to national ambitions under DIRA 2050, noting that future competitiveness—and the ability to sustain non-tax revenue growth—will depend on the quality of governance and institutional adaptability.

Governance reforms, including competitive recruitment of chief executives and board members, are expected to strengthen leadership quality and institutional accountability.

Alongside this, investment in ICT systems and institutional capacity continues to enhance real-time monitoring, improve reporting accuracy and reduce leakages, making technology a central driver of accountability and revenue assurance.

Taken together, these developments reflect a broader transformation in non-tax revenue management, where public entities and minority interest companies are increasingly viewed as strategic financial assets.

Ultimately, the road to 1.79 trillion/- will depend on sustained reforms, stronger compliance and improved institutional performance.

While progress is evident, achieving the target will require discipline across all revenue streams and continued strengthening of systems that support collection, oversight and accountability.



TIRA Drives Digital Revolution in Universal Health Insurance

By Hadija Maulid

Dar es Salaam. Digital transformation is emerging as a cornerstone in the supervision of Universal Health Insurance (UHI) in Tanzania, with the Tanzania Insurance Regulatory Authority (TIRA) at the centre of this shift.

By leveraging modern technology, TIRA is enhancing efficiency, transparency and accountability across the health insurance ecosystem—ensuring that regulatory oversight keeps pace with the country’s ambitious health financing reforms.

Currently, the insurance market operates fully through digital platforms, notably the Tanzania Insurance Regulatory Authority Management Information System (TIRAMIS) and the Online Registration System (ORS).

These systems are integrated with key national platforms, including the Police Force, the National Health Insurance Fund (NHIF), the Land Transport Regulatory Authority (LATRA), the Tanzania Revenue Authority (TRA), the National Identification Authority (NIDA) and the Business Registrations and Licensing Agency (BRELA).

This interoperability enables seamless registration, verification and compliance processes, allowing users to access insurance services from anywhere in the country.

Through TIRAMIS, insurance policies are issued and verified digitally, improving accuracy and convenience.

Members of the public can also confirm the validity of motor insurance policies through a dedicated mobile application available on the Google Play Store for Android devices.

This innovation not only protects consumers but also strengthens enforcement and reduces fraud within the sector.

The enactment of the Universal Health Insurance Act, Chapter 161 of 2023—which came into force on August 16, 2024—has provided a firm legal foundation for ensuring that every Tanzanian can access quality health services without financial hardship.

The law establishes an inclusive system through which citizens obtain health insurance either through individual contributions or government-supported arrangements for special groups.

Entrusted with supervising this transfor-

mative agenda, TIRA is mandated to regulate, monitor and strengthen the health insurance framework nationwide.

Recognising the importance of data-driven decision-making, the Authority is actively contributing to the development of the government’s integrated end-to-end ICT system for health service delivery under the Ministry of Health.

This involvement ensures that regulatory requirements, compliance mechanisms and financial oversight structures are embedded within the national digital health infrastructure from the outset.

In its second-quarter implementation report for the 2025/26 financial year, TIRA Commissioner of Insurance, Dr Baghayo Saqware, emphasised that ICT integration is not merely a technological upgrade, but a structural reform designed to transform supervision.

He noted that digitalisation enables the regulator to shift from reactive oversight to proactive, risk-based supervision anchored in real-time data.

According to Dr Saqware, TIRA is working to link its digital platforms with those of the Ministry of Health, health insurance schemes and the national health services ICT backbone.

This interconnected framework will support real-time data exchange, efficient claims monitoring, verification of service delivery and strengthened financial surveillance of health insurance schemes.

“With integrated systems, we are able to see the full picture—from member registration to claims settlement and the financial performance of schemes. This enhances transparency and gives us the tools to intervene early where risks are detected,” he said.

Digital integration will also enable TIRA to monitor whether schemes are delivering the legally required essential benefits package, assess alignment between contributions and services provided, and track liquidity positions with greater precision.

Automation of reporting and surveillance processes is expected to reduce manual errors, curb fraud risks and significantly improve regulatory response times.

Under Section 7(2) of the Universal Health Insurance Act, TIRA is entrusted with wide-ranging responsibilities, including registering health insurance schemes, ensuring compliance with prescribed benefit packages, issuing payment guidelines to service providers, maintaining a database of contracted health facilities, conducting inspections and ensuring that schemes maintain adequate reserves and liquidity.



Minister for Finance, Hon Khamis Mussa Omar receives the Research, Innovation and Development Strategy and the National Inclusive Insurance Strategy documents from Tanzania Insurance Regulatory Authority Commissioner Dr Baghayo Saqware while Deputy Minister Mshamu Ali Munde looks on.



Tanzania Insurance Regulatory Authority (TIRA) Commissioner Dr Baghayo Saqware, delivers remarks on the role of technology and innovation in advancing insurance services during the Annual Conference of the FinTech Societies of Tanzania held in February 2026.

Digital systems are strengthening the Authority's capacity to execute these responsibilities with greater accuracy and accountability.

To further institutionalise digital supervision, TIRA is developing comprehensive Standard Operating Procedures (SOPs) for the Health Insurance Services Unit. These SOPs define clear workflows for registration, product approval, offsite surveillance, onsite inspections and liquidity assessments.

By aligning standardised procedures with digital tools, the Authority is building a transparent, performance-driven regulatory framework that supports the long-term sustainability of UHI.

For the remainder of the 2025/2026 financial year, the Health Insurance Services Unit has outlined a structured work



By embedding regulatory controls within integrated ICT systems, the Authority is not only enforcing compliance but also generating reliable data to inform policy improvements and build public trust – Ms Hadija Maulid

plan aligned with ongoing digital enhancements.

Planned activities include completing the registration of health service providers nationwide, conducting a baseline onsite inspection of NHIF in line with the Act, and inspecting selected private health insurance schemes to assess compliance with the new legal framework.

Liquidity assessments are also planned, supported by digital financial reporting systems that enable detailed analysis of reserves, claims ratios and risk exposure.

Dr Saqware stressed that financial soundness is fundamental to protecting members and sustaining public confidence in the health insurance system.

Ensuring that schemes remain solvent and capable of meeting their obligations is central to the credibility and stability of UHI.

Capacity building remains another key pillar of the digital transformation agenda.

TIRA plans to train zonal office staff on newly approved health insurance guidelines and facilitate knowledge-sharing programmes within the Health Insurance Services Unit.

As digital systems grow more sophisticated, equipping regulatory staff with advanced technical expertise will be essential for effective supervision.

In addition, TIRA is finalising key operational manuals, including the Health Insurance Scheme Offsite Surveillance Manual, the Onsite Inspection Manual and the Health Insurance Products Approval Manual.

These documents complement the digital infrastructure by establishing clear standards for electronic reporting, data analysis and risk-based inspections.

Public awareness is equally vital to the success of UHI.

TIRA's Manager for Public Relations and Communications, Hadija Maulid, noted that digital transformation is also strengthening communication with stakeholders and the public.

"By embedding regulatory controls within integrated ICT systems, the Authority is not only enforcing compliance but also generating reliable data to inform policy improvements and build public trust," underscored Ms Maulid.

She added that digital platforms will enable citizens to verify registered schemes and accredited health facilities, better understand benefit packages and access timely updates—enhancing transparency and accessibility, which are essential for building confidence in Universal Health Insurance.



High expectations from President Samia as OTR prepares to deepen investment reforms in her new term

By the OTR Reporter

Dodoma. The resounding victory of Her Excellency President Samia Suluhu Hassan in the October 29 General Elections — earning 97.7 percent of the votes — is a powerful testament to Tanzanians' confidence in her vision of building an inclusive, investment-driven, and globally competitive economy.

President Samia, who contested against 16 other candidates from opposition parties, was sworn in for her new term on November 3, 2025, in Dodoma.

For the Office of the Treasury Registrar (OTR), her election represents not only continuity of progress but also a renewed call to accelerate reforms and ensure that government investments deliver greater value to the people.

As the custodian of government shares and investments in public entities and companies, OTR stands ready to align its strategic direction with the President's vision for sustained economic transformation and the attainment of upper-middle-income status.

"We see the President's victory as a reaffirmation of trust in her reform agenda, particularly in strengthening governance, transparency, and accountability in public entities," said Treasury Registrar Nehemiah Mchechu.

Mr Mchechu went on to add: "As OTR, we are determined to play our part in driving performance and ensuring that every public investment works for the people."

He also extended his heartfelt congratulations to President Samia and Vice President Ambassador Dr Emmanuel Nchimbi for their well-deserved victory and continued service to the nation.

Building on this renewed leadership mandate, the OTR is set to deepen its role as one of the government's most strategic economic institutions — ensuring that state financial interests are managed responsibly and deliver sustainable value to the nation.

Central to this mission is the Office's advisory role: it provides guidance to the government on the establishment of Public and Statutory Corporations (PSCs) and recommends measures to enhance their performance and operational efficiency.

In addition to this advisory function, OTR serves as custodian of all investments comprising the paid-up capital of



Her Excellency Dr Samia Suluhu Hassan, President of the United Republic of Tanzania, speaks at the Dividend Day event in June 2025, during which the Office of the Treasury Registrar presented Sh1.028 trillion in dividends from public entities and government minority interest companies.

public and statutory corporations, as well as private investments in which the government owns shares or interests — held in trust for the President and the purposes of the government.

The Office further oversees public investment operations, including monitoring and evaluating performance, setting financial targets, and approving strategic plans and regulations, ensuring that every investment contributes meaningfully to national development goals.

More broadly, President Samia's administration continues to anchor its national agenda on the 4Rs — Reconciliation, Resilience, Reforms, and Rebuilding — a philosophy redefining Tanzania's governance and economic trajectory.

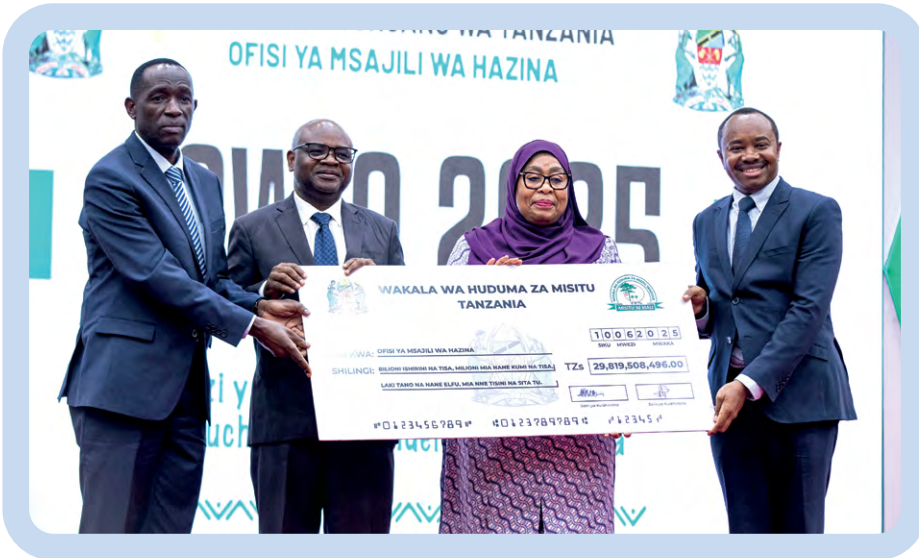
Within this framework, the Reforms and Rebuilding pillars stand out as the corner-

stones of structural transformation.

They emphasize sound policy adjustments, stronger institutions, and the modernization of key public entities — areas that align directly with OTR's strategic mandate.

Through this lens, OTR's mission becomes even more crucial: ensuring that public investments are managed prudently, that underperforming institutions are revitalized, and that the nation's resources are leveraged to rebuild and expand its economic base for generations to come.

In practice, this means deepening collaboration with state-owned enterprises (SOEs) to enhance efficiency, profitability, and compliance — while also restructuring underperforming entities and attracting private capital to spur innovation and competitiveness.



Her Excellency Dr Samia Suluhu Hassan, President of the United Republic of Tanzania, receives a dummy cheque of TSh 29.8 billion in dividends from the Tanzania Forest Services Agency (TFS) during the 2025 Dividend Day ceremony held in Dar es Salaam. Presenting the cheque are the former Chairperson of the TFS Board, Major General (Dr) Mbaraka Naziad Mkeremy (left), and Prof Dos Santos Silayo, Commissioner for Conservation at TFS (right).

In essence, OTR is both a guardian and a growth driver — safeguarding public wealth while ensuring it contributes meaningfully to Tanzania’s broader development agenda.

A renewed mandate for economic transformation

President Samia’s leadership has already ushered in sweeping reforms in the investment and legal environment, unlocking opportunities across energy, mining, agriculture, manufacturing, and transport.

Her new term is expected to consolidate these gains and expand Tanzania’s productive base.

Her first term laid a solid foundation by restoring macroeconomic stability, rebuilding investor confidence, and steering public institutions toward greater efficiency and accountability.

In this second phase, the focus shifts from policy design to implementation and measurable outcomes — ensuring that reforms translate into real economic progress.

For OTR, this transition is critical. The Office’s collaboration with SOEs is aimed at transforming them from dependent entities into self-sustaining engines of growth that contribute to both fiscal strength and job creation.

Driving the vision of a \$1 trillion economy

Under President Samia’s direction, Tanzania is charting a bold path toward a \$1 trillion economy by 2050 — a goal that demands efficient management of Sh92.3 trillion in public investments currently under OTR’s portfolio.

This figure is more than a financial sta-

tistic; it represents the collective effort of generations of Tanzanians whose taxes and sacrifices have built the nation’s assets across infrastructure, utilities, banking, energy, and manufacturing.

OTR’s central task is to ensure that these investments remain productive and profitable through disciplined governance, digital transformation, and continuous performance monitoring.

The Office will continue implementing robust corporate governance frameworks, introduce digital performance-tracking systems, and strengthen oversight mechanisms to ensure that public investments generate tangible socioeconomic returns.

“Our responsibility is not merely to hold shares on behalf of the government but to ensure those investments contribute meaningfully to national growth,” Mr Mchechu emphasized

Adding: “We will continue to support the President’s economic transformation agenda through data-driven decision-making and strategic partnerships.”

In a rapidly evolving global economy, this approach positions Tanzania to compete effectively for investment, technology, and markets — key pillars for achieving the Vision 2050 aspiration of a high-income, innovation-led economy.

Commitment to transparency and public value

In keeping with the President’s call for good governance, OTR continues to intensify efforts to promote transparency and accountability.

The Public Investment Management Dashboard, launched in August 2025, has already become a key tool for real-time monitoring of SOE performance.

This digital shift will empower policy-makers to assess how public assets perform, and where corrective action is needed.

It will also enable evidence-based policymaking — ensuring that government interventions are guided by accurate, timely, and comprehensive data.

Beyond Numbers: A broader vision for inclusive growth

Guided by Kazi na Utu, the emphasis is on inclusive, people-centered, and sustainable growth—principles that align closely with the mission of the Office of the Treasury Registrar.

Public investments are not only about financial returns; they are about creating opportunities for workers, entrepreneurs, suppliers, and local communities.

By reforming SOEs and promoting private partnerships, OTR aims to nurture a new generation of enterprises that contribute to livelihoods, technology transfer, and competitiveness.

As global capital markets evolve, OTR’s reform strategy also seeks to position Tanzania as a credible and trusted investment destination.

Through disciplined financial management and adherence to international reporting standards, the Office aims to strengthen Tanzania’s reputation for fiscal responsibility and institutional maturity.

Looking ahead

As Tanzania enters this new political and economic chapter, the OTR reaffirms its unwavering commitment to serve under the guidance of President Samia Suluhu Hassan with integrity, innovation, and purpose.

The journey ahead will demand not only administrative efficiency but also strategic foresight, inter-institutional collaboration, and an unrelenting pursuit of excellence.

OTR stands ready to play its part in this transformative era — as both a steward of public wealth and a catalyst for new economic frontiers.

President Samia’s decisive victory provides the momentum to advance the next phase of reforms — reforms that will not only safeguard public wealth but also empower future generations.

Indeed, this is more than a political milestone; it is a defining moment in Tanzania’s economic evolution.

The OTR stands firmly committed to ensuring that every public investment contributes to that vision — transforming assets into opportunity, performance into prosperity, and leadership into legacy.



TRC begins assembling MGR locomotives locally, marking a quiet industrial turning point

By Fredy Mwanjala

Dar es Salaam. At a time when global supply chains are increasingly fragile, Tanzania's decision to assemble Meter Gauge Railway (MGR) locomotives locally is beginning to look less like a temporary fix and more like a deliberate shift in industrial thinking.

That shift is taking shape within the ecosystem of public enterprises overseen by the Office of the Treasury Registrar (OTR), which supervises 308 public entities and government minority companies.

Among these is the Tanzania Railways Corporation (TRC), which has taken a visible lead in advancing local locomotive assembly.

What started as a response to delayed shipments has evolved into a quiet experiment in self-reliance—one that could reshape how the country approaches infrastructure, skills development, and domestic production.

The immediate trigger was disruption linked to the Russia-Ukraine conflict, which slowed the delivery of critical components from overseas suppliers.

Faced with uncertainty, TRC adopted a

hybrid approach, importing two fully assembled locomotives from Malaysia while bringing in components for six others to be assembled at its Pugu workshop in Dar es Salaam.

In doing so, Tanzania stepped into unfamiliar territory, becoming the first country in East Africa to undertake locomotive assembly at this scale.

Yet the significance of that decision lies not just in the machines being assembled, but in what it reveals about timing.

Countries that industrialise later often have the advantage of entering production chains at more flexible points—skipping legacy systems and adopting modular approaches.

In that sense, TRC is not simply catching up; it is positioning itself within a modern model of industrialisation where assembly becomes the entry point to deeper manufacturing capability.

When the Parliamentary Standing Committee on Infrastructure visited the facility in March, the tone of the engagement reflected this broader significance.

Chairperson Selemani Kakoso emphasized the need to invest in the young technicians driving the process, calling

for structured training both locally and abroad.

His remarks pointed to a critical reality: industrial progress is only as sustainable as the skills base that supports it.

That reality is already taking shape on the workshop floor. At least 34 young Tanzanians, previously unemployed, are now directly engaged in assembling and maintaining the locomotives.

But beyond employment, the project is transferring technical competencies—mechanical systems, fabrication, and maintenance—that could anchor a more self-sufficient railway sector over time.

TRC's Director General, Machibya Shiwa, has framed the initiative as part of a longer-term effort to retain operational knowledge within the country.

The challenge, however, will not only be training these skills but retaining them.

In many lower-middle-income and emerging economies, technically trained workers often move toward better-paying opportunities elsewhere, leaving public institutions under pressure to retain critical expertise.

Whether TRC can build a stable, skilled workforce—through career incentives and institutional continuity—may ultimately determine the longevity of the gains now being made.

Beyond the workshop, the economic ripple effects are becoming visible. The assembly process has drawn in local suppliers providing inputs ranging from machined components and construction materials to electrical systems and industrial consumables.

This suggests the early formation of a supply chain ecosystem, where public infrastructure investment begins to stimulate private sector activity.

Located strategically near the port and industrial zones of Dar es Salaam, the Pugu facility itself hints at the emergence of a small but significant industrial cluster.

There is also a fiscal logic underpinning the shift. As noted during the parliamentary visit, assembling locomotives locally reduces the cost burden associated with full importation.

But more importantly, it reduces exposure to external shocks.

In a global environment where logistics disruptions and geopolitical tensions are increasingly common, the ability to assemble and eventually maintain critical assets domestically is becoming a form of economic resilience.

In a regional context, this approach quietly places Tanzania on a different trajec-



The Project Manager for the MGR locomotive manufacturing project, Eng Kelvin Kimario, briefs the Chairperson of the Parliamentary Standing Committee on Infrastructure, Hon Selemani Kakoso, during a committee visit to inspect the project at the Pugu workshop recently.



The Director General of the Tanzania Railways Corporation (Tanzania Railways Corporation), Machibya Shiwa (right), provides an explanation on the MGR locomotive manufacturing project to the Parliamentary Standing Committee on Infrastructure during its recent visit and inspection of the project at the Pugu workshop. On the left is Hon. Selemani Kakoso, second from the left is Engineer Kelvin Kimario, the Project Manager; and second from the right is Deputy Minister for Transport, Hon David Kihenzile.



The Chairperson of the Parliamentary Standing Committee on Infrastructure, Hon. Selemani Kakoso, presses a control button inside a newly manufactured locomotive during his visit, leading the committee to inspect the MGR locomotive manufacturing project at the Pugu workshop.



Pictured is a new locomotive manufactured by local experts under the ongoing MGR locomotive manufacturing project at the Pugu workshop.

tory.

Across much of the continent, investment in railway infrastructure has often gone hand in hand with continued reliance on imported rolling stock and external technical expertise.

Tanzania's emerging model suggests a subtle but important shift—placing equal emphasis on building internal capability alongside physical expansion.

It may not deliver immediate scale, but it points toward

Tanzania's model, while still at an early stage, introduces a different emphasis—building internal capability alongside infrastructure expansion.

It may be slower in some respects, but potentially more sustainable.

Government policy appears to be aligning with this direction.

Deputy Minister for Transport David Kihenzile recently linked the initiative to broader investments in railway development, including the expansion of modern rail lines across the country.

Under Her Excellency President Dr Samia Suluhu Hassan, infrastructure is being positioned not only as a driver of connectivity, but as a platform for economic transformation—where Tanzanians participate not just as users, but as builders.

Still, the trajectory from assembly to full manufacturing is neither automatic nor guaranteed.

Globally, industrial development tends to follow a gradual ladder—importing finished goods, assembling components, adapting designs, and eventually producing locally.

TRC has taken a clear step onto that ladder, but the next phases will require sustained investment, technology transfer, and consistent policy support.

The question is whether the current momentum can be institutionalised, or whether it risks remaining a promising but isolated success.

What is unfolding at Pugu, then, is not just a technical exercise. It is an early test of whether Tanzania can translate necessity into long-term capability—whether a response to crisis can evolve into a durable industrial strategy.

The locomotives taking shape inside the workshop are tangible proof of progress, but the deeper story lies in what they represent: a country beginning to reimagine its place in the production chain, moving—gradually but deliberately—from dependence toward confidence.



How Tanzania's joint mining ventures shape the economy

By the OTR Reporter

Dar es Salaam. Tanzania's evolving relationship with the United States is increasingly being shaped not by traditional aid flows, but by strategic investments that are closely aligned with national development priorities and respond to broader global economic shifts.

This orientation was reaffirmed during a recent meeting at State House, Chamwino, between President Samia Suluhu Hassan and the Acting U.S. Ambassador to Tanzania, Andrew Lentz, where both parties underscored their commitment to fostering modern, mutually beneficial cooperation.

The dialogue reflects a deliberate approach in which diplomacy and investment policy are intertwined, signaling a shift from conventional aid dependence to leveraging strategic partnerships for long-term economic transformation.

Central to the discussions was progress on major strategic projects, notably the Tembo Nickel and Mahenge Graphite ventures—flagship investments in which the Government participates directly through the Office of the Treasury Registrar (OTR).

The Mahenge Graphite Project is a world-class, large-scale flake graphite mine located in southeastern Tanzania, recognized as one of the largest globally.

It is a joint venture primarily between Australia's Black Rock Mining, which holds an 84 percent stake, and the Government of Tanzania, through OTR, which holds a 16 percent free-carried interest.

The Tembo Nickel Project, meanwhile, is a joint venture between Lifezone Metals, with 84 percent ownership, and the government of Tanzania, through OTR, holding 16 percent, aimed at developing the Kabanga Nickel Project, one of the world's largest high-grade undeveloped nickel sulfide deposits.

These projects are not merely resource extraction ventures; they embody a strategic model in which structured joint ventures convert international diplomatic engagement into measurable economic and developmental outcomes.

From a policy perspective, the government's involvement through OTR ensures that foreign investment is closely integrated with national economic objectives, mitigating risks commonly associated with



These strategic projects are of great national importance, and we are committed to completing them to create jobs, strengthen investment, and improve the welfare of our citizens.

- President Samia

resource dependence.

By participating in equity ownership, the government secures both fiscal revenues and a strategic voice in decision-making, allowing it to influence project design, labor practices, local procurement, and community development initiatives.

This oversight model also enhances Tanzania's position in global supply chains, as the country is able to negotiate terms

that balance investor returns with national economic priorities, thereby avoiding scenarios where mineral wealth is extracted without corresponding domestic benefits.

President Samia emphasized that Tanzania, as a non-aligned nation, remains open to partnerships that respect its sovereignty and long-term development vision.

"These strategic projects are of great national importance, and we are committed to completing them to create jobs, strengthen investment, and improve the welfare of our citizens," she said.

She further highlighted that more than 400 American companies are already operating in Tanzania, underscoring both the stability of the investment climate and the durability of the economic relationship between the two countries.

Discussions also extended to broader collaboration areas, including political cohesion, regional security, economic reforms, private sector growth, health sector cooperation, and opportunities for citizen-to-citizen exchanges.

Such a holistic approach reflects a recognition that strategic investments operate within wider governance, social, and economic frameworks that influence their ultimate impact.

Tembo Nickel: A Strategic Asset for EV Batteries

Valued at approximately \$942 million, the Tembo Nickel Project is focused on developing the Kabanga Nickel Project, one of the world's largest and highest-grade undeveloped nickel sulfide deposits.

Nickel, alongside copper and cobalt, is a critical component in the manufacture of batteries for electric vehicles and renewable energy storage systems.



Workers at a mining site in Tanzania reflecting the growing role of joint mining ventures in driving employment, investment, and economic growth.



Workers at a mining site in Tanzania process mineral resources.

Government participation ensures that Tanzania is not merely a host for extraction but a strategic partner in global value chains.

Recently, Lifezone Metals filed a Feasibility Study Technical Report Summary for Kabanga, confirming robust project economics and declaring the first-ever Proven and Probable Mineral Reserves.

The report identifies 52.2 million tonnes of reserves on a 100% basis, grading 1.98 percent nickel, 0.27 percent copper, and 0.15 percent cobalt, with Lifezone Metals' attributable share at 43.9 million tonnes.

The project is designed for an 18-year mine life, with a steady-state production rate of 3.4 million tonnes per annum.

Over its lifespan, total production is projected at 902,000 tonnes of nickel, 134,000 tonnes of copper, and 69,000 tonnes of cobalt in intermediate products, positioning Kabanga among the most significant future sources of battery minerals globally.

Beyond these figures, the project has strategic implications for Tanzania's industrialization agenda, particularly in stimulating downstream processing and value addition within the domestic economy.

Mahenge Graphite: Powering Clean Technologies

Equally strategic is the Mahenge Graphite Project, valued at \$300 million and located in Mahenge, Ulunga District, Morogoro Region.

Construction activities were officially launched in October 2025 and the project is projected to create more than 400 jobs during the construction phase and over 900 permanent positions once full production is reached.

Beyond direct employment, more than 4,500 indirect jobs are expected across the broader value chain, benefiting traders, farmers, distributors, and service providers.

Over its estimated 26-year lifespan, the government anticipates generating more than \$3.2 billion (over Sh7 trillion) through taxes, levies, royalties, and dividends.

These figures highlight the project's multi-layered impact, extending economic benefits beyond the immediate mining zones to the regional and national levels.

The government has emphasized that such strategic mining projects are not merely about extraction; they are engines of development, driving industrial growth, trade, employment, and community wel-

fare while enhancing Tanzania's competitiveness in global clean technology supply chains.

National Interest: OTR Oversight and Regional Impact

The Treasury Registrar, Nehemiah Mchechu, highlighted the government's critical role in safeguarding national interests through strategic joint ventures.

"We are committed to working diligently to ensure that the President's vision of growing the national economy is fully realized, particularly through the mining sector and strategic investments," said Mr Mchechu.

By ensuring equity participation, revenue collection, and resource circulation, the OTR's oversight helps translate foreign investment into tangible domestic benefits.

Exports from Mahenge, for instance, are expected to generate foreign exchange, stimulate local business activity, and create additional employment opportunities for residents in the region, reinforcing Tanzania's positioning as a hub for clean technology raw materials in Africa.

Morogoro Regional Commissioner Adam Malima welcomed the project as the largest investment ever undertaken in the region and directed regional experts to organize community seminars to educate residents on the economic and social opportunities arising from the initiative, reflecting an integrated approach to local capacity building and community development.

Diplomacy to Development

Together, the Tembo Nickel and Mahenge Graphite projects exemplify Tanzania's evolving investment model—one that prioritizes partnerships, shared value, and long-term national benefit.

Through OTR's oversight, the government participates directly in strategic ventures while ensuring transparency, accountability, and alignment with national priorities.

By embedding public sector participation within high-value projects, Tanzania is able to leverage diplomatic engagement into bankable, world-class investments that simultaneously meet development objectives and global market demands.

As global demand for clean energy minerals accelerates, the country's ability to integrate investment, industrialization, and community welfare into a cohesive strategy positions Tanzania not only as a resource holder but as a credible partner in the global energy transition.

These projects, therefore, offer both an immediate economic impact and a long-term blueprint for sustainable, inclusive growth driven by strategic investment policy.



By the TanTrade Reporter

Dar es Salaam. As Tanzania prepares to celebrate the 50th anniversary of the Dar es Salaam International Trade Fair (DITF), popularly known as Saba Saba, the nation is entering a defining chapter in its economic journey, one driven by visionary leadership, institutional excellence, and a unified national ambition.

The golden jubilee is not merely a commemoration of five decades of trade promotion; it is a bold statement of Tanzania's growing influence in regional and global commerce.

At the heart of this transformation is Her Excellency President Dr Samia Suluhu Hassan, whose strategic vision has elevated Saba Saba into a powerful platform for economic diplomacy, industrial growth, and international engagement.

Her leadership has reshaped the trade landscape, positioning the exhibition as a catalyst for investment, innovation, and private sector expansion.

Under her stewardship, Saba Saba has evolved into a dynamic showcase of Tanzania's resilience, progress, and future potential.

The golden jubilee also marks a proud milestone in the journey of TanTrade, reflecting 50 years of commitment to building a strong and competitive economy.

Over the decades, Saba Saba has grown into a premier platform that connects local producers with international markets, enabling Tanzanian goods to reach global audiences while strengthening the country's economic footprint.

It has become a symbol of national pride, an event that celebrates innovation, entrepreneurship, and unity.

At the helm of preparations for this landmark event is Dr Latifa Khamis, Director General of TanTrade, whose leadership has helped transform the fair into a modern, efficient and globally competitive exhibition.

With preparations progressing steadily, her focus on infrastructure upgrades, operational readiness, and stakeholder engagement is already yielding tangible results.

Improvements in electricity supply, water systems, and internal road networks within the fairgrounds are enhancing efficiency and ensuring a seamless experience for exhibitors and

TZ sets the stage for a historic golden jubilee as leadership drives Saba Saba success



Her Excellency Dr Samia Suluhu Hassan, President of the United Republic of Tanzania, receives explanations on various products from an exhibitor during the 49th Dar es Salaam International Trade Fair, popularly known as Saba Saba, held at the exhibition grounds in Dar es Salaam.

visitors. Equally transformative is the integration of digital systems under her leadership.

Through initiatives such as CART.IS and the introduction of digital registration and booking platforms, TanTrade has significantly reduced bureaucracy and improved service delivery.

Exhibitors can now access services online with ease, while visitors benefit from digital tools that simplify navigation within the fairgrounds.

This technological advancement reflects Tanzania's commitment to embracing innovation and aligning with global best practices in trade facilitation.

The contribution of Judith Kapinga, Minister for Industry and Trade has further strengthened the success of the preparations.

Her efforts in aligning policies, coordinating stakeholders, and facilitating trade have created an enabling environment for businesses to thrive.

Her leadership underscores the government's determination to ensure

that the golden jubilee is not only celebratory but also impactful in driving long-term economic growth.

Saba Saba has increasingly become a hub of high-level business engagement, with structured Business-to-Business (B2B) programmes playing a central role in fostering partnerships across sectors.

These engagements bring together investors, entrepreneurs, and policymakers to explore opportunities and conclude agreements that drive economic development.

In the energy sector, discussions are focusing on investments in renewable energy and infrastructure development, reflecting Tanzania's commitment to sustainable growth.

In agriculture, the exhibition connects farmers and agribusinesses with international buyers, expanding markets for key products such as coffee, tea, spices, and processed foods, while encouraging value addition and modernization.

The fair also serves as a platform for



In agriculture, the exhibition connects farmers and agribusinesses with international buyers, expanding markets for key products such as coffee, tea, spices, and processed foods, while encouraging value addition and modernization.

collaboration in education and health. Partnerships between local and international institutions are helping to enhance skills development, research, and knowledge exchange in education, while in the health sector, agreements are being forged to improve access to medical technologies, pharmaceuticals, and healthcare services. Generally, most major projects in Tanzania including industrial business clusters, major ports improvements, roads, Railways, and the strategic dry ports initiatives like Kwala in Coast region witnessed to date are among initiatives coordinated through the Saba-Saba B2B, G2G and B2g platforms. These sectoral engagements highlight the comprehensive role of saba saba in driving inclusive development.

The scale of participation continues to reflect the growing importance of the exhibition.

Previous editions have consistently attracted over 3,000 local exhibitors, nearly 400 international companies and more than 700,000 visitors, with annual business deals averaging Sh13 billion.

On Saba Saba Day alone, the fair draws approximately 120,000 visitors.

The golden jubilee edition is expected to surpass these figures, with participation projected from over 30 countries, further cementing Tanzania's position as a regional trade hub and investment destination.

Beyond business, the exhibition celebrates Tanzania's rich cultural heritage.

The introduction of thematic villages, including those dedicated to culture and entertainment, adds vibrancy to the event and showcases the country's creative industries.

These attractions not only enhance visitor experience but also promote tourism and strengthen national identity.

Significant improvements in logistics and accessibility have also been introduced.

Shuttle transport services within the fairgrounds now allow visitors to move easily between exhibition zones, improving inclusivity for all participants.

Digital platforms, including mobile applications and online systems, provide real-time information and guidance, making the experience more ef-

ficient and user-friendly.

A cornerstone of TanTrade's long-term strategy is the promotion of the "Made in Tanzania" brand, which has emerged as a powerful tool for enhancing the visibility and competitiveness of local products.

By unifying goods under a national identity, the initiative builds trust among consumers and strengthens Tanzania's presence in global markets. It also fosters a sense of pride among producers and encourages the consumption of locally made products.

Over the past five decades, TanTrade has also played a crucial role in expanding market access for Tanzanian goods through participation in international exhibitions in countries such as Oman, China, Indonesia, and Mozambique.

These efforts have resulted in trade agreements that boost exports, create employment opportunities, and strengthen the country's economic position.

Experts such as Octavian Mshiu highlight the importance of collaboration in achieving these successes.

Through consultative meetings and stakeholder engagement, TanTrade has fostered a transparent and inclusive business environment that supports enterprises of all sizes, including women- and youth-led businesses.

This collaborative approach ensures that the benefits of Saba Saba are widely shared across society.

Business leaders, including Stella Shaibu, have expressed optimism that the golden jubilee will not only celebrate past achievements but also unlock new opportunities for growth and innovation.

Their confidence reflects a broader national outlook, one that sees saba saba as a gateway to the future of Tanzania's economy.

In essence, the success of the saba saba golden jubilee is being shaped by strong leadership, strategic planning, and collective commitment.

As the nation sets the stage for this milestone celebration, saba saba stands not only as a reflection of Tanzania's past achievements but also as a powerful platform for future growth.

The golden jubilee is poised to leave a lasting legacy, strengthening Tanzania's global trade footprint, inspiring innovation, and reinforcing its position as a rising economic powerhouse in Africa and beyond.



The Minister of State, President's Office (Planning and Investment), Prof Kitila Mkumbo, together with the Director General of Tanzania Trade Development Authority, Dr Latifa M. Khamis, alongside international participants of the 49th Dar es Salaam International Trade Fair, popularly known as Sabasaba, at the exhibition grounds in Dar es Salaam.



Public-Private Partnership at work: Tanzania's path to sugar self-reliance

By the OTR Reporter

Dar es Salaam. Tanzania's journey toward achieving full sugar self-sufficiency by 2025 continues to gain momentum as the country expands its industrial capacity and strengthens public-private partnerships.

The Government, through the Office of the Treasury Registrar (OTR), holds minority shares in 56 companies, including Kilombero Sugar Company, playing a key role in supporting the growth and development of the sugar sector.

Going by the Sugar Board of Tanzania (SBT), national sugar production for the 2024/2025 season stands at 453,382.56 tonnes, against a national demand of 650,000 tonnes, including buffer stock.

Among the leading contributors is Kilombero Sugar Company, where the government is a shareholder, producing 105,310 tonnes, the second-highest output after Kagera Sugar with 140,484.62 tonnes.

Other contributors to the national output include TPC with 112,855 tonnes, Mtibwa with 51,082.89 tonnes, Mkulazi with 19,124.01 tonnes, Bagamoyo with 16,556.89 tonnes, and Manyara Sugar with 7,969.15 tonnes.

Despite the progress made, production still falls short of national demand.

This gap underscores the importance of new investments, particularly the expansion of Kilombero's K4 factory, a transformative project expected to more than double the company's production capacity.

Recently, the OTR Magazine sat down with Treasury Registrar Mr Nehemiah Mchechu to explore the government's perspective on the K4 expansion project, its implementation, financing structure, and the long-term impact it is expected to have on the nation's sugar value chain.

Q1: What is the background of Kilombero Sugar Company and why is the K4 expansion necessary?

Answer: Kilombero Sugar Company was established in 1962 and privatised in 1998, with Illovo Sugar Africa acquiring 75 percent of the shares and the government retaining 25 percent.

The company currently operates two factories—K1 and K2—with a combined capacity of 126,000 tonnes of sugar per year.

Demand for sugar continues to rise, while farmers in the Kilombero basin are producing more cane than the current factories can process. The K4 expansion is therefore essential to support Tanzania's goal of achieving full sugar self-sufficiency by 2025.

Q2: How does the government, as a shareholder, view the expansion of the Kilombero Sugar Factory – K4?

Answer: The government, through the Office of the Treasury Registrar, views the Kilombero K4 expansion as a strategic and transformative investment aligned with the national agenda to achieve sugar self-sufficiency by 2025, as outlined in Tanzania's Development Vision 2025.

The project reflects the priorities of the Sixth-Phase Government under President Dr Samia Suluhu Hassan—strengthening production sectors, boosting industrial output, and enhancing the performance of public entities.

With a 25 percent shareholding, the government has worked closely with the joint venture partner, Illovo Sugar Africa, to ensure the project is delivered on time, meets quality standards, and delivers broader economic benefits.





Once completed, the K4 expansion will increase production from 126,000 to 271,000 tonnes per season.

Q3: What is the scope and implementation structure of the K4 expansion project?

Answer: The K4 project is implemented under the Engineering, Procurement and Consultancy (EPC) model and is divided into three components:

- Offshore manufacturing of machinery in Spain, India, Italy, South Africa, and China
- Supply and shipment of equipment to site

- On-site construction and installation

The expanded factory will crush 420 tonnes of cane per hour and produce 144,000 tonnes of sugar annually, raising total Kilombero production to 271,000 tonnes.

As of September 2025, project implementation had reached 99.8 percent.

Q4: How is the K4 project financed and what progress has been made so far?

Answer: The project costs \$292 million (744 billion/-), of which 250/- billion is financed through a commercial syndicat-

ed loan led by NMB Bank Plc, with NBC, Stanbic, Citibank, and Standard Chartered Bank, and 494 billion/- comes from shareholders.

By July 2024, \$194.36 million (471.8 billion/-) had been paid to the contractor.

Q5: How is Kilombero Sugar Company preparing and supporting farmers ahead of increased production?

Answer: The company has significantly strengthened its farmer support systems by increasing staff from 9 to 45, including:

- 6 farmer service managers deployed across six zones
- 21 extension officers
- ICT and GIS specialists
- A farmer-efficiency manager

A special fund has been established for the rehabilitation of feeder roads, and the company conducts regular engagement with AMCOS to strengthen coordination. These changes are designed to support a major rise in cane supply—from 600,000 tonnes to 1.5 million tonnes per season.

Q6: What technological upgrades have been introduced to ensure fairness and efficiency in operations?

Answer: To eliminate disputes over sucrose testing and ensure transparent payments, the company has installed Near Infrared (NIR) technology. This automated system removes human interference in sucrose assessment, improving trust, accuracy, and operational efficiency.

Q7: What is the government's message to stakeholders in the sugar industry regarding the Kilombero K4 expansion?

The government calls upon all stakeholders—including farmers, investors, financial institutions, and development partners—to continue supporting efforts aimed at increasing domestic sugar production.

The K4 project demonstrates that Tanzania offers a stable and competitive environment for investment, particularly in public-private partnerships.

This model strengthens productivity, creates jobs, enhances revenue, and unlocks new economic opportunities.

Q8: What economic and social benefits will the K4 expansion bring to Tanzania?

Answer: Once completed, the project will deliver far-reaching benefits, including:

- Reducing sugar imports and saving the nation \$70 million annually
- Increasing company output from 126,000 to 271,000 tonnes
- Growing farmer numbers from 8,000 to about 16,000
- Raising farmers' income from 75 billion/- to 165 billion/-
- Increasing Government revenue from 54 billion/- to 150 billion/- by 2028
- Doubling the company's contribution to the national economy—from 340 billion/- to 750 billion/-
- Creating an estimated 2,000 new jobs
- Generating 20 MW of electricity from bagasse, with 10 MW to be supplied to TANESCO

– Increasing production of Extra Neutral Alcohol from 12 million to 16 million litres per season.

Q9: What does the K4 expansion demonstrate about public-private partnerships and Tanzania's sugar sector?

Answer: The Kilombero K4 expansion is a powerful demonstration of how public-private partnerships can accelerate industrial, economic, and social transformation.

As Tanzania intensifies efforts to close the national sugar demand gap, the government remains committed to ensuring that strategic investments like K4 deliver maximum benefits while strengthening the broader economy.

Through continued partnership, transparency, and good governance, Tanzania is building a resilient industrial base and a sustainable sugar sector powered by local resources.





10 key issues emerge from the Minority Interest Forum 2026

By the OTR Reporter

Dar es Salaam. As the Minority Interest Forum (MIF) 2026 drew to a close on March 18, participants left with a clear understanding of the challenges and opportunities facing Tanzania's minority interest companies and their pivotal role in the country's economic transformation under Dira 2050.

Over the course of the three-day forum, directors, policymakers, and government officials engaged in in-depth discussions that brought to light ten key issues shaping the future of Tanzania's minority interest companies, with board chairs actively participating on Day One to provide strategic guidance and perspectives.

These included the need for stronger governance frameworks, alignment of corporate strategies with national priorities, and the adoption of technology and competitive intelligence.

Participants also emphasized the importance of boosting non-tax revenue, fostering collaborative and foresight-driven leadership, ensuring measurable results, enhancing accountability, safeguarding public equity, translating dialogue into actionable outcomes, and reinforcing stewardship of public investments.

The issues, while distinct, often intersected, reflecting the shared concerns of those responsible for steering Tanzania's minority interest companies toward national development objectives.

Finance Minister Amb Khamis Mussa Omar framed the discussions around governance and strategic focus, describing strong governance as the backbone of resilient companies.

"Governance is not just a set of rules; it is the culture that ensures transparency, accountability, and sustainability," he said, emphasizing that robust frameworks are essential for anticipating risks, seizing opportunities, and delivering meaningful returns to the government and citizens.

He urged companies to align corporate strategies with Dira 2050 and adopt forward-looking approaches, including the use of technology to strengthen transparency and public trust.

In a similar vein, Deputy Minister in the President's Office – Planning and Investment, Dr Pius Chaya, underscored the critical role of performance, accountability, and measurable results.

"Government investments are shares in the future of our nation," he said, highlighting that public investments carry obligations beyond financial returns.



Minister for Finance, Hon Amb Khamis Mussa Omar, speaks during the Minority Interest Forum held in Arusha on March 16, 2026.

Dr Chaya called for increased non-tax revenue, stronger company performance, and vigilance in protecting public equity against dilution—points that resonate closely with the Finance Minister's call for alignment and strategic oversight.

The Treasury Registrar, Mr Nehemiah Mchechu, further contextualized the forum within Tanzania's Dira 2050 ambitions, noting that the country's trillion-dollar economy goal requires a consistent 10.31 percent GDP growth per year, while current growth averages 6.2 percent—a gap of 4.11 percentage points.

He reminded directors of President Samia Suluhu Hassan's directive that public enterprises contribute at least 10 percent of all non-tax revenue, stressing that achieving Dira 2050's bold target requires accelerated performance across all sectors, including minority-owned companies.

"The forum has equipped directors with context, data, and a platform—the rest depends on the decisions and commitments you make in the boardroom," Mr Mchechu said.

"Every great transformation begins with leaders who refuse to accept the status quo. You are those leaders."

He emphasized that foresight-driven leadership, strategic alignment, and disciplined stewardship of public resources are essential to bridging the growth gap and driving meaningful change.

Building on this, Amb Thobias Makoba, Director of Global Strategies and Geopolitics at the Ministry of Foreign Affairs and

East African Cooperation, provided a global and disruptive context for board decision-making.

He highlighted how geopolitical tensions, technology disruption, climate pressures, supply chain shifts, and health crises interact to create a "new normal" of disruption that boards must anticipate.

He stressed the importance of integrating Economic Intelligence and Competitive Intelligence into strategic decision-making, planning for economic risk dashboards, and developing foresight teams to understand global trends out to 2050.

"Conflict and disruptions are permanent, not temporary," he said, stressing that boards must plan for constant global and economic volatility.

"Organizations at higher strategic intelligence maturity will excel. Boards must be aware of global megatrends, rethink business models in a more protectionist world, balance short-term performance with long-term value creation, and invest in talent and R&D to remain adaptive and resilient."

Building on these insights, Mr Pepe Minambo, Business Strategy Specialist and International Human Resources Consultant, highlighted the critical role of innovation under pressure and adaptive strategies in unlocking real value from minority interest companies.

Drawing from successful African state-owned enterprises, he emphasized that strategic value is driven by corporate culture, leadership effectiveness, strategic planning, and operational execution.



Minority Interest



Participants of the Minority Interest Forum 2026 follow attentively the session held in Arusha recently.

He stressed that boards must move from fixed mindsets to growth-oriented thinking, ensuring organizational norms support agility and innovation.

In dynamic environments where disruptions—technological, regulatory, or market-driven—can rapidly shift the business landscape, adaptive strategies are essential.

He noted that effective boards must anticipate challenges, guide companies in pivoting strategies without compromising long-term value, and invest in human capital and talent development to sustain competitive advantage, reinforcing the forum's overarching message that oversight alone is insufficient and boards must foster innovation-driven, adaptive cultures to deliver economic and societal returns

Expanding on this shift in governance thinking, Ivan Tarimo, Director at Bankable Tanzania, challenged directors to rethink governance itself.

He contrasted traditional governance—focused on compliance, monitoring, and risk containment—with modern governance, which emphasizes strategic anticipation, capital stewardship, and long-term value creation.

"Control is structural. Influence is strategic. Oversight gives discipline. Foresight gives direction," Mr Tarimo said, noting that minority directors, while they may not control companies, shape the quality of decisions that ultimately determine value.

He highlighted the need to safeguard public capital, deploy strategic information

and coalition-building, and translate governance discipline into measurable economic and fiscal returns amidst global challenges such as geopolitics, technological disruption, energy transitions, and climate pressures.

Similarly, insights from Dr Melkiory Ngido, the Country Manager, Twiga Minerals Corporation/Barrick Tanzania, emphasized the urgent need to reimagine governance in high-risk, strategic sectors such as mining.

He highlighted that governance must be designed to speed decision-making, drive growth, build trust, and respond to emerging risks.

Boards must integrate sustainability, community engagement, and shared-value approaches into governance frameworks, ensuring that decisions on licensing, infrastructure, local content, skills development, and technology contribute to long-term national and corporate resilience.

"In this transition era, transparency, disciplined decision-making, trust-building, and forward-looking systems are essential to creating resilient operations that align with both global standards and Tanzania's strategic interests," opined Dr Ngido.

Strategic decision-making was further emphasized by Dr Mosses Mwirarubi, Chairman of Tanzania Pharmaceutical Industries, who echoed the call for proactive and fast-paced leadership.

"We need to look ahead when making decisions. We are supposed to be proactive instead of reactive. We need to make sure

that we do things with speed," he said.

"If we want to attain what is in Dira 2050, we need to embrace speed...while others are walking, we need to run."

Dr Mwirarubi also encouraged directors to challenge conventional approaches and embrace innovation—reiterating the foresight and accountability emphasized by Mchechu and Tarimo.

Prof Sylvia Temu, NMB Bank Board Director, reinforced these insights, highlighting the need to move beyond comfort zones and think big.

"There is no way you can oversee effective oversight without having anticipatory mindsets," she said, stressing that institutions must align their ambitions with national priorities and balance commercial objectives with public interest.

She added that boards must also adapt to global dynamics, adopt broader performance metrics, and prioritize talent retention to ensure long-term institutional success.

Dr Elirehema Doriye, Chairman of NBC Bank, highlighted the need to redefine board roles to enhance participation and strategic impact.

"We need to have a paradigm shift—more from reactive boards to participatory boards," he said, calling on boards to constructively challenge management and take a leading role in shaping strategic direction.

Ntimi Malambugi, Senior Accountant at the OTR, emphasized the importance of structured board assessment frameworks in strengthening oversight and governance delivery.

He noted that effective governance requires measurable outputs from directors and continuous evaluation of board performance to enhance accountability.

"A true measure of a board's effectiveness lies in the quality of judgment it applies to overseeing the entity," he said.

The significance of diligent oversight was further reinforced by Parliamentary Public Investment Committee chairman Mr Masanja Kadogosa.

He noted that while the government has invested 92.3 trillion/- across 308 entities, minority interest companies account for 3.6 trillion/-—underscoring the need to maximize returns and performance.

Underlying all discussions was the principle of stewardship.

Directors were reminded that minority shareholding represents a trust between the government, citizens, and companies, where every decision carries long-term national implications.

By the forum's conclusion, one message was clear: transforming minority interest companies requires more than oversight—it demands foresight, accountability, and strategic leadership.

Addressing the ten issues identified at the forum will be critical to ensuring these companies become engines of growth, innovation, and sustainable prosperity for Tanzania.



Participants of the CEOs Forum 2025 follow the session held in Arusha Region in August last year.

Where do CEOs see Public Entities in the next 25 Years

By the OTR Reporter

Dar es Salaam. As Tanzania accelerates toward its ambition of attaining upper-middle-income status by 2050, the conversation around the future of public entities has never been more critical.

Over the next 25 years, these institutions will determine how efficiently the government delivers services, drives investment, and contributes to national prosperity.

At the heart of this transformation is the Office of the Treasury Registrar (OTR)—the custodian of public investments and shareholder on behalf of the government.

With 308 public and statutory corporations, and government minority interest companies under its oversight, the OTR plays a central role in steering reforms aimed at ensuring

that public entities become financially sustainable, well-governed, and competitive both domestically and globally.

The Treasury Registrar, Mr Nehemiah Mchechu, recently emphasized the office's long-term vision:

"We envision a future where government investment and State-Owned corporations contribute significantly to the radical economic transformation that Tanzania intends to achieve through our national development vision."

Adding: "As a driving force, OTR will leverage government investments to stimulate economic growth from existing sectors, revise underdeveloped sectors, drive large-scale industrial growth, and propel exponential growth in job opportunities."

The emerging vision, as shared by sector leaders recently, reflects a clear

consensus: public entities must evolve from bureaucratic establishments into agile, citizen-centred, and innovation-driven institutions that can thrive in a digital and interconnected world.

According to PUMA Energy Tanzania Managing Director, Ms Fatma Abdallah, public entities must undergo bold shifts to remain relevant and impactful.

"We need to move from bureaucracy to agility, with streamlined processes and leadership focused on outcomes," she emphasized.

Her vision calls for entities that are fiscally self-reliant, regionally competitive, and digital-first by 2050—organizations that not only deliver reliable services but also generate sustainable revenues for the nation.

Ms Abdallah envisions a decisive move from manual systems to digital-by-default, embedding e-procurement, digital payments, and real-time dashboards into the public sector's DNA.

Transparency, she adds, will be key. "Public entities must evolve from opaque to radically transparent—publishing performance data and building trust with stakeholders."

Her remarks echo the broader reform agenda championed by the OTR, which has been pushing for financial discipline, improved governance, and enhanced accountability across public enterprises.

The OTR's long-term strategy focuses on building value-driven, per-



formance-oriented institutions that contribute directly to non-tax revenue generation and national economic transformation.

The Tanzania Investment and Special Economic Zones Authority (TI-SEZA) Director General, Gilead Teri, shared this vision of transformation but adds that digitalization and sustainability must define the next phase of growth.

"Public entities in Tanzania must evolve into modern, digitized institutions that deliver efficient, inclusive, and citizen-centered services," said Mr Teri.

He believes the future demands institutions that are digitally enabled, environmentally sustainable, socially inclusive, and globally interconnected.

Mr Teri stressed the importance of building institutional resilience and embedding cross-sector collaboration between government, the private sector, and civil society in the design and delivery of public services.

"Governance systems must evolve—becoming predictive, transparent, and accountable to build both domestic trust and international credibility," he noted.

His call aligns with the OTR's ongoing efforts to strengthen governance

frameworks and instill corporate discipline across entities under its portfolio.

For the Tanzania Trade Development Authority (TANTRADE) Director General, Ms Latifa Khamis, the vision for the future is deeply rooted in productivity and competitiveness.

"We will have public entities that are productive, self-sustaining, and competitively run—institutions that operate with clear performance targets, contribute to national prosperity, and generate value through efficiency, innovation, and accountability," she explained.

Her statement reinforces the OTR's focus on measurable performance indicators and value creation, ensuring that public institutions do not merely exist but perform.

Meanwhile, the then Energy and Water Utilities Regulatory Authority (EWURA) Director General, Dr James Andilile, highlighted the human dimension of digital transformation.

"Public entities should implement a people-centred digital strategy, leverage Public-Private Partnerships (PPPs), and launch national campaigns to promote digital literacy, thereby ensuring their long-term relevance," he advised prior to the revocation of his appointment.

His vision underscores the role of collaboration and capacity-building—two pillars that the OTR has identified as essential for achieving institutional sustainability and innovation in the public sector.

Collectively, these perspectives reflect a unified direction: Tanzania's public entities must transition from being government-dependent to self-sustaining and performance-led.

They must embrace innovation, adopt modern governance systems, and align with national and global development priorities such as climate resilience, gender equity, and inclusive growth.

As the OTR continues to guide this transformation, the next quarter-century will test the capacity of public entities to adapt, compete, and lead.

The Tanzania of 2050 will depend heavily on how these institutions reinvent themselves today—moving from rigid bureaucracies to dynamic, self-sustaining, and people-centred organizations that embody accountability, efficiency, and national pride.

In the end, the question is not whether public entities can change, but how boldly and effectively they can drive Tanzania's next phase of economic transformation.



Participants of the CEOs Forum 2025 follow the session held in Arusha Region in August last year.



OTR unveils eight targets to transform Public Entities by 2030

By the OTR Reporter

Dar es Salaam. In a bold move to reshape the future of Tanzania’s public sector, the Office of the Treasury Registrar (OTR) has come up with an ambitious five-year strategic plan aimed at turning state-owned enterprises into engines of growth and profitability by 2030.

In line with this plan, OTR has unveiled eight strategic targets to guide the transformation of public enterprises, signaling a renewed push to strengthen performance and accountability across the sector.

The plan, formally known as the OTR Five-Year Strategic Plan (2025/26–2029/30), outlines eight strategic goals designed to redefine how public enterprises operate and contribute to national development.

It emphasizes efficiency, financial discipline, and value creation, aligning with the broader vision of making Tanzania one of the five largest economies in Sub-Saharan Africa by 2050.

The Treasury Registrar, Mr Nehemiah Mchechu, said recently that this marks a clear shift from the traditional role of public enterprises as mere service providers to active drivers of economic transformation.

According to the plan, OTR intends to double the contribution of Public and Statutory Corporations (PSCs) to the national GDP from the current five percent to ten percent by 2030.

It also seeks to raise the share of non-tax revenues from PSCs in total domestic revenue from 3.6 to five percent.

Together, these measures are aimed at boosting fiscal resilience and making PSCs more self-reliant.

A central pillar of this transformation is the operationalization of a Public Investment Fund, whose portfolio value is expected to reach \$10 billion within the next five years — a fund envisioned to drive coordinated, high-impact investments across strategic sectors.

Analysts suggest that if effectively managed, this fund could reduce investment fragmentation and significantly improve the allocation of public resources, creating a stronger foundation for industrial growth.

The plan also targets a significant improvement in returns and financial performance, recognizing that greater efficiency must be matched with tangible profitability.

As a matter of fact, the OTR aims to raise the average return on equity from five to ten percent, while ensuring that all PSCs record annual revenue growth — up from the current fifty percent that do so.

At the same time, the office seeks to reduce the reliance of public enterprises on government subsidies from 49 to 30 percent and ensure that at least 30 percent of these



Treasury Registrar Nehemiah Mchechu speaks at a previous event.



A central pillar of this transformation is the operationalization of a Public Investment Fund, whose portfolio value is expected to reach \$10 billion within the next five years — a fund envisioned to drive coordinated, high-impact investments across strategic sectors.

companies operate profitably by 2030.

These financial objectives complement the broader investment strategy, reinforcing the focus on self-sustaining and productive enterprises.

Mr Mchechu highlighted that achieving these targets will require not only stronger governance but also market-driven reforms and performance-based management systems.

Another key goal is to enhance Tanzania’s presence in global markets.

The OTR expects public enterprises to generate at least \$500 million in foreign exchange earnings through exports by the end of the decade, which would further strengthen national fiscal stability.

Mr Mchechu emphasized: “These targets signal OTR’s unwavering commitment to unlocking the full value of PSCs as engines of economic growth, fiscal resilience, and national competitiveness, positioning them



to deliver tangible returns for the people of Tanzania by 2030.”

He went on to add: “Our focus is to shift public investments from mere ownership to productive assets that generate tangible benefits for all Tanzanians.”

This strategic focus aligns with Tanzania’s long-term ambitions under Dira 2050, as the country aims for a GDP of about \$1 trillion within the next 25 years — translating to an average annual growth rate of 10.3 percent, up from the current \$85.98 billion.

Over the past decade, Tanzania has nearly doubled its economy, showing resilience in sectors such as industry, agriculture, mining, tourism, and financial services — a performance that OTR hopes to build upon.

Experts argue that the new strategy represents a proactive attempt to consolidate these gains while addressing historical inefficiencies in public sector management.

The five-year plan also outlines five strategic focus areas that will guide implementation: strengthening corporate governance, improving leadership and human capital development, enhancing operational efficiency, promoting resource mobilization and management, and optimizing public investment to boost national competitiveness.

Each area was developed through an extensive consultative process involving sectoral analyses, stakeholder engagement, and benchmarking against global best practices.

Analysts point out that success will largely depend on the government’s ability to enforce accountability, monitor performance rigorously, and incentivize results-based management.

The plan acknowledges that, for decades,

Treasury Registrar Nehemiah Mchechu, together with officials from the Office of the Treasury Registrar, engage with the Tanzania Mortgage Refinance Company (TMRC) leadership in Dar es Salaam in February 2026.

the performance of many public enterprises has been undermined by weak governance, capital constraints, and heavy reliance on government subventions.

The new approach seeks to address these bottlenecks by introducing a professional, results-oriented management framework that prioritizes profitability, accountability, and innovation.

Experts suggest that the cultural shift from subsidy dependence to self-sustaining operations will be one of the biggest challenges for public enterprises.



We want to ensure that every public asset delivers value,” he said. “Our ultimate goal is to turn state ownership into shared prosperity.”
- Mr Mchechu

Through the proposed Public Investment Fund, OTR envisions a coordinated vehicle that will channel resources into high-value projects, reduce inefficiencies, and strengthen the industrial foundation of the economy.

This mechanism also links financial discipline to operational results, ensuring investments generate real returns.

The fund is also expected to help attract partnerships and co-investments from both local and international players, reinforcing Tanzania’s position as a competitive investment destination.

Mr Mchechu emphasized that OTR’s focus is not just on financial metrics but also on transforming public enterprises into sustainable, self-reliant institutions.

“We want to ensure that every public asset delivers value,” he said. “Our ultimate goal is to turn state ownership into shared prosperity.”

As the plan takes shape, OTR is calling for stronger collaboration across sectors — from public enterprise leaders and policymakers to the private sector and citizens — to ensure effective implementation.

“This is a shared journey toward transforming public wealth into national prosperity,” Mr Mchechu added. “We need efficiency, transparency, and accountability at every stage.”

As Tanzania works towards realizing Dira 2050, the OTR’s strategic plan stands out as a blueprint for sustainable transformation.

Beyond reforms, it represents a commitment to redefine the role of public enterprises as catalysts of inclusive growth, increased revenue, and improved livelihoods for all Tanzanians.



From reform to results: Public Investment success stories

Treasury Registrar Nehemiah Mchechu, emphasises a point during the Minority Interest Forum held in Arusha in March 2026.

By the OTR Reporter

Dar es Salaam. It started with quiet, calculated reforms — not headlines or grand announcements, but intentional steps taken behind the scenes to reposition the government’s investment portfolio.

Over the past five years, Tanzania’s public investment landscape has undergone a transformation — steady, strategic, and deeply structural.

This shift is spearheaded by Her Excellency President Dr Samia Suluhu Hassan through the Office of the Treasury Registrar (OTR), which is mandated to oversee and manage the government’s shareholding in public enterprises.

The OTR, long focused on managing government investments, has now emerged as a key driver of reform — unlocking value, enhancing oversight, and delivering measurable results across the public investment portfolio.

Now at the helm is Mr Nehemiah Mchechu, Treasury Registrar, whose leadership has accelerated this momentum — reviving dormant investments, deepening oversight, and repositioning

the government as a serious player in national wealth creation.

Among the clearest indicators of this progress is the dramatic growth in non-tax revenue.

Often considered the hidden engine of government income, these funds — generated from dividends, fees, and returns on investment — have surged by an astonishing 61 percent.

In 2020/21, the government collected Sh637 billion in non-tax revenue.

By 2024/25, that figure had climbed to Sh1.028 trillion. This growth has created crucial fiscal breathing room and reduced the government’s reliance on traditional tax revenue.

Complementing this financial surge is the marked increase in the total value of government investments.

In just five years, the portfolio of state-owned assets — including holdings in Public and Statutory Corporations (PSCs) and strategic enterprises — expanded by 32 percent, rising from Sh65.19 trillion in 2019/20 to Sh86.3 trillion in 2024/25.

This growth not only reflects improved market performance and asset revaluation but also signals a fundamental shift

in how public investments are managed: with clear performance targets, commercial discipline, and a renewed focus on value creation.

This fiscal turnaround has been reinforced by a wave of institutional recoveries and financial breakthroughs across several strategic public enterprises — each showcasing the impact of disciplined management, structured oversight, and targeted reform.

At the forefront of this transformation is Tanzania Commercial Bank (TCB), which achieved an extraordinary recovery by turning an accumulated loss of Sh46.2 billion in 2023 into a profit of Sh31.6 billion in 2024.

This remarkable turnaround reflects significant improvements in governance, risk management, and capitalization.

A similarly promising trend was observed at Tanzania Electric Supply Company (TANESCO), the country’s largest utility, which saw its annual profit grow from Sh8.9 billion to Sh21.8 billion in one year.

“This performance confirms the growing financial viability of the energy sector under reform,” underscored Mr Mchechu.



In the extractives space, Tanzania Petroleum Development Corporation (TPDC) delivered a record profit of Sh306 billion in the 2023/24 financial year, up from Sh159.6 billion in the previous year.

This achievement, Mr Mchechu explained, underscores the potential of Tanzania's energy resources when managed with commercial discipline.

That same spirit of transformation is evident at State Mining Corporation (STAMICO), which — along with TPDC — has now achieved full financial independence, eliminating the need for annual government subventions that previously totalled Sh19 billion.

This shift not only reduces fiscal pressure on the Treasury but also signals sustainable growth within these institutions.

Adding to these successes is the return to profitability of TAZAMA Pipelines Limited, which declared Sh4.35 billion in dividends in August 2024 — its first dividend payment since 2019.

This milestone underscores the renewed commercial viability of Tanzania's strategic infrastructure investments.

A major step toward institutionalizing this reform momentum came with the launch of the Public Investment Management Dashboard in August 2025.

Officially inaugurated by Vice President Dr Philip Mpango, the dashboard introduces a new era of real-time, data-driven oversight.

It allows the OTR and government stakeholders to instantly monitor revenue flows, investment performance, and

operational efficiency across PSCs.

By providing access to live performance data, the platform is expected to enhance transparency, reduce delays, and promote faster, evidence-based decision-making.

While technology strengthens oversight, policy reform has expanded the government's strategic position in key sectors.

A notable example is the increase of Tanzania's Free Carried Interest in SOT-TA Mining from 16 percent to 20 percent.

Grounded in the Mining Act of 2010, this adjustment reflects the government's commitment to securing greater value for Tanzanians from their natural resources, and signals a more assertive and equitable investment approach in extractives.

Looking further ahead, OTR has developed a comprehensive Long-Term Perspective Plan (2025/26–2049/50) to provide a structured, 25-year roadmap for public investment.

The plan prioritizes high-impact sectors — including energy, transport, agriculture, finance, mining, manufacturing, and tourism — as drivers of long-term economic transformation.

With a clearly defined Vision to be “a driving force for transformational economic expansion through government investments,” and a Mission to “efficiently oversee and optimize government investments to enhance social and economic growth for all Tanzanians,” the plan provides a future-facing strategy for

sustained development.

Recognizing that successful reform requires both institutional expertise and global standards, OTR has also partnered with leading international consultancy firms to support performance evaluation of 252 PSCs.

Historically, performance evaluations took up to four years per cycle.

Today, under this enhanced model, 60 to 70 evaluations are conducted annually, accelerating interventions and strengthening turnaround strategies for underperforming entities.

Reform, however, is not driven by systems and tools alone — it is powered by people.

OTR has invested in strategic engagement and capacity building for leadership across PSCs.

Over the last three years, working sessions with CEOs and Board Chairpersons have been held in 2023, 2024, and 2025, focusing on governance, performance targets, and alignment with national priorities.

Moreover, 193 CEOs from PSCs have undergone structured induction programmes, ensuring a shared understanding of responsibilities and a unified performance culture.

Directors representing minority interests have also participated in dedicated sessions in March 2024 and March 2025, strengthening transparency and voice across all levels of investment governance.

To support public confidence and informed scrutiny, OTR has institutionalized a new culture of transparency and accountability.

Audited financial statements of PSCs are now publicly released, and weekly meetings with editors and media stakeholders have become a regular platform for public engagement.

This proactive approach ensures that performance data is not just reported internally but made accessible to all Tanzanians.

Taken together, these reforms are more than just institutional improvements — they represent a bold shift in how Tanzania manages its national wealth.

Through strong leadership, technology, partnerships, and transparency, the OTR is repositioning public investments as a strategic pillar of national development.

Tanzania's reform story is no longer a plan on paper — it is a proven path of progress, delivering real impact for the economy and the people.



Board Members and CEOs follow the session during the Minority Interest Forum 2026 held recently in Arusha.



OTR In Pictures

*Treasury Registrar
Nehemiah Mchechu
welcomes a Guest of Honor,
the Minister for Finance,
Amb Khamis Mussa Omar,
at the MIF 2026 held
in Arusha*



*The Head of
Monitoring and
Evaluation at the
Office of the Treasury
Registrar, Innocent
Umbulla, presents the
resolutions during
the MIF 2026 held
in Arusha*



*Alex Malanga —
Outstanding Employee
of the Office of the
Treasury Registrar
for the 2025/26
Financial Year*





*Treasury Registrar
Nehemiah Mchechu
emphasises a point during
the PIC meeting held in
Dodoma.*



The TR Tower



Permanent Secretary in the President's Office (Investment), Dr Fred Msemwa, emphasises a point during a meeting with the management of the Office of the Treasury Registrar on March 4, 2026 in Dar es Salaam.

How OTR is maximizing returns from public investments

By the OTR Reporter

Dar es Salaam. The Office of the Treasury Registrar (OTR) is undergoing a transformative shift that could redefine how public investments drive Tanzania's economic future.

Long viewed mainly as a supervisory office, OTR is repositioning itself as a strategic driver of value creation, growth, and national wealth.

Treasury Registrar Mr Nehemiah Mchechu said recently that the time has come to rethink how government investments are managed and what they are expected to deliver.

"OTR has an opportunity not only to support fiscal spending, but maximize return on investment from government investments for long term growth," he said.

This marks a move beyond routine oversight toward a model in which

public assets are expected to generate measurable economic returns and play a more direct role in national transformation.

The urgency of this shift is underscored by the scale of public investments under government oversight.

The government's total domestic and foreign investments have continued to register steady growth, reaching Sh92.29 trillion as of June 30, 2025 — a seven percent increase from Sh86.3 trillion recorded in the 2023/24 financial year.

This vast portfolio spans 308 Public and Statutory Corporations (PSCs) and minority-owned companies, which together form the backbone of Tanzania's non-tax revenue base.

With public capital of this magnitude at stake, strengthening return on investment, improving portfolio performance, and ensuring commercial

sustainability are no longer optional but central to national wealth creation.

From custodian to performance driver

Traditionally, OTR has been associated with custodianship — safeguarding government shareholdings and supervising PSCs.

While this responsibility remains, the new approach places greater emphasis on performance, productivity, and value unlocking.

OTR is therefore moving beyond asset safeguarding to aggressively addressing performance challenges and supporting institutional reforms that unlock value.

OTR now seeks to ensure that every shilling invested by the government generates measurable returns.

A key pillar of this reform is the shift from viewing OTR as a revenue collector to positioning it as a revenue catalyst.

In the past, considerable effort focused on revenue collection, compliance, and budgeting — tasks that, while necessary, are time-intensive and do not automatically increase investment returns.

The emerging focus is on the growth and performance of public investment portfolios, with revenue assessments increasingly tied to institutional performance.

OTR is therefore transitioning from traditional revenue management to broader resource mobilization, exploring innovative financing mechanisms



Maximizing Returns

that support PSCs, unlock capital, and maximize the value of government investments.

This evolution reframes PSCs from institutions largely focused on service delivery into engines of commercial sustainability and economic productivity.

By concentrating on commercially viable entities and steering them toward growth, OTR consolidates its role as the central investment advisory and sovereign investment arm of the government, reinforcing its contribution to economic transformation.

Commercially viable public entities are being positioned to make greater contributions to GDP growth from the current 5 percent, while improved performance is also expected to help reduce the government's fiscal burden.

Currently, the average dependence of Public and Statutory Corporations (PSCs) on government subsidies stands at about 49 percent, highlighting the scale of the sustainability challenge.

Improved performance of commercially viable public entities is there-

fore expected to reduce dependency on government subsidies, easing pressure on public finances while strengthening their contribution to GDP growth.

Investments as strategic growth tools

The shift also responds to a growing national budget and rising development demands. Public investments are increasingly viewed not merely as expenditures but as strategic instruments for growth.

Through improved PSCs performance, dividend flows can increase, financial sustainability can strengthen, and overall economic impact can expand.

On June 10, 2025, at the State House in Dar es Salaam, Mr Mchechu handed a record 1.028 trillion/- cheque in dividends and contributions from public entities and minority government-owned companies to President Samia Suluhu Hassan, marking the first time collections have reached the trillion-shilling mark and signaling the growing returns from improved portfolio performance.

This milestone demonstrates the potential of well-managed public investments, but sustaining and expanding such gains requires deeper institutional reform.

To drive economic transformation, OTR itself must radically transform how it delivers its mandate so as to supplement a steadily growing national budget while generating stronger returns for wealth creation.

Performance accountability is taking center stage. OTR is strengthening its focus on strategic performance indicators, corporate governance, and leadership accountability within public corporations.

Oversight is increasingly outcome-driven rather than process-focused, aligning public enterprises with commercial discipline while maintaining their public mandate.

Mr Mchechu noted that OTR itself must evolve to realize this vision.

Achieving an impact that drives economic transformation requires stronger investment analysis, improved portfolio management, and data-driven decision-making.

The institution is adopting market-oriented approaches to supplement the national budget and generate higher returns for national wealth.

A long-term vision for national wealth

At the core of this evolution is a long-term vision for national wealth.

OTR aims to identify new financial sources, channel capital into Tanzania's most productive sectors, and position public investments as tools for structural transformation.

"Maximizing returns will require deeper reforms such as private sector partnerships, international positioning, and sector-specific investment strategies," asserted Mr Mchechu.

If fully realized, this shift could mark a turning point in leveraging public assets — transforming them into stronger contributors to growth and prosperity.

In summary, OTR's transformation can be captured in three key shifts: from custodian to change agent, from revenue collector to revenue catalyser, and from control-focused oversight to outcome-driven performance.

For Tanzania, the message is clear — public investments must not only be safeguarded but also made to work harder for national development.



The Treasury Registrar
Nehemiah Mchechu



Tanzania targets strategic media alliance to reposition itself in Africa's investment narrative

By the OTR Reporter

Dar es Salaam. Tanzania is quietly expanding its investment diplomacy beyond boardrooms and bilateral meetings---into the arena of strategic global media influence.

Discussions held recently, at the Office of the Treasury Registrar (OTR) in Dar es Salaam between Treasury Registrar Nehemiah Mchechu and Frederic Van de Vyver, Head of Anglophone Africa Jeune Afrique Media Group, signal a deliberate effort by Tanzania to shape how its economic story is told across the continent and to global investors.

The talks focused on exploring ways of collaboration and on highlighting the investment opportunities available in Tanzania, but their significance extends well beyond routine institutional engagement.

They reflect Tanzania's growing recognition that investment attraction today de-

pends not only on policy frameworks, but also on narrative power and visibility within credible international information platforms.

Tanzania has in recent years focused on strengthening macroeconomic stability, improving regulatory frameworks, and repositioning public institutions such as the OTR toward resource mobilisation and stronger performance oversight of public investments.

Yet attracting long-term capital increasingly requires something more — credibility within the global ecosystems where investors, policymakers, and corporate leaders interpret reform signals and market potential.

This is where Jeune Afrique Media Group becomes strategically relevant.

Headquartered in Paris and established in 1960, the group sits at the intersection of African political intelligence, economic

Treasury Registrar Nehemiah Mchechu speaks with Frederic Van de Vyver, Head of Anglophone Africa at Jeune Afrique Media Group, in Dar es Salaam recently.

analysis, and investor-focused journalism. Through its English-language publication The Africa Report and its investment-focused platform Africa Business+, alongside extensive coverage of political and economic developments, the group provides in-depth, independent and high-quality analysis relied upon by investors, policymakers, and business leaders across both Anglophone and Francophone Africa.

Its strong network of experts and broad



By leveraging partnerships with pan-African analytical media, Rabat has projected an economic vision centred on industrialisation, financial expansion, and the African Continental Free Trade Area.



continental reach have made it a reference point for understanding Africa's complex and fast-evolving business environment, including specialised coverage of sectors such as extractive industries, infrastructure, energy, and financial markets.

By engaging the group, Tanzania is positioning itself within serious, policy-level economic discourse, reaching institutional investors and corporate strategists rather than only general audiences, while also bridging the traditional divide between Francophone and Anglophone investment information flows.

This reflects an understanding that modern competition for capital increasingly plays out in analytical spaces where credibility, depth of insight, and trusted platforms matter more than promotional messaging.

It was within this strategic context — where narrative, reform credibility, and investor perception intersect — that the tone of the Dar es Salaam discussions was set.

During the meeting, Mr Mchechu assured Mr Van de Vyver that Tanzania offers a favourable investment environment and that strong institutional support would be available.

He underscored that cooperation within the public sector would receive full backing from the OTR, while engagement with the private sector could be facilitated through the Tanzania CEO Roundtable.

Mr Van de Vyver, in turn, expressed his commitment to strengthening collaboration, noting that both sides must find the best ways to work together and agreeing that Tanzania provides a business-friendly environment.

His remarks, echoing the Treasury Registrar's assurances, pointed to more than diplomatic courtesy; they signalled a shared recognition that how Tanzania's economic story is framed internationally is becoming part of its investment strategy.

Rather than relying solely on conventional investment promotion campaigns, engagement with analytical platforms allows sector-specific narratives — ranging from mining reforms and energy transition to logistics corridors and financial deepening — to be communicated in formats trusted by global investors.

Jeune Afrique Media Group's role extends beyond publishing. The organisation is also a convener of influential networks through platforms such as the Africa CEO Forum, which brings together thousands of chief executives, investors, and government leaders, and the Africa Financial Industry Summit, which focuses on the financial sector.

Participation in these ecosystems creates channels for partnerships, financing discussions, and strategic networking that extend well beyond readership into the heart of continental business and policy decision-making.



Rather than relying solely on conventional investment promotion campaigns, engagement with analytical platforms allows sector-specific narratives — ranging from mining reforms and energy transition to logistics corridors and financial deepening — to be communicated in formats trusted by global investors.

Across Africa, governments increasingly understand that platforms such as The Africa Report influence how risk is assessed, markets are compared, and reform trajectories are judged.

By opening the door to collaboration, Tanzania aligns with a broader continental trend in which economic diplomacy now includes structured engagement with respected analytical media.

The group's communications and media planning arm, DIFCOM, together with its digital platforms, applications, and professional networks, offers multiple pathways for editorial collaboration, corporate communication, advertising partnerships, and institutional visibility in major business events.

Mr Van de Vyver's commitment to finding the best ways to work together also reflects Jeune Afrique Media Group's own strategic direction.

The group has been investing heavily in digital transformation and expanding its footprint in English-speaking markets such as Nigeria, Kenya, and Ghana, making Anglophone Africa a key driver of its growth while complementing its strong base in francophone North and West Africa.

Tanzania, as one of East Africa's most stable and reform-oriented economies, fits naturally into this expansion.

Experiences elsewhere on the continent illustrate how such engagement can amplify national strategies.

Egypt, for example, has actively strengthened its economic, political, and strategic partnerships across Africa, with a deliberate

push into Anglophone markets alongside its traditional influence in North Africa.

Collaboration with analytical media platforms, including Jeune Afrique Media Group, has enabled Cairo to articulate its strategic role in regions such as the Horn of Africa and the Red Sea corridor, while amplifying narratives around investment, infrastructure, and energy.

Through exposure in respected platforms, Egypt's reform trajectory and continental ambitions have gained greater visibility, contributing to its recognition in recent assessments that ranked it among Africa's top-performing economies.

Similarly, Morocco has expanded its economic and diplomatic engagement across Anglophone Africa as part of a South-South cooperation strategy, positioning itself as a gateway to the continent.

By leveraging partnerships with pan-African analytical media, Rabat has projected an economic vision centred on industrialisation, financial expansion, and the African Continental Free Trade Area.

Such visibility has reinforced Morocco's broader strategy of embedding its development model within continental investment and policy conversations.

These experiences underline a growing consensus across Africa: credible media partnerships act as force multipliers for economic diplomacy.

They help translate domestic reforms into narratives that resonate with global investors, policymakers, and business leaders, narrowing the gap between policy action and international perception.

Against this backdrop, Tanzania's outreach to Jeune Afrique Media Group signals a strategic awareness that visibility in trusted analytical media is itself an economic asset.

Unlike promotional outlets, Jeune Afrique's reputation is built on independent analysis and political-economic scrutiny developed over decades.

Positive exposure within such a platform carries greater weight than conventional publicity and contributes to long-term credibility building.

As African economies compete for investment in a global environment shaped by capital constraints and geopolitical shifts, the contest increasingly revolves around who can convincingly shape the narrative of reform, stability, and opportunity.

Tanzania's engagement with Jeune Afrique Media Group reflects a clear step in that direction.

The February 9 meeting may not have produced a signed agreement, but it marks a meaningful move toward positioning Tanzania not only as an investment destination, but as a serious participant in Africa's strategic economic, political, and business conversation.



Why induction programmes are essential for building effective public entities



Treasury Registrar Nehemiah Mchechu emphasises a point during the CEOs Induction Programme held recently in Kibaha, Pwani Region.

By the OTR Reporter

Kibaha. In any organisation—public or private—the transition from recruitment to effective performance is a critical phase, and induction programmes serve as a vital bridge, introducing new employees not only to their roles but also to the rules, values, and standards that govern their work

In the public service, where accountability, ethics, and safety are paramount, structured induction is not optional; it is foundational.

It ensures that employees understand how to perform their duties correctly while minimising risks to themselves and their

institutions.

This is particularly vital in Tanzania, where the Office of the Treasury Registrar (OTR) oversees all public entities, ensuring uniform standards, ethical conduct, and effective service delivery across the sector.

It is against this backdrop that the OTR launched a 14-day induction programme for its 20 newly recruited employees.

The programme began with a four-day residential session from January 13 to 16, 2026, at the Mwalimu Nyerere Leadership School in Kibaha District, Coast Region, conducted in collaboration with the Tanzania Public Service College (TPSC).

This initial session provided participants with a solid foundation for safe, ethical,

and efficient public service delivery across all entities under OTR's oversight.

Following the residential session, the induction programme will continue for 10 days at the OTR offices, starting January 19.

This phase allows participants to gain a deeper understanding of the Office's operations and responsibilities, reinforcing the skills and knowledge acquired during the initial session.

By continuing the induction in the workplace, the programme also provides the organisation with an opportunity to set the tone for a productive and engaged employee journey, fostering trust, building culture, and empowering employees to contribute meaningfully from day one.

Research has proven that the first days and months of a new worker's experience are vital to employee retention.

A recent study by research and analyst firm Brandon Hall Group found organisations with strong onboarding processes are up to 103 percent more likely to see improvements in key metrics like new hire retention and employee engagement.

Globally, organisations increasingly recognise that induction is not a one-off event but a strategic process.

Leading companies and public institutions around the world combine formal orientation with mentorship, ongoing support, and follow-up training.

This structured approach ensures employees understand organisational culture, operational procedures, safety standards, and ethical expectations.

Such practices reduce early confusion, improve confidence, accelerate productivity, and boost engagement—outcomes that Tanzania's public sector can adopt to strengthen uniformity, efficiency, and professionalism across all public entities under OTR's supervision.

Recruitment alone does not guarantee effectiveness. Without proper orientation, new employees are often expected to integrate quickly, learning systems, procedures, and institutional culture on the job.

Some organisations view induction as a chance to welcome new staff, while others avoid the process altogether, expecting employees to "pick up" vital information on their own.

While this approach may appear efficient, it exposes institutions to operational errors, reduced productivity, unnecessary stress, and, in some cases, non-compliance with laws and regulations.

Structured induction, by contrast, equips employees with the knowledge, guidance, and confidence they need to



New employees of the Office of the Treasury Registrar, recruited in January 2026, undergo Public Service training at the Mwalimu Julius Nyerere Leadership School in Kibaha, Pwani Region.

perform effectively, safely, and responsibly from the outset.

A strong induction programme provides a solid foundation for new employees, reducing anxiety and stress, building confidence, enhancing morale, and clarifying exactly what is expected in day-to-day responsibilities.

Whether conducted over a few hours, several days, or weeks, induction ensures that staff understand the organisation, their role, occupational safety requirements, and codes of conduct.

The induction went beyond welcoming new staff into the institution. It focused on equipping participants with practical knowledge of OTR's mandate, public service laws and regulations, codes of conduct, and performance expectations.

By providing clear guidance from the

outset, the programme reduced confusion, frustration, and stress while enhancing employee confidence, engagement, and morale.

Facilitated by the Director of Administration and Human Resources Management at OTR, Mr Chacha Marigiri, the programme brought together a multidisciplinary team of expert trainers.

During the training, Mr Marigiri emphasised the importance of effective time management, urging participants to strike a healthy balance between professional responsibilities and personal life to enhance productivity and avoid work-related challenges.

"Many public servants struggle to perform effectively due to poor time management and a failure to set clear priorities," he noted.



The Director of Administration and Human Resource Management, Chacha Marigiri, presents a certificate of completion of the Public Service training to Ms Cindy Magigita, one of the newly recruited employees at the Office of the Treasury Registrar.

Speaking at the opening of the programme on behalf of TPSC, Mr Hosea George, a lecturer at the College, said the training was specifically designed to equip new public servants with essential skills and values required in the public sector.

"This programme seeks to contribute to government effectiveness by strengthening the capacity of public entities under the supervision of the Office of the Treasury Registrar," he said.

The programme also addressed workplace health issues—including HIV/AIDS and non-communicable diseases—mental health awareness, performance management, as well as financial literacy and savings.

Delivering a session on health, Dr Frank Mlaguzi from Mnazi Mmoja Hospital in Dar es Salaam urged public servants to take proactive measures to safeguard their health against communicable and non-communicable diseases such as diabetes, hypertension, hepatitis, and mental health conditions.

"Such illnesses significantly affect work performance," he cautioned.

Financial and investment expert from UTT Asset Management and Investor Services (UTT AMIS) conducted a session on financial literacy, savings, and practical management of personal finances, providing participants with essential tools to maintain stability, focus, and integrity at work.

Participants were also introduced to the structure and functioning of the Government of Tanzania for both Mainland Tanzania and Zanzibar, as well as ethics and professionalism in the public service.

By clearly outlining institutional hierarchies, reporting lines, and accountability mechanisms, the induction helped prevent the risks associated with "learning on the job," where employees may inadvertently follow incorrect practices or procedures.

At the closing ceremony, Mr Marigiri presented certificates to participants and commended TPSC for delivering relevant and impactful training, stating that the programme would help nurture disciplined, ethical, and competent public servants.

One of the participants, Mr Goodluck Mtebene, a newly recruited officer in the Directorate of Finance and Accounting at OTR, expressed appreciation to OTR and TPSC for organising the training.

"The programme has provided us with a clear and practical understanding of public service. We are committed to upholding the ethical standards and principles we have been taught as we carry out our duties," he underscored.



What 46 per cent cut in public entities without boards means



Treasury Registrar Nehemiah Mchechu emphasises a point at a past event.

By the OTR Reporter

Dar es Salaam. The steady strengthening of Boards of Directors across public institutions marks one of the most consequential governance reforms being implemented under the oversight of the Office of the Treasury Registrar (OTR).

The OTR currently oversees 308 institutions, including 252 public entities and 56 companies in which the government holds minority shareholdings, highlighting the breadth of its governance mandate.

As part of its commitment to strengthening governance, the OTR has significantly reduced the number of public entities operating without Boards of Directors.

In the 2019/20 financial year, 52 institutions were without boards, but by 2024/25, this number had fallen to 28, a 46.2 per cent improvement and



institutions with functional boards are better positioned to evaluate management performance, enforce compliance, respond to emerging risks and pursue long-term sustainability rather than short-term operational fixes.

– Mr Mchechu

a clear reflection of OTR's proactive efforts to enhance oversight and institutional performance.

Beyond the numbers, this reform reflects a deliberate effort to align Tanzania's public sector with internationally accepted standards of accountability, transparency, and value creation.

At the centre of this effort is a renewed emphasis on the role of boards as the primary guardians of institutional governance. According to the Treasury Registrar, Mr Nehemiah Mchechu, Boards of Directors are not a procedural formality, but a foundational pillar of effective governance.

They are responsible for setting strategic direction, overseeing management performance, safeguarding public assets and ensuring institutions operate within legal and policy frameworks.

As management thinker Peter Drucker once observed, good governance is not about rules, but about



outcomes—a principle that places boards at the heart of translating public mandates into tangible results.

Without boards in place, however, these outcomes can be compromised, as decisionmaking authority tends to concentrate within management, weakening the checks and balances that are essential in public institutions.

This risk is echoed by American leadership expert Jim Collins, and author of the bestselling books *Good to Great* and *Built to Last*, whose research on corporate performance highlights the importance of disciplined leadership and accountability in achieving long-term success.

Recognising these structural weaknesses, the OTR prioritised the reconstitution and establishment of boards as part of broader public investment and governance reforms. Through closer supervision, coordination with line ministries and structured board appointments, these governance gaps began to narrow.

By the 2024/25 financial year, the number of institutions operating without boards had declined to 28, representing a 46 percent improvement. Mr Mchechu said the progress reflects a deliberate effort to restore governance structures that clearly separate oversight from day-today management.

This reform trajectory mirrors international practice. Global experience consistently reinforces the centrality of boards in the governance of public enterprises. In countries such as Singapore, Malaysia and South Africa, Boards of Directors serve as the critical link between government ownership and institutional performance.

They are entrusted with setting long-term strategy, approving budgets, monitoring results and managing risk. British corporate governance



Beyond efficiency and performance, the reform also carries broader implications for public trust. Former United Nations Secretary-General Kofi Annan once observed that transparency, accountability and oversight are not optional in public institutions—they are essential.

expert Sir Adrian Cadbury, whose work shaped modern corporate governance frameworks, once noted that a well-functioning board is the single most important differentiator between success and failure.

Against this global backdrop, attention has increasingly shifted from the mere existence of boards to their effectiveness. Mr Mchechu explained that the OTR has continued to apply professional criteria by implementing Key Performance Indicators (KPIs) and conducting regular performance evaluations of Boards of Directors.

This approach, he said, ensures institutions deliver measurable results while strengthening transparency and accountability across the public sector. Conversely, global evidence shows that institutions without boards often struggle with inefficiency, weak financial discipline and policy drift.

In such environments, the absence of oversight becomes a governance failure in itself. As a widely cited governance principle observes, the absence of governance is governance itself—and usually a bad one.

This reality explains why interna-

tional bodies such as the Organisation for Economic Co-operation and Development (OECD) emphasise Boards of Directors as the cornerstone of effective oversight in state-owned enterprises. Within Tanzania, early outcomes suggest that this emphasis is beginning to pay off.

Mr Mchechu noted that institutions with functional boards are better positioned to evaluate management performance, enforce compliance, respond to emerging risks and pursue long-term sustainability rather than short-term operational fixes.

This aligns with global best practice, where public enterprises are expected, as the OECD notes, to be governed as well as the best private companies, if not better.

Beyond efficiency and performance, the reform also carries broader implications for public trust. Former United Nations Secretary-General Kofi Annan once observed that transparency, accountability and oversight are not optional in public institutions—they are essential.

By restoring Boards of Directors, the OTR is reinforcing these principles and strengthening confidence in how public resources are managed. While notable progress has been made, the Treasury Registrar acknowledged that the task is not yet complete.

The remaining institutions without boards still represent a governance gap that the OTR continues to address. At the same time, the focus is gradually shifting from simply establishing boards to enhancing their effectiveness through stronger skills, professionalism and performance evaluation.

"The objective is not just to have boards in place, but to have boards that add value," Mr Mchechu said.

"Strong boards are essential for protecting public investments and ensuring institutions deliver on their mandates." As Tanzania continues to reform the governance of public institutions, the strengthening of Boards of Directors stands out as a structural reform with longterm impact.

By reinforcing oversight, reducing risk and aligning practice with global standards, the initiative is laying a firmer foundation for accountable governance, sustainable performance and value creation in the public sector.



By the 2024/25 financial year, the number of institutions operating without boards had declined to 28, representing a 46 percent improvement. Mr Mchechu said the progress reflects a deliberate effort to restore governance structures that clearly separate oversight from day-today management.



Treasury Registrar Nehemiah Mchechu addresses the audience at the launch of the TPC Distillery project, a new molasses processing factory boosting agricultural value and industrial capacity in Kilimanjaro Region.

By the OTR Reporter

Moshi. Twenty-five years ago, the government, through the Office of the Treasury Registrar (OTR), made a bold decision to privatize TPC Limited, transferring 75 percent of its shares to Sukari Investment Limited under the Miwa Group of Mauritius while retaining 25 percent.

The move was designed to unlock potential and create a platform where public oversight and private sector efficiency could work hand in hand to deliver sustainable progress.

Today, the results speak for themselves. From a struggling state-owned enterprise, TPC has grown into one of Africa's leading sugar producers and a model of successful public-private partnership.

Within this context of strong performance, Treasury Registrar Mr Nehemiah Mchechu noted during the Silver Jubilee Gala on November 19, 2025, that TPC's growth reflects the broader impact of well-structured partnerships and the government's commitment to driving industrial transformation.

To place TPC's contribution in a national context, the Director General of the Sugar Board of Tanzania (SBT), Prof Kenneth

Why the Tanzania-TPC partnership matters: 25 years of shared growth and impact

Bengesi, told the OTR Magazine recently that national sugar production for the 2024/2025 season stands at 453,382.56 tonnes.

Out of this, TPC contributes 112,855 tonnes—ranking third after Kagera Sugar (140,484.62 tonnes) and Kilombero Sugar (105,310 tonnes).

Other producers include Mtibwa Sugar Estate (51,082.89 tonnes), Mkulazi Holding Company (19,124.01 tonnes), Bagamoyo Sugar (16,556.89 tonnes), and Man-yara Sugar (7,969.15 tonnes).

Prof Bengesi noted that with national production reaching 453,382.56 tonnes against a demand of 650,000 tonnes (including buffer stock), the figures point to

strong market opportunities and continued room for strategic investment and efficiency improvements across the sugar industry.

Against this national backdrop, TPC stands out: its operations, financial performance, and community impact exemplify the long-term value of strategic collaboration.

The inauguration of the \$52 million (Sh130 billion) TPC Distillery on November 19, 2025, further underscores this transformation, marking the start of a project that will expand the company's portfolio to include Extra Neutral Alcohol, potash fertilizer, and renewable power production.

During the Silver Jubilee Gala on the



same date in Moshi, Mr Mchechu reflected on the journey, highlighting the remarkable progress achieved over the past 25 years and the strengthened partnership that continues to drive TPC's success.

"As Treasury Registrar, I have had the privilege of representing the Government as a shareholder in TPC Limited. Over these 25 years, the benefits to the government and the people of Tanzania have been profound," he said.

"This partnership is more than numbers—it is about people, progress, and promises.

"It shows that when government and private investors work together, they can achieve extraordinary results, building a future where Tanzania stands tall as a hub of industrial and agricultural excellence."

Mr Mchechu noted that TPC has injected over Sh265 billion into modernization and expansion, financed through local banks and internally generated funds.

These investments have transformed the company, achieving 150 tons of cane per hectare, making it a global leader in sugar productivity.

The company has also earned national recognition, including the Presidential Trophy for Exemplary Performance and the Presidential Award for Environmental Conservation.

Building on this foundation of excellence, Mr Mchechu noted that the launch of construction for the TPC Distillery marks another significant milestone in the partnership's progress.

"The new distillery will be a game-changer. It will diversify products, create new revenue streams, generate and save foreign exchange, and strengthen Tanzania's industrialization agenda," he underscored.

He added that this level of progress reflects the broader strength of the partnership, which has also delivered consistent financial returns to the Government.

TPC paid dividends for four consecutive years—from 2016 to 2019—leading all government minority investments during that period.

In 2023 alone, the government received a record Sh16.5 billion in dividends.

Beyond dividends, the company contributes approximately Sh74 billion annually in taxes and levies, supporting public services and national development priorities.

The company directly and indirectly employs more than 4,000 Tanzanians, and its social investments in education, health, and infrastructure have positively impacted communities across Kilimanjaro and beyond.

While Mr Mchechu represented the government's oversight role, Kilimanjaro Regional Commissioner (RC) Hon. Nurdin Babu shared the regional perspective, ac-



The new distillery will be a game-changer. It will diversify products, create new revenue streams, generate and save foreign exchange, and strengthen Tanzania's industrialization agenda.

- Mr Mchechu



Through the FTK Foundation, TPC's CSR budget has grown from Sh30 million in 2005 to Sh1.4 billion in 2025, enabling strategic investments in schools, health facilities, and local infrastructure.

- RC Nurdin Babu

knowledging TPC's contributions to local development.

"For decades, TPC has been more than a sugar company; it has served as a key partner of the government, a strong contributor to regional development, and an economic pillar in Kilimanjaro and Manyara Regions," he said.

He went on to add: "Through TPC's operations, the Moshi District Council's Service Levy has increased from Sh45 million to Sh650 million annually, significantly improving service delivery."

RC Babu also highlighted the company's community impact through Corporate Social Responsibility (CSR) initiatives.

"Through the FTK Foundation, TPC's CSR budget has grown from Sh30 million in 2005 to Sh1.4 billion in 2025, enabling strategic investments in schools, health facilities, and local infrastructure," he asserted.

Adding: "The new distillery project will generate high-quality ethanol, fertilizer, and clean energy, creating jobs, expanding revenues, and boosting industrial competitiveness."

TPC Distillery Limited is jointly owned by TPC Limited and the government of Tanzania, through the OTR, which together hold 85 percent of the shares, while Isautier Drinks Africa owns the remaining 15

percent.

This shareholding structure was deliberately designed to combine strong local anchor investment, government oversight, and international technical expertise to drive competitiveness in the regional and global market.

Building on this partnership, Mr Stephane Isautier, TPC Board Chairman and CEO of the Miwa Group, said the entry of Isautier Drinks Africa with its 15 percent stake enhances the distillery's technical capacity and expands market opportunities.

"We are proud of what has been achieved, and we remain committed to advancing both business and social objectives hand in hand with the Government of Tanzania," he said.

Adding: "Our investments over the past 25 years have been guided by a long-term commitment to operational excellence, sustainable growth, and community empowerment."

He went further to expound that the distillery project is a tangible expression of their ambition to diversify products, innovate responsibly, and support Tanzania's industrialization goals.

Building on the shareholder and investment perspectives, TPC Limited CEO Mr Marius Jacobs brought the conversation to the operational front, highlighting how the partnership has shaped the company's day-to-day performance and long-term competitiveness.

"Over the past 25 years, TPC has evolved into one of Africa's most efficient sugar producers, thanks to the strong partnership with the government and strategic investors," he said.

He noted that the newly launched distillery represents a major step in TPC's growth journey.

"The new distillery allows us to diversify our product portfolio, expand renewable energy production, and enhance the value of agricultural outputs, directly benefiting Tanzanian farmers."

Mr Jacobs added that TPC's vision extends beyond industrial output.

"Our commitment goes beyond business; through education, health, and infrastructure projects, we aim to create lasting positive impacts for the communities hosting our operations," he insisted.

His remarks underscored the company's broader social and developmental footprint in the Kilimanjaro Region and across the country.

As these reflections showed throughout the Silver Jubilee Gala, the Tanzania-TPC partnership has grown into a strong example of how public oversight and private sector expertise can jointly advance national priorities.



By the OTR Reporter

Dar es Salaam. Tanzania continues to hold minority stakes in strategic companies to safeguard national interests, promote economic growth, and leverage private sector expertise, officials from the Office of the Treasury Registrar (OTR) say.

Speaking recently in an interview with various media outlets including TBC 1, ITV, Channel 10, Star TV, Radio One and Radio Free Africa Ms Lightness Mauki, Director of Performance Management, Monitoring and Evaluation of Commercial Enterprises at OTR, Mr Chacha Marigiri, Director of Administration and Human Resources Management, and other senior officials, explained the rationale, benefits, and impact of this strategy ahead of the Minority Interest Forum (MIF 2026), scheduled for March 16–18 at PAFU Hall in Arusha.

Q1: Why does the government continue to retain minority stakes instead of fully divesting?

A: The government's role is not necessarily to run businesses directly but to safeguard national interests while ensuring that these companies continue to grow and deliver value to citizens. Retaining minority shares allows the government to remain engaged in strategic sectors even when private investors hold the majority stake.

This ensures influence over key decisions affecting the public, while companies benefit from private sector capital, technology, and managerial expertise. It also considers national security, strategic sector control, and the ability to provide services in areas private investors might overlook.

Q2: What are minority shareholding investments?

A: Minority shareholding investments refer to companies in which the government owns below 51 percent of shares. As of June 30, 2025, the government had invested 3.6 trillion/- in 56 companies across key sectors, including banking, energy, telecommunications, mining, and industry. Even with minority ownership, the government can influence strategic decisions, safeguard public interests, and ensure accountability.



Director of Performance Management, Monitoring and Evaluation of Commercial Public Entities at the Office of the Treasury Registrar, Lightness Mauki (centre), during TBC's Jambo Tanzania Program interview recently ahead of the Minority Interest Forum 2026.

Why government retains minority stakes in strategic companies

Q3: How did this strategy emerge?

A: Historically, the government owned more than 400 public enterprises. Over time, as global economic conditions changed and capital needs increased, it became necessary to adopt a more sustainable investment model.

The government divested part of its shares while retaining minority stakes in strategic enterprises. This allowed private investors to take larger ownership positions and bring in capital, technology, and management expertise, while the government remained engaged in enterprises critical to economic stability and growth.

Q4: Before investing in a company, what does the government consider?

A: The government examines several factors, including the company's history, strategic relevance, and capacity to align with national priorities. We consider where the private sector can complement our goals, such as capital infusion, technical expertise, or market expansion.

Companies are also assessed for their ability to serve public interest areas, like rural infrastructure or national security, which may not attract private investment.

Q5: Does holding minority shares limit the government's influence in decision-making?

A: No. The government actively



participates in corporate governance through board representatives and shareholders' meetings. Board meetings are held quarterly, and annual general meetings provide a platform to influence strategic decisions while ensuring alignment with national priorities.

Each minority-owned company has government-appointed board members who contribute to key decisions, demonstrating that holding minority shares does not limit the government's influence.

Q6: Is the partnership between the government and private sector delivering tangible results?

A: Absolutely. Dividends from companies where the government holds minority shares have grown by 357 percent, rising from 58.26bn/- in 2019/20 to 266.52bn/- in 2024/25. During the same period, government investment increased from 1.5 tri/- to 3.6 tri/-, demonstrating that the strategy boosts efficiency and returns while keeping public oversight intact.

Q7: How do these investments benefit ordinary Tanzanians?

A: These companies generate employment locally and internationally. For example, Airtel Tanzania, where the government owns 49 per cent, employs Tanzanians in regional and international offices, giving them exposure and skills they can bring back home. Puma Energy Tanzania, where the government holds 50 per cent, also deploys staff regionally.

Several companies previously led by expatriates are now managed by Tanzanian executives, including NMB Bank, NBC Bank, and Puma Energy Tanzania, reflecting the growth of local leadership capacity.

The investments also stimulate local economies. Kilombero Sugar Company, where the government holds 25 percent, purchases sugarcane from local farmers. Following a Sh720 billion plant expansion, offtake has increased from 600 tonnes to 1,500 tonnes per year, boosting livelihoods and rural development.

Q8: Why did the government decide to collaborate with the private sector?

A: The government recognised that some enterprises require capital,



The government has prepared a new framework through Dira 2050 and OTR's 25-year Long-Term Perspective Plan, starting July 1, 2026. This plan will expand the number of companies listed on the stock market, providing broader opportunities for citizens, especially young people, to own shares...

technology, and managerial expertise that the public sector alone cannot provide efficiently. Collaboration allows private investors to take majority stakes while the government retains minority shares to safeguard public interests. This partnership enhances efficiency, promotes growth, and ensures long-term sustainability of strategic companies.

Q9: Who initiated private sector participation in these enterprises?

A: It is a deliberate government strategy aimed at improving the performance of public enterprises. The government wanted to retain influence in strategic companies while enabling private investors to bring in capital, technology, and management expertise. This ensures that enterprises remain viable, competitive, and aligned with national priorities.

Q10: Why doesn't the government offload some shares specifically for youth?

A: The government has prepared a new framework through Dira 2050 and OTR's 25-year Long-Term Perspective Plan, starting July 1, 2026. This plan will expand the number of companies listed on the stock market, providing broader opportunities for citizens, especially young people, to own shares and earn dividends. Youth participation will be emphasised under the new framework.

Q11: What is the Minority Interest Forum (MIF 2026) and why is it important?

A: MIF 2026 is the third edition of a high-level governance and leadership platform convened by OTR. It brings together over 150 board directors, chief executive officers, senior government officials, institutional investors, and selected media representatives from companies in which the government holds minority shares.

The forum strengthens governance, strategic leadership, and institutional resilience while aligning corporate strategies with Dira 2050 and national development priorities.

Q12: Who participates in the forum?

A: Participants include minority-interest directors, chief executive officers, senior government officials, regulatory authorities, governance and risk experts, institutional investors, and media representatives. They represent strategic sectors including finance, infrastructure, energy, telecommunications, manufacturing, logistics, and services.

Q13: What is the focus of MIF 2026?

A: The forum promotes governance, strategic leadership, and institutional resilience. Participants explore risk anticipation, opportunity identification, innovation, and adaptive leadership. Discussions also emphasize ESG compliance, technology adoption, and alignment with national development plans, encouraging collaboration between boards, management, and shareholders.

Q14: How does the forum align with Tanzania's longterm development agenda?

A: MIF 2026 supports Dira 2050 and ongoing public sector reforms by building the capacity of directors and executives to exercise agile, innovative, and foresight-driven leadership.

It encourages alignment between corporate strategies and national plans, fostering collaboration to drive long-term performance, competitiveness, and inclusive economic growth, reflecting President Samia Suluhu Hassan's vision for strong public-private partnerships.



Participants of the Minority Interest Forum 2026 follow closely the session held in Arusha recently.

By the OTR Reporter

Dar es Salaam. At a time when global economic currents are increasingly unpredictable and domestic expectations continue to rise, the role of board directors in safeguarding public investments is undergoing a quiet but significant redefinition.

The Minority Interest Forum held from March 16 to 18, 2026, at PAPU Tower in Arusha Region—the third since its inception in 2024—offered more than a platform for dialogue; it provided a moment for leaders to interrogate whether their thinking is keeping pace with a rapidly changing world.

Organised by the Office of the Treasury Registrar (OTR), the forum brought together board chairpersons, directors, and senior executives from companies in which the government holds minority shares.

In his remarks, Treasury Registrar, Mr Nehemiah Mchechu, set the tone with a message that would resonate throughout the sessions: at a time of profound transformation, leadership must evolve.

Oversight, he noted, remains essential, but it is foresight that will deter-

Board Directors go home with key takeaways from Minority Interest Forum

mine whether institutions merely endure change or take charge of it.

That message found expression in this year's theme, "From Oversight to Foresight: Advancing Agile and Innovative Leadership under Transformation Pressures," which framed discussions around the growing need for leadership that anticipates rather than reacts.

It also echoed the long-standing warning by management thinker Peter Drucker that the greatest danger in turbulent times lies not in the turbulence itself, but in responding to it with outdated thinking.

What stood out from interactions with board-level participants was not simply a summary of discussions, but a series of key takeaways shaped by today's operating re-

alities.

Across sectors, directors acknowledged that traditional models of oversight are no longer sufficient in a world where change is rapid and often unpredictable.

For Dr Mosses Mwizarubi, Chairman of Tanzania Pharmaceutical Industries, the most enduring takeaway is the need to fundamentally rethink how institutions are guided.

He situates the OTR as a central force in this transition but notes that its role now extends beyond ensuring compliance to actively aligning institutions with Tanzania's Vision 2050.

The expectation, as he interprets it, is that institutions must begin to internalise long-term thinking in their operations.



This shift towards foresight demands that leaders actively engage with emerging technologies, climate considerations, and evolving global dynamics.

In his view, the forum underscored that leadership must develop the capacity to “see ahead,” not as an abstract idea, but as a practical responsibility embedded in everyday decisions.

That emphasis on anticipation becomes particularly significant when viewed against the backdrop of global volatility.

Representing the Managing Director of TLL Printing & Packaging, Ms Nampombe Chambi reflects on the growing influence of external shocks on local performance.

The key takeaway for her is not simply about awareness, but about preparedness.

Institutions, she argues, must move towards structured approaches to risk management, including mechanisms to monitor global developments and respond proactively.

She also recommended establishing a dedicated early-warning unit to anticipate global disruptions such as energy price fluctuations from geopolitical tensions.

The implication is clear: resilience can no longer be reactive. It must be built deliberately, with systems that allow organisations to detect and manage disruptions before they fully materialise.

While some participants focused on managing uncertainty, others were struck by the opportunities embedded within it.

Mr Eliud Sanga, Chairman of Airtel Tanzania, describes a shift in mindset as one of the most valuable takeaways.

The forum, he notes, challenged leaders to reconsider how they interpret challenges, urging them to see problems not as barriers, but as potential entry points for innovation and investment.

In a global environment where crises often reshape markets, this perspective signals a move away from defensive leadership towards one that is more exploratory and opportunity-driven.

He also highlighted the insights from Bankable Tanzania Director, Ivan Tarimo’s Agile & Innovative Leadership report, which provided practical, educative, and region-specific guidance that could be applied across the institutions represented.

However, such a mindset requires a different kind of leadership—one that is comfortable operating under pressure and ambiguity.

For Ms Theresia Soka, Board Director at Inflight Catering Services, the key takeaway was the importance of adaptability as a core leadership trait.

Her reflections suggest that the ability to read and interpret the operating environment—both locally and globally—is becoming central to effective governance.



Treasury Registrar Nehemiah Mchechu speaks during the Minority Interest Forum held in Arusha in March 2026.

Leaders must be equipped not only to respond to change but to anticipate and navigate it with confidence.

This includes understanding environmental impacts on business, reading local and global market trends, and predicting risks—all essential to maintaining operational stability and exploiting emerging opportunities.

Beyond individual institutions, the forum also appears to have deepened a sense of collective responsibility among directors.

Mr Geoffrey Kitundu, Board Director at ALAF Limited, places this within the broader context of the Dira 2050.

For him, the key takeaway is that institutions under the OTR are integral to the country’s long-term economic transformation.

This places an obligation on boards to align their strategies with national goals, ensuring that their decisions contribute not only to organisational success but also to the broader development agenda.

He illustrated this with ALAF Limited’s Colour Coating Line, which replaced previ-

ously imported materials and created local employment, demonstrating how strategic investments under OTR’s guidance contribute directly to industrial growth and Dira 2050 targets.

As directors return to their respective institutions, the true test will be translating these insights into concrete action.

The forum’s discussions matter less than the ability of boards to embrace foresight, strengthen institutional resilience, and cultivate the agility needed to navigate an increasingly complex economic and technological landscape.

This imperative is underscored by the government’s growing investment in Minority Interest Companies, which has surged from Sh821 billion to Sh3.6 trillion over the past five years, with dividends rising 357 percent from Sh58 billion to Sh266 billion.

The trajectory highlights not only the government’s confidence in these institutions but also the critical economic role they play in advancing national development.



Transition from revenue management to resource mobilisation marks OTR's new strategic direction

By the OTR Reporter

Dar es Salaam. As Tanzania advances toward a more investment-driven economy, the Office of the Treasury Registrar (OTR) is redefining how it executes its mandate as the government's custodian of public investments.

The institution is undertaking a strategic transition from traditional revenue management toward proactive resource mobilisation — a shift aimed at strengthening Public and Statutory Corporations (PSCs) and maximising returns from public investments.

With oversight of 308 entities — 252 public entities and 56 government mi-

nority interests — valued at Sh92.3 trillion, OTR sits at the centre of one of the country's largest investment portfolios.

The scale of this responsibility underscores why the institution's role must extend beyond routine revenue management to actively growing and mobilising resources for stronger returns.

The impact of OTR's stewardship is evident in recent achievements.

On June 10, 2025, President of Tanzania, Her Excellency Dr. Samia Suluhu Hassan, received a historic Sh1.028 trillion in Non-Tax Revenue — dividends and contributions from public entities and companies in which the government holds minority shares.

This record collection, supervised by OTR, is the highest since the office was established in 1959, representing a 68



Investments in Public Entities and Minority Interest companies by 2025.



percent increase compared to the same period last year and accounting for 34 percent of total collections for the fiscal year 2023/24.

It clearly demonstrates how effective management of public investments can generate tangible results for the nation.

As Austrian-American management guru Peter Drucker once said, "The best way to predict the future is to create it," a principle that reflects OTR's proactive approach, guiding its transition from revenue management to revenue catalyzation and ensuring public investments generate maximum returns.

For years, OTR's work has mainly revolved around managing revenues already within the system — ensuring public funds are properly collected, allocated and used.

That function has safeguarded accountability and financial discipline.

However, managing what exists is no longer enough to drive the scale of growth required from PSCs.

What is now required is a broader, more forward-looking approach.

Rather than concentrating only on administering existing resources, OTR is repositioning itself to focus on resource mobilisation — attracting new financial sources and unlocking capital that can drive expansion and competitiveness across PSCs.

American self-help author Napoleon Hill once said, "Opportunities come to those who create them," a philosophy that guides OTR as it proactively shapes its strategic direction.

Treasury Registrar Mr Nehemiah Mchechu said recently that this shift reflects the changing demands of the economy.

"OTR must move beyond managing what is already available," he underscored.

Adding: "We have to actively mobilise resources, explore innovative financing mechanisms, and ensure our Public and Statutory Corporations are financially empowered to maximise investments and generate sustainable returns for the nation."

This direction recognises that PSCs operate in sectors that carry Tanzania's growth prospects — energy, infrastructure, finance, telecommunications and natural resources — all of which require sustained and large-scale investment.

Relying primarily on government budget allocations slows expansion and limits the ability of these corporations to



OTR must move beyond managing what is already available... We have to actively mobilise resources, explore innovative financing mechanisms, and ensure our Public and Statutory Corporations are financially empowered to maximise investments and generate sustainable returns for the nation
— Mr Mchechu



Every investment must deliver value," Mr Mchechu said. "Through effective oversight and performance-driven management, Public and Statutory Corporations can grow in value and contribute more significantly to Tanzania's development
— Mr Mchechu

compete effectively in a dynamic economic environment.

Through resource mobilisation, OTR is widening the financing landscape.

Greater engagement with private sector investors, both local and international, offers access not only to capital but also to technology, managerial expertise and stronger governance practices.

At the same time, strategic use of surplus revenues from natural resources such as oil, gas and mining provides an opportunity to convert temporary gains into long-term productive investments.

As physicist Albert Einstein wisely said, "In the middle of difficulty lies opportunity," highlighting the potential in turning resources into growth.

Mr Mchechu emphasised that attracting resources must go hand in hand with institutional readiness.

Resource mobilisation, he noted, is not only about finding money but also about ensuring that PSCs are structured, governed and managed in ways that make them attractive and credible investment partners.

That is why performance management has become central to OTR's strategy.

Stronger board oversight, clear performance expectations and improved corporate governance are being prioritised to ensure that both existing and newly mobilised capital translate into tangible results.

The objective is to improve profitability, enhance efficiency and increase dividends returned to the government.

"Every investment must deliver value," Mr Mchechu said. "Through effective oversight and performance-driven management, Public and Statutory Corporations can grow in value and contribute more significantly to Tanzania's development," stressed Mr Mchechu.

This aligns with Drucker's insight: "Efficiency is doing things right; effectiveness is doing the right things."

This evolution positions OTR not merely as a supervisor of state assets, but as a catalyst for investment growth.

By combining resource mobilisation with strong performance oversight, the institution is aligning its role with Tanzania's long-term development vision — one where public investments are not only protected, but actively grown.

Revenue management keeps the system stable. Resource mobilisation is what enables it to grow.



Dar Port

By the OTR Reporter

Antwerp, Belgium — Tanzania's ambition to build modern, efficient and globally competitive ports received a significant boost following a high-level study visit to the Port of Antwerp-Bruges by the Treasury Registrar, Mr Nehemiah Mchechu, accompanied by a technical team from the Office of the Treasury Registrar (OTR) and the Tanzania Ports Authority (TPA), led by its Director General, Mr Plasduce Mbossa.

The visit brought together Tanzanian port and public investment experts with one of Europe's most advanced port systems, offering practical insights into how technology, governance and long-term planning can transform port performance and national competitiveness.

At a time when Tanzania is positioning itself as a regional trade and logistics hub for East and Central Africa, the performance of its ports has become a decisive economic factor.

Faster cargo handling, lower logistics costs and predictable port services directly influence export competitiveness, industrial growth and investor confidence. It is within this strategic context that the Antwerp-Bruges visit carries particular significance.

Speaking on the importance of the visit, Mr Mchechu said the study tour aligns closely with Tanzania's broader agenda of strengthening the performance and value of public institutions and strategic state assets.

"Ports are not just transit points for cargo;

Why Antwerp-Bruges Matters for Tanzania's Ports and Public Investments

they are economic gateways. What we have learned at Antwerp-Bruges demonstrates how technology-driven operations, strong governance and integrated planning can significantly enhance efficiency, transparency and returns from public investments," said Mr Mchechu.

Globally, the Port of Antwerp-Bruges is recognised for its advanced digital systems, smart logistics platforms, environmental sustainability practices and integrated port-city development model. Analytically, its experience shows that modern ports achieve competitiveness not only through infrastructure expansion, but through data-driven management, coordinated governance and continuous skills development.

For Tanzania, where ports represent some of the largest public investments, these lessons underscore the importance of shifting from asset expansion to asset optimisation — ensuring that existing infrastructure delivers maximum economic and financial returns.

From the sector leadership perspective, TPA Director General Mr Plasduce Mbossa said the Antwerp-Bruges visit comes at a critical moment when Tanzanian ports are already recording strong performance

gains, making global benchmarking essential to sustaining momentum.

"As port volumes continue to grow, efficiency and reliability become even more critical. Learning from advanced ports such as Antwerp-Bruges helps us consolidate current gains and scale them through technology, skills and sound management systems," said Mr Mbossa.

That momentum is already evident at the Port of Dar es Salaam, which has posted historic performance figures in recent years.

The Tanzania Ports Authority (TPA) has announced that the Port of Dar es Salaam handled a record 27.7 million tonnes of cargo in the 2024/25 financial year, up sharply from 18 million tonnes in 2021/22.

The achievement has been attributed to enhanced infrastructure, deployment of modern equipment and increased private-sector participation.

Acting Dar es Salaam Port Director Mr Abed Gallus said the port's growth reflects sustained government investment and effective partnerships with private operators.

"This represents a 15 per cent annual growth, a level not achieved since the port's inception," Mr Gallus said, noting that since operators DP World and Tanzania East Af-



Antwerp-Bruges

rica Gateway Terminal Limited (TEAGTL) joined operations, capacity rose from 23.69 million tonnes in 2023/24 to 27.7 million tonnes in 2024/25.

A key driver of this transformation has been the Dar es Salaam Maritime Gateway Project (DMGP), which involved deepening and reinforcing the harbour to 14.5 metres, enabling the port to accommodate larger and heavier vessels.

"The average service time for a container ship has dropped from ten days to around three days. That time saving has had a ripple effect across the entire trade corridor, from factory floors to retail shelves," Mr Gallus said.

As a result of improved draft and scheduling efficiency, larger vessels are now calling at the port. Mixed-cargo ships that previously carried about 15,000 tonnes are now arriving with up to 50,000 tonnes, while bulk grain vessels have reached 65,000 tonnes, setting new operational benchmarks.

Mr Gallus underscored the Port of Dar es Salaam's strategic role, handling more than 95 per cent of Tanzania's seaborne cargo, and noted that every operational improvement has a direct impact on national economic performance through lower logistics costs and improved delivery predictability.

The public-private partnership model has been central to these gains, with DP World managing Berths 0-7 and TEAGTL overseeing Berths 8-11.

"This approach has improved equipment availability, night-shift productivity and berth scheduling discipline," he said.

The port added nearly four million tonnes of cargo in just one year, a milestone Mr Gallus attributed to the Sixth Phase Government's emphasis on port reforms and stronger private-sector engagement.

To sustain progress, TPA is focusing on routine maintenance, integration of digital systems and streamlined documentation processes to ensure that gains at terminal level are matched by faster cargo clearance.

Beyond consolidating these operational gains at home, the Antwerp-Bruges visit also laid the foundation for sustained institutional cooperation. Tanzanian institutions and Antwerp-Bruges Port authorities agreed to continue collaborating in areas such as skills development, port planning, management systems and operational optimisation, with the shared objective of enhancing productivity and value creation.

For Tanzania, the Antwerp-Bruges visit is therefore more than a study tour. It represents a strategic investment in knowledge, institutional capacity and international partnerships.

By translating global best practices into policy oversight and operational reforms, Tanzania strengthens its ability to transform ports into engines of trade facilitation, industrial growth and sustainable public value.



Mwanza South Port



Mtwara Port



Mbambabay Port



By the OTR Reporter

Dar es Salaam. As Tanzania pushes forward with the implementation of Dira 2050, a critical but often understated process is gaining prominence—ensuring that public institutions spend not just within limits, but in line with national priorities.

Tanzania's Dira 2050 'Development Vision 2050' aims to transform the nation into an upper-middle-income economy with a projected \$1 trillion GDP and about \$7,000 annual per capita income by 2050.

The plan envisions growing the economy from the current estimated \$85–95 billion range, requiring sustained high growth of around 10–11 percent annually to achieve its long-term targets.

Achieving such an ambitious transformation depends heavily on how effectively public institutions translate national priorities into actionable and well-financed plans.

It is at this point that the Office of the Treasury Registrar (OTR), under the leadership of Mr Nehemiah Mchechu, comes into focus.

He has consistently emphasised the need for public entities to move beyond routine compliance and embrace performance-driven planning.

Mr Mchechu believes that the success of Dira 2050 will largely depend on how effectively institutions translate strategic plans into bankable, well-prioritised budgets.

In his view, budgets must increasingly reflect measurable outcomes, realistic financing strategies and a clear contribution to national development.

"Public institutions must treat budgets as instruments of delivering results, not just annual financial rituals," he has repeatedly stressed in various forums, noting that discipline in planning and execution will determine whether the country achieves its long-term aspirations.

Scrutiny of public entities' budgets, Mr Mchechu maintains, is a foundational element of good governance.

It ensures that public resources are used effectively, transparently and in alignment with national development priorities.

He further notes that the process goes beyond figures, requiring a careful assessment of financial plans against government directives, performance indicators and broader economic goals, while also identifying areas where efficiency can be improved and unnecessary costs reduced.

This approach is consistent with global best practice, where governments subject budgets to rigorous scrutiny before they are tabled in Parliament.

In countries such as the United Kingdom, South Africa and India, draft budgets are treated as proposals that undergo detailed review by experts and parliamentary committees to test assumptions, align spending with national priorities and identify gaps

Why budget scrutiny of public entities matters in driving national development





Budget Scrutiny



Staff from the Office of the Treasury Registrar, together with officials from various public institutions, conduct budget scrutiny. The event took place in Kibaha, Pwani Region recently.

before approval.

Such pre-approval scrutiny strengthens fiscal discipline, enhances accountability and ensures that public resources are directed toward measurable development outcomes—an approach increasingly reflected in Tanzania’s ongoing reforms through the OTR.

Against this backdrop of strengthened accountability and results-based planning, the operational phase of the reform is already underway.

On April 2, 2026, the Office of the OTR convened a team of 50 experts at the Mwalimu Nyerere Leadership School in Kibaha for a multi-day exercise to analyse budgets of public institutions and agencies.

Speaking on the exercise, Mr Joseph Mwisemba, Assistant Director for Evaluation of Non-Commercial Public Entities at the OTR, said the review goes beyond surface-level checks.

It involves a detailed assessment of recurrent and development expenditures,

the feasibility of projects, and the financing strategies behind institutional plans, whether through government support or internally generated resources.

“We are undertaking an in-depth budget scrutiny of institutional plans to determine how effectively they contribute to the implementation of Dira 2050 and the broader national development agenda,” he said.

Beyond technical assessment, the exercise reflects a broader shift in government thinking, where emphasis is increasingly placed on the quality of spending rather than the size of allocations.

In a global context, one of the persistent challenges in public institutions is the mismatch between ambition and available resources. Some entities continue to design plans that are either underfunded or overly dependent on government support, which limits their effectiveness.

As a result, experts have increasingly urged institutions to strengthen internal resource mobilisation, explore innovative revenue streams and improve operational efficiency.

This is particularly significant given the scale of public investments under the oversight of the OTR.

The office supervises 308 institutions, including 252 majority government-owned and 56 minority-owned entities, with a combined investment portfolio of Sh92.3 trillion.

These entities are expected to generate Sh1.8 trillion in non-tax revenue in the 2026/27 financial year, contributing to the government’s projected Sh62 trillion budget.

Such figures, Mr Mwisemba argues, call for stronger accountability mechanisms.

“When you look at the size of public investments, even small inefficiencies trans-

late into significant losses. That is why scrutiny must be thorough, continuous and focused on results,” he has noted.

The scrutiny process is anchored in the Treasury Registrar Act Cap 370 and the Budget Act Cap 439, which empower the OTR to review plans and budgets of public institutions under its oversight.

Once completed, approved budgets are uploaded into the government’s PlanRep system for quarterly performance tracking.

Mr Mwisemba said this marks a shift from planning to disciplined execution.

He stressed that weak follow-through has historically undermined public sector performance, making continuous monitoring essential to ensure institutions remain aligned with national priorities.

Building on this concern, he also underscored the importance of stronger collaboration between boards of directors, management and staff, noting that governance cohesion is essential for improved decision-making and efficient use of resources.

It is within this broader push to strengthen institutional governance that the reform agenda has moved into its operational phase.

Mr Mwisemba said the exercise is analytical rather than procedural, focusing on whether institutions are aligning their spending frameworks with both Dira 2050 and the Fourth Five-Year Development Plan.

He emphasised that the performance of each institution will ultimately shape the success of national development efforts.

As Tanzania advances towards its long-term vision, the ongoing budget scrutiny exercise signals a decisive shift in public financial management—where success is no longer measured by the size of allocations, but by the impact delivered to citizens and the economy.



When you look at the size of public investments, even small inefficiencies translate into significant losses. That is why scrutiny must be thorough, continuous and focused on results
— Mr Mwisemba

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