



THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF FINANCE

**IMPLEMENTATION STRATEGY
FOR THE NATIONAL PPP POLICY
(2009) FOR THE PERIOD
2021/22 – 2025/26**

SEPTEMBER, 2023



Prepared by
PUBLIC PRIVATE PARTNERSHIP UNIT

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ABBREVIATION AND ACRONYM

AGC	Attorney General's Chamber
COSTECH	Tanzania Commission for Science and Technology
DPs	Development Partners
EAC	East African Community
EAP	East Asia and Pacific
ECA	Europe and Central Asia
ICTSI	International Container Terminal Services Inc
IEC	Information, Education & Communication
IPTL	Independent Power Tanzania Ltd
KADCO	Kilimanjaro Airports Development Company
LAC	Latin America and Caribbean
LGAs	Local Government Authorities
MDAs	Ministries, Departments, and Agencies
MENA	Middle East and North Africa
MIT	Ministry of Industry and Trade
MLHHSDD	Ministry of Lands, Housing and Human Settlements Development
MoCST	Ministry of Communication, Science and Technology
MoE	Ministry of Education
MoFP	Ministry of Finance and Planning
MoW,	Ministry of Water
MoWTC	Ministry of Works, Transport and Communications
NEEC	The National Economic Empowerment Council
PMO	Prime Minister's Office
PO-RALG	President's Office - Regional Administration and Local Government
PPAs	Power Purchase Agreements
PPI	Public Private Initiatives
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
RITES	Rail India Technical & Economic Services
SAR	South Asia Region
SIDO	Small Industries Development Organization
SSA	Sub-Saharan Africa
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TANESCO	Tanzania Electric Supply Company Limited
TNBC	Tanzania National Business Council
TEA	Tanzania Education Authority
TEMDO	Tanzania Engineering and Manufacturing Design Organization
TIRDO	Tanzania Industrial Research and Development Organization



TPSF	Tanzania Private Sector Foundation
TRC	Tanzania Railways Corporation
TIC	Tanzania Investment Center
TRL	Tanzania Railways Limited
TICTS	Tanzania International Container Terminal Services Ltd
VETA	Vocational Education and Training Authority
VGf	Viability Gap Funding

FOREWORD

Tanzania aspires to be a Country characterised by high quality livelihood, peace, stability and unity, good governance, a well-educated and learning society and a strong and competitive economy. For this purpose, the country has invested substantially into economic and social infrastructure, aiming to ensure availability of adequate, quality and affordable public goods and services. The Long Term Perspective Plan (2011/12 – 2025/26) and the sequential Five Year Development Plans prioritise the involvement of all key stakeholders, especially the private sector, in the pursuit of Tanzania’s development aspirations.

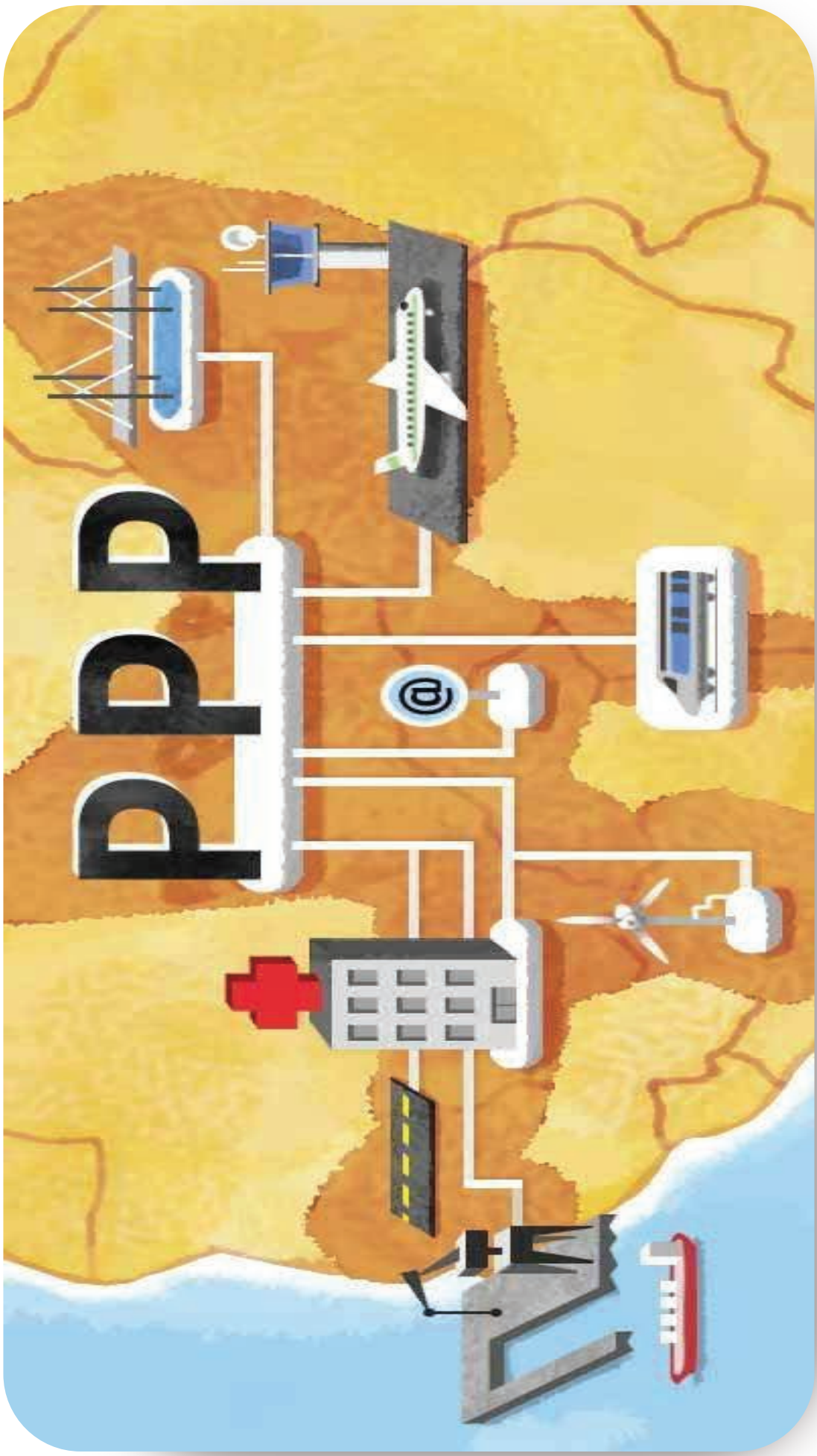
In recognition of the importance of the private sector in bringing about socio-economic development, especially through investment, the Government adopted the Public Private Sector Partnership (PPP) Policy in 2009 and a Public Private Partnership Act in 2010. The Policy and legislation aimed at spurring increased private sector financing, management and maintenance of public goods and services, especially in large infrastructural and industrial investments. With the policy and legal framework in place, the Government has been working on institutional and operational bottlenecks without much success. To a large extent, this was due to lack of a comprehensive Policy implementation strategy that would guide stakeholders in addressing the key challenges identified in the PPP Policy, including institutional arrangements, capacity needs for both the public and local private sector, depth of the capital markets as well as stakeholder engagement and coordination.

This Strategy aims to give a new impetus to implementation of the PPP Policy of 2009. It follows an internal assessment of the results achieved from a decade-long implementation of the Policy and its enabling Legislations. The assessment points to suboptimal performance of the instrument, especially given the magnitude of expectations and demands for private sector contribution to the development effort as articulated in successive medium term development plans. The Strategy provides the Government with an opportunity to significantly leverage its limited resources in attracting private sector investments and commercial financing to meet among others, the nation’s huge and growing infrastructure investment needs. A holistic and proper application of the PPP concepts in our operations holds the potential to vastly improve the quality of design and outputs of PPP projects in support of our development goals.

It is my hope and belief that earnest execution of this strategy will not only lead to more financing and implementation of projects involving rapidly building urgently needed infrastructures but also facilitate PPPs to improve efficiency and accountability in already existing sectors, thereby releasing meagre public resources for other priority interventions.

It is my conviction that effective implementation of this strategy will trigger many more successful PPP projects in a variety of sectors as was hoped in the PPP Policy. In this way, the Strategy will be of practical help in realizing Tanzania’s economic and social development goals.


Dr. Myigulu Lameck Nchemba Madelu (Mb.)
MINISTER FOR FINANCE





1.0

INTRODUCTION



CHAPTER ONE

INTRODUCTION

1.1 Rationale for a PPP Implementation Strategy

The Government of Tanzania acknowledges that the use of Public Private Partnerships (PPPs) for implementing critical social and economic infrastructure is on the rise globally, and PPPs play an increasingly important role in the socio-economic development. The Government of the United Republic of Tanzania, recognizes the fundamental role of the private sector can play in providing quality public goods and services efficiently. Indeed, engagement of the private sector through PPP procurement route in financing the provision of public goods and services is becoming increasingly essential, both among the developed and the developing economies.

In recognition of this fact, in early 1990s, the Government embarked on a deliberate policy shift from a command economy in which the Government played active dominant role in the provision of economic and social services, to a private sector led economy where the Government would remain with the core function as a facilitator and regulator while the private sector plays a much more active role. The objective of this move was to have a market driven economy where the private sector acts as an engine of economic growth. In that vein, the private sector has made tremendous investments and positive impact in various sectors.

In-depth and effective existence of an enabling policy environment, comprehensive legal and institutional framework conducive to private sector development is a pre-requisite for effective and sustainable Private Sector participation in the provision of public goods and services. In that context, the Government has taken various measures towards creation of enabling environment for private sector participation that include: -

- (i) Adoption of the National Public-Private Partnership Policy of 2009, which set-forth the Government's policy objectives and policy statements. Also, the policy provides the need to develop an initial five-year PPP Policy Implementation Strategy;
- (ii) Enactment of the Public-Private Partnership Act, Cap 103 which provides the legal and institutional frameworks for implementation of the PPP Policy, including agreements between the Public and Private Sector entities, set the Rules, Guidelines and procedures governing PPP procurement, development and implementation of PPP projects; and
- (iii) Development and issuing of the Public-Private Partnership Regulations, 2020 which specify the procedural steps to be followed by actors in developing and implementing PPP projects.

The above measures substantiate that, there is a comprehensive regulatory and institutional framework for PPPs. However, for the PPP Policy to be effectively implemented there is a need for the stakeholders to comply and adequately use this strategy for the efficient execution of the policy. Effective implementation of the PPP Policy as well as its regulatory and institutional framework is the prime objective of this PPP Policy Implementation Strategy. The Strategy comprehensively specifies activities for each stakeholder that need to be undertaken in order to align with the policy objectives, including introduction of fair, equitable, transparent competitive and cost-effective procurement for PPPs.

1.2 Key Issues for Implementation

In order to have an orderly approach and allow all stakeholders to participate in the implementation of the National PPP Policy, it is important to have an Implementation Strategy which appropriately guides, in a strategic manner, engagement of the private sector in partnering with the Government in provision of public goods and services. The Strategy elucidates on how to deal with core areas identified under the PPP Policy which are: comprehensive policy, legal and institutional framework; adequacy of resources; procurement process; feasibility studies; negotiations and approvals; risks allocation and sharing mechanisms; guidelines for widening investment opportunities and promotion of PPPs; awareness creation; capacity building and technology transfer; pricing for PPPs; PPPs coverage in marginal areas; and empowerment of citizens.

1.3 Stakeholders Responsibilities

Successful implementation of the National PPP Policy depends on the valid, operational and effective PPP institutional framework that exclusively develops tools for operationalization, enforcement, monitoring and evaluation of performance to ensure desired outcomes. A wide scope of stakeholders shall be responsible for implementation of the Policy. Key stakeholders in the implementation process of this Strategy include the Central Government, Local Government Authorities, Regulatory Authorities, Private sector, the media, Non-State Actors and Development Partners. The proposed institutional framework articulates major roles of key institutions and direction towards an active participation of private sector which contributes effectively to sustainable economic growth and development. The division of roles and responsibilities for key stakeholders are specified in Chapter six.

1.4 Expected Results from Implementing the PPP Policy Implementation Strategies

The policy framework provides for appropriate coordination and creation of a suitable enabling environment that will promote private sector participation in the provision of public goods and services that would have been provided by the Government or other public sector institutions. Effective implementation of this strategy will yield increased investments under PPP arrangements; availability of resources for the development of PPP projects; increased PPPs' bankable projects which have value for money; conducive environment for negotiations and approval of PPP projects; and development of marginal and underserved areas that are predictably assessed to have economic viability.

1.5 Strategy Rationale and Costing

PPP arrangements provide an ideal means for leveraging financial and human resources from the private sector in the provision of goods and services. Well-structured PPP arrangements guarantee optimal sharing of risks and rewards associated with provision of public goods and services that would otherwise have had to be provided by the Government. It is envisaged that improved implementation of the PPP Policy in Tanzania will lead to strictly upholding the underlying PPP principles of optimal risk allocation, value for money, affordability, competitiveness and transparency. The Government has strengthened the enabling environment to enhance private sector participation in undertaking investment of public goods and services through PPPs. Specifically, the Government has amended the Public Private Partnership Act, CAP. 103 and developed PPP Regulations, 2020 with a view to making better provisions for supervision and co-ordination of public private partnerships. The Ministry of Finance and Planning has built a vibrant PPP-enabling environment to assist Government institutions to prepare PPP projects.

The Five Years Development Plan III (2021/22-2025/26) emphasize the need of government institutions to aggressively use the PPP instrument to finance projects that qualify to use the PPP route in line with the PPP legislation. Accordingly, the estimated financing requirements for implementing the Plan, estimated at **Shillings 114.8 trillion** comprising of public and private sources, includes an estimated **Shillings 40.6 trillion** of private sector financing. Thus, FYDP III financing strategy envisages that up to 35% of the total resources required for

implementing the Plan shall be mobilized by the private sector. The private sector will be directly engaged in financing of the Plan through Direct Investment, Joint Ventures (JV) and Public-Private Partnerships (PPP) modalities. FYDP III emphasize the required success factors for PPP that include enhanced political will at all levels; and commitment and compliance on the established PPP Life Cycle that includes avoiding reversal to traditional procurement for projects that meet bankability and value for money criteria, and strengthening of institutional arrangements including fully operationalization of the PPP Centre. Other factors include functioning PPP Facilitation Fund that will strategically facilitate project preparation, viability gap funding and capacity building. It is estimated that a total of Shillings **173,145 million** for the period of 2021/22 to 2025/26 will be used for implementation of the Strategy.

1.6 Layout of the Document

This document is organized into seven chapters. **Chapter One** is the Introductory Party; **Chapter Two** presents Situation Analysis of PPP; **Chapter Three** shows the Vision, Mission and Objectives; **Chapter Four** illustrates Implementation Strategy; **Chapter Five** depicts Implementation Strategy Matrix; **Chapter Six** shows Roles and Responsibilities of Stakeholders; and **Chapter Seven** relates to Monitoring and Evaluation Framework.



Public-Private
Partnerships



2.0

SITUATION ANALYSIS



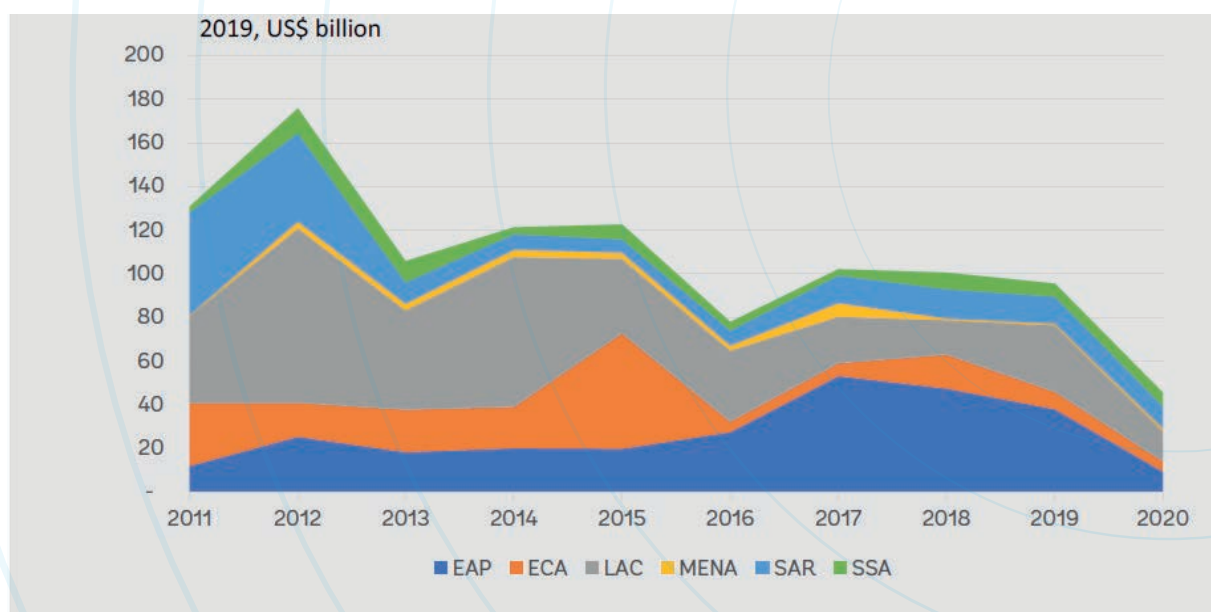
CHAPTER TWO

SITUATION ANALYSIS

2.1 Global Development of PPP

An increasing number of countries have successfully been encouraging private sector participation in the delivery of public infrastructure and services. However, Public Private Initiatives (PPI) investment commitments in 2020 fell in all regions except for Sub-Saharan Africa (SSA) and Middle East and North Africa (MENA). The impact of COVID-19 on PPI was most severe in East Asia and Pacific (EAP). EAP attracted US\$9.5 billion in investments in 2020 which decreased by 75 percent from both 2019 and its 2015-2019 average. Although Latin America and Caribbean (LAC) significantly had higher investment commitments compared to other regions: it had a 54 percent decrease from 2019 levels and a 48 percent decrease from the preceding five-years' average. In the South Asian Region (SAR), PPI investment commitments decreased by 18 percent from 2019 levels and by approximately the same magnitude from the five-year average. The 2020 PPI investments in Europe and Central Asia (ECA) fell by 42 percent from 2019 levels and 73 percent from the five-year average. SSA had a noteworthy year in terms of PPI investments in 2020, received US\$6.3 billion across 24 projects a 7 percent increase in investment levels from 2019 and a 14 percent increase from the five-year average of US\$5.5 billion. (Figure 1).

Figure 1: Investment Commitments in Infrastructure Projects with Private Participation in EMDEs by Region, 2011-2020



Source: World Bank and PPIAF, PPI Project database (Annual Report, 2020)

PPI investment in 2020 amounted to US\$45.7 billion across 252 projects, a 52 percent decrease from investment levels in 2019 (Figure 1 above). Private investment commitments have not fallen to these levels since 2004, when investment totalled US\$31.3 billion. Besides the Covid-19 as a force majeure event, there are globally other obstacles to PPPs, including high transaction costs, lengthy project period, socio-political obstacles, lack of well-established legal framework and non-conducive capital market.

Two motives for PPP world widely recur, greater efficiency and effectiveness in the delivery of public services on the one hand, and the possibility for the off-budget financing of investments in public infrastructure on the other

hand, the motive varies from country to country depending on specific circumstances. The Private Finance Initiative in the United Kingdom, which may be regarded as one of the origins of PPP in its current form, was inspired by the desire for greater involvement of the private sector in the provision of public services for efficiency reasons. In many Euro zone countries, on the other hand, the dominant motive has been off-budget financing as governments had to adhere to strict budget deficit norms.

Public infrastructure development has been strongly recognized as vital to economic growth and prosperity in the East African Community (EAC). While there has been notable improvement over the past decade, an infrastructure gap is still apparent in the EAC. EAC generally faces several obstacles in implementing PPPs such as lack of enabling policy, legal and institutional framework at regional level; suitable skills and experience on managing PPP transactions; lack of mature capital markets, inadequate negotiation skills and unfavourable economic and commercial conditions. The EAC Partner States are at different stages in the development of their legal and institutional frameworks for enabling PPP infrastructure projects, but all have a strong commitment to the principles of deploying PPPs for infrastructure development. The EAC has initiated a process to develop a PPP Policy at the regional level.

In developing countries, the same two motives for PPP are observed. With respect to the capacity to attract private financing for investments in public infrastructure, a distinction must be made between two types of projects when it comes to developing countries. The first type concerns projects that offer public services with a relatively strong commercial content and/or are directly paid for by users (for instance airport and port concessions, and toll roads). This type of projects, which are commonly known as user-pay PPPs, are generally likely to attract private financing. The second type of projects falls under social infrastructure and are commonly financed through availability payment mechanisms. They concern services delivery where social policy considerations are stronger and which are supplied at a price substantially below their cost, and sometimes free of charge (for example healthcare, education, social housing, and water distribution). In these sectors the track record of PPPs in attracting private financing is weak. In both cases, PPP projects can be initiated by the Government Authorities, known as solicited PPPs, and can also originate from the private sector, commonly known as unsolicited PPPs.

In conclusion, a review of international best practice shows that private sector participation is critical for closing the infrastructure financing gap as the private sector offers not only a new source of financing but also efficiency and other benefits including: -

- (i) Introducing private sector technology and innovation in providing better public quality services through improved operational efficiency compared to public provision of the same;
- (ii) Supplementing limited public sector capacities to meet the growing demand for infrastructure development;
- (iii) PPP arrangements incentivize the private sector to deliver projects on time and within budget;
- (iv) Imposing budgetary certainty, reducing stress in the Government budget and PPP is one of the instruments to reduce growing public debt as financing is sourced from the private sector;
- (v) PPP arrangements boost national economic competitiveness by facilitating the country's infrastructure base as well as giving a boost to its business and industry associated with infrastructure development; and
- (vi) Extracting long-term value-for-money through appropriate risk transfer to the private sector over the life of the project.

2.2 PPP Experience in Tanzania

PPP is not a new concept in Tanzania as, in the last two decades, several transactions have been concluded that fall within the scope of PPP as defined in the preceding Chapter. The most prominent projects that had been

implemented prior to the formulation of the National PPP Policy of 2009 and enactment of the PPP Act, No. 18 of 2010 were as follow: -

- (i) Tanzania International Container Terminal Services Ltd (TICTS) container terminal concession in the Port of Dar-Es-Salaam signed in 1999, originally for 10 years with TICTS, a consortium consisting of International Container Terminal Services Inc (ICTSI) of the Philippines which held 70% shares and Vertex Financial Tanzania holding 30% shares and later the concession was extended to 2025;
- (ii) Rail-central corridor concession on 1st October, 2007 for operation of passenger and freight services granted to Rail India Technical & Economic Services (RITES) which took over the operations of Tanzania Railways Corporation (TRC). A new company, Tanzania Railways Limited (TRL) was formed to take over ownership of some of TRC assets, with a 51% share held by RITES and 49% share by the URT through the Rail Assets Holding Company (RAHCO). TRL was an operator for a period of 25 years that took over in 2011 the concession previously held by RITES. The venture was eventually dismissed in July 2011 following disagreement about the commitments from the partner parties;
- (iii) Five (5) years Nyerere International Airport handling concession granted to Swissco;
- (iv) Twenty-five (25) years concession for operating the Kilimanjaro International Airport, granted to Kilimanjaro Airports Development Company (KADCO) in 1998;
- (v) Power Purchase Agreements (PPAs) signed on 26th May 1995 between Independent Power Tanzania Ltd (IPTL) and Tanzania Electric Supply Company Limited (TANESCO).

An examination of the experiences from the projects mentioned above yields the following observations: -

- (i) Many projects involved the transfer of the operation of existing assets to the private sector, rather than private investments in the development of new assets.
- (ii) The overall PPP projects have yielded mixed results, including a premature termination (railway) and controversies about deregulation (airports), lack of competition through exclusivity contracts (airports and electricity generation) and unfavourable contract terms for the public contracting authority (capacity charges in power generation).

It is noted that many of the undesirable outcomes are attributed to insufficient transparency at the stage of project preparation and agreement, explained from: -

- (i) Inadequate legal and institutional framework designed for *long-term* contractual cooperation between the public and private sectors. However, the enactment of a PPP Act, Cap 103 (R.E 2018) and the Public Procurement Act, Cap 410 and their respective Regulations is a significant mitigation against this risk;
- (ii) Inadequate enabling environment and instruments/facilities to enhance the potential role of private sector resource, and specifically designed for *long-term* contractual cooperation between the public and private sectors;
- (iii) Absence of PPP framework, lack of enforceability of the previously applicable legal system to develop such projects and inadequate well-monitored processes; and

- (iv) The possibility of public contracting authorities developing and implementing projects without adequate support and guidance from experts, independent supervisory agencies or regulatory responsible institutions.

The advantage is that the mixed project results have provided contracting authorities with very useful implementation experience, notably: -

- (i) Understanding of the threats and losses to the country that result from poorly prepared projects and holey contracts;
- (ii) awareness of some of the potential pitfalls of long-term contracts with the private sector, and therefore a need to undertake thorough due diligence, preparations and negotiations; and
- (iii) Impression of the capacity of the private sector to deliver through such contracts.

2.3 PPP Current Situation in Tanzania

The National PPP Policy was formulated in 2009 and PPP Act, Cap. 103 was enacted in 2010. However, due to challenges encountered during initial implementation of the PPP Act, several amendments have been made to the PPP Act in order to accommodate new legal and institutional arrangements that emerged. Thus, smooth implementation of PPP Program in Tanzania begun in 2018 after the amendment of the PPP Act, Cap. 103 [R.E 2018]. Subsequently, the Ministry of Finance and Planning issued PPP Regulations in 2020 in order to enhance enforceability of PPP Act Cap 103. The above amendments have resulted into the following achievements:

- (i) Compliance to the PPP Act, Cap. 103 and its Regulations improved in terms of development, preparation and approval process of both solicited and unsolicited projects;
- (ii) A total of 55 PPP projects were developed and their preparation are in different stage prior to implementation. Of which 54 projects are solicited and one is unsolicited project;
- (iii) Inclusion of PPP as alternative financing in the Third Five Year Development Plan;
- (iv) Improved Public awareness on PPP Program;
- (v) A well-defined PPP institutional framework and its specified roles and responsibilities; and,
- (vi) Existence of enabling environment for Private Sector participation in PPP;

2.4 SWOC Analysis of PPP Policy Implementation Strategy

In a SWOC Analysis; the factors having an impact on the success of a policy (in this particular case the development of a PPP programme) are grouped into four boxes labelled, **Strengths**, **Weaknesses**, **Opportunities** and **Challenges**. The four boxes are obtained by the combinations formed by two dimensions each having two possible values. The first dimension can take on the values 'positive' (i.e., favourable to attaining the policy goals) or 'negative' (i.e., forming an obstacle to attaining the policy goals). The second dimension contains the values 'internal' (i.e., factors within the influence of the Government of Tanzania, which can be changed by actions taken by the Government) and 'external' (i.e., factors outside the control of the government, which cannot be changed but must be accepted as a given condition). By combining these 2X2 values, four groups of factors are defined:

- a positive, internal factor: strength;
- a negative, internal factor: weakness;
- a positive, external factor: opportunity;
- a negative, external factor: Challenges

The Implementation Strategy must be geared to: -

- increasing and reinforcing strengths;
- eliminating or reducing weaknesses;

- exploiting opportunities;
- Preparing for challenges in order to mitigate their impacts.

2.4.1 Strengths

First, the issuing of the National PPP Policy and subsequent actions prove that the Government is strongly committed to promoting PPP as an instrument for the development of public infrastructure and services. Such a commitment is a very important factor for success, because it ensures that the Government will continue to take necessary supportive actions in order to implement PPPs, and to find solutions to the problems and challenges that might arise on the way.

Second, with the PPP Act, Cap 103 (R.E 2018), the PPP Regulations, 2020 and references of the Public Procurement Act, Cap 410 in the PPP Act Cap 103 (R.E. 2018) the legal and regulatory framework for the procurement of PPP projects is largely in place.

Third, various Government agencies have implemented PPP projects in the last two decades. Although these projects have had mixed results (see section 2.2), they have also allowed contracting agencies to acquire experience in the procurement of PPP projects and to become aware of the specific issues raised by PPP projects compared to conventional procurement.

Implication for implementation strategy: a strong foundation has been established for the implementation of more and better PPP projects in Tanzania.

2.4.2 Weaknesses

2.4.2.1 While some Government agencies have had some experience with PPPs, most have not been able to demonstrate similar experiences. Most government agencies have only limited knowledge of what constitutes a PPP and how PPP projects should be procured.

2.4.2.2 Inadequate understanding of the nature of PPPs is likely to lead to unrealistic expectations about the possibilities and benefits of a PPP on one hand, and to an underestimation of the challenges of implementing PPP projects on the other. As a result, default risk and cancellations would consequently compromise the selection of the projects. This derails potentially successful PPP projects.

Implication for Implementation Strategy: government agencies must be made aware of the nature of PPP and the realistic role it can play in the development of public services and public infrastructure. In addition, proposed PPP projects must be carefully screened and assessed before they enter into the procurement phase and any other period thereafter prior to hand-back.

2.4.3 Opportunities

2.4.3.1 Formation of a Multidisciplinary Team of Experts with knowledge on the subject matter of the project constituted by Contracting Authorities and the PPP Centre. The Centre is responsible for overseeing, studying and considering feasibility studies for projects proposals and all financial implications relating to implementation of the PPP project.

Implication for Implementation Strategy: The formation of Multidisciplinary Team will enable the PPP Centre and Contracting Authorities to effectively evaluate proposed PPP projects and ensure that they are executed in a proper manner by complying to the proper rules and procedures having considered relevant risks and financial implications.

2.4.3.2 Procurement of the PPP Advisor with knowledge and experience on the subject matter of the project to conduct a feasibility study or to review the Feasibility Study Report, and prepare transaction documents.

Implication for Implementation Strategy: The procurement of PPP Advisor will enable Contracting Authorities to effectively ensure that feasibility study, business case, and transaction documents comply to the proper rules and procedures for efficiency delivery of the project.

2.4.3.3 Procurement of the Private partner with innovation and ability to run project which has unique attributes and depicts transfer of technology.

Implication for Implementation Strategy: The procurement of Private partner will enable the Public Sector to effectively exploit investment opportunities through innovation and transfer of technology.

2.4.3.4 Availability of Facilitation Fund to support the PPP projects: Under this Fund, PPP projects will be supported in different facilities available as follows: -

- (a) **The Project Development Facility** shall be an instrument to enable contracting authorities to finance project preparation costs, including financing of feasibility studies;
- (b) **The Capacity Development Facility** shall provide funds for cross-project support functions such as training project officers, training and outreach to both public and private officials, conducting PPP awareness forums, program development, and development of sector specific public-private partnership guidelines.
- (c) **Viability Gap Funding (VGF)** shall be financial support providing capital grants to eligible projects that are economically viable, offer value for money and contribute to government development priorities but not commercially and financially viable, and where no other budget or capital sources are available.

Implication for implementation strategy: the flourishing of PPP Projects due to availability of both financial and technical support available within the PPP Centre.

2.4.3.5 The requirements for additional public infrastructure and public services are large, so that a situation which offers ample opportunities for PPP projects to flourish.

Implication for implementation strategy: the Central Government, as well as local authorities must establish public investment plans and define priorities. This constitutes a starting point for the selection of (potential) PPP projects.

Participation of Local Government Authorities in Small Scale PPP Projects:

2.4.3.6 A Small-Scale Public-Private Partnership project undertaken by Local Government Authorities shall not be deemed as to create any liability to the public sector if they do not involve the public sector in an obligation relating to revenue loss, loss making, loan repayment or indirect damages; or where do not require any grant or other financial support from the public sector.

Implication for implementation strategy: Participation of LGAs will reduce financial burden for the Central Government, hence increase availability of improved services to the public at affordable costs.

- 2.4.3.6 By increasing the role of the private sector in provision of public goods and service, PPPs will create new business opportunities for local firms and thus expand the tax base.

Implication for implementation strategy: actions must be taken to develop managerial, technical and financial capacity of local firms required for carrying out PPP projects. Otherwise, foreign firms will capture most of the emerging new market opportunities.

- 2.4.3.7 PPP offers opportunities for new ways of cooperation with non-governmental organizations and faith-based organizations. This involves transition from donor-recipient relations to principal-contractor relations that are partially based on a commercial basis. Non-governmental organizations would still (partially) donate funds or resources, but would employ these funds/resources in response to contractual output specifications defined by the government agencies. PPP-like cooperation with non-governmental organizations is especially applicable to smaller, local projects.

Implication for implementation strategy: develop guidelines for local PPPs that can also accommodate partnerships with non-commercial organizations.

2.4.4 Challenges

- 2.4.4.1 In PPP projects investments in which construction of new infrastructure or rehabilitation of existing infrastructure is largely financed by a private contractor, government funds are needed in limited cases where some projects might require co-financing to make them financially viable. In the operational phase, private contractors need to earn revenues in order to remunerate and reimburse the providers of investment funds (banks and equity investors) and to cover operational costs. In the event that there is a shortfall in the required revenue, supplementary revenue may have to come from either the Government (depending on risk allocation structure). Furthermore, many of the services in which PPPs are currently envisaged (for instance transport infrastructure, electricity and water for domestic use) are provided free or below cost to users. This is an indication of affordability concerns as there is insufficient current levels of user payments to be able to sufficiently remunerate a PPP contractor. Hence, depending on Government objectives in a particular project, consideration can be made to increase the user payments where willingness to pay surveys provide justification for such increments, or additional payments must be made by the Government (and ultimately from tax-payers) to cover for viability gaps and make such projects viable. In situation where the government's budget is constrained and users are unable or unwilling to pay higher fees for the services, PPP project then becomes infeasible.

Implication for Implementation Strategy: various measures can be undertaken to address this challenge. PPP programme should not be overambitious and must focus – at least initially – on projects that generate sufficient user revenues. Users of public services must be persuaded in consideration of wide benefits that they will access, of the need to increase user fees for some public services in order to achieve a sustainable delivery. Direct funding through government budgets should be reserved for services in which the charging of user fees is technically and financially difficult or undesirable for social reasons. In such a situation, payments to PPP contractor must be explicitly recognized in long term budget forecasts in order to check for affordability and to assure the contractor that payment obligations will be met. The policy stance of this fiscal consideration is that PPPs support government delivery of essential public goods and services.

- 2.4.4.2 Most local firms do not have the required skills or financial strength to tender for PPP projects. This limits the potential number of local bidders for PPP projects, and consequently lowering the incentives of bidders to offer competitive prices. Moreover, it prevents local firms from fully exploiting the new

business opportunities offered by PPP projects, leaving these opportunities be taken up largely by foreign competitors. In its extended form, this increases the potential of a PPP programme to lead to significant externalization of capital.

Implication for Implementation Strategy: actions must be undertaken to develop the managerial, technical and financial capacity of local firms required for carrying out PPP projects.

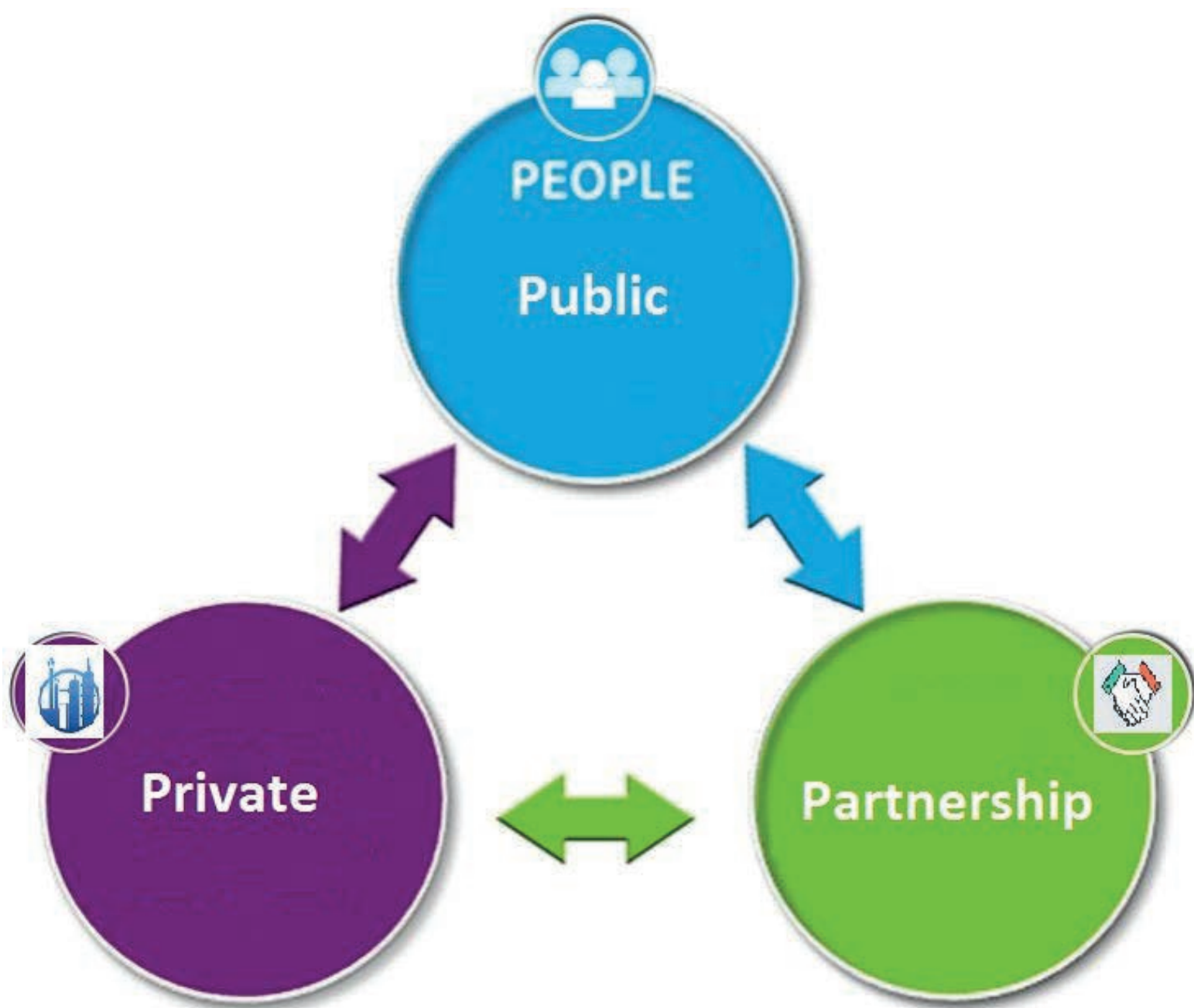
- 2.4.4.3 Lack of PPP experience among government agencies and macroeconomic risks may also limit the appetite of foreign companies and lenders to tender for or finance PPP projects in Tanzania. In many cases foreign bidders are necessary to bring the required technical expertise and financial resources.

Implication for Implementation Strategy: The PPP programme must focus, at least initially, on projects that generate sufficient user revenues and are not dependent on government budgets. The government agencies in Tanzania must sustainably build up a track record in professionally procuring and managing PPP contracts in order to develop a reputation as reliable Contracting Authorities.



3.0

**VISION, MISSION
AND OBJECTIVES**



CHAPTER THREE

VISION, MISSION AND OBJECTIVES

3.1 Vision

Efficient and sustainable PPPs for delivery of reliable and affordable socio-economic goods and services.

3.2 Mission

Creating an enabling environment for promoting PPPs to achieve sustainable and broad-based economic growth.

3.3 Main Objective

To promote private sector participation in the provision of resources for PPPs in terms of investment capital, managerial skills and technology.

3.4 Policy Objectives

This PPP Policy Implementation Strategy aims to facilitate achievement of the objectives of the PPP Policy, which are hereby adopted as objectives of the Strategy. They are: -

- (i) Enabling Policy, Legal and Institutional Framework for PPPs in place;
- (ii) An enabling environment to generate and mobilise adequate financial and technical resources for PPPs are in place;
- (iii) Regulations and procedures for transparent and competitive procurement of PPPs that include handling of unsolicited bids are in place and applied;
- (iv) Guidelines, criteria and procedures for conducting financial, socio-economic, technical and environmental feasibility studies are in place;
- (v) Negotiations and approval process and procedures for PPPs are available and improved;
- (vi) Equitable and optimal risk allocation for PPPs ensured;
- (vii) Guidelines for widening investment opportunities and promotion of PPPs are in place;
- (viii) Public awareness to stakeholders on PPPs created;
- (ix) Sustainable capacity building and technology transfer for PPPs ensured;
- (x) An environment that ensures sustainable recovery of costs, affordable prices and tariffs provided;
- (xi) Special PPPs incentives to geographically disadvantaged areas in promotion of PPPs extended; and
- (xii) PPPs contribution to the economic empowerment of all citizens ensured.

The above mentioned Policy Objectives will be transformed into Strategic Objectives in the next chapter.





4.0

**Introduction to
Implementation
Strategy**



CHAPTER FOUR

4.0 Introduction to Implementation Strategy

The National PPP Policy confirms the Government's commitment to collaborate with the Private Sector in provision of efficient and sustainable service delivery. The Government envisages creating an enabling environment to ensure stakeholders participation in the identification and implementation of PPP Projects with a view to achieving broad-based and shared Socio-economic development.

This strategy links with PPP Policy objectives which have been realized from twelve (12) issues that address constraints and the challenges emanating from requisite mitigation measures. The analysis provided in this strategy identifies the instruments available to address earmarked constraints and challenges. As the result, the strategy will inform each PPP implementing stakeholder to develop specific action plans reflecting their interests and role in the realization of the overriding goal of Vision 2025. It is from this perspective that Chapter Four presents an analysis of each of the twelve issues raised in the PPP policy, starting with the quest for creating an enabling regulatory and institutional framework for PPPs in Tanzania, and ending with the need to ensure that implementation of PPP projects is an inclusive process that will enable Tanzanians to participate in the exploitation of investment opportunities and share benefits thereof.

4.1 Issue: Comprehensive Policy, Legal and Institutional Framework for PPPs

Constraints and Challenge: The outstanding task is to deal with the challenges of crafting guidelines to match with good international practices. It is recognised that, in Tanzania, there has already been accumulated substantial experience on best practices for PPPs in the health sector (informal PPPs - Public Private Cooperation – (PPC) include a number of hospitals owned by religious organisations but designated as referral and District Hospitals that are supported by the Government) and education sector of which the strategy will seek to build on this foundation. Initiatives on the institutional framework will focus on national coordination and collaboration to enable expeditious processing of PPP projects and their approval throughout the whole PPP project lifecycle while conforming fully to the goals of transparency and competitiveness. Upfront capacity building for the understanding of the implications of actions that should be undertaken by government institutions to ensure starting on the right footing is critical to success.

Strategic Objective: Enabling Policy, Legal and Institutional Framework for PPPs in place.

Strategies:

- (i) Make regular reviews and formulate macroeconomic and sectoral policies for enhancing and strengthening PPPs;
- (ii) Strengthen Legal and Institutional Framework for PPPs;
- (iii) Prepare operational guidelines for PPPs and put in place transparent and clear administrative mechanisms for PPPs operationalization; and
- (iv) Fast track establishment and strengthening of PPP Centre, LGA's PPP Node, PPP desks under Contracting Authorities and Ministry responsible for PPP.

Targets:

- (i) Sector policies harmonized with PPP framework requirements (as identified in the needs assessment) by June 2026;

- (ii) Three (3) legislations related to PPPs reviewed and Five (5) PPP guidelines in place by June 2026;
- (iii) Standard criteria for monitoring and evaluation of PPPs issued by June 2024;
- (iv) Capacity of the Ministry responsible for PPP, PPP Centre, PO-RALG PPP Node and PPP Desk improved by June 2026; and
- (v) PPP Centre Established by June 2024

4.2 Issue: Adequacy of Resources for PPPs Implementation

Constraints and Challenges:

The government's technical and financial resources remain limited in the face of numerous competing development needs. The resulting challenges include the need for mobilization of domestic and international private sector resources for PPPs including development of special purpose vehicles. The major issue is how to strengthen institutional governance to maximize the volume of private sector resources that can be mobilized through PPPs by addressing the weaknesses that reduce efficacy of conventional financing of major infrastructure projects financed through conventional government budget modalities.

Strategic Objective: Put in place an enabling environment to generate and mobilise adequate financial and technical resources for PPPs.

Strategies

- (i) Put in place appropriate instruments to enable mobilization of resources for the development of PPPs.

Targets: -

- (i) PPP Facilitation Fund Operationalized by June 2024;
- (ii) Guidelines to Operationalize PPP Facilitation Fund prepared by June 2024;
- (iii) Ten PPP sensitization forums with Development Partners, Public Entities, Parastatal Organizations and Social Security Funds, Insurance and Financial Related Institutions for leveraging technical and financial resources conducted by June 2026; and
- (iv) Review financial regulations and guidelines for banking and financial institutions to facilitate financing of PPP projects by June, 2026.

4.3 Issue: Procurement Process for PPPs

Constraints and challenges: - There have been lapses in transparency and fair competition in initiating PPP projects in the past which have culminated in significant capital expenditures without realization of the intended benefits in the form of assets and/or service delivery. In most cases, failure of PPP projects can be attributed to poor project design and preparation. Other causes of failures include inadequate negotiation of contract agreements, including lack of proper due diligence on the private parties involved, to ascertain their technical and financial capabilities to deliver the proposed project.

Strategic Objective: To ensure PPPs are transparently and competitively procured.

Strategies:

- (i) Inculcate the culture of compliance with rules and regulations regarding procurement of PPPs; and

- (ii) Enhance corporate governance in PPPs' procurement.

Targets:

- (i) Twelve (12) awareness and training events on Regulations regarding PPP procurement conducted by June 2026;
- (ii) Regulations, guidelines and procedures on accountability, transparency and adherence to the principles of good governance strengthened by June 2026;
- (iii) Guidelines for procurement of unsolicited PPP projects, including criteria for waiving the requirement for competitive procurement for projects developed and adopted by June, 2026; and
- (iv) Ten (10) bankable projects under solicited and unsolicited PPP arrangements procured by June, 2026.

4.4 Issue: Feasibility Studies for PPPs

Constraints and Challenges: Limited technical capacity in the various disciplines involved in undertaking pre-feasibility and reviewing feasibility studies as well as PPPs projects' life-cycle management is a major constraint. Consequently, there is excessive reliance on technical advice from the proposing private party on some projects, with or without adequate analysis for verification of information so supplied, which may lead to problems in contracting and subsequent contract supervision. The contracts prepared based on inadequate studies may include clauses that affect both the quality and cost of the acquired assets in terms of value for money and affordability of services, while the governments may assume more risks than is normal in similar PPPs implemented in other jurisdictions.

Strategic Objective: To ensure that PPPs are economically feasible and socially justifiable.

Strategies:

- (i) Strengthen approval mechanism for PPP projects.
- (ii) Promote innovative, unique and potential PPP projects.

Targets:

- (i) Guidelines, criteria and procedures for conducting financial, socio-economic, technical and environmental feasibility studies prepared and adopted by June 2024;
- (ii) Procedures for analysis and appraisal of PPP projects complied by Contracting Authorities, PPP Center and PPP Node by June 2026;
- (iii) Capacity for PPP Centre to plan, manage, analyze and appraise projects enhanced by June 2026;
- (iv) Capacity for the Ministry responsible for PPPs in terms of analysis and management of financial and fiscal risk management enhanced by June, 2026;
- (v) Socio-economic viability and implications on the resources needed for feasibility studies established by June 2026; and
- (vi) Twenty (20) Innovative, unique and potential PPP projects promoted by June 2026.

4.5 Issue: Negotiations and Approvals of PPPs

Constraints and Challenges: There are underlying challenges and risks in negotiation and approval processes for PPPs, and this calls for a well guided negotiation and approval system. The experience of PPPs implemented

in the energy, minerals, water, and transport sectors shows that there have been underlying poor contractual arrangements. Therefore, there is a need to strengthen the existing system to safeguard the national concerns, interests and ultimately development goals.

Strategic Objective: To improve negotiations and approval processes and procedures for PPPs.

Strategies:

Ensure clear understanding and adherence to the established legal and regulatory framework for negotiations and approval of PPPs.

Targets:

- (i) Guidelines for approval and negotiation of PPPs formulated by June 2026;
- (ii) Training programs on required negotiation skills implemented by June 2026;
- (iii) Experienced PPP Advisors to support Contracting Authorities in negotiations and procurement of PPPs procured by June 2026.
- (iv) Standard documents based on best practice developed and issued by June 2026.

4.6 Issue: Risk Allocation Mechanisms for PPPs

Constraints and challenges: Risk allocation is normally based on the optimal risk allocation by allocating to the party most capable of managing that particular risk. Efficient and optimal risk sharing is an essential element in the design and implementation of PPPs, and is therefore important to safeguard returns to all parties and to ensure ownership as well as sustainability. The existing capacity for comprehensive identification, analysis and negotiation for optimal risks sharing in PPP projects is inadequate, hence the need for a cost-effective risk sharing mechanism for PPPs' success is fundamental.

Strategic Objective: To ensure equitable and optimal risk allocation for PPPs.

Strategy

Provide necessary risk sharing framework in PPPs investments to ensure that risks are assigned to the party most suited to manage them or the party creating / introducing it; and that risk allocation is cost efficient and optimal.

Target:

- (i) Risk management framework in PPPs investments are formulated and monitored by June 2026; and
- (ii) Guidelines and criteria for PPPs projects risks management formulated, adopted and applied by June 2026.

4.7 Issue: Guidelines for Widening Investment Opportunities and Promotion of PPPs

Constraints and Challenges: Inadequate guidelines for investors to exploit various PPP opportunities existing in different sectors of the economy hinders investments through PPPs. The guideline will provide guidance for private sector participation in PPPs and broaden investment opportunities, innovation and technology transfer. Moreover, PPPs must be promoted for benefit of all parties concerned, hence the need to put in place Guidelines for widening investment opportunities and promotion of PPPs.

Strategic Objective:

To put in place guidelines to widen investment opportunities and promote PPPs.

Strategy

Formulate guidelines for creating enabling environment for widening investment opportunities and promotion of PPPs.

Targets:

- (i) Guidelines for private sector participation on PPPs developed by June 2024;
- (ii) Ten public awareness events on available PPPs investment opportunities conducted countrywide by June 2026;
- (iii) Reviews of potential PPP project pipelines in different sectors carried out annually by 2026;
- (iv) Blueprint for Regulatory Reforms to Improve the Business Environment Implemented by June 2026;
- (v) PPP investment opportunities and guides prepared by June 2026;
- (vi) PPPs Market Sounding Guidelines developed by June 2026

4.8 Issue: Public and Stakeholders Awareness Creation

Constraints and Challenges: PPP is a relatively new concept in Tanzania although it has been applied through the divestiture of public enterprises. There is a need, therefore, of conducting awareness and sensitization campaigns on PPP approach in order to broaden and deepen the public's understanding about it. In this regard, awareness creation and sensitization on the method should be extended to all segments of society and stakeholders including government leaders, parliamentarians, civil servants, investors, civil societies, the private sector and public in general.

Strategic Objective: To create Public awareness among stakeholders on PPPs.

Strategies

Develop and implement a comprehensive national Information, Education & Communication (IEC) strategy on PPPs.

Targets:

- (i) PPP Communication Strategy prepared and disseminated by June 2026;
- (ii) Awareness and sensitization on PPPs to all segments of the society and stakeholders created by June 2023

4.9 Issue: Capacity Building and Technology Transfer

Constraints and Challenges: International best practices demonstrate the need to undertake capacity building measures for effective implementation of PPPs, encompassing change of mind-set to all parties and stakeholders. Human resources development is essential for those involved in PPPs given the fact that PPP practice is dynamic and needs latest best practice. Parallel with efforts to enhance capacity building, technology transfer is needed for effective and efficient implementation of PPPs. Technology transfer in PPPs will be encouraged as the process of sharing skills, knowledge, designs and management of various PPP contracts and other implementation aspects.

Strategic Objective: To ensure sustainable capacity building and technology transfer for PPPs.

Strategies:

- (i) Design and implement a strategy for development of human resources in PPPs;
- (ii) Encourage interventions for technological transfer including promoting Research and Development (R&D) in PPPs; and

- (iii) Build on the experiences of successful PPPs implemented in Tanzania and from international best practices.

Targets:

- (i) PPP skills gap analysis conducted by June 2023;
- (ii) Human resources development strategy prepared by June, 2023;
- (iii) 40 Certified PPP Experts posted at the PPP Centre by June, 2026/ 100 Contracting entities with Certified PPP Experts by June, 2026.
- (iv) PPPs related matters developed and incorporated in higher learning institutions curricula by June 2026;
- (v) 5 Contracting Authorities implementing PPP projects acquitted with PPP Technology by June 2026;
- (vi) Incubation programme for Tanzanians to acquire technical and managerial skills needed for PPPs established and operational by June 2026;
- (vii) Local content initiative mainstreamed in PPP life cycle by June 2026; and

4.10 Issue: Pricing for PPPs

Constraints and Challenges: Most PPPs implemented so far have ended in contributing to escalation of service delivery unit costs and adoption of tariff rises to accommodate the recovery of investment costs largely because the public part has shouldered financial risks that ought to be financed through subsidies that were not deliberately planned for. Therefore, recovery of investment costs that would have been borne by the private party and payment of services will have to be financed by the Government. Key challenge is to address these constraints through ensuring that approved PPP project concepts fully comply with the criteria of risk sharing, affordability of project financing through the public party's budgetary provision and ensuring value for money for all capital expenditure.

Strategic Objective: To provide an environment that ensures sustainable recovery of costs, affordable prices and tariffs.

Strategies:

- (i) Develop and implement PPP pricing guidelines suitable for government, investors and service users, and
- (ii) Develop cost recovery mechanisms that ensure sustainable and reasonable income stream for PPPs.

Targets:

- (i) Broad based policy guidelines to Contracting parties on the general guidelines for tariff determination issued by June 2026; and
- (ii) Cost recovery Guidelines that ensure sustainable and reasonable income stream for PPPs developed by June, 2025.

4.11 Issue: PPPs Coverage in Marginalized Areas

Constraints and Challenges: PPP interventions in both geographically and economically marginal areas pose a challenge. Due to locational factors, some regions are not commercially viable for PPP projects; and still other areas are not viable on economic grounds such as lower concentration of activities and incomes. PPPs may not be feasible in these areas mainly due to unique risks involved. In these special circumstances, the private sector is not attracted due to unfavorable business and investment environment.

Strategic Objective:

Extend special PPPs incentives to geographically and economically disadvantaged areas in promotion of PPPs.

Strategies:

- (i) Apply development corridor concept to open up the latent potential of marginalized areas, and
- (ii) Develop programme profiles to attract investment through PPPs in the marginalized areas.

Targets:

- (i) Marginalized areas identified and interventions developed by June, 2026.
- (ii) Land for strategic investments in marginalized areas identified and serviced by June 2026; and
- (iii) Profiles to attract investment in PPPs in the marginalized areas developed and promoted by June 2026.

4.12 Issue: Empowerment of Citizens

Constraints and Challenges: PPPs undertaken so far have not adequately taken into consideration the issue of empowerment of citizens so as to fully participate in the socio-economic undertakings. The implementation of PPPs, should ensure adequate empowerment of citizens in all socio-economic aspects. There should be concerted efforts at all levels and by all parties involved to ensure that PPPs undertakings provide for necessary supporting environment that attract participation of all citizens through inclusion in various socio-economic opportunities.

Strategic Objective: Ensure PPPs contribute on economic empowerment of citizens.

Strategies: Incorporate Economic Empowerment matters into PPPs

Targets:

- (i) A Guide for opportunities for empowerment of citizens in the PPP Agreements as provided under National Economic Empowerment Act developed, disseminated and monitored by June 2026;
- (ii) National Local Content Implementation Strategy incorporating PPP's matters developed by June 2026;
- (iii) Public Private Dialogues to increase Private Sector Participation in PPPs strengthened by June 2026.

PPP



PUBLIC



PRIVATE

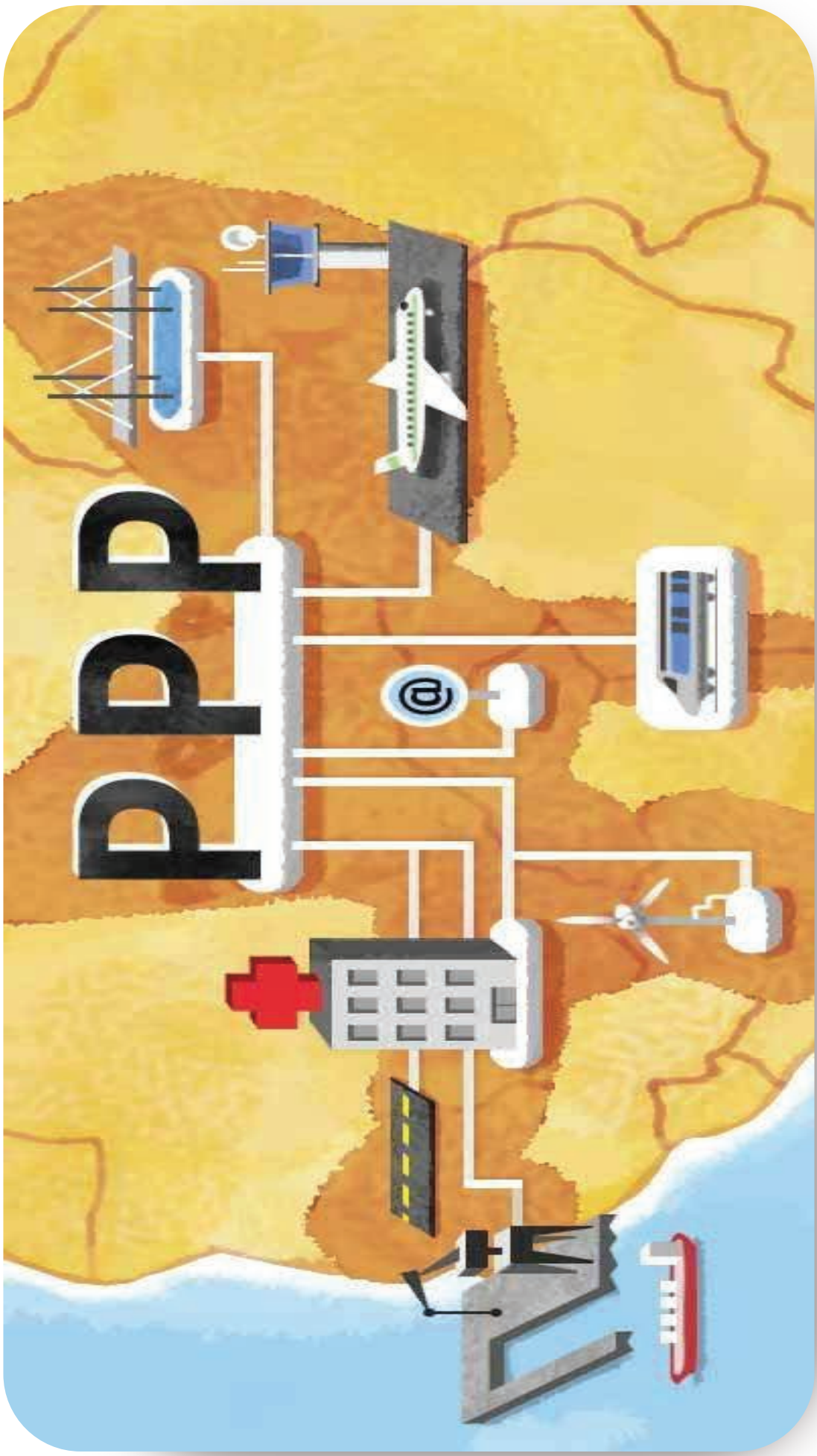


PARTNERSHIP



5.0

**A LOG FRAME OF
IMPLEMENTATION
STRATEGY FOR THE
NATIONAL PPP
POLICY, 2009**



CHAPTER FIVE

A LOG FRAME OF IMPLEMENTATION STRATEGY FOR THE NATIONAL PPP POLICY, 2009

In this chapter the actions and resources to implement each of the strategies are described.

OBJECTIVES	STRATEGIES	TARGETS	RESOURCES (TZS '000)	TIME FRAME	RESPONSIBLE INSTITUTIONS
Enabling Policy, Legal and Institutional Framework for PPPs in place	(i) Make regular reviews and formulate macroeconomic and sectoral policies for enhancing and strengthening PPPs;	(i) Sector policies harmonized with PPP framework requirements (as identified in the needs assessment) by June 2026;	(i) 1,500,000	2022/23 – 2025/26	MoFP, PMO, AGC, MDAs, LGAs Private Sector
	(ii) Strengthen legal and institutional framework for PPPs.	(ii) Three (3) legislations related to PPPs reviewed by June 2026.	(ii) 800,000		
	(iii) Prepare operational guidelines for PPPs and put in place transparent and clear administrative mechanisms for PPPs operationalization.	Standard criteria for monitoring and evaluation of PPPs issued by June 2024	250,000	2022/23 – 2023/24	MoFP, PPP Centre, MDAs, LGAs, Private Sector, Academic Institutions
	(iv) Fast track establishment and strengthening of PPP Centre, LGA's PPP Node, PPP desks under Contracting Authorities and Ministry responsible for PPP	(i) PPP Centre Established by June 2024 (ii) Capacity of the Ministry responsible for PPP, PPP Centre and PO-RALG PPP Node improved by June 2026.	(i) 2,000,000 (ii) 3,000,000	2022/23 – 2025/26	MoFP, PMO, AGC, MDAs, LGAs Private Sector
An enabling environment to generate and mobilise	Put in place an enabling environment to generate and mobilise adequate	(i) PPP Facilitation Fund Operationalized by June 2024	(i) 100,000	2023/24 – 2025/26	MoFP, DPs, PPP Centre, MDAs, LGAs, Private Sector

OBJECTIVES	STRATEGIES	TARGETS	RESOURCES (TZS '000)	TIME FRAME	RESPONSIBLE INSTITUTIONS
adequate financial and technical resources for PPPs are in place.	financial and technical resources for PPPs.	<ul style="list-style-type: none"> (ii) Guidelines to Operationalize PPP Facilitation Fund prepared by June 2024; (iii) Ten PPP sensitization forums with Development Partners, Public Entities, Parastatal Organizations and Social Security Funds conducted by June 2026 (iv) Review financial regulations and guidelines for banking and financial institutions to facilitate financing of PPP projects by June, 2026 	<ul style="list-style-type: none"> (ii) 200,000 (iii) 300,000 (iv) 100,000 		
To ensure PPPs are transparently and competitively procured.	(i) Inculcate culture of compliance with rules and regulations regarding procurement of PPPs;	<ul style="list-style-type: none"> (i) Twelve (12) awareness and training events on Regulations regarding PPP procurement conducted by June 2026; Regulations and procedures on accountability, transparency and adherence to the principles of good governance strengthened by June 2026 (ii) Guidelines for procurement of unsolicited PPP projects, including criteria for waiving the requirement for competitive procurement for projects 	<ul style="list-style-type: none"> (i) 500,000 (ii) 550,000 	2021/22 – 2025/26	MoFP, PPP Centre, AgC, PPRA, MDAs, LGAs Private Sector

OBJECTIVES	STRATEGIES	TARGETS	RESOURCES (TZS '000)	TIME FRAME	RESPONSIBLE INSTITUTIONS
To ensure that PPPs are economically feasible and socially justifiable		developed and adopted by June, 2026; and (iii) Ten (10) bankable projects under solicited and unsolicited PPP arrangements procured by June, 2026.	(iii) 600,000		
	(ii) Enhance corporate governance in PPPs' procurement	(i) Guidelines for procurement of unsolicited PPP projects including waiving of competitive procurement on projects that meet criteria developed by June, 2026	105,000	2021/22 – 2025/26	MoFP, PPP Centre, MoF, PPRA, TIC, MDAs, LGAs Private Sector
	(i) Strengthen approval mechanism for PPP projects.	(i) Guidelines, criteria and procedures for conducting financial, socio-economic, technical and environmental feasibility studies prepared and adopted by June 2024; (ii) Procedures for analysis and appraisal of PPP projects complied by PPP Centre and PPP Node June 2026. (iii) Capacity for PPP Centre to plan, manage, analyses and appraise	(i) 250,000 (ii) 100,000 (iii) 500,000	2021/22 – 2025/26	MoFP, PPRA, TIC, MDAs, LGAs Private Sector, DPs, TPSF, PPP Center, PPP Node.

OBJECTIVES	STRATEGIES	TARGETS	RESOURCES (TZS '000)	TIME FRAME	RESPONSIBLE INSTITUTIONS
		<p>projects enhanced by June 2026.</p> <p>(iv) Capacity for the Ministry responsible for PPPs in terms of analysis and management of financial and fiscal risk management enhanced by June, 2026;</p> <p>(v) Socio-economic viability and implications on the resources needed for feasibility studies established by June 2026</p>	<p>(iv) 150,000</p> <p>(v) 100,000</p>		
To improve negotiations and approval processes and procedures for PPPs.	<p>(ii) Promote innovative, unique and potential PPP projects.</p> <p>(i) Ensure clear understanding and adherence to the established legal and regulatory framework for negotiations and approval of PPPs.</p>	<p>Twenty (20) Innovative, unique and potential PPP projects promoted by June 2026..</p> <p>(i) Guidelines for approval and negotiation of PPPs formulated by June 2026;</p> <p>(ii) Training program on required negotiation skills implemented by June 2026.</p> <p>(iii) Experienced PPP Advisors to support Contracting Authorities in negotiations and procurement of PPPs procured by June 2026</p>	<p>500,000</p> <p>(i) 400,000</p> <p>(ii) 350,000</p> <p>(iii) 600,000</p>	<p>2022/23 – 2025/26</p> <p>2022/23 – 2025/26</p>	<p>MoFP, PMO, MDAs, LGAs Private Sector, PPP Center, PPP Node</p> <p>MoFP, MDAs, LGAs, PMO, AGC, Private Sector, Training Institutions</p>

OBJECTIVES	STRATEGIES	TARGETS	RESOURCES (TZS '000)	TIME FRAME	RESPONSIBLE INSTITUTIONS
To ensure equitable and optimal risk allocation for PPPs	(i) Provide necessary risk sharing framework in PPPs investments to ensure that risks are assigned to the party most suited to manage them or the party creating / introducing it; and that risk allocation is cost efficient and optimal.	(iv) PPPs contract documents based on best practice developed and issued by June 2026	(iv) 240,000	2022/23 - 2025/26	MoFP, PMO, PPP Centre, AGC, MDAs, LGAs Private Sector, PPP Node
To put in place guidelines to widen investment opportunities and promote PPPs.	Formulate guidelines for creating enabling environment for widening investment opportunities and promotion of PPPs	(i) Guidelines for private sector participation on PPPs developed by June 2024. (ii) Ten public awareness events on available PPPs investment opportunities conducted countrywide by June 2026; (iii) Reviews of potential PPP projects in different sectors carried out annually. (iv) Blueprint for Regulatory Reforms to Improve the Business Environment Implemented by June 2026	(i) 150,000 (ii) 900,000 (iii) 400,000 (iv) 1,300,000	2022/23 – 2025/26	MoFP, PMO, PPP Centre, TIC, MDAs, LGAs MIT, Private Sector, Media, PPP Node

OBJECTIVES	STRATEGIES	TARGETS	RESOURCES (TZS '000)	TIME FRAME	RESPONSIBLE INSTITUTIONS
		<p>(v) PPP investment opportunities and guides prepared by June 2026</p> <p>(vi) PPPs Market Sounding Guidelines developed by June 2026</p>	<p>(v) 250,000</p> <p>(vi) 250,000</p>		
To create Public awareness to stakeholders on PPPs	(i) Develop and implement a comprehensive national Information, Education & Communication (IEC) strategy on PPPs.	<p>(i) PPP Communication Strategy prepared and disseminated by June 2026.</p> <p>(ii) Awareness and sensitization on PPPs to all segments of the society and stakeholders created by June 2023</p>	<p>(i) 500,000</p> <p>(ii) 1,000,000</p>	2022/23 – 2025/26	MoFP, PPP Centre, PMO, TIC, MDAs, LGAs Private Sector, Media
To ensure sustainable capacity building and technology transfer for PPPs.	(i) Design and implement a strategy for development of human resources in PPPs	<p>(i) PPP skills gap analysis conducted by June 2023</p> <p>(ii) Human resources development strategy prepared by June, 2023.</p> <p>(iii) 40 Certified PPP Experts posted at the PPP Centre by June, 2026/100 Contracting entities with Certified PPP Experts by June, 2026.</p> <p>(iv) PPPs related matters developed and incorporated in higher</p>	<p>(i) 250,000</p> <p>(ii) 500,000</p> <p>(iii) 500,000</p> <p>(iv) 100,000</p>	2022/23 - 2025/26	MoEVT, MoFP, PoRALG, PMO, PPP Centre, TEA, MDAs, LGAs Private Sector, Training Institutions

OBJECTIVES	STRATEGIES	TARGETS	RESOURCES (TZS '000)	TIME FRAME	RESPONSIBLE INSTITUTIONS
	<p>(ii) Encourage interventions for technology transfer.</p>	<p>learning institutions curricula by June 2026.</p> <p>(i) 5 Contracting Authorities implementing PPP projects acquitted with PPP Technology by June 2026;</p> <p>(ii) Incubation programme for Tanzanians to acquire technical and managerial skills needed for PPPs developed by June 2026</p> <p>(iii) Local content initiative mainstreamed in PPP life cycle by June 2026</p>	<p>(i) 250,000</p> <p>(ii) 150,000</p> <p>(iii) 150,000</p>	2021/22 – 2025/26	<p>MoFP, PMO, PPP Centre, MoCST, MDAs, LGAs Private Sector, COSTECH, TIRDO, TEMDO, SIDO, VETA</p>
	<p>(iii) Promote good experiences and successful PPPs implemented in Tanzania.</p>	<p>PPP approved projects and that ought to be implemented in Tanzania promoted by June 2026</p>	700,000	2021/22 – 2025/26	<p>MoFP, PMO, PPP Centre, MDAs, LGAs Private Sector, Research/Academic Institutions, Media</p>
<p>To provide an environment that ensures sustainable recovery of costs, affordable prices and tariffs</p>	<p>(i) Develop and implement PPP pricing guidelines suitable for government, investors and service users .</p>	<p>Broad based policy guidelines to Contracting parties on the general guidelines for tariff determination issued by June 2026</p>	150,000	2021/22 – 2025/26	<p>MDAs & LGAs, MoFP, PMO, PPP Centre, Private Sector,</p>

OBJECTIVES	STRATEGIES	TARGETS	RESOURCES (TZS '000)	TIME FRAME	RESPONSIBLE INSTITUTIONS
	(i) Develop cost recovery mechanisms that ensure sustainable and reasonable income stream for PPPs.	Cost recovery Guidelines that ensure sustainable and reasonable income stream for PPPs developed by June, 2025.	300,000	2022/23 - 2024/25	MDAs & LGAs, PMO, MoF, PPP Centre, Private Sector.
Extend special PPPs to geographically and economically disadvantaged areas in promotion of PPPs.	Apply development corridor concept to open up the latent potential of marginalized areas.	(i) Marginalized areas identified and interventions developed by June, 2026 (ii) Land for strategic investments in marginalized areas identified and serviced by June 2026.	(i) 1,000,000 (ii) 149,000,000	2021/22 – 2025/26	MoWTC, MLHSD, PO-RALG, MoW, MoE PPP Centre, PMO, LGAs, MoFP TIC, Private Sector.
Ensure contribute economic empowerment of citizens	(i) Develop programs profiles to attract investment through PPPs in the marginalized areas. (i) Incorporate Economic Empowerment matters into PPPs.	(i) Profiles to attract investment in PPPs in the marginalized areas developed and promoted by June 2026. (i) A Guide for opportunities for empowerment of citizens in the PPP Agreements as provided under National Economic Empowerment Act developed, disseminated and monitored by June 2026 (ii) National Local Content Implementation Strategy	(i) 450,000 (i) 500,000 (ii) 300,000	2022/23 – 2025/26 2022/23 - 2025/26	MoFP, PMO, PPP Centre, MoLHSD, PO - RALG, LGAs, TIC, Private Sector. PMO, NEEC, PPP Centre, Private Sector, Financial Institutions, TNBC, TPSF, PPP Node

OBJECTIVES	STRATEGIES	TARGETS	RESOURCES (TZS '000)	TIME FRAME	RESPONSIBLE INSTITUTIONS
		incorporating PPP's matters developed by June 2026. (iii) Public Private Dialogues to increase Private Sector Participation in PPPs strengthened by June 2026.	(iii) 100,000		
Grand Total			173,145,000		



6.0

This strategy will be implemented by key stakeholders from Ministries, Departments and Agencies (MDAs), their roles and responsibilities



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CHAPTER SIX

- 6** This strategy will be implemented by key stakeholders from Ministries, Departments and Agencies (MDAs), their roles and responsibilities are as follows:

6.1 Roles and Responsibilities of the Ministry of Finance and Planning

The Ministry of Finance and Planning (MoFP) has a major role and overall responsibility for ensuring effective implementation of the National PPP Policy and this Strategy, in collaboration with other key stakeholders. The MoFP is responsible to oversee the functions which are being performed by the PPP Centre as the main coordination agency by virtue of section 5 of the PPP Act, CAP 103 in achieving the broader goal envisioned in the PPP Policy of 2009. Other functions of MoFP include:

- (i) Strengthening legal and regulatory framework for a PPP program in Tanzania;
- (ii) Coordinating the private sector and other Development Partners and ensure productivity of their contributions and efforts in line with the PPP Policy; and
- (iii) Coordinating implementation of the National PPP Policy through monitoring and evaluation of progress made in the implementation of the PPP strategy

6.2 Roles and Responsibilities of Contracting Authorities

- (i) Identify, prepare project concept notes, pre-feasibility studies and feasibility studies;
- (ii) Engage consultants, PPP Advisors or transaction advisors in case in-house capacity to appraise PPP Projects is not available;
- (iii) Put in place appropriate PPP management structures including PPP Project and Desk Officers, and PPP Project Management Teams;
- (iv) In collaboration with the PPP Centre, identify potential areas that are suitable for partnering with the private sector under PPP arrangement;
- (v) Undertake structuring of tendering documents, prepare agreements and review the same with the preferred bidders, negotiate, monitor and evaluate PPP Projects.
- (vi) PPP Contract management.

6.3 Ministry responsible for Private Sector development, Investments and Economic empowerment

- (i) Put in place predictable legislative environment and stable institutional framework which will act as an incentive in reducing costs and time of doing business;
- (ii) Coordinate and promote investments (FDI inclusive);
- (iii) Strengthen private sector associations and participation;
- (iv) Continue to supervise, monitor and coordinate all economic empowerment activities; and
- (v) Implement the Blueprint for Regulatory Reforms to Improve the Business Environment.

6.4 Ministry responsible for Regional Administration and Local Government Authorities

- (i) Host the PPP Node;

- (ii) Guide and monitor integration of PPP principles and guidelines in Regional and Local Government Authorities' plans and by-laws;
- (iii) Prepare quarterly, semi and annual PPP performance reports; and

6.5 Ministry responsible for Lands

Create an efficient land administration system to facilitate availability of Land for investment.

6.6 Regional Secretariats

- (i) Guide and monitor mainstreaming of PPP in Local Government Authorities plans and by-laws;
- (ii) Coordinate PPP activities at regional level; and
- (iii) Prepare quarterly, semi and annually PPP performance reports.

6.7 Local Government Authorities

- (i) Prepare PPP projects;
- (ii) Promote engagement of domestic investors into PPP; and
- (iii) Prepare quarterly, semi and annually PPP performance reports.

6.8 The Bank of Tanzania

- (i) Ensure sound financial stability in the country including issuing guidelines for financing PPPs;

6.9 National Economic Empowerment Council

- (i) Promote and support business ventures pioneered and run by Tanzanians; and
- (ii) Ensure implementation of local content concept.

6.10 Development Partners

- (i) Provide technical assistance and financial support on PPPs engagements; and
- (ii) Promote PPP investment opportunities internationally and in their respective countries of origin.

6.11 Academic and Research Institutions

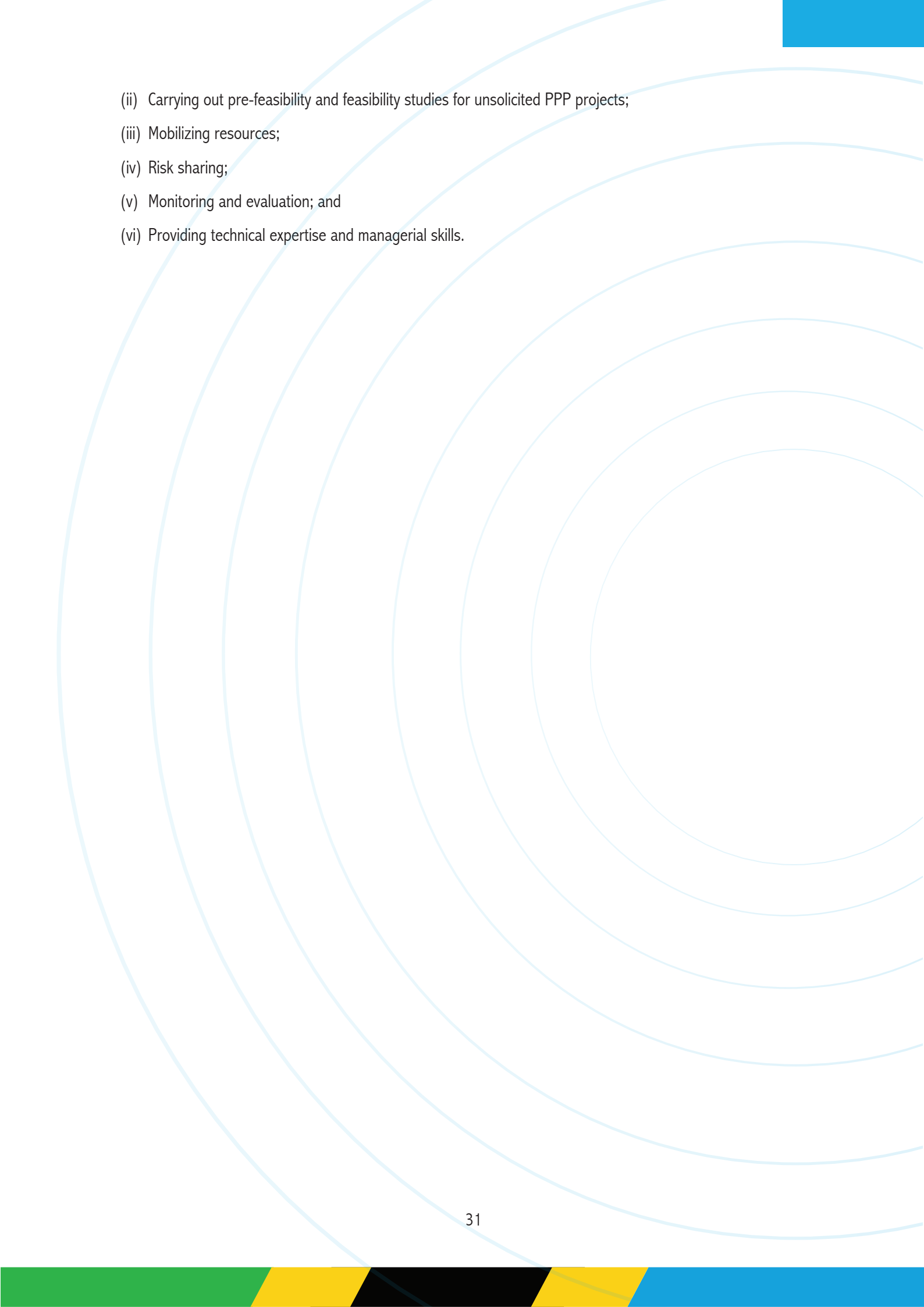
- (i) Prepare and conduct tailor-made programs related to PPP;
- (ii) Run short and long – term PPP training programs in-line with national education curricula;
- (iii) Conduct related PPP researches; and
- (iv) Ensure PPP issues are mainstreamed in education curricula.

6.12 Media

Engage in awareness programs on the opportunities existing on PPPs.

6.13 Private Sector

- (i) Identify and implement Public Private Partnership projects.

- 
- (ii) Carrying out pre-feasibility and feasibility studies for unsolicited PPP projects;
 - (iii) Mobilizing resources;
 - (iv) Risk sharing;
 - (v) Monitoring and evaluation; and
 - (vi) Providing technical expertise and managerial skills.





7.0

**THE MONITORING
AND EVALUATION
FRAMEWORK**



Public-Private
Partnerships

CHAPTER SEVEN

THE MONITORING AND EVALUATION FRAMEWORK

7.1 Background to Monitoring and Evaluation Framework

An M&E system is instituted as a review mechanism to monitor progress and assess the level of attainment of specific targets relative to the respective planned targets. The proper functioning of M&E system highly depends on a well-coordinated and functioning of all components of the system, from data collection to the highest level of analysis and reporting to relevant stakeholders.

It will be important to ensure that all efforts to implement the National PPP Policy at all levels remain focused to attaining the desired results and to check whether the results have had any impact. The MDAs should ensure efficiency and effectiveness in delivering PPPs.

The National PPP Policy 2009 advocates that PPPs should incorporate coherent oversight and regular review mechanisms. Performance targets should be easily measurable, incentives be meaningful whereas rewards and penalties effective. Further, the Policy directs that all PPPs shall be coordinated and monitored by the respective MDA's and LGA's in collaboration with the Ministry responsible for PPP.

The overall responsibility for the monitoring and evaluation of the Policy implementation lies within the Ministry responsible for PPP. The Ministry will play key roles in coordination, implementation, monitoring and evaluation of this policy. For effective monitoring and evaluation, each stakeholder will have to establish a reliable internal monitoring system and ensure capacity is available to assess efficiency and effectiveness of their respective organizations in relation to the National PPP Policy.

The Monitoring and evaluation will involve, among other things conducting baseline survey, establishing performance indicators, and setting M&E framework. Tracking progress on implementation of the milestones and targets will be done periodically. In addition, there will be an annual review, which will focus on assessing whether the planned activities are in line with the achievement of set targets. Moreover, the review will involve conducting case studies, diagnostic studies, surveys, and beneficiary assessments to track any changes in terms of outputs realized over the period under review.

7.2 The Objective and Guiding Principles of the PPP M&E Framework

7.2.1 Overall and Specific Objectives

The overall objective of the M&E Framework is to guide implementation of the policy and its strategies with a view to maximizing efficiency and effectiveness of the intervention mechanism.

Specifically, the M&E framework intends to:

- (i) Establish benchmark indicators for policy and programme assessment;
- (ii) Set targets and standards for policy implementation;
- (iii) Guide actor's participation in implementation and monitoring activities; and
- (iv) Control use of resources during implementation.

7.2.2. Guiding Principles of M&E

The National PPP Policy monitoring and evaluation framework will be under the following guiding principles:

- (i) Harmonize the framework with other M&E systems of the Government;
- (ii) Adopt and use of results-based management system;
- (iii) Development of capacity building on current M&E activities; and
- (iv) Flexibility in revising the M&E framework.

7.3 Scope of M&E Framework

The M&E framework covers the following scope:

- (i) Measurements of process, outputs, outcomes and impacts of the National PPP Policy implementation;
- (ii) Database and reporting used for the National PPP Policy Monitoring and Evaluation framework; and
- (iii) Monitoring of planning and implementation thereof, including the financial and physical progress.

7.3.1 Performance Indicators

The Ministry responsible for PPP will use a set of indicators developed based on the National PPP Policy mission, objectives and outcomes. These include the following:

Table 7.1: Performance Indicators for PPP Policy Implementation Strategy Monitoring and Evaluation Framework

Strategic Objectives	Output Indicators	Outcome/Impact Indicators	Baseline	Source
Enabling Policy, Legal and Institutional Framework for PPPs in place	<ul style="list-style-type: none"> (i) Number of Sector Policies in line with PPP harmonized (ii) Number of legislations related to PPP Reviewed (iii) Standard criteria for monitoring and evaluation of PPPs in place (iv) Roles and responsibilities of the key PPP actors are identified. (v) Number of staff trained in PPP courses within and outside the country (vi) Number of PPP projects approved by PPP steering Committee (vii) Number of PPP Feasibility Study Reports Prepared and analyzed 	Level of private Sector involvement and performance in implementing PPP Projects	To be established	MoFP, PMO, MLHSD, & MDAs, Private Sector
An enabling environment to generate and	<ul style="list-style-type: none"> (i) PPP Facilitation Fund Guidelines prepared (ii) Number of Sensitization fora involving Development 	Number of PPP projects formulated and implemented.	N/A	MoFP, MDAs, Private Sector, Development Partners.

Strategic Objectives	Output Indicators	Outcome/Impact Indicators	Baseline	Source
mobilise adequate financial and technical resources for PPPs are in place.	Partners, Public Entities, Parastatal Organisations and Social Security Funds conducted; (iii) PPP Facilitation Fund operationalized			
Regulations and procedures for transparent and competitive procurement of PPPs that include handling of unsolicited bids are in place and applied	(i) Number of Awareness campaign PPP on Regulations conducted (ii) PPPs Market Sounding Guidelines in place (iii) Number of PPPs Market Sounding conducted (iv) Number of PPP investment opportunities advertised	Level of compliance with rules and regulations regarding procurement of PPPs;		MoFP, MDAs, Private Sector
Guidelines, criteria and procedures for conducting financial, socio-economic, technical and environmental feasibility studies are in place.	(i) Procedures for analysis and appraisal of PPP projects in place (ii) Number of courses on PPP projects plan, management, analysis and appraisal conducted (iii) Number of staff trained on PPP projects plan, management, analysis and appraisal conducted (iv) Number of innovative, unique and potential PPP projects formulated	Number of innovative, unique and PPP potential projects approved by PPP Steering Committee		MoFP, MDAs, Private Sector
Negotiations and approval process and procedures for PPPs are available and improved.	A comprehensive framework for negotiation and approval of PPPs in place	Level of adherence in the established legal and regulatory framework for negotiations and approval of PPPs.		MoFP
Equitable and optimal risk allocation for PPPs ensured	Framework for PPPs investments risk identification, analysis, allocation, risk sharing framework in place	Improved risk allocation and management for PPPs		MoFP & MDAs

Strategic Objectives	Output Indicators	Outcome/Impact Indicators	Baseline	Source
Guidelines for widening investment opportunities and promotion of PPPs are in place.	<ul style="list-style-type: none"> (i) Guidelines for private sector participation on PPPs in place (ii) Number of Public awareness programs on available PPPs investment opportunities conducted countrywide (iii) Number of PPP projects Market promotions carried out (iv) Number of bankable PPP project developed 	<ul style="list-style-type: none"> (i) Level of goods and services provided through PPP arrangement (ii) Country position in the Doing Business Report enhanced 		MoFP, MDAs, Private Sector,
Public awareness to stakeholders on PPPs created.	<ul style="list-style-type: none"> (i) PPP Communication Strategy in place 	Stakeholders imparted with PPP concept.		MoFP, PPP stakeholders
Sustainable capacity building and technology transfer for PPPs ensured.	<ul style="list-style-type: none"> (i) PPP training program in place (ii) PPPs related matters mainstreamed in educational curricula (iii) Incubation programme for Tanzanians to acquire technical and managerial skills needed for PPPs in place (iv) Guidelines and circulars for promoting technology transfer with regards to PPPs in place (v) Number of documented successful PPPs implemented in Tanzania 	Reduced pressure to Government Budget through Projects implemented under PPP modality		MoFP, Academic Institutions, MDAs, Private Sector, PPP Center, PPP Node.
An environment that ensures sustainable recovery of	<ul style="list-style-type: none"> (i) Number of Broad-based policy guidelines issued to Contracting parties on the general guidelines for tariff determination. 	Increase in service provision through PPP		MoFP, MDAs

Strategic Objectives	Output Indicators	Outcome/Impact Indicators	Baseline	Source
costs, affordable prices and tariffs provided.	(ii) Cost recovery mechanisms that ensure sustainable and reasonable income stream for PPPs in place			
Special PPPs incentives to geographically disadvantaged areas in promotion of PPPs extended.	(i) Number of land parcels planned and set aside for strategic investments in marginalized areas. (ii) Infrastructure to attract investment in marginalized areas in place (iii) Profiles to attract investment in PPPs in the marginalized areas in place (iv) Number of PPP investments in marginal areas promoted	PPP projects developed for marginalized areas		MoFP, PO-RALG, MDAs.
PPPs contribution to the economic empowerment of all citizens ensured	(i) PPP matters that incorporate empowerment of citizens in place by June 2026. (ii) Extent to which Local Content issues in PPP Agreements are incorporated. (iii) Number of regions conducting Public Private Dialogues.	Level of Private Sector Participation in PPPs.		PMO, MoFP, PO-RALG, TPSF

7.3.2. Data Collection and Analysis

The data for monitoring and evaluation will routinely be collected using appropriate monitoring tools as agreed upon by the National Bureau of Statistics. The data will be collected through surveys, periodic performance reports, monitoring visits and other reliable and appropriate methods and sources. Data will be appropriately analysed and fed into the national PPP database provided for under this PPP Policy Implementation Strategy. Likewise, the

establishment of a central data bank under National Projects Management Information System will effectively facilitate access of data required for M&E.

7.4 Monitoring and Evaluation Reports

7.4.1 Types of M&E reports

At the organization level a number of PPP reports will be used for M&E as follows:

- (i) Quarterly, mid-year and annual reports;
- (ii) Ministerial, independent departments, agencies, regional and LGAs evaluation reports;
- (iii) Development Partners annual reports; and
- (iv) Various reviews, studies and survey reports.

7.4.2: Types of Reports

The types of the **reports** are as follows;

- (i) Comprehensive performance reports;
- (ii) Physical/inventories and financial performance report;
- (iii) Evaluation/Progress report; and
- (iv) Policy Implementation Strategy Review.

7.4.3 Reporting schedule

The contents and frequency of reporting are indicated in Matrix 3:

Table 7.3: Reporting Schedule for Monitoring and Evaluation Framework

SN	Institutional Reports	Contents	Frequency
1.	The National PPP Performance Report	A consolidated report covering the key PPP indicators outlined in the Strategy	Annually
2.	Ministries, Departments and Agency (MDA) reports	Performance reports on implementation of PPP Implementation Strategy in accordance with the provisions of the policy	Semi-annually, annually
3.	LGA reports	Performance reports on implementation of PPP Implementation Strategy in the LGAs	Quarterly, semi-annually, annually
4.	Development Partners reports	Information on technical, funding, logistical and other forms of support extended,	Annually, semi-annually

SN	Institutional Reports	Contents	Frequency
		including geographical coverage and target groups (beneficiaries).	
5.	Non-state actors reports (private sector, Apex body and other players)	Performance reports on implementation of PPP interventions as provided for by the Policy.	Semi-annually, annually
6.	Public Expenditure Review on PPP activities	Tracks and assesses resource allocation and expenditure	After every 2 years
7.	Policy implementation strategy evaluation reports	Evidence-based assessments of outcomes and impacts of PPP Sector interventions (Sector Review)	Biennial, Three or Five years
8.	Implementation Reviews	Mid-term & Terminal Review of National PPP Policy Implementation Strategy	Bi-annual and Annually
9.	Policy Implementation Strategy Review	Review National PPP Policy Implementation Strategy	After three Years
10.		Develop PPP Policy Implementation Strategy	After Five years

7.4.4 Reporting Flows

The reports on achievement of targets and milestones will be prepared by responsible institutions and forwarded to the Ministry responsible for PPP for consolidation. The Ministry responsible for PPP will produce consolidated performance reports on quarterly, semi-annually and annual basis, to be disseminated to all stakeholders for record and for necessary action.

7.4.5 Feedback Mechanism

Feedback Mechanism provides a two-way flow of information between report producers and users, feedback should be incorporated in the lateral linkages among stakeholders to improve quality of reports and report submission.

7.5 Use of Monitoring and Evaluation Information

The M&E reports will be used by the Government, Development Partners and other stakeholders for:

- (i) Better services delivery;
- (ii) Demonstrated results as part of accountability;
- (iii) Decision making;
- (iv) Planning; and

(v) Resources allocation.

7.6 Action Plan

A National PPP Action Plan covering all twelve priority Policy issues outlined in the Policy and its Strategy will be prepared upon approval of this PPP Policy Implementation Strategy. The outlined broad strategic actions in the strategy have been unpacked into interventions and activities with estimated costs. All key implementing sectors and actors will be bound by the Action Plan, developed in a participatory and inclusive manner, and thus providing the basis for a common results framework that is necessary to achieve a fundamental goal of delivering financial services and products to the underserved as well as low-income populations in the country in the shortest possible time.

7.7 Dissemination of Information

The information which will be disseminated includes the Progress Report, Annual Report, and Sector Reports. Information will be disseminated through various channels which includes MoFP, PPP Centre, other organizations websites, other stakeholders' information/resource centers, email communication, physical delivery and stakeholders' dissemination.



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