



# TANZANIA INVESTMENT CENTRE

CORPORATE  
STRATEGIC PLAN  
(2023/24 - 2027/28)

# FOURTH CORPORATE STRATEGIC PLAN

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# MESSAGE OF THE CHAIRMAN OF THE BOARD OF DIRECTORS

Investments play a fundamental role in national development given the fact that they cut across many production sectors, hence contributing to social and economic development at individual, institutional, and national levels. Tanzania Investment Centre (TIC), a government agency mandated to accelerate economic growth by promoting, encouraging, facilitating and coordination of investments commits to its mission aimed at becoming a leading investment promotion and facilitation Institution in Africa. Towards this end, the Centre gears its strategic operations to support and contribute to the country's Development Vision (Vision 2025) of attaining a middle-income country status and given the long-term nature of investment, faster prosperity beyond year 2025.

Following completion of the third CSP, TIC Board of Directors and management have developed the fourth CSP 2023/24-2027/28 which sets a new drive and machinery to contribute to further promotion and facilitation of investments in response to the changing regional, continental, and global investment landscapes.

Admittedly, to achieve its new mission, TIC acknowledges the importance of collaboration with all relevant Ministries, Departments and Agencies, investors and other stakeholders to foster a stable and investor friendly policy environment for investments in the country. In this new corporate strategic plan, objectives, targets, and strategies are set to address several existing and emerging challenges, both internally and externally driven by introducing critical interventions which we believe will result into improved performance of TIC in executing its statutory mandates as prescribed in the Tanzania Investment Act, 2022, Cap.38 of the Laws of Tanzania.

I take this opportunity, on behalf of the Board of Directors, to commend and invite all of our partners to join us in this journey to achieve TIC's envisaged vision making "Tanzania, a leading investment destination in Africa"

**Dr. Binilith Mahenge**

CHAIRMAN OF THE BOARD OF DIRECTORS





## MESSAGE BY THE EXECUTIVE DIRECTOR

One of the commitments of the 6th phase government of the United Republic of Tanzania is to create a stable source of government revenue through an industrial-based economy, with a corresponding increase in industrial production and jobs through investment. One of the roles and functions of Tanzania Investment Centre (TIC) is to market Tanzania worldwide, as a country with abundant resources and attractive opportunities for investments in priority sectors. According to its statutory mandate, TIC has been undertaking a corresponding number of promotion and facilitation efforts.

This Corporate Strategic Plan (2023/24-2027/28) is the fourth in the series. It changes the emphasis given the fact that the investment dynamics and competition in the region and globally has significantly changed.

Recent reforms at the Centre have included reshaping, restoring, integrating, modernizing, and expanding the “One Stop Facilitation Centre” concept together with the workflow management systems to allow swift implementation of the promotion and facilitation activities. For the period covered by the new strategy, there will be more efforts in mobilising increased human and financial resources and install appropriate infrastructure, including physical working space, as part of institutional capacity building so

that the Centre can fully, effectively and efficiently execute its statutory functions.

TIC will promote strategic investment opportunities and stand ready to resolve investment issues that confront both public and private investors. The Centre seeks to present itself as the most appropriate and convenient point of call for investors and in collaboration with relevant public and private actors to brand Tanzania as an attractive business/ investment destination, in terms of resources, skilled labour force, policy stability, peace and security. As a move towards that direction, TIC will strive to achieve the following six (6) Strategic Objectives:

- + HIV & AIDS Infections and Non – Communicable Diseases (NCD) reduced and Supportive Services Improved,
- + National Anti-Corruption Strategy implementation enhanced and sustained,
- + Tanzania’s brand as a prime investment destination enhanced,
- + Investment projects attracted and registered,
- + Take off, sustainability and impact of registered investments enhanced
- + Performance Capacity of TIC enhanced

Monitoring and evaluation (M&E) are to be re-established as a fully-fledged function of the Centre. Apart from monitoring the implementation of this corporate strategic plan, M&E will also target registered investment projects and the environment in which they operate. The Centre is, therefore, committed to providing more efficient after-care and contribute to better regulatory framework alongside better investment climate in the country.

TIC Management and all staff are responsible for the implementation of this plan, however this CSP will be used by the Management as a performance and accountability tool while the Implementation of the CSP activities shall be monitored periodically to ensure that they are executed according to the plan. Periodical performance reports from sections, units and zonal offices will be used to assess the level of achievement of each target in relation to the CSP. This CSP is open for review whenever

substantial organizational, national policy and regulatory environments change. To achieve the planned objectives and targets, we count on management and all staff for the delivery on our mandate and even exceed expectations of the ministry and our stakeholders.

This Plan would not have been in place without combined efforts from all the Directors, Managers, Heads of Units, and other personnel within TIC in general. My sincere appreciation and gratitude go to all of them for facilitating the groundwork of this CSP.

I wish to make a request to internal and external stakeholders to provide, moral, material and financial support that TIC needs so as to realize the vision and mission expressed in this Corporate Strategic Plan.

**Gilead J. Teri**

Executive Director



# EXECUTIVE SUMMARY

Tanzania Investment Centre (TIC) as the Investment Act, 2022 provides, is a one-stop centre for investors and the primary agency of Government to co-ordinate, encourage, promote and facilitate investment in Tanzania and to advise the Government on investment policy and related matters. In fulfilling this requirement, the Centre has prepared this strategic plan to guide its operations from July 2024 to June 2028. The plan has four chapters namely Introduction, Situation Analysis, The Strategic Plan, and the Monitoring and Evaluation Plan.

The Strategic Plan (2023/24-2027/28) is the fourth in the series since establishment of the TIC. It changes the emphasis given the fact that the investment dynamics and competition in the region and globally has significantly changed.

In developing this CSP, both internal as well as external factors have been taken into account. Internal or national dynamics provide new context and pressing need for an effective approach in investment promotion and facilitation. More specifically, the Fourth CSP is cognizant to the renewed investment drive under the 6th Phase Government of Tanzania. This CSP is also adopted at the time when the Tanzania is in the process of developing the long-term National Development Vision 2050 which private investment growth will be a key driver.

In developing this plan, a situation analysis was carried out and identified 12 critical issues based on: a performance review of the preceding Plan; Stakeholders Analysis; Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis; Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) analysis and Review of Relevant Information. Furthermore, 26 critical issues were also identified all of which directed the plan towards the vision of transforming Tanzania into a leading investment

destination in Africa and in order to achieve that, TIC will thrive to provide modern and world-class investment services as its mission.

The new CSP objectives are HIV & AIDS Infections and Non – Communicable Diseases (NCD) reduced and Supportive Services Improved, National Anti-Corruption Strategy implementation enhanced and sustained; Tanzania's brand as a prime investment destination enhanced; Investment projects attracted and registered; Take off, sustainability and impact of registered investments enhanced; and Performance capacity of TIC enhanced.

Under every objective there are several new interventions that are meant to transform TIC into a more focused promotor and facilitator of investment in Tanzania. Usage of technology has been emphasized and stakeholders will be consulted more often and be involved in a variety of joint decisions.

Implementation of this CSP will be monitored closely by both management and Board of Directors by using the Monitoring and Evaluation tools included in the plan at the last chapter. The plan is to carry out a total of five (5) formal reviews during the Corporate Strategic Planning Cycle. The reviews will be tracking progress on targets on annual basis. During the first year (2023/24), one formal review will be conducted in June 2025. The reviews will focus on determining whether the planned activities are moving towards achieving the targets and will find out whether they are on track, off track, unknown or at risk. Subsequent years will follow the same trend and all this will be reported accordingly.

# ABBREVIATIONS

<b>CCM</b>	Chama cha Mapinduzi
<b>CIA</b>	Chief Internal Auditor
<b>CSOs</b>	Civil Society Organization
<b>CSP</b>	Corporate Strategic Plan
<b>CTI</b>	Confederation of Tanzanian Industries
<b>DAF</b>	Director Administration and Finance.
<b>DCA</b>	Director Corporate Affairs
<b>DG</b>	Director General
<b>DIF</b>	Director Investment Facilitation,
<b>DIP</b>	Director Investment Promotion,
<b>DRIS</b>	Director Research and Information Systems,
<b>eGA</b>	Electronic Government Authority
<b>EU</b>	European Union
<b>EUBG</b>	European Union Business Group
<b>EXD</b>	Executive Director
<b>HPMU</b>	Head Procurement Management Unit
<b>IMF</b>	International Monetary Fund
<b>IPA</b>	Investment Promotion Agency
<b>ISPs</b>	Investor Service Providers
<b>MDAs</b>	Ministries, Departments and Agencies
<b>NIPC</b>	National Investment Promotion Campaign
<b>NISC</b>	National Investment Steering Committee
<b>PSOs</b>	Private Sector Organization
<b>SDG</b>	Sustainable Development Goals
<b>TCCIA</b>	Tanzania Chamber of Commerce Industry and Agriculture
<b>TelW</b>	Tanzania Electronic Investment Window
<b>TF</b>	Task Force
<b>TIC</b>	Tanzania Investment Centre
<b>TPSF</b>	Tanzania Private Sector Foundation
<b>UN</b>	United Nations
<b>URT</b>	United Republic of Tanzania
<b>WB</b>	World Bank
<b>ZIPA</b>	Zanzibar Investment Promotion Authority

## CHAPTER ONE

# INTRODUCTION

### 1.1. INTRODUCTION

Tanzania Investment Centre (TIC) is a government organization which is currently tasked and mandated by the Tanzania Investment Act Number, 2022, Cap. 38 of the Laws of Tanzania to, among others, facilitate, promote and encourage investors to invest in Tanzania. The other role of TIC is to advise the Government on investment policy and related matters.

TIC functions as a One-Stop-Facilitation Centre pulling together under one roof relevant MDAs tasked with investment promotion and investor handling on matters related to permits, license, approvals, and registrations, thereby saving time, and reducing bureaucracy for investors in obtaining required permits, approvals and other services.

The first investment promotion agency in Tanzania was known as Investment Promotion Centre (IPC) and was established in 1991 under the National Investment (Promotion and Protection) Act, Act. No. 10 of 1990. IPC was mandated for promotion, protection, co-ordination, regulation, and monitoring of domestic and foreign investments in Tanzania. The Centre operated under the then President's Office – Planning Commission. In 1996 IPC was replaced by TIC pursuant to the enactment of the Tanzania Investment Act (TIA), No. 26 of 1997 which repealed and replaced the investment legislation of 1990.

**Under the Tanzania Investment Act (TIA), No. 26 of 1997, TIC was mandated to undertake the following:**

- i. Promote, coordinate and facilitate investments;
- ii. Advise the Government on investment policy and related matters;
- iii. Initiate and support measures that will enhance the investment climate in the country for both domestic and foreign investors;
- iv. Collect and disseminate information about investment opportunities;
- v. Upon request advise investors on the available joint-venture project partners;
- vi. Identify investment sites or land for investment; and
- vii. Assist investors in obtaining necessary permits and approvals.

**With these additional functions, TIC became a One-Stop- Shop for promoting and facilitating investment in the country.**



**In view of the changing investment landscape which necessitated a revamped regulator approach and efficiency, in 2022 Tanzania enacted the Tanzania Investments Act, Cap 38 of the Laws of Tanzania repealing and replacing the TIA of 1997 with more emphasis on the following:**

- + Enhanced Investment climate in Tanzania, strengthening investment protection and predictability;
- + Enhanced investors service delivery by MDAs Including Tanzania electronic Investment Window (TelW);
- + Improved delivery of fiscal incentives to investors;
- + Reviewed and Harmonized Laws leading ease investment coordination, introduction of incentives to expansions, rehabilitation projects and facilitate NISC mandates and incentives;
- + Conduct Monitoring & Evaluation of Investment projects;
- + TIC as a National Investment Branding Agent;
- + Established and integrated online single window for investment;
- + Extended duration for fiscal incentives from 3 to 5 years and
- + Provision of simplified and clear criteria for identification of strategic and special strategic investments.

The CSP that ended in June 2023 was built on a mandate stipulated by the 1997 legislations. Although TIC has been implementing 5-Year Strategic Plans to guide its strategic role of attracting and nurturing investors in a rapidly changing and increasingly competitive world, its Corporate Strategic Plan (TIC-CSP) ended on 30th June 2023 with various notable

achievements, such as increased volume and value of inward investments, growth of local investments, and enhanced performance of investors-support services at TIC.

As the Centre adopts its Fourth Corporate Strategic Plan for 2023/24 - 2027/2028, it has to align with local factors as driven by leadership directives, Ruling Party (CCM) Manifesto, the Tanzania Investment Act of 2022 and other national legislations, and sector policies. In addition, the Fourth CSP must take into account regional and global developments, including regional integrations as well as geopolitical dynamics that affect flow of investments. All these dynamics introduce opportunities as well as challenges that affect implementation of the Fourth CSP.

## **1.2. RATIONALE FOR CORPORATE STRATEGIC PLAN:**

The Third TIC's CSP expired on the 30th June 2023. TIC is compelled to have a new CSP as part of good governance practice and complying with the government directive such as the Medium-Term Strategic Planning and Budget Guideline (MTSP&BG) issued by the former Ministry of Finance and Planning. In addition, a medium-term plan is a key requirement for good corporate governance.

In developing the Fourth CSP, both internal as well as external factors have been taken into account. Internal or national dynamics provide new context and pressing need for an effective approach in investment promotion and facilitation. More specifically, the Fourth CSP is cognizant to the renewed investment drive under the 6th Phase Government of Tanzania. This CSP is also adopted at the time when the Tanzania is in the process of developing the long-term National Development Vision 2050.

Tanzania, as an emerging economy, faces challenges evolving from regional and global trends, including competition from other economies, rapid technological developments in



science and technology, geo-political dynamics, and the challenges from climate change. These and many other factors require innovative solutions that enhance the country's adaptability to manage change to address the current and future challenges. In addition to collaborating with other nations to mitigate the adverse impact of climate change, Tanzania seek to take advantage of the climate and environmental changes by identifying and promoting green technology investments suitable for long term sustainability.

In the phase of declining donor funding, the Fourth CSP is tasked to ensure that the abundant national resources are used to promote trade and investment for national development, specifically targeting local investment at both small, medium, and large-scale level as a basis for sustainable and inclusive investment and economic development.

### **1.3. METHODOLOGY:**

Issues revolving around investment facilitation, promotion, and protection are cross-cutting and multifaceted. Therefore, the chosen methods and methodology constitutes a combination of both documentary review and participatory approach through stakeholders' consultative meetings. It was pertinent to engage with stakeholders and users of TIC's services in order to appreciate the gaps in the promotion and facilitation of investments, and the needed interventions.

Thus, both secondary and primary data sources were used. Secondary data was sought from sources such as speeches of national leaders, the performance review of the third CSP that ended in June 2023, national policies, legislations, regulations, and investments annual reports.

Regarding the primary sources, meetings with stakeholders from various organizations including private sector, MDAs, Diplomatic Corps, Development partners, private sector organizations such as PSOs (TPSF, CTI, TCCIA, EUBG), and CSOs were conducted. The meetings were held in all TIC's Zones except Mbeya due to time limitation. Meetings were also held with the TIC Board members and staff, collectively and individually.

The purpose of these meetings was to collect views and opinions on how to transform and promote Tanzania as a competitive investment destination and the best approach to attract and facilitate investments in the country. In addition, views were collected on how to position TIC to undertake and execute its mandate efficiently and effectively.

In addition, a draft CSP was validated through stakeholders' workshop which was attended by investors, representatives from business communities and organizations such as TPSF and TCCIA, government ministries, embassies, and investors service providers.

## 1.4. CORPORATE STRATEGIC PLAN (CSP) LAYOUT

This Corporate Strategic Plan consists of four (4) Chapters.

### Chapter 01

Contains brief introduction of Tanzania Investment Centre (TIC), showing how it has evolved over the years and where it is now, including its designated mandate and elaborates on its main functions. This chapter also includes the rationale for the Fourth CSP, as well as the methodology used to collect data and information to develop the CSP.

### Chapter 02

Deals with Situational Analysis, including Performance review of Third CSP, analysis of Stakeholders views, PESTEL analysis, SWOC analysis and, at the end of the chapter a list of Critical Issues is provided.

### Chapter 03

Presents the detailed Plan. In this chapter, the Objectives are laid out with their respective Rationale, followed by respective Strategies and Targets. Besides for every Target, Performance Indicators are laid out. Under every Objective, Key Performance Indicators (KPIs) are clearly identified.

### Chapter 04

Provides tools for monitoring and evaluation on the implementation of the CSP. The chapter explains how and when monitoring has to happen, what studies to conduct, how and when to do evaluation and what and who to report to.

## CHAPTER TWO

# SITUATION ANALYSIS

### 2.1. INTRODUCTION

This chapter presents the results of a review of the performance of the Third CSP views of stakeholders; the analysis of the Strengths, Weaknesses, Opportunities, and Challenges (SWOC) and; the analysis of the Political, Economic, Social, Technological, Environmental and Legal, (PESTEL) factors. The results of these reviews and analysis formed the basis of identifying the list of strategic issues to be addressed in this CSP. This CSP represent departure from the old style of reviewing the existing objectives, strategies and targets in line with the Guidelines for developing CSP issued by the President's Office -Public Service Management. It develops a new drive and approach taking in consideration a change in investment climate in the country, in the region and globally.

### 2.2.PERFORMANCE REVIEW ON THE 3rd TIC CSP (2018/19 - 2022/23):

The 3rd Strategic Plan 2018/19-2022/23 was formulated based on Eight (8) objectives. The review focused on major achievements, challenges, and possible solutions for the forthcoming Plan.

**Objective A:** HIV & AIDS Infections and Non – -Communicable Diseases Reduced and Supportive Services Improved

S/N	PLANNED TARGETS	ACHIEVEMENTS
1	HIV & AIDS, communicable and Non-Communicable Diseases awareness, and supportive measures in place by June 2023	Implemented
2	Preventive interventions on HIV, AIDS and NCD implemented by June, 2023	Implemented
3	Disability awareness and technical aids/appliances supplied by June 2023	100% of staff with disability were supported

**Objective B:** National Anti-Corruption Strategy implementation enhanced and sustained.

S/N	PLANNED TARGETS	ACHIEVEMENTS
1	Awareness programs on governance and ethical issues conducted by June 2022	<b>Zero percent of corruption cases reported</b> One (10 percent) sensitization workshop on Anti-corruption, ethics and good governance was conducted
2	Six (6) Customer satisfaction survey accomplished by June 2022	33.3 percent customer satisfaction surveys were conducted, and the results indicate that 94 percent of customers are satisfied with service delivery at TIC

**Objective C: TIC Image and Visibility to the Stakeholders enhanced**

S/N	PLANNED TARGETS	ACHIEVEMENTS
1	Effective media identified and utilized by June, 2022	45 (105 per cent increase) media were identified and utilised to promote the investment issues, highlighting the TIC's responsibilities and investment benefits to register with TIC.
2	2% of TIC budget utilized for corporate social responsibility by June 2022	Tsh 2,300,000.00 (6 percent) was contributed as CSR to support community needs and development
3	TIC Website updated with relevant information by June 2022.	The TIC website is updated with the relevant investment information which is 100% achievement
4	Fifty (50) media advertising campaigns performed by June 2021	99 media campaign activities done which is above 100% achievement

**Objective D: Promotion and facilitation mechanisms of investments strengthened**

S/N	PLANNED TARGETS	ACHIEVEMENTS
1	Fifteen (15) investment opportunities (including manufacturing) identified and researched by June 2023	176 investment opportunities were identified and researched which is above 100% achievement
2	Five (5) Investment opportunities promoted by June 2023	176 investment opportunities were promoted which is above 100% achievement
3	Five (5) targeted Domestic promotion missions conducted by June 2023	38 domestic forums were conducted which is above 100% achievement
4	M&E and aftercare services conducted to 1,150 Projects by June 2023	Aftercare services were conducted to 4,484 projects which is above 100% achievement
5	Reported Investors' matters resolved by at least 70 percent by June, 2023	All Investors' matters presented to TIC were resolved in collaboration by respective MDAs
6	Joint venture partnership increased to 50 percent of registered investment by June 2023	During the period, number of JV projects stand at 27 percent of registered investment
7	Ten (10) regional Investment forums were organized to unveil available opportunities	A total of 33 domestic forums were organized which is above 100% achievement
8	Projects evaluated and registered within 3 days by June, 2021	1370 projects evaluated and registered within 3 days
9	At least two (2) NISC meetings to resolve investors' issues convened annually	Six (6) National Steering Investment committees were conducted
10	Information-sharing tools with identified potential investors developed by June 2023	1 tool developed for sharing information on available land (not fully utilized)



**Objective E: Attractive investment climate improved and sustained**

S/N	PLANNED TARGETS	ACHIEVEMENTS
1	Ten (10) Memorandum of understanding on investment promotion and facilitation initiated and signed by June, 2023	Nine (9) (90 percent) of MoU were signed related to investment issues (90% achievement)
2	At least 4 Strategic investments approved, and performance contracts signed by June, 2021	Nineteen (19) strategic investments were approved which is above 100% achievement
3	At least 70% of identified investment constraints in strategic investments resolved annually	90 percent of investment constraints identified in strategic investment were resolved
4	A roadmap to monitor the Performance of investment climate within and outside the country developed by June 2022	The roadmap to monitor the performance of investment climate within and outside the country developed

**Objective F: SMEs development promoted**

S/N	PLANNED TARGETS	ACHIEVEMENTS
1	1,250 Local SMEs identified on Business linkage programs by June 2022	273 (22 per cent) of Local SMEs identified through entrepreneurship seminars
2	30 investors with potential to absorb local SMEs products identified by June 2022	22 (73 per cent) of potential investors identified and linked to absorb the local SMEs products
3	Ten (10) researches to identify areas suitable for investment by local SMEs conducted by June, 2022	No research was carried out on SMEs
4	Ten (10) areas suitable for investment by local SMEs promoted by June, 2022	Priority areas submitted by SMEs were promoted
5	Twenty (20) products that local SMEs can offer to investors identified by June 2022	63 (which is more than 100% increase) products that local SMEs can offer to potential investors were identified.
6	1,000 SMEs linked to large established investors and financial institutions by June 2022	110 (11 per cent) of local SMEs linked with large established investors and financial institutions
7	Four (4) training needs assessments on SMEs development conducted by June 2022	100 percent of the target was achieved
8	14 investment forums and entrepreneurship seminars for SMEs conducted by June 2021	19 (36 per cent increase) forums/seminars conducted to impact financial, marketing and business knowledge. (which is above 100% achievement)

**Objective G: Access to land for investment enhanced**

S/N	PLANNED TARGETS	ACHIEVEMENTS
1	Fifty (50) land parcels identified per annum	By June 30th 2023, TIC had identified 331 parcels of land of 341,553.29 hectares were identified
2	TIC investment sites monitored by June 2022	All Five (5) TIC owned investment sites were monitored
3	Land bank database and register established by June 2021	A land Bank database platform was developed on TIC's website (100% achievement)

**Objective G: Access to land for investment enhanced**

S/N	PLANNED TARGETS	ACHIEVEMENTS
1	Fifty (50) land parcels identified per annum	By June 30th 2023, TIC had identified 331 parcels of land of 341,553.29 hectares were identified
2	TIC investment sites monitored by June 2022	All Five (5) TIC owned investment sites were monitored
3	Land bank database and register established by June 2021	A land Bank database platform was developed on TIC's website (100% achievement)

**Objective H: Institutional Capacity improved**

S/N	PLANNED TARGETS	ACHIEVEMENTS
1	100 percent of office equipment provided by June 2023	50 percent of required working tools and equipment were availed
2	Administration and Human Resources Support services provided by June 2023	The administrative issues were provided (60% achievement)
3	Compliance and performance tools and mechanisms established by June 2021	Planned compliance and performance tools and mechanisms were achieved by 100%
4	TIC staff facilitated with relevant skills by June 2023	82 staff were capacitated in their areas of specialization 109 times as some went more than once
5	Periodical (quarterly) Audit and monitoring performed by June 2023	20 (100 percent) audit reports were prepared
6	M&E Manual for Monitoring CSP Developed and implemented by June 2023	M&E tool developed and implemented (with 100% achievement)
7	ICT Infrastructure Improved by 2022	ICT systems were installed and operated (80% achievement)

In general implementation of the Third CSP recorded notable achievements. The Centre registered a total of 1,744 projects, against the targeted 1,250 projects, expected to create 428,390 new jobs. During this period, new capital amounting to USD 20.14 billion across various sectors and geographical regions was attracted. Despite global economic turndown due to Covid-19 pandemic and other geopolitical conflicts, FDI performance trend has shown slight positive trajectory from USD 937 million in 2012 to USD 1,110 million in 2022.

## 2.3. PESTEL ANALYSIS

PESTEL analysis was conducted to understand the external factors that are likely to influence or impact on the implementation of the Fourth CSP. External factors analyzed included political, economic, social, technological changes, environmental and legal factors as indicated in the matrix below:



### P-POLITICAL

Tanzania has remained a stable and peaceful country with the 6th phase Government demonstrating the political will to improve and create enabling business environment for a competitive national economy. This has created a conducive environment for business and more investment to the country.

The Government is determined to push the agenda of investment as a way of improving the development of Tanzania. This is seen as a positive and encouraging step towards attracting investors to the country. TIC on its part will take advantage and position itself to attract investors using the same leverage.



### E- ECONOMIC

Tanzania has been able to develop its Industrialization Strategy, 5-Year Development Plan, Agriculture Sector Development Program II, Agriculture transformation Vision 2030, Blueprint 1 (and more to come), Advocacy platforms, Advocacy actors – TNBC, Sector Dialogue platforms, Private Sector Organizations, Investment laws/promotion agencies, Strategic investments – MNHHP, EACOP, SGR. All of the above are indicators that the country is moving into the next level of development by investing in its infrastructure that will support all other investments. Tanzania continues to have a strong and stable economic growth, affordable power supply, tourism promotion, value addition in minerals, establishment of stock markets and modernization of agriculture is expected to boost the economic growth in the medium and long term. These improvements in the economic dynamics provide investment opportunities for growth and returns in different sectors. Such a trend will inevitably attract investors looking for areas of investment. TIC must understand these dynamics to take them on board while planning for future.



### S-SOCIAL

TIC considers its stakeholders as partners and they are part and parcel of success implementing of its mandate. TIC has recruited staff from diverse groups to work for the Centre and participated in corporate social responsibility which has improved the Centre's engagement with the society.

Respectively, the Centre will develop and implement diverse and inclusion strategy and continue to create more public awareness on its services.



## **T-TECHNOLOGICAL**

Technological development has enabled transformation of the economy by streamlining the flow of information and services to the public. The Presence of e-Government Agency in the country has enabled prompt availability of information in the government offices to efficiently and effectively utilize government resources through shared Platforms. Implementation of ICT governance has enabled TIC to carry out its operations and other strategic functions to improve service delivery in the country.

The Centre will embrace the use of technology in its operations by developing and implementing (TelW) for provision of investors services. TIC will also adopt the use of all other government digital system and work on their integration so that they become compatible to each other.

However, rapid changes in technology, willingness to adopt to new technologies and services delivery systems together with inadequate knowledge in using IT systems remained a challenge. TIC will continue to improve internal ICT capacity, review ICT policies and sensitize investors on the online services. Growing digitalization/power of digital tools will continue to influence TIC as service and information provider.



## **E-ENVIRONMENTAL**

Environment factors include ecological, climate change and weather aspects of the country that may affect the institutional operations. Globally there is an increase in pressure for investments to be environmentally friendly by minimizing pollution, response to climate change and diversification. Growing awareness of the potentials impacts of climate change is affecting how institutions operate and the product they offer to the society. TIC's operations are environmentally friendly through strengthened compliance with the regulatory framework and its engagement in Corporate Social Responsibility (CSR) the initiatives that have contributed to the conducive better investment environment. TIC will continue encouraging investors to invest in modern technologies that are environmentally friendly taking into account Climate change and its implications



## L-LEGAL

The Legislative environment in Tanzania is conducive for investment and business partnerships. TIC's new mandate comes from Tanzania Investment Act no. 10 of 2022, establishing the Centre with clear and exclusive mandate on investment promotion and facilitation. It also provides for Legal mandate to coordinate integration of other MDAs online investors service-related systems. The issue of integrating other MDAs investors service system has some challenges as some MDAs are reluctant to comply. This situation calls for the review of outdated legislations to support online service delivery and creation of better investment environment. The Centre will continue to advise the Ministry and other Government institutions to review business related laws and regulations to enhance the Centre's ability to exercise its mandate and directives that are pronounced by the Government from time to time.

## 2.4. SWOC ANALYSIS

SWOC analysis was conducted to understand the internal and external factors that are likely to influence or impact on the implementation of the Fourth CSP. The internal factors included strengths, weaknesses and possible solutions, and the external factors included opportunities, challenges and possible solutions as indicated below:

**STRENGTHS:** TIC analyzed its internal strength by answering the following question;

S/N	STRENGTH DESCRIPTION	POSSIBLE SOLUTIONS/ACTIONS
1	Establishment of the Centre under the Law with clear and exclusive mandate on investment promotion and facilitation	It gives TIC legal mandate to operate and implement its objectives
2	Positioning of TIC under the President's Office	It brings additional power and a much-needed platform to TIC as it needs collaborative efforts to achieve its objectives
3	Exclusive statutory mandate in providing information related to investment opportunities in Tanzania;	No other public institution with legal mandate and power to provide investment news, trends, information or analysis of investment information in general
4	Existence of One Stop Facilitation Centre;	Easy of service provision in comparison with other institutions
5	Legal mandate to coordinate integration of MDAs online investors service-related systems;	It gives power and platform to TIC to coordinate and collaborate with other institutions
6	Established digital and online platforms for investment promotion and facilitation;	It increases efficiency and provide a strong avenue for awareness creation



S/N	STRENGTH DESCRIPTION	POSSIBLE SOLUTIONS/ACTIONS
7	Established networks and trust with government, private sector, investors and development partners;	TIC collaboration with the stakeholders provides easy service delivery and proactive investment promotion
8	Legal mandate as a Coordinator and Secretary to NISC	It gives TIC direct access to decision-makers in other MDAs hence important in resolving investment regulatory setbacks and pushing forward the agenda for promotion and facilitation of investments in Tanzania.

**WEAKNESSES**-TIC analyzed its internal weaknesses and these were the results.

S/N	WEAKNESS DESCRIPTION	POSSIBLE SOLUTIONS/ACTIONS
1	<p>Absence and outdated operational manuals e.g. staff rules and regulation, financial regulations, facilitation, registration manual</p> <p>Lack of human resource development plan (Training Needs Assessment (TNA), Training Program (TP),</p> <p>TIC Structure not in line with its current mandates under the Act</p> <p>Unclear jobs roles and responsibilities to some staff</p>	<p>By Developing operational procedures on every service carried out by TIC</p> <p>By Developing HR Dev plan</p> <p>Propose new structure to accommodate new mandates</p> <p>Review Job Descriptions for all positions</p>
2	Lack of awareness among employees on the core values of the institution -CSP-- Culture issues	Develop core values and train the staff to live that life
3	Limited/partial ICT integration system with some of the institution under one stop shop institutions	To implement Tanzania electronic Investment Window (TelW); Phase II
4	Untimely self-institutional performance review	Plan time and resources for the activity
5	Lack of continuous capacity building on the human resource	Refer to 1 above
6	Ineffective undertake of M&E on TIC's registered investment projects	M&E on both TIC activities and TIC registered projects must be carried out regularly
7	No M&E section/unit in the TIC structure	TIC must develop a strategy to Own land, establish land register and be flexible on issue of owning land
8	Absence of Land bank/ registry	Develop Business Process Improvement plan and its review
9	Unclear mandates of TIC on matters related to land	Management must plan and carry out meetings as required by management guidelines

S/N	WEAKNESS DESCRIPTION	POSSIBLE SOLUTIONS/ACTIONS
10	<ul style="list-style-type: none"> <li>a. Inadequate financial resource to fund TIC mandates</li> <li>b. Ineffective operationalization of risk management framework and register</li> <li>c. HR inadequate staff benefits and enumerations</li> <li>d. Lack /absence of modern TIC office space</li> </ul>	<ul style="list-style-type: none"> <li>Develop alternative source of funds to supplement government budgets.</li> <li>Develop Risk management plan</li> <li>Develop proposal for better staff benefits and remunerations.</li> <li>Develop office space search plan</li> </ul>
11	Inadequate human and financial resources to implement TIC mandates	<ul style="list-style-type: none"> <li>a. New TIC structure,</li> <li>b. HR development strategy,</li> <li>c. Revenue sustainability strategy</li> </ul>

**OPPORTUNITIES:** TIC analyzed the available opportunities around considered to be external environment that could be used positively and below are the results of that analysis.

S/N	OPPORTUNITIES DESCRIPTION	POSSIBLE SOLUTIONS/ACTIONS
1	Existence of government trained staff with certain skills available at Utumishi	Apply for the required type and skills
2	Regional Integration provides investors to access to preferential international markets for their products and services	TIC to leverage on local, Regional and continental market access (EAC, SADC, AfCFTA) to attract more FDI and promote domestic investments
3	Climate change impacts and emerging global mitigating initiatives	<p>Tanzania can position itself to utilize available resources to tap into opportunities arising from global green drive.</p> <p>Attract projects in transition energy</p> <p>Attract projects in renewable energy</p>
4	Reliable Investment Climate: Peace and security, political stability, conducive legal framework, institutional framework of investment, strategic location, population, political will, stable macroeconomic performance	To brand Tanzania as a premier investment destination and secure more investment projects with higher FDI
5	Tanzania has abundant natural endowment: Arable land, minerals	<ul style="list-style-type: none"> <li>a. TIC can promote and attract investment in all sectors with abundance of resources.</li> <li>b. TIC can identify strategic sectors from which the promotion should focus on</li> </ul>
6	Available skilled work force	<ul style="list-style-type: none"> <li>a. To adopt investment promotion activities based on the existing skill base</li> </ul>

S/N	OPPORTUNITIES DESCRIPTION	POSSIBLE SOLUTIONS/ACTIONS
7	Existence of Bilateral Agreements makes it easy for TIC to request investment promotional support and export products to these countries. (The diplomatic aspect to be repackaged)	<ul style="list-style-type: none"> <li>a. TIC can target investment promotion in countries that Tanzania has bilateral agreements with</li> <li>b. TIC can attract investors from all over the world to produce products which can be exported to the countries with which it has bilateral agreements</li> </ul>
8	Tanzania has established itself as an ICT hub: Tanzania has National ICT broadband backbone which can provide gate way to ICT projects around the region	<ul style="list-style-type: none"> <li>a. ICT businesses have a huge potential to invest in Tanzania</li> <li>b. It also presents the needed supporting infrastructure for other types of investments</li> </ul>

**CHALLENGES:** TIC analyzed challenges that it is facing and these are considered to be external business environment and results were as follows:

S/N	CHALLENGE DESCRIPTION	POSSIBLE SOLUTIONS/ACTIONS
1	Lack of own staff recruitment mandate	Lobbying for an approval for TIC own staff recruitment mandate
2	Competition in attracting investors e.g., from Global, regional etc.	Country investment branding, <ul style="list-style-type: none"> <li>a. Understand Tanzania.</li> <li>b. Learn investment audience.</li> <li>c. Selection of brand message and positioning.</li> <li>d. Tracking the brand growth.</li> </ul>
3	Lack of enough and quality supporting infrastructure /facilities for investment (e.g., Power, water, road, network, hospitals, hotels, schools etc. for investors	Advise the government on priority areas for providing the services and involve investors in PPP
4	Inadequate support from MDAs, Regional administration and LGAs in promoting, supporting or facilitating investments	Develop a framework and structure with a view to improve collaboration with key stakeholders and to improve One stop centre operation
5	Reluctance of MDA in systems integration	TelW clear targets and involvement of eGA
6	Lack of sufficient skilled labour in some sectors such as Mining, Oil & Gas (specialized skills)	Investment ecosystem promotion approach Linkages with Colleges Role of strategic industries in learning and production of employable HR
7	Limited flexibility of the Legal framework to support investments	Legal and regulatory review advocacy sessions
8	Lack of consistence in implementing national development plans	TIC/Planning positioning at the Ministry

S/N	CHALLENGE DESCRIPTION	POSSIBLE SOLUTIONS/ACTIONS
9	Dishonesty behavior among few Tanzanians when they engage with foreign investors	Create more awareness to Tanzanians on benefits of investments  Establish formal complaints mechanisms, establish and implementation ISPs
10	Negative image portrayed by the Western Media on Africa (war, famine, etc.)	Country investment branding target
11	The unfavorable legal framework on land access and ownership for investment purposes	To advocate for land laws reviews, acquire own land, develop land bank registry and to allocate existing land bank under TIC ownership

## 2.5. LIST OF CRITICAL ISSUES

The following list of critical issues has been extracted from the 3rd CSP performance review, stakeholder's views and opinions, PESTEL analysis and SWOC analysis. The issues identified provides the basis for the 4th CSP.

1. Regular reviews of the CSP under implementation;
2. Policy and legal framework reforms for investment is required to improve investment services;
3. TIC to benchmark itself with other IPAs around the region and globally with aspirations to become a competitive World class IPA;
4. Modernization TIC by digitalizing its operations;
5. Inadequate awareness among domestic investors on investment opportunities and benefits of investments registration with TIC;
6. Improve TIC zonal offices visibility, locate in strategic areas and to be linked with respective LGAs;
7. Continuous business process improvement (BPI) for improving investment service delivery;
8. Documentation of all Operational procedures for every service carried out by TIC;
9. Development and implementation of Human Resources Development plan, Review of Job Descriptions; Staff Regulations; better staff benefits and remunerations
10. Development and operationalisation of new organization structure to accommodate new mandates;
11. M&E on both TIC routine activities and TIC registered projects;
12. Access to land by investors to be streamlined;

13. Management to plan and carry out meetings as required by law;
14. Development and implementation of a Corporate financial Resources mobilisation strategy to supplement government budgets;
15. Development and implementation of Enterprise Risk management plan;
16. Development of new Office Buildings in Dar es Salaam and Dodoma;
17. Continue working on uncooperative/reluctant MDAs on integration of investment issues and systems;
18. Enhancement of the One Stop Facilitation Centre, adding MDAs and placing officers with mandates to approve investors applications;
19. Development and Implementation of Tanzania electronic Investment Window (TelW);
20. Implementation of National Investment Promotion Campaign;
21. Implementation of Investors Services Providers Policy (ISPs);
22. Operationalization of National Investment Facilitation Committee (NIFC);
23. Implementation of the Tanzania Investment Act, 2022 and its regulations;
24. Establishment of Premier Investors' Service Centre; and
25. Establishment of the 24-hour Investment Call Centre.



## CHAPTER THREE

# THE STRATEGIC PLAN

### 3.1. INTRODUCTION

This chapter provides the TIC's strategic direction in the country's investment promotion and facilitation through vision, mission, and core values. Further, it provides the objectives, strategies, targets, and key performance indicators. The chosen themes for TIC's strategic directions are a product of an extensive review of documents and engagement with relevant stakeholders.

### 3.2. VISION, MISSION AND CORE VALUES



#### VISION:

A leading investment promotion and facilitation Institution in Africa



#### MISSION:

To provide modern and world-class investment services.

### 3.3. CORE VALUES:

- 01 Integrity:** Upholding the highest ethical standards and professionalism in all interactions, fostering trust and transparency with stakeholders.
- 02 Teamwork:** Able to cooperate and work with others in every aspect.
- 03 Innovative:** Encouraging creativity and embracing new ideas by making use of digital platforms to drive continuous improvement and adaptability in a rapidly changing global landscape.
- 04 Excellence:** Striving for excellence in all aspects of work, maintaining a commitment to quality customer service, respect and continuous learning.
- 05 Inclusivity:** Promoting an inclusive environment that respects humanity and ensures equal opportunities for all stakeholders.

### 3.4. OBJECTIVES

**Objective A:** HIV & AIDS Infections and Non – Communicable Diseases (NCD) reduced and Supportive Services Improved,

**Objective B:** National Anti-Corruption Strategy implementation enhanced and sustained,

**Objective C:** Tanzania's brand as a prime investment destination enhanced,

**Objective D:** Investment projects attracted and registered,

**Objective E:** Take off, sustainability, and impact of registered investments enhanced.

**Objective F:** Performance Capacity of TIC Enhanced.

### 3.5. OBJECTIVES, TARGETS AND PERFORMANCE INDICATORS

#### OBJECTIVE A: HIV & AIDS INFECTIONS AND NON – COMMUNICABLE DISEASES (NCD) REDUCED AND SUPPORTIVE SERVICES IMPROVED

##### Rationale:

HIV&AIDS and non-communicable diseases continues to be a matter of national concern and its effects are being experienced in various facets including reducing the available work force. TIC, like many other public institutions, that face similar predicament which has far-reaching implications on institutional performance and sustainability

Thus, the Government has directed all MDAs to develop workplace interventions (training, awareness campaigns, voluntary testing, supply of protective gears etc.) and provide care and support services to staff living with HIV&AIDS. The problem is still there as new employees have continually been recruited or transferred to the Centre. In this regard TIC needs to develop and implement HIV, AIDS and NCD preventive programs and enhance care and support services to staff living with HIV and AIDS. Like many developing countries, the burden of Non-Communicable Diseases (NCDs) in Tanzania has been increasing and NCD account for 33% of all deaths.

TIC in both issues above will develop programs that will help to improve staff's health. It is expected that staff will improve their health and healthy staff will eventually improve productivity.

**STRATEGIES:**

- a. Improve awareness of HIV/AIDS and Non-Communicable Diseases,
- b. Improve care and support to affected staff

S/N	TARGET DESCRIPTION	PERFORMANCE INDICATOR
1	Ten (10) preventive and awareness programs on HIV, AIDS, and NCD carried out by June 2028;	No. of awareness programs carried out by June 2028
2	100 percent of affected staff supported with a special package by June 2028	Percentage of affected staff supported by June 2028

**Key Performance Indicator (KPI):**

- a. Reduction of HIV-AIDS and NCD prevalence
- b. Rate of satisfaction for supported staff

## **OBJECTIVE B: NATIONAL ANTI-CORRUPTION STRATEGY IMPLEMENTATION ENHANCED AND SUSTAINED**

**Rationale:**

Corruption weakens good governance and, in some cases, it deprives peoples' rights to access services. TIC like any other public institution is responsible for implementing the National Anti-Corruption Strategy as a measure for combating and preventing corruption. To ensure customer satisfaction, the Centre will continue addressing corruption among its employees by establishing and strengthening the Integrity Committee; conducting awareness programs on governance and ethical issues and integrating Open Government initiatives (use of ICT) in TIC processes and procedures. The results of these measures are intended to make TIC a corruption-free institution.

**STRATEGIES:**

- a. Develop and implement anticorruption action plan including whistle blowing

S/N	TARGET DESCRIPTION	PERFORMANCE INDICATOR
1	Anticorruption Action plan developed and start implementation by June 2024	Implementation of Anti-corruption action plan in place by June 2024
2	One (1) Awareness program on governance and ethical issues conducted annually by June, 2028	Programs conducted by June 2028
3	Twenty (20) Integrity committees meetings on Anti-Corruption conducted by June 2028	No. of meetings conducted June 2028

#### Key Performance Indicator (KPI):

TIC positive stakeholders' perception on corruption practices

### OBJECTIVE C: TANZANIA'S BRAND AS A PRIME INVESTMENT DESTINATION ENHANCED

#### Rationale:

Attracting investments is a very competitive undertaking. Even with abundant natural resources Tanzania has found itself in stiff competition to attract foreign and domestic investors. Experience has shown that investors respond to efforts by the host countries regarding investment opportunities and enabling environment for facilitating market accessibility and business operations. Days are gone when investment attraction can be taken for

granted.

The Tanzania Investment Act No. 10 of 2022 has mandated TIC with the responsibility of investment branding in Tanzania. In the past, this mandate was spread across the various sectors or authorities, lacked the required coordination and at times created conflicts and unnecessary costs. The new mandate is well aligned with the "one-stop-shop" concept that was already provided for by the previous legislation.

**STRATEGIES:** Develop and implement Tanzania's investment branding strategy

S/N	TARGET DESCRIPTION	PERFORMANCE INDICATOR
1	National investment branding Strategy developed by June 2024	National Investment Branding Strategy in place by June 2024
2	National Investment Branding Strategy implemented starting from July 2024	As per activities in the Investment Branding strategy
3	Image and visibility of TIC enhanced by June 2028	Number of national and regional advertising and media campaigns by June 2028

#### Key Performance Indicator (KPI):

Stakeholders' perception on Tanzania as a prime investment destination-As per stakeholder's survey on their perception

## OBJECTIVE D: INVESTMENT PROJECTS ATTRACTED AND REGISTERED

### Rationale:

This strategic objective aims at enhancing TIC ability to promote and attract lucrative investments based on the opportunities available in Tanzania. The purpose is to increase the number of clients who seek to enjoy services offered by the Centre in the areas of investment, promotion and facilitation. The Centre has a role of identifying investment opportunities in priority sectors to be promoted to potential investors.

However, there is a need for more concerted efforts to promote existing investment opportunities in Tanzania in order to attract new investments. Attracting investments has become a highly competitive business as more countries around the world use different programs and strategies to attract Foreign Direct Investment (FDI) into their own economies and stimulate domestic investments. TIC must explore innovative approaches to promote Tanzania as an ideal investment destination. Results of SWOC analysis have shown that access to fiscal and non-fiscal incentives still poses a challenge to investors. Most investors face difficulties in accessing tax incentives particularly tax exemptions as well as other facilities such as water, energy, infrastructure, and skilled labour services. Furthermore, existence of multiple regulatory authorities for investment, excessive bureaucracy, instability in tax regime and tax administration continue to pose more challenges, which this strategy will seek to address. This strategy addresses these multifaceted challenges.

TIC will continue to coordinate concerted efforts by MDAs to address challenges that impede Tanzania from attaining a highly attractive investment climate. Such efforts will place Tanzania at a competitive advantage in attracting high-quality Investments to the country.

### STRATEGIES:

- a. Organize foreign and local investment forums,
- b. Advocate for an improved investment environment,
- c. Promote domestic, and foreign investments and joint venture partnerships
- d. Improve and simplify project registration and associated formalities.
- e. Promote local entrepreneur development in Tanzania.
- f. Promote green technology investments



S/N	TARGET DESCRIPTION	PERFORMANCE INDICATOR
1	National investment database established by June 2025	Database in place by June 2025
2	3,000 projects registered by June 2028; of which 5 percent are green technology-based	Number of projects registered by June 2028
3	25 projects granted strategic and special strategic status by June 2028	Number of projects approved to the relevant category by June 2028
4	Identify critical advocacy issues (Policy, legal, regulatory), generate an Institutional advocacy agenda and conduct eight (8) stakeholders' meetings annually by June 2028	(Number of meetings and Critical advocacy agenda addressed by June 2028
5	40 Consultative meetings on policy and investment climate reviewed, organized or attended annually by June 2028	Number of investment advisory meetings conducted by June 2028
6	Investment Promotion Strategy developed by December 2024	Investment Promotion Strategy document in place by June 2024
7	US\$ 5 billion FDI inflows registered annually by June 2028	Sectoral number of FDI inflows as per annual FDI report in place annually
8	National Investment Promotion Campaign (NIPC) implemented by June 2026	NIPC reviewed and implemented by June 2026
9	US\$ 3.5 billion of Domestic Investment registered annually by June 2028	Investment Annual Report in place annually
11	Strategic products/sectors for targeted promotion identified and researched by June 2028.	Sector to be targeted for promotion known
12	Researched strategic products/ sectors promoted annually by 2028.	Product/Sector promoted as a priority by June 2028
13	15 Investment researches/ studies conducted by June 2028	No. of investment research/studies submitted reports by June 2028 Research collaboration frameworks with academia/ other research institutions established
14	Local Entrepreneurship Development framework developed by June 2024	Framework developed and fully implemented by June 2028

#### Key Performance Indicator (KPI):

- Number of policy changes attributed to TIC initiatives
- Number of investment projects
- Tanzania investment ranking position in Africa
- Number of projects identified from various entrepreneurship programmes registered under TIC
- Perception of stakeholders on conduciveness of investment environment (Modalities for evaluation??)

## **OBJECTIVE E: TAKE OFF, SUSTAINABILITY AND IMPACT OF REGISTERED INVESTMENTS ENHANCED.**

### **Rationale:**

One of the statutory functions of TIC is to facilitate investors to complete relevant incorporation procedures in good time. Through the operationalization of One Stop Facilitation Centre concept, the Centre intends to reduce time spent for registration of investment projects and other approvals by MDAs, including approval of investment projects that qualify for a strategic investment status. In addition, the strategy is intended to focus on the coordination of efforts by MDAs in resolving challenges and issues that affect investments such as those related to processing of permits, licenses, approvals, and other related services. Despite all these efforts there are still significant challenges to overcome obstacles arising from some uncooperative MDAs. This situation calls for more efforts to coordinate all the MDAs, influence and sometime intervene wherever possible to speed up the process without undermining all relevant legislations. It is also important to note that all investors acquire land for the purpose of investment. Currently the problem of land for investment is still a challenge that calls for coordinated efforts to solve it. The mechanism may include the establishment and operationalization of the land bank fund, establishing land bank database, strengthening the role of TIC at the National Land Allocation Committee (under the Ministry Responsible for Lands), simplification of procedures for acquiring land for investment and engaging with and raising awareness to key stakeholders including MDAs, RALGAs and the general public on the need to allocate land for investment.

On the issue of M&E, TIC has to implement M&E as required by its new mandate on the registered projects and this exercise will help to show performance of all TIC registered projects and explain the trend of investment in Tanzania in general. Apart from monitoring those projects, TIC will also have to monitor implementation of its CSP.

### **STRATEGIES:**

- a. Enhance aftercare services
- b. Develop and implement land bank strategy,
- c. Develop a monitoring system for Investment registered Projects, and
- d. Enhance effectiveness of MDAs & RALGAs in the investment promotion and facilitation.

S/N	TARGET DESCRIPTION	PERFORMANCE INDICATOR
1	Undertake Business Process Improvement-BPI) and One-Stop Facilitation Centre's operation manual developed and in use by June 2024	OSFC operational Manual in place by June 2024
2	Premier Investors Service Centre (PISC) established and operationalized by June 2024	PISC in place by June 2024
3	Time taken to issues Permits and licenses by One-Stop-Facilitation Centre (OSFC) reduced to 1 day only	Number of days taken to issue permits
4	Aftercare services conducted to 1,500 projects annually by June 2028	Number of projects that received aftercare services by June 2028
5	24-hour Call Centre enhanced by June 2024	Full functioning Call Centre operational by June 2024
6	TIC's land bank strategy developed by June 2024	Investment Land Bank Strategy Document in place by June 2024
7	Investment land registry established by June 2028	Investment land Registry in place by June 2028
8	Five (5) TIC-owned land parcels allocated to potential investors by June 2028	Number of land parcels allocated to Investors by June 2028
9	20 land parcels for investment acquired and developed by June 2028	Number of land parcels of acquired by June 2028
10	Monitoring Framework on projects established and implemented by June 2025	Monitoring Framework in place by June 2025
11	4,800 projects monitored annually by June 2028	Number of investment projects monitored by June 2028
12	Study on institutional relationship between TIC and relevant MDAs & RALGAs with the view to enhance investment (with benchmark with other regional IPAs) conducted by December 2024	Study on Institutional relationship undertaken and findings communicated for policy reforms by December 2024

#### Key Performance Indicator (KPI):

- Level of satisfaction by investors with TIC services
- Number of jobs created through new or expanding investments
- Taxes revenue from new investments
- Number and value of new investment projects from existing investors
- Enhanced institutional framework between TIC and MDAs/LGAs

## OBJECTIVE F: PERFORMANCE CAPACITY OF TIC ENHANCED

### Rationale

Smooth implementation of the strategic plan will require enhanced institutional capacity in terms of compliance on human resources, office space, equipment, and finance for the TIC to attain its vision and mission. Currently the TIC has limited human resource capacity hence a call for a need to recruit new staff with required skills, train and promote the existing staff to address the problem of staff shortage and improve its retention, have adequate and modern working tools, establish succession plan, enhance TIC regional outreach, enhancing compliance and performance tools and mechanisms and seek alternative sources of finance to fund TIC functions.

The current TIC organization structure has gaps which are expected to widen even more during the implementation of the new corporate strategic plan. With the new CSP in place, TIC must reorganize the corporate structure so that TIC can cope with delivering on its statutory mandate. TIC operates from rented office space. This situation makes it difficult for the TIC to be flexible in its operations. TIC needs to align its office requirements with the expectations of the new CSP.

The new mandate requires capacity establishment and staffing. Once all of the targets are implemented TIC will have better working environment, providing better and quality investment services thus improving its overall performance in terms of efficiency, effectiveness and service delivery.

### STRATEGIES:

- a. Strengthen resources management,
- b. Improve and digitalize business processes,
- c. Develop and improve Compliance and Performance tools,
- d. Develop and retain human resources and Improve working environment,
- e. Improve and expand ICT infrastructure network.

S/N	TARGET DESCRIPTION	PERFORMANCE INDICATOR
1	Human Resources Development Plan (HRDP) developed and operationalized by June 2024	HRDP in place by June 2024
2	Staff remuneration and benefits reviewed by December 2024	New remuneration structure approved by Dec 2024
3	Client Service Charter (CSC) developed and operationalized by June 2024	CSC in place by June 2024
4	Operational manuals, procedures and guidelines developed, reviewed and operationalized by December 2024	Operational documents complete and in place by June 2024
5	Risk management Framework updated and operationalized by June 2024	Framework completed and in place by June 2024
6	ICT strategy developed and operationalized by June 2024	ICT Strategy document in place by June 2024
7	Financial resource mobilization strategy prepared and operationalized by June, 2024	Financial resource strategy document in place by June 2024
8	Periodical and compliance audits conducted by June, 2028	Number of reports submitted as required by June 2028
9	Compliance level of Public Procurement Act (PPA) in Procurement increased from 75% to 85% by June, 2028	Percentage of compliance levels improved by June 2028
10	Periodical statutory meetings to comply with respective legislations conducted by June, 2028	Number of meetings conducted regularly by June 2028
11	Mid-term and final review of the 4th CSP carried out by December 2025 and June 2028 respectively	Number of CSP reports submitted as required by June 2028
12	New Corporate Strategic Plan 2028/9 to 2032/3 developed by June 2028	New CSP beyond 2027/28 is completed by June 2028
13	Periodical performance reports prepared by June 2028	Number of performance Reports in place as required by June 2028
14	Annual revenue collection increased to TZS 12 billion by June, 2028	Amount of actual collection per annum recorded
15	Annual financial statements prepared by June 2028	No. of reports submitted as required by June 2028
16	100% staff with disability supported by June 2028	Percentage of staff supported by June 2028
18	Organization structure reviewed in line with the Investment Act (2022) and the new CSP by June 2024	Organization Structure in place by June 2024



S/N	TARGET DESCRIPTION	PERFORMANCE INDICATOR
19	Two (2) modern office buildings constructed and furnished in Dodoma and Dar-es-Salaam by June 2028;	Number of buildings constructed by June 2028
20	Modern and adequate working tools available to all staff by June 2028	Availability of working tools (ICT equipment, furniture, vehicles etc.) to all staff by June 2028
21	Tanzania Electronic Integrated Investment Window (TelW) Phase II designed, developed and operationalized by June 2028	Operational TelW Phase II operational by June 2028
22	TIC zonal offices visible, strategically located and linked with respective RALGAs by June 2028	All zone offices strategically located by June 2028
23	Information systems and infrastructure management installed to enable 100% automation of the Centre by June 2028	Percentage of office automation by June 2028
24	TIC ISO: 9001:2015 certified for quality management assurance by December 2024.	Certificate of ISO in place by December 2024
25	Continuous Customer Feedback mechanism established and operationalized by June, 2024	Customer Feedback Mechanism in place by June 2024

#### Key Performance Indicator (KPI):

- Level of Staff satisfaction;
- Level of customer satisfaction;
- Operational and systematic risks level;
- CAG Audit Opinions;
- TIC maintains ISO certification and
- Image and visibility of TIC improved.

## CHAPTER FOUR

# MONITORING AND EVALUATION PLAN

### 4.1. INTRODUCTION

This Chapter shows how the results envisaged in this Corporate Strategic Plan will be measured as well as the benefits that will accrue to TIC clients and stakeholders. The framework intends to show that the interventions have either led or are leading to achievement of the intended outcomes and finally how the indicators and progress of the various interventions will be reported and to which stakeholders. The chapter also shows the Results Chain; the Results Framework Matrix, the Monitoring Plan, the Planned Reviews, the Evaluation Plan and finally the Reporting Plan.

### 4.2. BENEFICIARIES OF TIC SERVICES

The direct beneficiaries of TIC services offered are investors, investors agents, legal service providers and consultants that use investment services. Indirectly TIC serves the general public who are the ultimate consumers of better economy in

terms of goods and services provided to its citizens.

### 4.3. RESULTS CHAIN

TIC's Results Chain consists of inputs, activities, outputs and outcomes, Impact. A combination of the objectives, targets, in this CSP forms TIC Results Chain. The basic assumption is that, there is causal linkage in the various elements of TIC Results Chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of targets. Achievement of targets will lead to achievement of objectives that will lead to realization of TIC's Development Objective. This chain of results will justify TIC use of the taxpayer's money into the various interventions and thus contribute to the development of the country through improved public service delivery in attracting investors.

#### 4.4.MONITORING, REVIEWS AND EVALUATION PLAN

This sub section details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering five years of the strategic planning cycle. The monitoring plan consists of indicators and indicator description, baseline for each indicator; indicator targets values, data collection and methods of analysis, indicator reporting frequency and the officers who will be responsible for data collection, analysis and reporting. Tracking of the 59 indicators will be made on quarterly basis. The monitoring and evaluation plan is detailed below:

SN	Indicator and Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Frequency of Reporting	Responsibility for Data Collection and Analysis
		Date	Value	YR 1	YR 2	YR 3	YR 4	YR 5	Data source	Data Collection Instrument and Methods	Frequency of Data Collection	Means of Verification		
1	Number. of preventive and awareness programs on HIV (AIDS), and NCD carried out by June 2028		10	2	2	2	2	2	TIC		Quarterly			
2	Percentage of staff supported with HIV/AIDS & NCD special packages by June 2028		100	100	100	100	100	100	TIC		Quarterly			
3	Anti-Corruption Plan implemented by June 2024		1		1				TIC		Quarterly			
4	Anti-corruption awareness program conducted annually by June 2028		5	1	1	1	1	1						
5	No. of integrity committee meetings conducted by June 2028		20	4	4	4	4	4	TIC		Quarterly			
6	National Investment Branding Strategy in place by June 2024		1		1				TIC		Annually			
7	National Investment Branding Strategy implemented starting from July 2024		20	4	4	4	4	4	TIC		Quarterly			
8	Image and visibility of TIC enhanced by June 2028-Adverts		20	4	4	4	4	4	TIC		Quarterly			
9	Database in place by June 2025		1			1			TIC		Annually			
10	No. of projects registered by June 2028		3000	600	600	600	600	600	TIC		Quarterly			

11	No. of projects (super and strategic status ) approved to the relevant category by June 2028	25	5	5	5	5	5	5	5	5	TIC				Quarterly		
12	Number of consultative meetings on policy and investment climate, review organized or attended annually by June 2028	40	8	8	8	8	8	8	8	8	TIC				Quarterly		
13	Number of stakeholders' meetings to advocate legal and policy framework conducted annually by June 2028	40	8	8	8	8	8	8	8	8	TIC				Quarterly		
14	Investment Promotion Strategy document in place by June 2024	1		1							TIC				Annually		
15	USD billion of FDI inflows in place annually	25	5	5	5	5	5	5	5	5	TIC				Quarterly		
16	USD billion of DDI Investment projects registered annually by June 2028																
16	National Investment Promotion Campaign in place by June 2026	17.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	TC				Quarterly		
17	Investment Annual Report in place annually	1						1			TIC				Annually		
18	Strategic Product/Sector identified as a priority by June 2028	10.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	3.5	TIC				Quarterly		
19	Identified product promoted by June 2028	2		1	1	1	1	1	1	1	TIC				Annually		
20	Number of Investment researches/ studies conducted by June 2028	2		1	1	1	1	1	1	1	TIC				Annually		
21	Local Entrepreneurship development framework developed by June 2024	15	3	3	3	3	3	3	3	3	TIC				Annually		
22	Investment projects framework developed by June 2024	1	1								TIC				Quarterly		
23	OSFC operational Manual in place by December 2024	1	1								TIC				Quarterly		
24	PLSC in place by June 2024	1						1			TIC				Annually		
25	Number of days taken to issue permits	1	1	1	1	1	1	1	1	1	TIC				Quarterly		
26	No. of projects that received aftercare services by June 2028	7500	1500	1500	1500	1500	1500	1500	1500	1500	TIC				Annually		





44	No. of statutory meetings at TIC conducted regularly by June 2028	5	1	1	1	1	1	1	1	1	TIC		Quarterly		
45	No. of CSP review reports completed June 2028	2		1						1	TIC		Annually		
46	New CSP document in place by June 2028	1								1	TIC		Annually		
47	No. of quarter performance Reports in place as required by June 2028	20	4	4	4	4	4	4	4	4	TIC		Quarterly		
48	Amount of actual collection per annum in TZS billions recorded	60	12	12	12	12	12	12	12	12	TIC		Quarterly		
49	No. of annual financial reports submitted as required by June 2028	5	1	1	1	1	1	1	1	1	TIC		Quarterly		
50	Percentage of staff supported by June 2028	100	20	20	20	20	20	20	20	20	TIC		Quarterly		
51	Improved organization Structure in place by June 2024	1	1								TIC		Quarterly		
52	Number of buildings constructed by June 2028	2				1				1	TIC		Annually		
53	Percentage of Availability of working tools to all staff by June 2028	100	20	20	20	20	20	20	20	20	TIC		Quarterly		
54	TelW Phase II operational by June 2028	1								1	TIC		Annually		
55	Number of zone offices relocated and linked with LGAs by June 2028	5	1	1	1	1	1	1	1	1	TIC		Annually		
56	Percentage of office automation by June 2028	100	20	20	20	20	20	20	20	20	TIC		Annually		
57	Certificate of ISO in place by December 2024	1		1							TIC		Annually		
58	Customer Feedback Mechanism in place by June 2024	1	1								TIC		Annually		

#### 4.5. PLANNED REVIEWS

The plan is to carry out two (2) formal reviews during the Corporate Strategic Planning Cycle. The reviews will be tracking progress on targets. This review is called mid-term review and will be carried out in or around December 2025. The review will focus on determining whether the planned activities are moving towards achieving the targets and will find out whether they are on track, off track, unknown or at risk.

The review will be based on pre-planned targets. In addition, the review will track any changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the period and to what extent the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary. The respective heads of sections will take a lead in the review process.

The other review to be conducted during the fifth-year will focus on determining whether the planned outputs over the five years period have been achieved against the indicators, and if not, what could have been the reasons for the under achievement. All the five years targets and outcomes will be reviewed. The review will also assess as to what extent the achieved targets have contributed towards achievement of five-year outcomes as well as issues, challenges and lessons learnt over the five years period. The Accounting Officer (Executive Director) will take a lead in the review process on the completion of the strategic plan cycle.

#### 4.5.REPORTING PLAN

This subsection details the Reporting Plan which contains the internal and external reporting plan. The reporting plan is in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time by any relevant authorities.

##### Internal Reporting Plan

This plan will involve preparation of types of reports namely sections, quarterly progress reports and annual reports. These reports will be submitted to various internal stakeholders including Executive Director and Directors. The reports will be prepared on monthly, quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan is detailed below:

S/N	TYPE OF REPORT	RECIPIENT	FREQUENCY	RESPONSIBLE PERSON
1	Section Report	Directors	Monthly	Heads of Sections
2	Quarterly Report	Standing Agenda to the Board	Quarterly	Planning
3	Annual Report	Standing Agenda to the Board	Annually	Planning

## External Reporting Plan

This plan will involve preparation of five types of reports namely Program Implementation Report, Performance reports, financial statements, Annual reports and three-year Outcome report to be submitted to various external stakeholders, including President's Office Planning and Investment, Controller and Auditor General, the Parliament and the General Public. The reports will be prepared on quarterly, annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements as directed, as well as the Government Performance reporting requirements as stipulated in the Medium-Term Strategic Planning and Budgeting Manual.

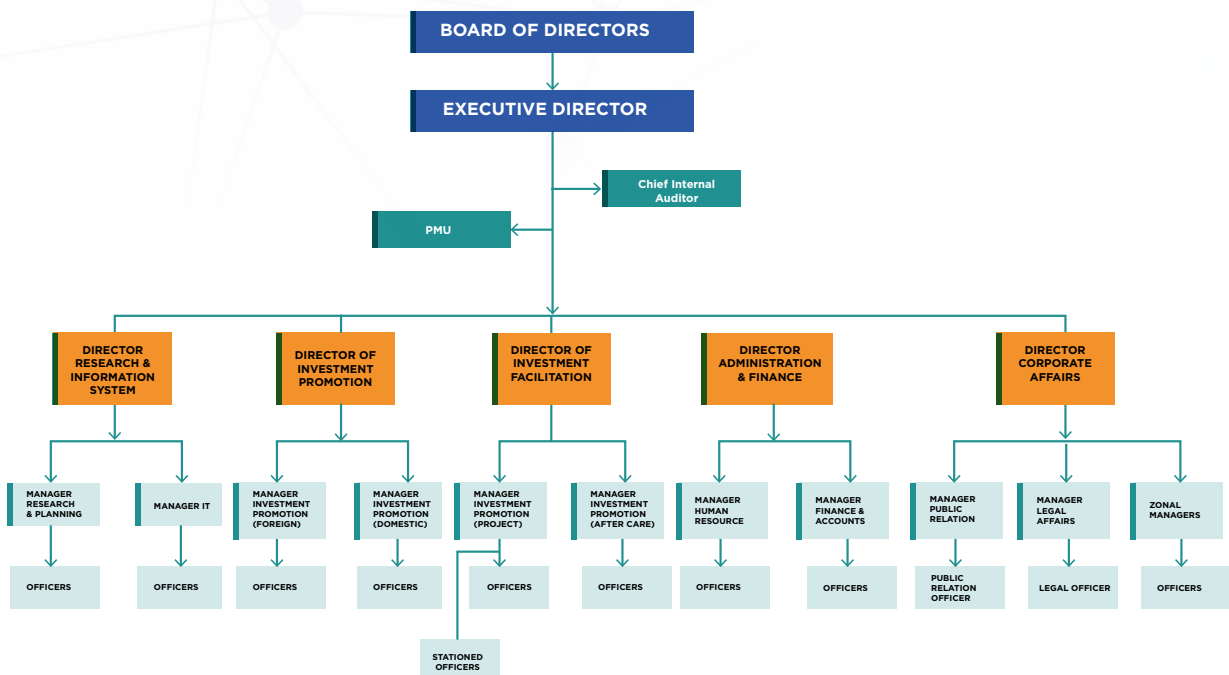
S/N	TYPE OF REPORT	RECIPIENT	FREQUENCY	RESPONSIBLE
1	Annual financial Reports	Controller and Auditor General (CAG)	Annually	Finance
2	Periodic Performance reports	President's office Planning and Investment (PO-P&I)	Quarterly	Planning
3	Annual audit reports	IAG	Quarterly	Internal audit

## Appendix 1

# TIC STRUCTURE AND FUNCTIONS



### TANZANIA INVESTMENT CENTRE (TIC) ORGANIZATION CHART



## Appendix 2

# TIC CORPORATE STRATEGIC PLAN (2023/4 TO 2027/8) MATRIX

S/N	OBJECTIVES	STRATEGIES	TARGET DESCRIPTION	RESPONSIBLE PERSON	KEY PERFORMANCE INDICATORS(KPI)
A	HIV & AIDS Infections and Non – Communicable Diseases (NCD) reduced and Supportive Services Improved,	Improve awareness on HIV/AIDS and Non-Communicable Diseases,  Improve care and support to affected staff	Ten (10) preventive interventions on HIV, AIDS and NCD carried out by June, 2028;		Reduction of HIV-AIDS and NCD prevalence  Rate of satisfaction for supported staff
			One (1) HIV & AIDS and NCD awareness program conducted annually,		
			100 percent of affected staff supported with a special HIV/AIDS & NCD package by June, 2028		
B	National Anti-Corruption Strategy implementation enhanced and sustained,	Develop and implement anticorruption action plan including whistle blowing	Anticorruption Action plan implemented by July 2024		TIC positive stakeholders' perception on corruption practices
			One (1) Awareness program on governance and ethical issues conducted annually by June, 2028		
			Four (4) Integrity committee meetings on Anti-Corruption conducted annually by June, 2028		
C	Tanzania's Brand as a prime investment destination enhanced	Develop and implement Tanzania's investment branding strategy	National investment branding Strategy developed by June 2024		Stakeholders' perception on Tanzania as a prime investment destination
			National Investment Branding Strategy implemented starting from July 2024		
			Image and visibility of TIC enhanced by June 2028		



D	Investment projects attracted and registered	<ul style="list-style-type: none"> <li>Organize foreign and local investment forums,</li> <li>Advocate for improved investment environment,</li> <li>Promote domestic, foreign investments and joint venture partnerships,</li> <li>Improve and simplify project registration and associated formalities,</li> <li>Promote local SMEs to invest in Tanzania and abroad,</li> <li>Promote green technology investments</li> </ul>	National investment database established by June 2025		<ul style="list-style-type: none"> <li>Number of policy changes attributed to TIC initiatives</li> <li>Number of high-quality investment projects</li> <li>Tanzania investment ranking position in Africa</li> <li>Number of Local Entrepreneurs register under TIC</li> <li>Perception of stakeholders on conduciveness of investment environment</li> <li>Quality and type of technology invested</li> </ul>
			3,000 projects registered by June 2028		
			25 projects granted strategic and special strategic status by June 2028		
			Eight (8) stakeholders' meetings to advocate legal and policy framework conducted annually by June 2028		
			50 advisory meetings (policy, regulatory, review) attended annually by June 2028		
			Investment Promotion Strategy developed by December 2024		
			US\$ 5 billion FDI inflows registered annually by June 2028		
			National Investment Promotion Campaign (NIPC) developed and implemented by June 2028		
			US\$ 3.5 billion of Domestic Investment registered annually by June, 2028		
			Strategic product/sector for TIC to focus on identified by June 2028		
			Identified product targeted for investment promoted by 2028.		
			15 Investment researches/ studies conducted by June 2028		
			Local Entrepreneurship Development framework developed by June 2024		
E	Take off sustainability and impact of registered investments enhanced	<ul style="list-style-type: none"> <li>Enhance aftercare services</li> <li>Develop and implement land bank strategy,</li> <li>Develop Monitoring system for Investment registered Projects,</li> <li>Enhance effectiveness of MDAs &amp; LGAs in the investment promotion and facilitation.</li> </ul>	One-Stop Facilitation Centre's operational manual developed use it by June 2024 (Undertake Business Process Improvement-BPI).		<ul style="list-style-type: none"> <li>Level of satisfaction by investors with TIC services</li> <li>Number of jobs created through new and expanding investments</li> <li>Taxes revenue from new investments</li> <li>Number and value of new investment projects from existing investors</li> <li>Enhanced institutional framework between TIC and MDAs/LGAs</li> </ul>
			Premier Investors Service Centre (PISC) established and operationalized by June 2024		
			Reduction of Time taken to obtain Permits and licenses by One-Stop-Facilitation Centre (OSFC) reduced to 1 day only		
			Aftercare services conducted to 1,500 projects annually by June 2028		
			24-hour Call Centre enhanced by June 2024		
			TIC's land bank strategy developed by June 2024		
			Investment land registry established by June 2028		
			Five (5) TIC owned land parcels allocated to potential investors by June 2028		

			20 land parcels for investment acquired and developed by June, 2028		
			Monitoring Framework on projects established by June 2024		
			4,800 projects monitored annually by June 2028		
			Study on institutional relationship between TIC and relevant MDAs & LGAs with the view to enhance investment (with benchmark with other regional IPAs) conducted by December 2024		
F	Performance Capacity of Tanzania Investment Centre enhanced	<ul style="list-style-type: none"> <li>Strengthen resources management,</li> <li>Improve and digitalize business processes,</li> <li>Develop and improve Compliance and Performance tools,</li> <li>Develop and retain human resources and Improve working environment,</li> <li>Improve and expand ICT infrastructure network.</li> </ul>	Human Resources Development Plan (HRDP) implemented by June 2024		<ul style="list-style-type: none"> <li>Level of Staff satisfaction;</li> <li>Level of customer satisfaction;</li> <li>Audit Opinion and</li> <li>TIC maintains ISO certification</li> <li>Image and visibility of TIC improved</li> </ul>
			Staff remuneration and benefits reviewed by December 2024		
			Client Service Charter (CSC) developed and		
			operationalized by June 2024		
			Operational manuals, procedures and guidelines operationalized by December 2024		
			Enterprise Risk management Framework updated and operationalized by June 2024		
			ICT strategy operationalized by June 2024		
			Financial resource mobilization strategy prepared and operationalized by June, 2024		
			Periodical and compliance audits conducted by June, 2028		
			Compliance level of Public Procurement Act (PPA) in Procurement increased from 75% to 85% by June, 2028		
			Periodical statutory meetings to comply with respective legislations conducted by June, 2028		
			Mid-term and final review of CSP carried out December 2025 and June 2028 respectively		
			New Corporate Strategic Plan 2028/9 to 2032/3 developed by June 2028		
			Periodical performance reports prepared by June 2028		
			Annual revenue collection increased to TZS 12 billion by June, 2028		
			Annual financial statements prepared by June 2028		
			100% staff with disability supported by June 2028		
			Organization structure reviewed in line with the Investment Act (2022) and the new CSP by June 2024		

			Two (2) modern office buildings constructed and furnished in Dodoma and Dar-es-Salaam by June 2028;		
			Modern and adequate working tools available to all staff by June 2028		
			Tanzania Electronic Integrated Investment Window (TelW) Phase II operationalized by June 2028		
			Five (5) TIC zonal offices visibly and strategically located and linked with respective LGAs by June 2028		
			Information systems and infrastructure management installed to enable 100% automation of the Centre by June 2028		
			TIC ISO: 9001:2015 certified for quality management assurance by December 2024.		
			Continuous Customer Feedback mechanism established and operationalized by June, 2024		





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