

## United Republic of Tanzania



### President's Office Regional Administration and Local Government



## Kilosa District Investment Profile Opportunities and Promotion Strategies

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## LIST OF ABBREVIATIONS

BDS	Business Development Services
BDSP	Business Development Service Provider
BR&E	Business Retention and Expansion
CBD	Central Business District
CBOs	Community Based Organizations
DC	District Commissioner
ENGINE	Enabling Growth through Investment and Enterprise Program
EPZA	Export Processing Zones Authority
EPZs	Export Processing Zones
FIs	Financial Institutions
FtF	Feed the Future
HO	Home Office
IAA	Institutional Architectural Assessment
ICMA	International City/County Management Association
IESC	International Executive Service Corps
IMC	Kilosa District Council
IPS	Investment Promotion Strategy
LGA	Local Government Authority
LGATO	Local Government Authority Trade Officer
MEDA	Mennonite Economic Development Associates
MEL	Monitoring, Evaluating, and Learning
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
NSGRP	National Strategy for Growth and Reduction of Poverty
PPD	Public-Private Dialogue
OSHA	Occupational Safety and Health Authority
RAS	Regional Administrative Secretary
RBC	Regional Business Council
RUWASA	Rural and Urban Water Supply Agency
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SEZs	Special Economic Zones
SMART	Specific, Measurable, Attainable, Relevant and Time-Based
SME	Small and Medium-Sized Enterprise
SoW	Scope of Work
SWOT	Strengths, Weaknesses, Opportunities and Threats
TANESCO	Tanzanian Energy Supply Company
TCCIA	Tanzania Chamber of Commerce, Industry and Agriculture
TIC	Tanzanian Investment Centre
TTCL	Tanzania Telecommunication Company Limited
USAID	United States Agency for International Development
VEGA	Volunteers for Economic Growth Alliance

## FOREWORD



“In order to attract trade and investment in our various sectors, it is critical for African countries to create a conducive environment, including putting in place the necessary enabling infrastructure, coupled with the eradication of unnecessary bureaucracy within our legal and regulatory investment frameworks.”

**His Excellency, Dr John Pombe Joseph Magufuli.  
The President of the United Republic of Tanzania**

*Official Opening of the African-Nordic Foreign Ministers’ Meeting held at the Julius Nyerere International Convention Centre, Dar es Salaam, on 8<sup>th</sup> November 2019.*



“The five-phase government under the leadership of President, Hon Dr John Joseph Magufuli is determined to liberate Tanzanians by reinforcing its economy through manufacturing. These industries will be the leaven of job creation, reducing the dependence of goods from the outside and increasing the sale of products outside Tanzania and thus promote national output.”

**Her Excellency, Samia Suluhu Hassan.  
The Vice President of the United Republic of Tanzania**

*Remarks during the 8<sup>th</sup> PSPTB Annual Conference Speech on 4<sup>th</sup> December 2017.*



“The 21<sup>st</sup> Century is going to identify itself with intensifying competitive business environment in which business to triumph are those with relevant industrial products and services, modern technologies and human resource that is imbued with respective skills, work ethics and innovativeness.

**Hon. Kassim Majaliwa Majaliwa.  
The Prime Minister of the United Republic of Tanzania**

*In opening remarks at the Business and Investment Forum, Tabora Region, on 21<sup>st</sup> November 2018.*

## Message from the Kilosa District Commissioner



Welcome to the Kilosa District Council within the Morogoro Region of the United Republic of Tanzania. We are strategically located within the Southern Agricultural Growth Corridor of Tanzania.

This Investment Profile presents the competitive advantages of the Kilosa District Council, a comprehensive list of available investment opportunities and a business-friendly reference on the regulatory process and investment incentives available within our great community.

Our Investment Profile is aligned with the Tanzania Development Vision 2025, the Tanzania Long Term Perspective Plan (2011–2025), National Development Five-Year Development Plan (2016-2021), Integrated Industrial Development Strategy (2025) and the Southern African Development Community’s Industrialization Strategy. In addition, it supports the target objectives of the Kilosa District Council’s Strategic Plan (2019-2024). This strategic alignment was designed to ensure that your investment will be welcomed with universal public support.

This Investment Profile is developed to provide reliable information to potential investors in order to reduce their risk and maximize their profit potential for every investment opportunity. In the Kilosa District Council, we value our business community and strive to be a partner that is equipped to help our businesses to grow and prosper.

Our workforce and industry base provide the foundation for investment opportunities in the production, processing and storage of many agricultural products. Our natural resources and proximity to Mikumi National Park support investments in tourism. Our industrial base provides support for investments in the processing of sugar, cooking oil and other agricultural products, while our community’s growth potential supports additional investments in the health, education and finance. No matter the investment, our infrastructure is designed to support your needs.

I would like to take this opportunity to welcome all potential investors to invest in our district in accordance with your choices and we assure full support and cooperation from the District Council management and the community of Kilosa District for the benefit of all stakeholders involved. For further details, please visit our website <http://kilosadc.go.tz/>.

*Hon. Adam I. Mgoyi*

**Kilosa District Commissioner**

## Message from the Council Chairperson



As the Council Chairperson for the Kilosa District Council, I would like to officially welcome investors to consider opportunities within the Kilosa District Council.

This Investment Profile has been produced to provide domestic and foreign investors with relevant information on the competitive advantages of the Kilosa District Council.

The goal of this Investment Profile is to reduce investor risk and increase opportunity by providing clear and accurate information that is relevant to investment decisions within the

Kilosa District Council.

The Kilosa District Council's Investment Profile provides detailed information about our economy, our workforce, our transportation assets, our regulatory environment and provides extensive summaries of the many available investment opportunities within the Kilosa District Council.

In the Kilosa District Council, we value our business community and work to partner with our businesses to help them succeed. Our team of trained professionals welcome the opportunity to assist your business in making a successful investment within the Kilosa District Council.

*Hon. Hassani Mkopi*

**Council Chairman**

## Message from the Kilosa District Council Executive Director



As the Kilosa District Council Executive Director, I would like to personally invite you to make an investment within the Kilosa District. We are located within the Morogoro Region of the United Republic of Tanzania. We are strategically positioned within the Southern Agricultural Growth Corridor of Tanzania, which demonstrates our excellent capacity for agricultural crop production.

We proactively made this Investment Profile to provide reliable information in a visually appealing manner in order to attract the interest of potential investors. We understand that it is critically important for the Kilosa District Council staff to identify ways to reduce their risk and maximize their profit potential for every investment opportunity.

With 4,094 businesses registered within the Kilosa District Council, we have a large and skilled workforce that can meet the employment demands of any growing businesses. Our qualified and efficient farmers produce over 1.8 million tons of agricultural products in a year. In addition, the new Standard Gauge Railway project will provide the Kilosa District Council with a state of the art station that will help move people and products from Dar es Salaam and to other countries within the Southern African Development Community.

In the Kilosa District Council, we value your business and strive to be a partner that is equipped to help our businesses to grow and prosper.

I would like to take this opportunity to welcome all potential investors to invest in Kilosa District Council.

*Sir. Asajile L. Mwambambale*

District Executive Director  
Kilosa District Council

## ACKNOWLEDGEMENT

The preparation of this Investment Profile was done by the Kilosa District Council with support from ENGINE Program, which is a USAID-funded Feed the Future Tanzania activity that aims to streamline and enhance many of the regulatory, informational and financial channels that encourage domestic and foreign investment in the regions of Mbeya, Morogoro and Iringa within the Southern Agricultural Growth Corridor of Tanzania and in Zanzibar.

This Investment Profile has been prepared to assist potential investors in providing access to essential information regarding investments and investing in Kilosa District Council. The Profile does not in any way give exhaustive information or instructions but rather provides additional sources of information in both the private and public sectors.

Most of the information contained within this Investment Profile was derived from information collected from the Kilosa District Council Strategic Plan (2019), Kilosa District Council Socio-Economic Profile (2018) and the Kilosa District Council Institutional Architectural Assessment completed by ENGINE in 2018.

The Kilosa District Council is gratefully acknowledging the support from ENGINE Program for facilitation support in developing this plan, which will guide the Council's investment operations for the next five years and beyond. The participation and involvement of the Kilosa District Council Staff and several businesses with the Kilosa District Council.

Finally, we would like to express our intellectual debt of gratitude to the consultants of this Investment Promotion and Facilitation Strategy, Mr. Galinoma Gachele Lubawa ([galinoma@gmail.com](mailto:galinoma@gmail.com)) from Institute of Rural Development Planning (IRDP) and Anthony Jones ([anthony@ajcsolutions.com](mailto:anthony@ajcsolutions.com)) from AJC Solutions. Thanks for your willingness to share your experience and knowledge. It was truly a pleasure to work with them.

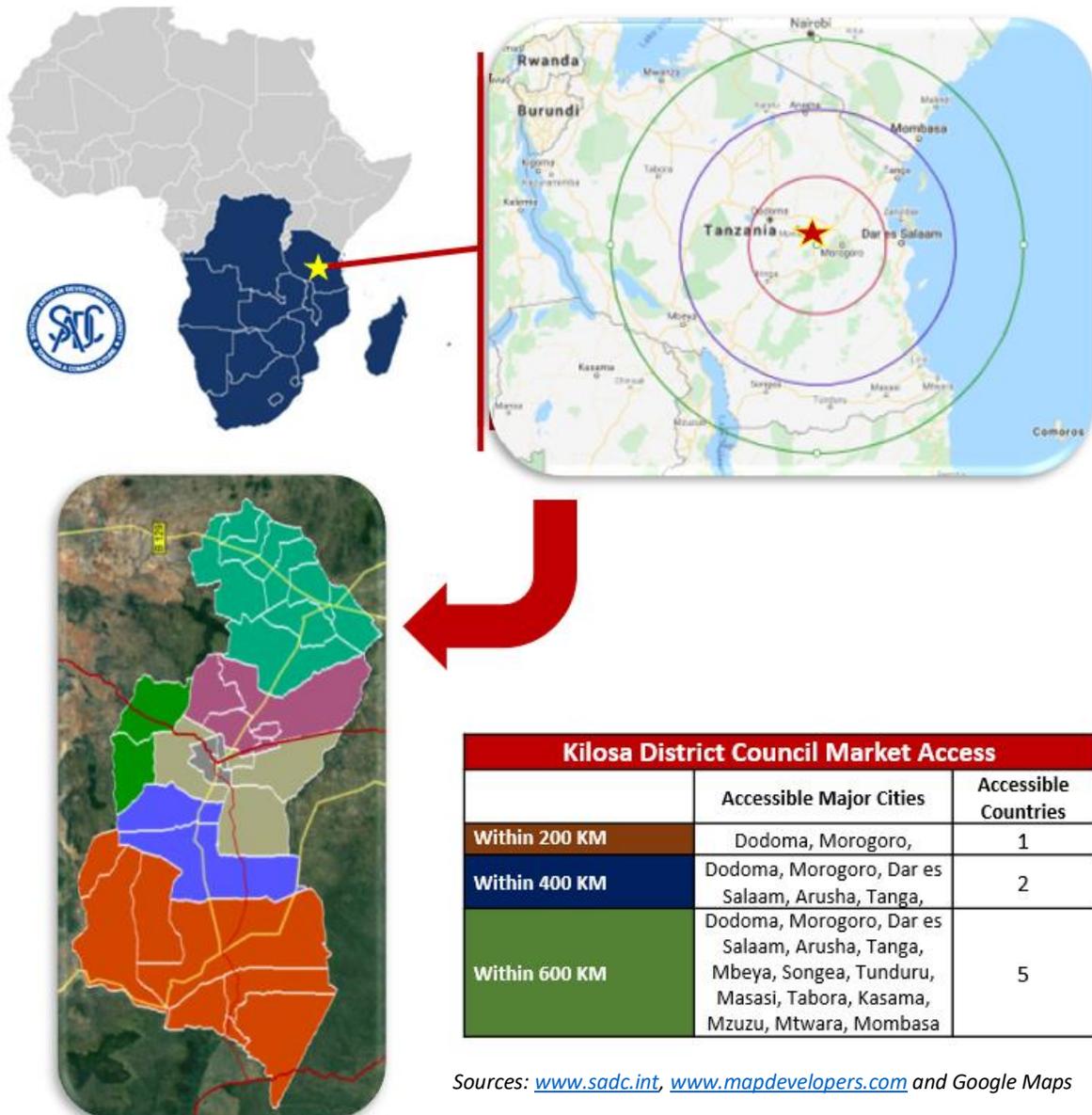
## SECTION 1: REASONS FOR INVESTING IN KILOSA DISTRICT COUNCIL

### CHAPTER ONE COMPETITIVE PROFILE OF KILOSA DISTRICT COUNCIL

#### 1.1 Location and Accessibility

The Kilosa District Council is located within the Morogoro Region. The United Republic of Tanzania plays a pivotal role in trade and development within the Southern African Development Community (SADC). The Kilosa District Council well positioned to take advantage of the market opportunities within Tanzania and the SADC because it is centrally located within the Southern Agricultural Growth Corridor of Tanzania.

#### Kilosa District Council Accessibility Map



Sources: [www.sadc.int](http://www.sadc.int), [www.mapdevelopers.com](http://www.mapdevelopers.com) and Google Maps

## 1.2 Land Area and Administrative Units

According to the Kilosa District Council Strategic Plan, the Kilosa District Council has a total area of 12,394 square kilometres, of which 536,580 hectares is arable land used for agriculture. The Kilosa District has 12 Divisions. The Mikumi Division is the largest Division at 4,463 square kilometres or approximately 36% of the total land area of the entire Kilosa District Council.

### Kilosa District Council

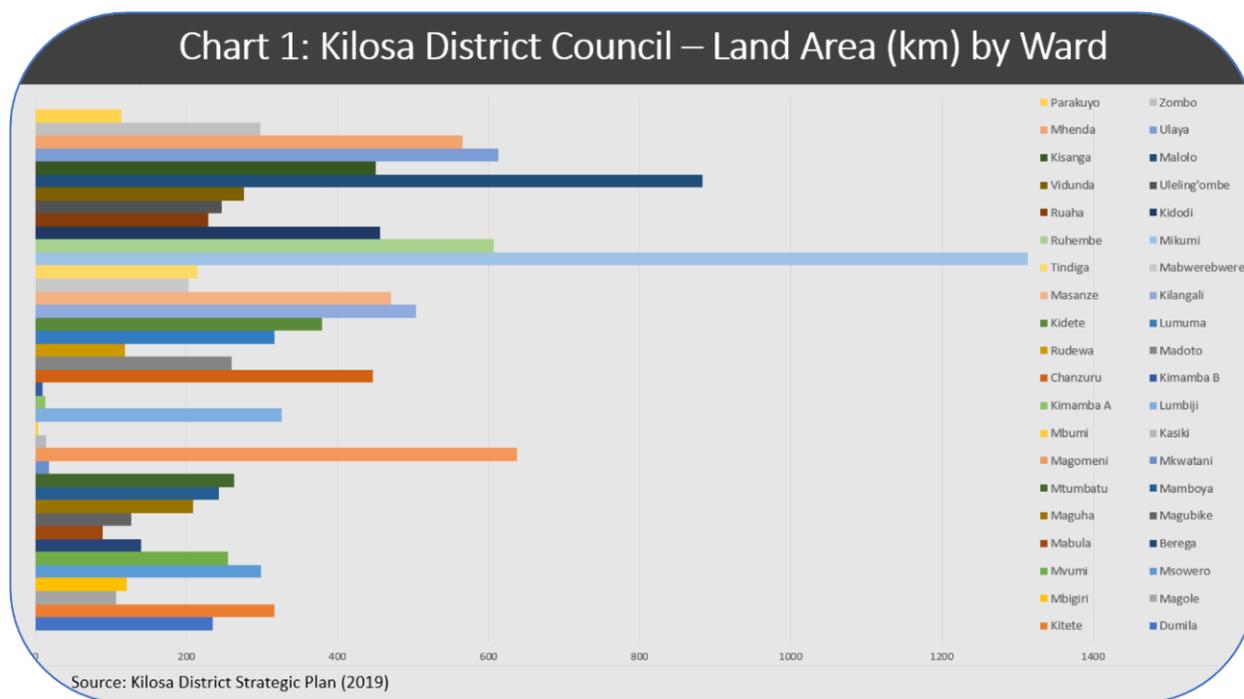
12 Divisions

40 Wards

138 Villages

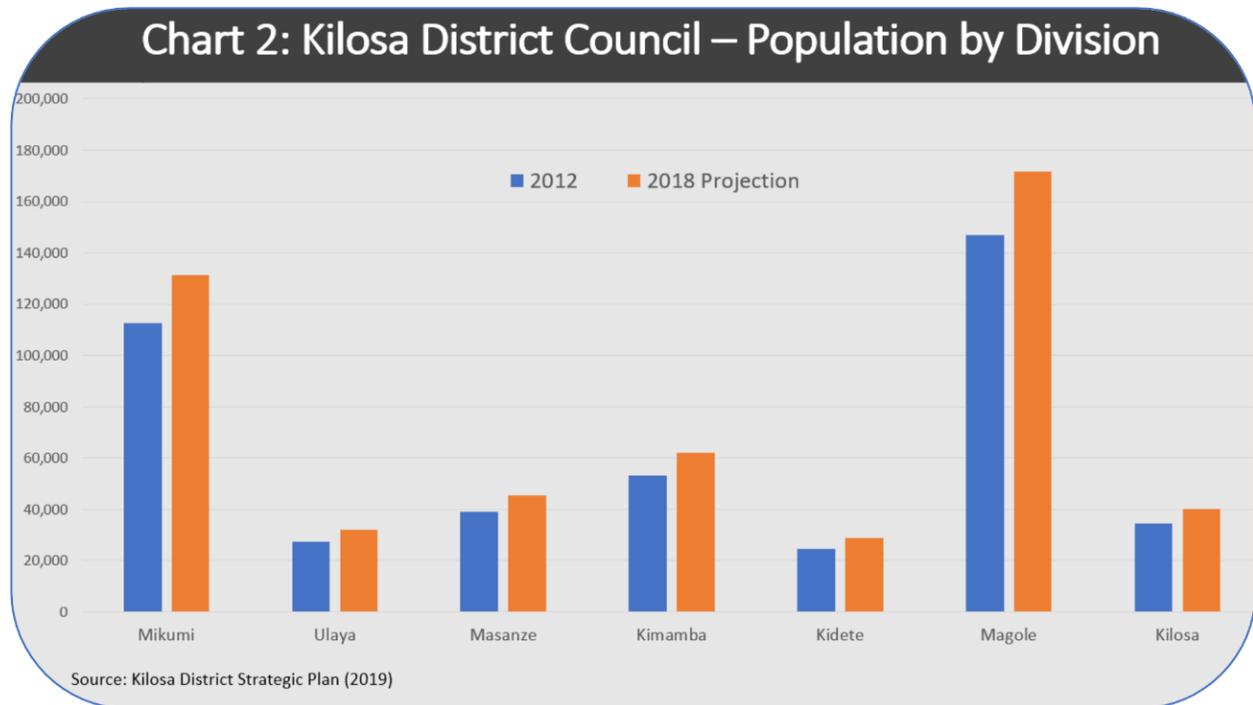
814 Hamlets

It is one of nine councils in the Morogoro Region. Administratively, the Kilosa District Council has 40 Wards, 138 Villages and 814 Hamlets. The Kilosa District Council has 2 parliamentary constituencies that include Kilosa and Mikumi. It also has two township authorities that include Kilosa and Mikumi Townships.



## 1.3 Population

According to the Kilosa District Council Strategic Plan (2019), the Kilosa District Council had a 2012 population of 438,157. The 2018 population projections for the District is 511,130, which is a 17% increase in population size over a 6 year period. Within the Kilosa District Council, the largest divisions are Magole and Mikumi, which represent 59% of the entire population size according to the 2018 population projections. The 2012 and Project 2018 population of the Kilosa District Council is shown by division within Chart 2. This population size (511,130) combined with its land area (12,394 square km) gives it an average population density of 41 persons per sq. km.



#### 1.4 Climate and Topography

The Kilosa District Council has an average annual rainfall of between 800 mm to 1600 mm depending upon the altitude. The temperature in the District varies with altitude as well. The average annual temperature is 25°C with the coldest month being July and the hottest month being March. The average annual temperature ranges from 19°C to 30°C.

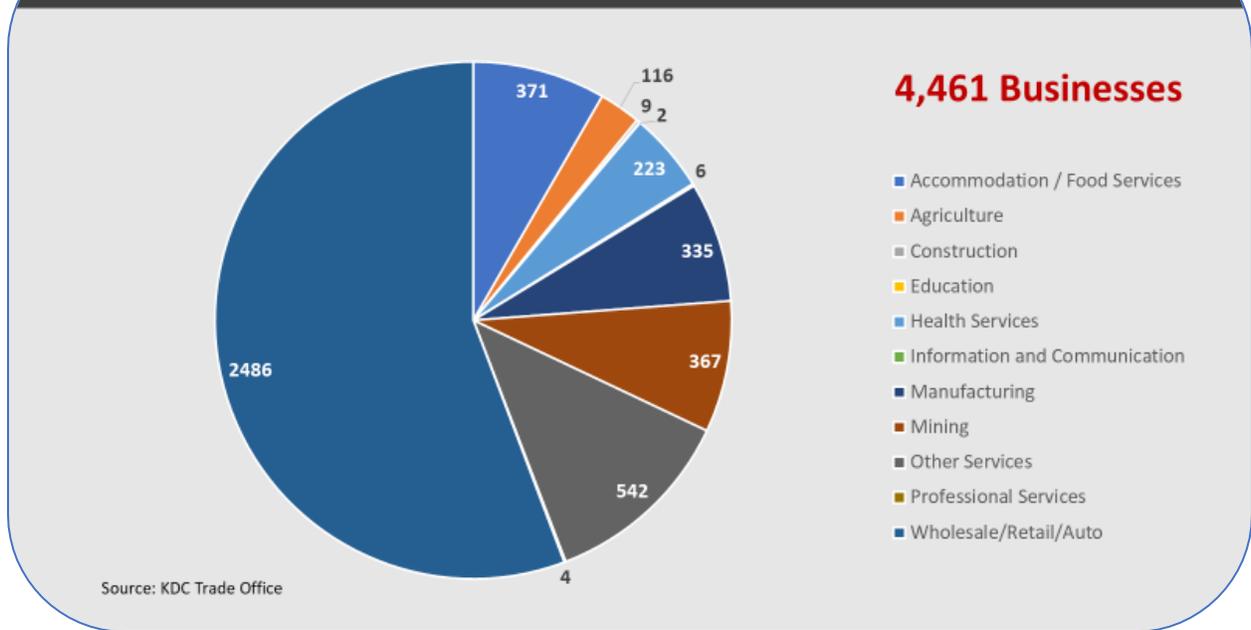
The District is divided into three different agro-ecological zones: Mountains, Uplands Plateau and Floodplains. The Mountains run north-south as part of the Eastern Arc System and comprise pre-Cambrian metamorphic rocks covered by coarse soil. The Uplands Plateau is located in the northern part of the District and is characterized by plains, hills and moderately fertile, well-drained soils comprised of clay and loam. The Floodplains is comprised of flat and undulating plains extending to the foothills in the western portion of the District. The central area of the Floodplains is comprised of poorly drained, black, ‘cracking’ clays soils with its periphery being comprised of loamy soils.

The Kilosa District Council has 58 rivers that help with providing water for domestic uses, livestock, irrigation and fishing grounds. These rivers are a significant value to the District and directly contribute to the quality of life of the residents.

#### 1.5 Primary Sectors

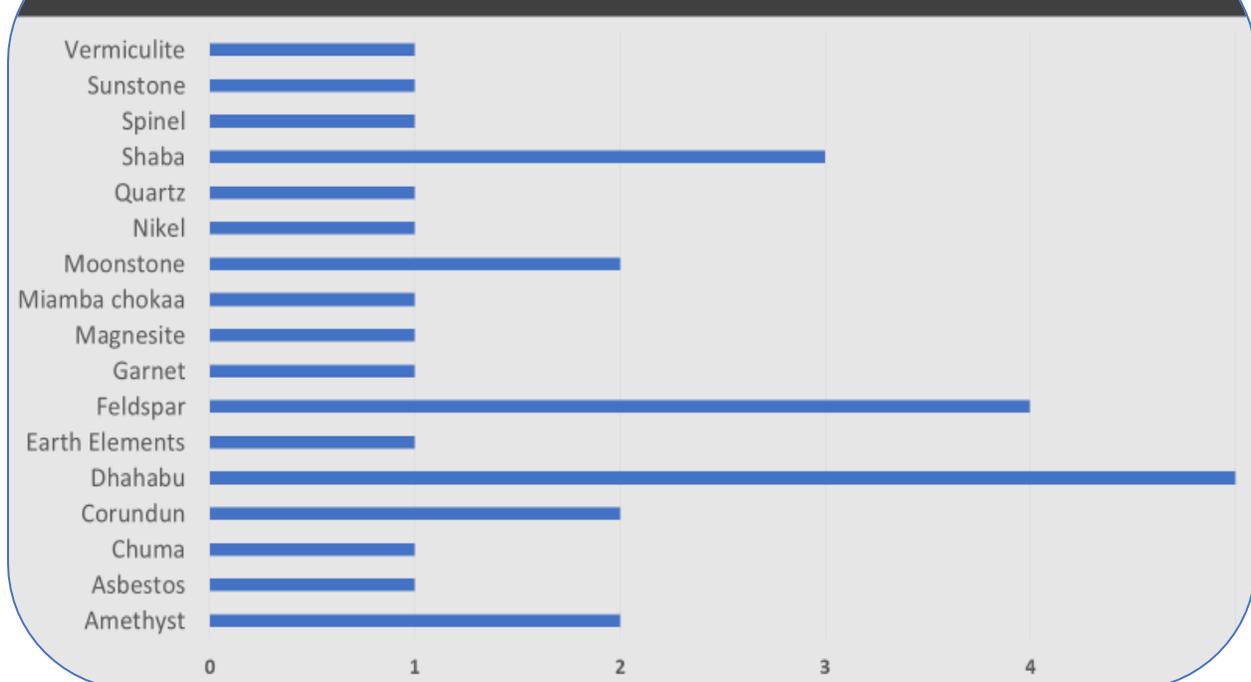
According to the 2012 Census, the Kilosa District Council employment positions are within Agriculture (79%), Business Operations (9%), Office Work (2.8%), Livestock (.9%), Plant Operations and Assemblies (.5%) and Fishing (.1%). These employment positions are within the 4,461 businesses that are registered with the District Trade Office. The industry breakdown of these registered businesses is shown in Graph 1 below.

Graph 1: Number of Registered Businesses by Sector



According to the International Standard of Industrial Classification (ISIC), approximately 55% of the registered businesses within the Kilosa District Council are within the Wholesale/Retail/Auto Industry. The next largest industries are Other Services like Small Businesses and Barber Shops, Accommodation/Food Services, Mining and Manufacturing. A majority of these businesses are located within the Ruaha, Dumila, Mikumi, and Kasiki Wards.

Chart 3: Existing Mineral Type by Number of Wards



According to the Kilosa Trade Office, there are 1,206 mining licenses in place for the 367 registered mining businesses. The Kilosa District Council has 11 Wards with existing mineral deposits that support these mining businesses. Chart 3 illustrates the 17 existing mineral types that are available by the number of Wards within the Kilosa District Council. The most prevalent mineral deposits are Dhahabu, Feldspar, Shaba, Moonstone, Corundun and Amethyst.

### 1.6 Workforce and Education

Currently, there are 155 Pre-Primary School Classrooms, 162 Primary Schools, and 42 Secondary Schools within the Kilosa District Council. According to the Socio-Economic Profile, in 2016 there were 12,350 students enrolled in Pre-Primary Schools, 73,907 students enrolled in Primary Schools and 15,217 students enrolled in Secondary Schools.

In addition, the Kilosa District has 11 higher education institutions that provide educational programming in the areas of Nursing, Technicians, Education, Agriculture, AMO and Research in Diseases like Malaria. These institutions represent a significant capacity to build a well-trained workforce that would support the employment needs of existing and future investors within the District.

Name of College	Programs
Berega nursing school	Nursing
VETA – Mikumi	Technicians
VETA- Dakawa	Technicians
Dakawa Teachers College	Education
Ilonga Teachers College	Education
MATI- Ilonga	Agriculture
Institute Ilonga	Technicians
FDC- Ilonga	Education
COTC- KILOSA	AMO
Kilombero sugar College	Agriculture
NIMRI Kilosa branch	Research in malaria disease and parasites

Table 1: Higher Education Institutions in KDC  
Source: Socio-Economic Profile (2016)

The successful recruitment of Technicians, Associate Professionals and Professionals directly support those industries that require this type of employee. The additional employees in the Service and Shop Sales Workers directly support the growing Tourism Industry.



## Access by Road



Photo: SADC Regional Infrastructure Master Plan

## SADC Road Access

In addition, Kilosa District Council's location provides a road connection to the 16 countries within SADC.

This gives investors within the Kilosa District Council the roadway access to serve the 345 million people and potential customers of the SADC Region. In 2018, these consumers and businesses had over \$375 Billion USD in imports and exports throughout the SADC Region.

## Tanzanian Road Access

The Kilosa District Council is strategically located directly along with the major roadway network within Tanzania, which will allow investors to have easy access to their customers and supplies throughout the country.

According to the Kilosa Socio-Economic Profile, the Kilosa District Council has a 1,426 km roadway network, of which 20% are trunk roads, 15% are regional roads, 32% are district roads and 32% are feeder roads. About 30% of all Districts roads are tarmac, 22% are gravel and 57% earth.

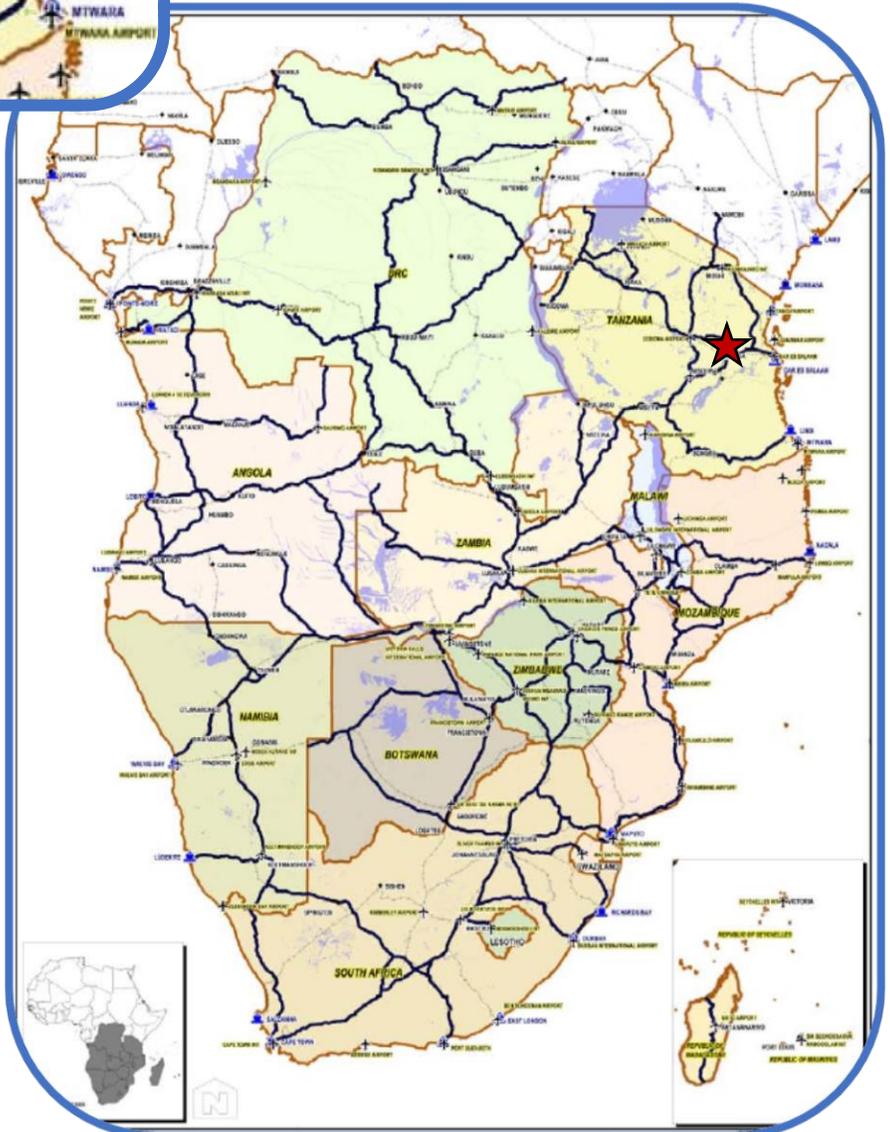


Photo: SADC Regional Infrastructure Master Plan

## **CHAPTER TWO**

### **SUPPORTIVE NATIONAL, REGIONAL AND LOCAL DEVELOPMENT STRATEGIES**

The United Republic of Tanzania has adopted multiple national and regional strategies that contribute to the competitive position of the Kilosa District Council. These strategies direct political, financial and regulatory systems that impact the investment promotion system for the Kilosa District Council. A brief summary of the relevant strategies that will guide this investment promotion strategy is provided below.

#### **2.1 Tanzania Development Vision 2025**

The Tanzania Development Vision 2025 has identified that kind of enabling environment that is essential for the nation to flourish economically, socially, politically and culturally. The three principal objectives of the Vision 2025 are achieving quality and good life for all; good governance and the rule of law; and building a strong and resilient economy that can effectively withstand global competition. These objectives not only deal with economic issues but also include social issues such as education, health, the environment and increasing involvement of the people in working for their own development. The thrust of these objectives is to attain sustainable development of the people. Thus, proposed investments opportunities from Kilosa District Council are in line with this Development Vision 2025 on the aspiration to attain investments in agriculture sectors, manufacturing and processing industries and competitive tourism industry. The investments in the education sector will enable the Kilosa District Council to attain a high quality of education at all levels, which produces the quality and quantity of educated workforce sufficiently equipped with the requisite knowledge to solve the society's and industrial problems, meet the challenges of development and attain competitiveness at regional and global levels.

#### **2.2 The Tanzania Long Term Perspective Plan - 2011/12-2025/26**

Tanzania's Long Term Perspective Plan (LTPP) is an important vehicle for implementing the Tanzania Development Vision 2025, which emphasizes Tanzania's cherished goal of becoming a prosperous Nation, through eradicating poverty, ignorance and disease in the drive to becoming a Middle-Income Country (MIC). The Long Term Perspective Plan (LTPP) thus provides an interpretation of the country's development direction intended in Vision 2025, by providing a sharper and more focused guide to the growth and development process to transform Tanzania into a middle-income country. It also provides better coordination and harmonization of the growth process as well as the parsimony structure to tap sector synergies, spinning sectoral players to provide a national perspective. Furthermore, it acts as a strategic anchor for other supporting strategies, such as macroeconomic stability, good governance, industrial development, human resource development, technological development, etc., which in the past had received inadequate attention.

#### **2.3 SADC Industrialization Strategy - 2015-2063**

The SADC Industrialization Strategy and Roadmap 2015 - 2063 have a long-term perspective and is aligned to national, regional, continental and international dimensions. The Strategy recognizes that for trade liberalization to contribute to sustainable and equitable development, and thus to poverty reduction, it must be complemented by the requisite capacities to produce and to trade

effectively and efficiently. The primary orientation of the Strategy is the importance of technological and economic transformation of the SADC region through industrialization, modernization, skills development, science and technology, financial strengthening and deeper regional integration. The Strategy has anchored on three pillars: industrialization as the champion of economic and technological transformation; competitiveness as an active process to move from comparative advantage to competitive advantage; and regional integration and geography as the context for industrial development and economic prosperity.

The roadmap provides opportunities to do more. According to the 2017/18 Bank of Tanzania (BOT)'s Annual Report, Tanzania was the fastest growing economy in SADC with a GDP growth of 7.1% and continued to be a net exporter to other SADC countries, recording a trade surplus of USD 445.5 million in 2017, up from USD 397.2 million in 2016. Specifically, Tanzania recorded a trade surplus with South Africa, DRC, Malawi, Mozambique, Zimbabwe, Angola and Botswana. Meanwhile, Tanzania recorded a trade deficit with Zambia, Madagascar, Mauritius, Namibia, Swaziland, Seychelles and Lesotho. Tanzania's major exports to the SADC region were gold, cigarettes, wheat flour, juice, ceramic, fish, glass, cement, soap, footwear, and bricks, while major imports, were motor vehicles, maize seeds, gas, iron sheets, lubricants, beer, apples and sugar.

SADC with its combined population of close to 350m people, and with nil/low tariffs on intra-SADC trade, offers a big market for goods originating from the partner states but so long as these meet the rules of origin criteria. In particular, goods are said to originate from the partner states if (i) wholly produced in SADC member state or (ii) has undergone sufficient working or process in a SADC member state using non-originating materials. To take full advantage on the second criteria Tanzania will need to increase value addition to its products something that the current industrialization strategy should facilitate. Having identified its investment opportunities, the Kilosa District Council play an economic role in enhancing the country to economic growth taking the advantage of its geographically strategic position by being a "hub" of business to SADC countries.

#### **2.4 National Five-Year Development Plan - 2016/17 to 2020/21**

The National Five Years Development Plan clearly sited priority areas and interventions for fostering human development and social transformation that insists on Human capital development and uplifting the country's skills profile is imperative for industrialization. This will enable the country to raise the quality of human capital because of improvements in the quality of social services including the education sector. Skilled human resources tied with positive work attitudes will make the country to quicken its economic transformation which in turn steered to social transformation and human development. The investment opportunities in Kilosa District Council also emphasizes investment in education as it is an investment in future.

#### **2.5 Integrated Industrial Development Strategy 2025**

Tanzania's Integrated Industrial Development Strategy 2025 identifies and provides the direction of policy instruments available to steer the process of industrialization in the desired direction. Major instruments include the accumulation and concentration of industrial firms through cluster

development, supported by Special Economic Zones (SEZ). Three waterfront SEZs are planned: one for Dar es Salaam linked with the Central Railway Line to constitute the “Logistics Corridor” and TAZARA to constitute the “Agricultural Corridor”; Mtwara SEZ which is being developed as the “Minerals Corridor” and the Tanga corridor to serve the areas of northern and north-western Tanzania up to and including Rwanda.

Early realization of the strategy includes the identification of a few priority sub-sectors to serve as the nucleus of industrialization. The objective is to build world-class agricultural production and processing facilities that attain and retain the competitive edge within the region. As the first wave of priority sub-sectors achieve prominence a new wave of priorities identified by stakeholders and reflecting national comparative advantages will be brought into the mainstream of the industrialization process. The first line of priorities includes the fertilizer and chemicals industry, agro-processing (edible oil, cashew nuts, fruits, milk and dairy products), the textile industry subsector, leather and leather goods industry, light industry manufacturing, iron and steel industry and promotion of tourism backward linkages.

The IIDS strategy, thus, will enable Tanzania to use her ample natural and human resources to address prevailing challenges and achieve the noble goals of Vision 2025 and make it possible to realize the dream of a better life for all Tanzanians within this period.

## **2.6 Kilosa District Council Strategic Plan**

The Kilosa District Council adopted a Strategic Plan that identified their Vision as “To be a Council with a better livelihood for all”. The Mission of the Kilosa District Council is “To provide quality service through optimal utilization of resource for a better livelihood for all”. There are three Strategic Objectives that are aligned with this Investment Profile. Those Strategic Objectives include: Increasing the Quality and Quantity of Socio-Economic Services and Infrastructure; Enhancing the Local Economic Development Coordination; and Improving Access to Quality and Equitable Social Services.

The Kilosa District Council Strategic Plan has Performance Targets that support and align with this Investment Profile. These Performance Targets include the following:

- Increasing Agricultural Productivity in a variety of crops
  - Rice to 8 tons per hectare
  - Maize to 4 tons per hectare
  - Sunflower to 2.2 tons per hectare
  - Cashew Nuts to 7 tons per hectare
- Increasing Land to support the following economic activities:
  - 200 hectares for Sugar Cane
  - 100 hectares for Cocoa
  - 400 hectares for Tobacco
  - 500 hectares for Council Beef Farm
  - 100 hectares for Industrial Use

- Increase the number of Villages growing valuable crops to 19
- Increase the number of villages growing sweet potatoes to 31
- Community based seed production groups increased to 30
- Increase the percentage of farmers utilizing fertilizer to 70%
- Rehabilitation of 16 Warehouses and Construction of 23 Warehouses
- 4 Livestock Markets rehabilitated, and 2 Livestock Markets constructed
- 5 Milk Collection Centers established
- 200 Modern Fishponds Constructed
- Increase the amount of Irrigation Schemes to 32 from the existing 32
- Construction of 9 dams in targeted areas within the District
- Increase the number of small, medium and large industries established to 350
- Preparation of 30 Sustainable Village Land Use Plans

**CHAPTER THREE**  
**EXISTING AND POTENTIAL INVESTMENT OPPORTUNITIES IN KILOSA DISTRICT COUNCIL**

**3.0 Introduction**

There are 6 Target Industry Sectors for the Kilosa District Council Investment Profile. These Target Industry Sectors include Agriculture, Livestock, Manufacturing, Tourism, Socio-Economic Services and Public Infrastructure.

These Target Industry Sectors were selected because they are representative of the areas in which the Kilosa District Council has a competitive advantage in attracting investment. This competitive advantage is based upon the National and Regional Development Plans, Land Area and Suitability, Existing Industry Base, Geographical Location, Return on Investment and targeted municipally owned properties.

Within these Target Industries, the Investment Profile identifies the Priority Investment Opportunities in the Kilosa District Council. The Priority Investments Opportunities have been identified and validated by discussions with LGA Staff during the creation of this Investment Promotion Profile. A summary of the available information on the Priority Investment Opportunities is provided to encourage interest from both domestic and foreign investors.

In addition to the Priority Investment Opportunities, there are many Additional Investment Opportunities within the Kilosa District Council that were identified by multiple departments within the Kilosa District Council. These additional investment opportunities are summarized below and can transition into the Priority Investment Opportunity category throughout the implementation of this Investment Promotion Strategy.

The following page shows a map of the Priority Investment Opportunities throughout the entire Kilosa District Council. Subsequent pages showcase a summary of the target sector with Priority Investment Opportunity Profiles. Additional investment opportunities are listed at the end of this chapter.

**Targeted Sectors**

Agriculture

Livestock

Manufacturing

Tourism

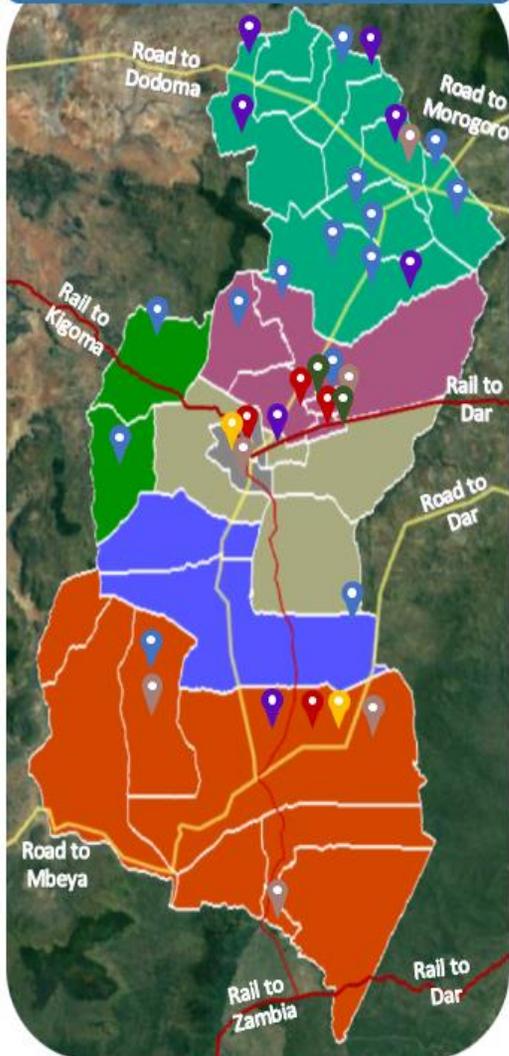
Socio-Economic  
Services

Public Infrastructure

# Map and Investment Summary



## Investment Map



## Divisions

Kilosa	Grey
Kimamba	Purple
Magole	Green
Kidete	Light Green
Masanze	Light Blue
Mikumi	Orange
Ulaya	Dark Blue

## Investment Goals

- Investor Profit
- Employment Creation
- Income Generation
- Tax Revenue
- Improved Food Security

## Investment Types

- Public, Private, Donor
- Public, Private Partnership
- Public, Private Community Partnership
- Joint Venture

## Target Investment Opportunities

- Agriculture:** Target investments in Irrigation Schemes, Crop Production, Processing and Warehouse Storage
- Livestock:** Target investments in Dairy Processing Facilities and Livestock Value Chain Development
- Manufacturing:** Target investments in Processing Facilities in Sugar, Tomatoes Cooking Oil and Animal Feed Products
- Tourism:** Target investments in Wildlife Park and Cultural Tourism Centre
- Socio-Economic:** Target investments in Schools, Commercial Buildings Hospitals and Housing
- Public Infrastructure:** Target investments in energy, waste management and mobility

## COMMUNITY QUICK FACTS

**Land Area:** 12,394 KM – **Population:** 438,175  
**Administrative:** 7 Divisions – 40 Wards – 138 Villages  
**Agriculture:** 1.8 Million Tons of Crops Produced  
**Industry:** 4,094 Registered Businesses  
**Natural Resources:** Mikumi National Park - 58 Rivers

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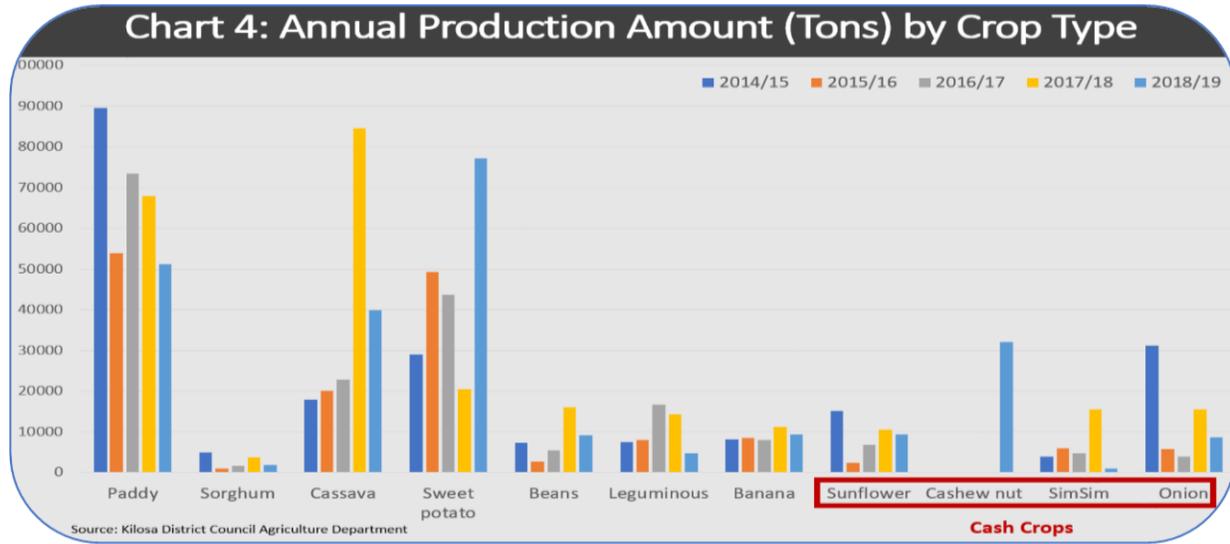
## Did you Know?

Standard Gauge Railway will connect Kilosa to Dar es Salaam and Rwanda

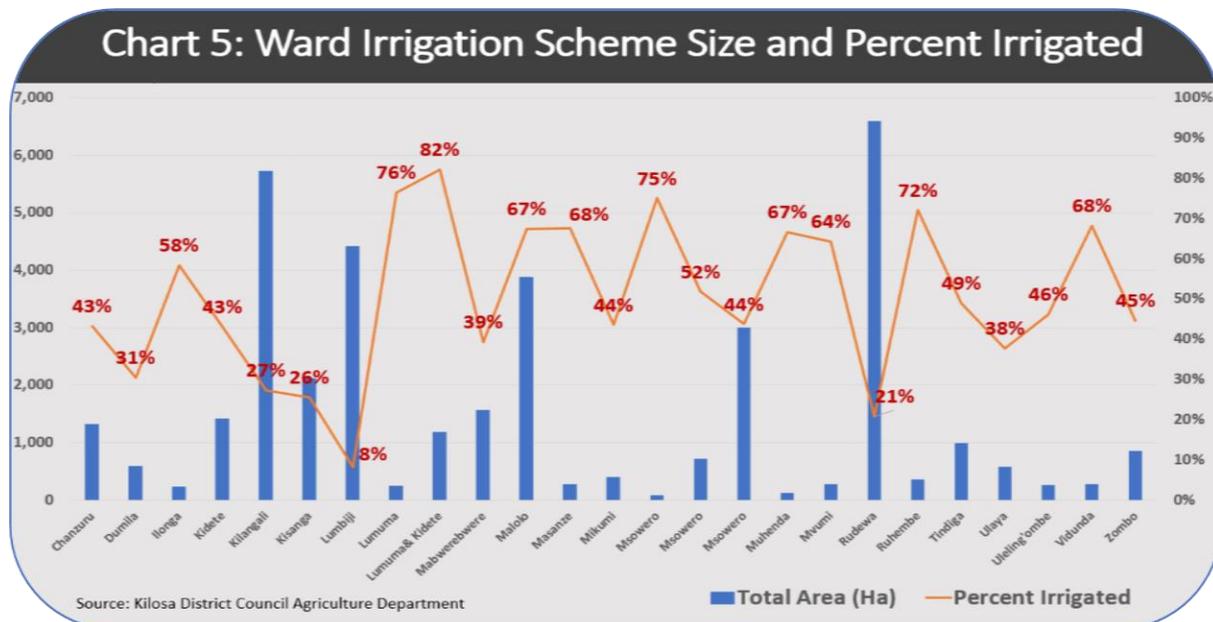
### 3.1 Agriculture Sector

#### Sector Summary

The Kilosa District Council has a total of 536,590 hectares of arable land. In 2018/2019 growing season, approximately 1.8 million tons of crops were produced within the Kilosa District Council. Of this amount, Maize was the most produced crop at 932,133 tons and Sugar Cane was the second kilometres crop at 657,800 tons in 2018/2019. The remaining crop production amounts are shown in Chart 4 below over the past 5 growing seasons.



There are currently irrigation schemes within 25 Wards of the Kilosa District. These irrigation schemes have varying degrees of utilization by farmers and the targeted farms have varying amounts of available land for cultivation. Chart 5 below shows the amount of land available for cultivation within irrigation schemes by Ward with the current rate of irrigation utilization.

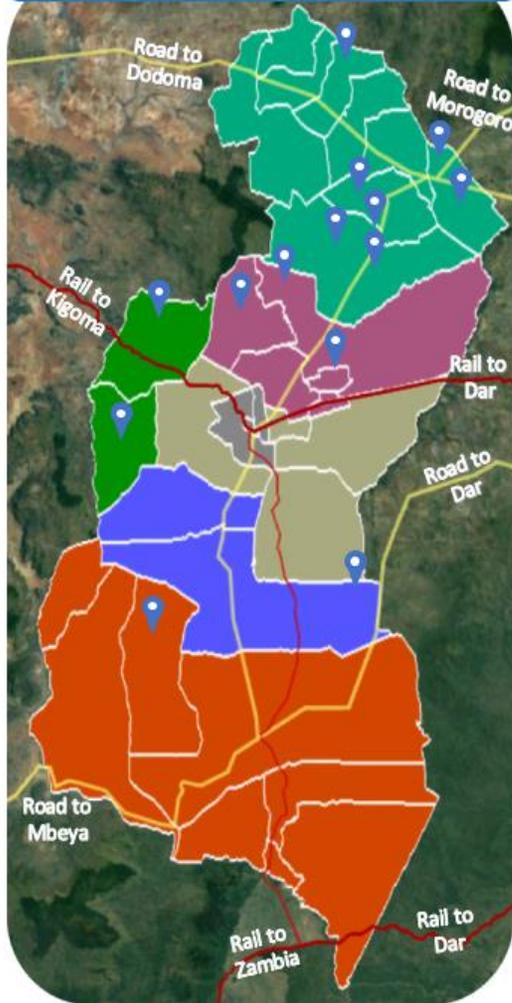


The top investments in the Agriculture Sector are Irrigation Schemes, Production Capacity and Crop Storage through warehousing or silos.

# Agriculture Sector Investments



## Investment Map



## Divisions

Kilosa	Grey
Kimamba	Pink
Magole	Light Green
Kidete	Green
Masanze	Light Brown
Mikumi	Orange
Ulaya	Blue

## Investment Goals

- Investor Profit
- Employment Creation
- Income Generation
- Tax Revenue
- Improved Food Security

## Investment Types

- Public, Private, Donor
- Public, Private Partnership
- Public, Private Community Partnership
- Joint Venture

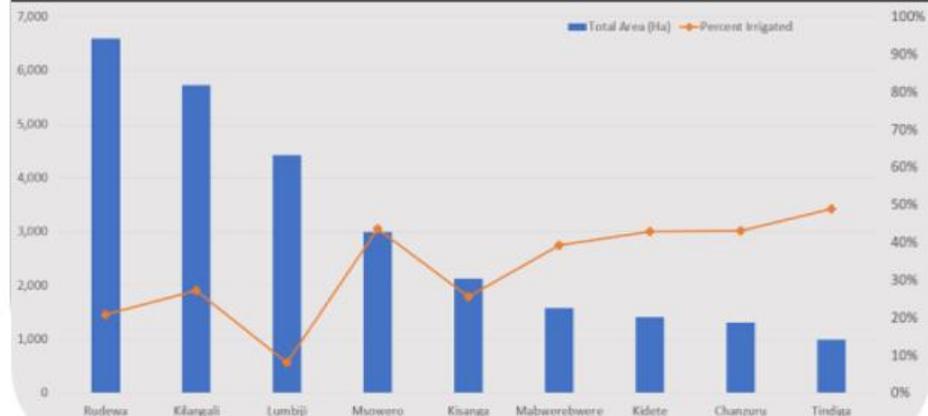
## Target Investment Opportunities

**Agriculture:** Target investments in Irrigation Schemes, Crop Production, Processing and Warehouse Storage

There are 55 Irrigation Schemes within 25 Wards available for investment in the Kilosa District. The graph below shows the Wards with the greatest potential return on investment due to proximity to available water sources, quality of arable land, crop production growth capacity and current irrigation underutilization. The target crops include: Cotton, Onion, Sugarcane, Coconut, Simsim, Tomato, Sunflower, Maize, Paddy, Millet, Bulrush Millet, Cassava, Sweet Potato, Beans.

In addition, crop storage investments in warehouse and silo construction are being sought to capitalize on the projected increase in cash and food crop production.

## Ward Irrigation Scheme by Size and Percent Irrigated



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## Did you Know?

1.8 million tons of crops were produced in 2018/2019 within Kilosa District

### 3.2 Livestock Sector

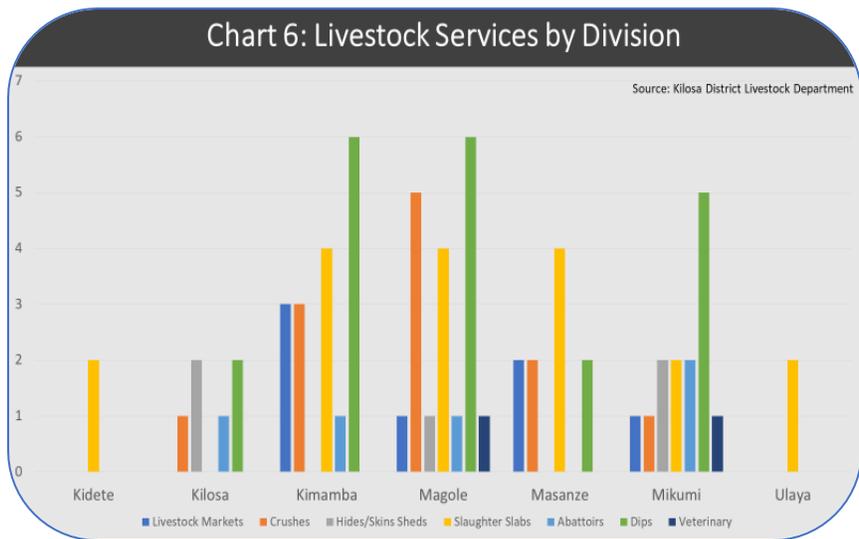
#### Sector Summary

Within the Kilosa District Council, Livestock Keeping is approximately .9% of economic activity. Despite this low percentage of economic opportunity, there is significant activity and opportunity within the Livestock Sector. The Kilosa Livestock Office states that there is 629,159 livestock within the District. Table 2 shows the total livestock population within the Kilosa District Council.

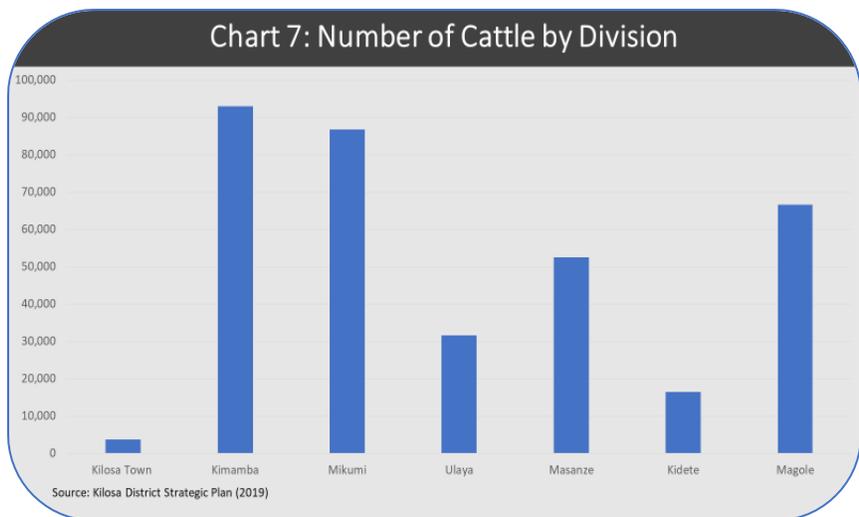
Type of Livestock	Total
Cattle	350,000
Dogs	15,139
Goats	229,328
Sheep	21,343
Pigs	8,596
Donkey	2,972
Rabbit	1,781

Table 2: Total Livestock in KDC  
Source: Socio-Economic Profile

There is a significant opportunity to support investments within the livestock value chain because there is a lack of livestock services within the Kilosa District. Chart 6 below shows the Livestock Services by Division within the Kilosa District. When reviewing the number of cattle by Division as shown in Chart 7, it is evident that there is a shortage of investments within the livestock value chain.



The abundance of available livestock combined with the lack of available services and value chain businesses is an opportunity for investors to expand into the livestock sector.



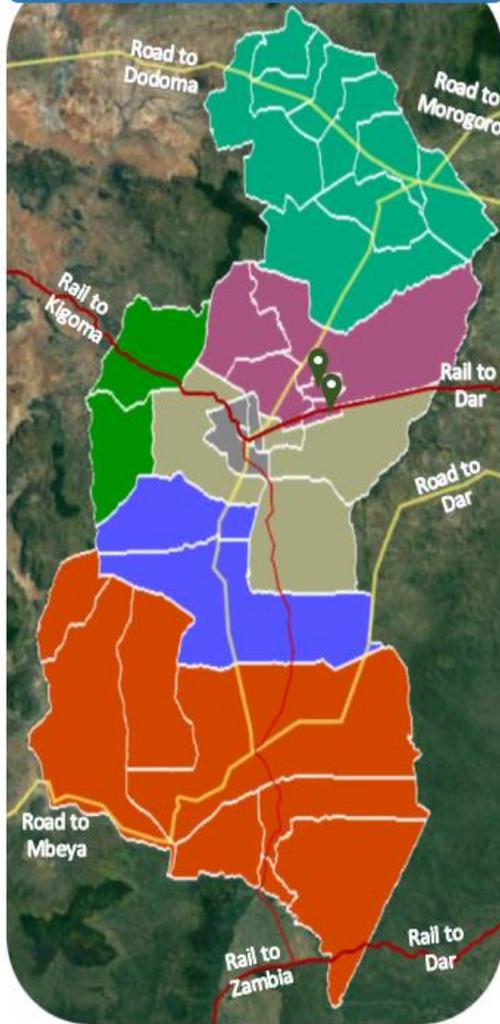
The top investments in the Livestock Sector include Dairy Processing Facilities and other projects within the Livestock Value Chain

like modern markets, abattoirs, veterinaries, hide processing and meat processing.

# Livestock Sector Investments



## Investment Map



## Division / Cattle

Kilosa	3,621
Kimamba	92,958
Magole	66,503
Kidete	16,317
Masanze	52,456
Mikumi	86,646
Ulaya	31,499

## Investment Goals

- Investor Profit
- Employment Creation
- Income Generation
- Tax Revenue
- Improved Food Security

## Investment Types

- Public, Private, Donor*
- Public, Private Partnership*
- Public, Private Community Partnership*
- Joint Venture*

## Target Investment Opportunities

### Livestock: Target investments in Dairy Processing Facilities and Livestock Value Chain Development

With 629,159 livestock animals documented within the Kilosa District Council, there is significant opportunity for investments within the Livestock Sector. There are a shortage of available services to support livestock animals and there is a lack of value chain businesses that capitalize on the large number of livestock animals within the Kilosa District.

The Kilosa District Council proactively identified 3 acres in Kimamba B for a Dairy Processing Facility and 4 acres in Kimamba A for a Meat and Skin processing Facility. These operations are centrally located within the Kimamba Division, which has the highest amount of cattle (92,958) within the Kilosa District. These locations will reduce transportation costs and improve the operational efficiencies of investments within the Livestock Sector.

Type of	Total
Cattle	350,000
Dogs	15,139
Goats	229,328
Sheep	21,343
Pigs	8,596
Donkey	2,972
Rabbit	1,781



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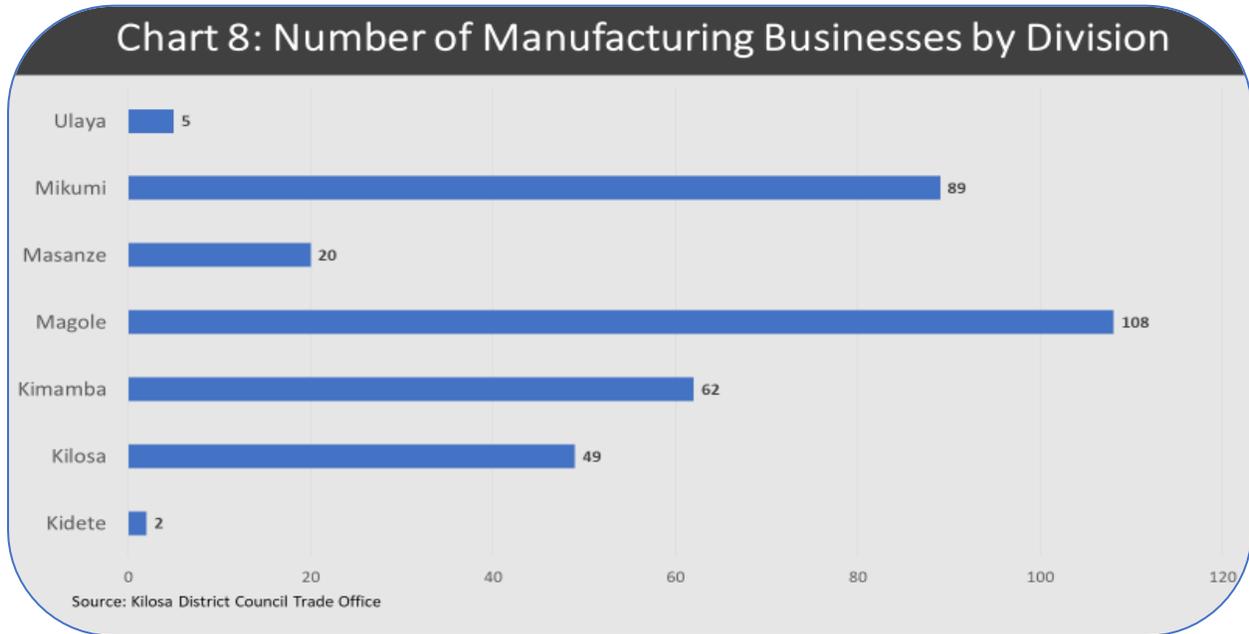
## Did you Know?

There is 161,489 Hectares currently identified to support Livestock Keeping within the Kilosa District.

### 3.3 Manufacturing Sector

#### *Sector Summary*

According to the Kilosa District Council Trade Office, there are 335 manufacturing businesses registered with the District. Chart 8 below shows the number of manufacturing businesses registered by Division within the Kilosa District. The Magole Division has the most registered manufacturing businesses at 108, followed by Mikumi with 89 registered manufacturing businesses. The highest number of registered manufacturing businesses wherein the following Wards: Dumila (41), Rudewa (29), Mikumi (29).



The Manufacturing Sector is supported by the presence of the following major businesses: Kilombero Sugar Company, Mbigiri Sugar Industry, Kilangari Rice Processing, Simba City Farm, New Kimamba Fiber, New Ksowero Farms and Ihombuwe Fruit Processing Industry.

A competent labour force is one of the most significant factors in locating a manufacturing operation. The skills and technical expertise of the labour force in Kilosa District Council have the capacity to support growth within the Manufacturing Sector. The adjacent photo showcases the Ihombuwe Fruit Processing Industry that employs a skilled workforce in processing occupations within the Kilosa District Council.



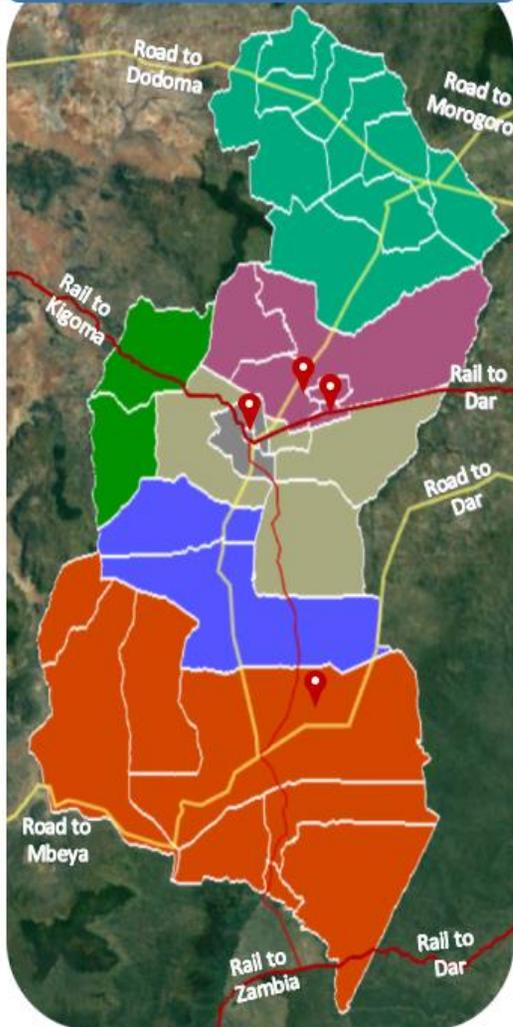
Ihombwe Fruit Processing Industry

The top investments in the Livestock Sector include Dairy Processing Facilities and other projects within the Livestock Value Chain like modern markets, abattoirs, veterinaries, hide processing and meat processing.

# Manufacturing Sector Investments



## Investment Map



## Division - Manufacturing Businesses

Kilosa	49
Kimamba	62
Magole	108
Kidete	2
Masanze	20
Mikumi	89
Ulaya	5

## Investment Goals

- Investor Profit
- Employment Creation
- Income Generation
- Tax Revenue
- Improved Food Security

## Investment Types

- Public, Private, Donor
- Public, Private Partnership
- Public, Private Community Partnership
- Joint Venture

## Target Investment Opportunities



### Manufacturing: Target investments in Processing Facilities in Sugar, Tomatoes Cooking Oil and Animal Feed Products

There are 335 Manufacturing Businesses registered with the Kilosa District Council. These businesses are concentrated in the Magole Division (108), Mikumi Division (89) and Kimamba Division (62). The largest employers within the manufacturing sector primarily operate within processing sugar, fruits and vegetables. One example is the Illovo Sugar Africa.

The production of Sugar Cane within the District increased 15% between 2014 and 2019, while the production of Sweet Potatoes increased by 165% over the same period. The significant increase in the production of these crops directly supports potential investment within the sugar and vegetable processing industries.

In addition, there 629,159 livestock within the Kilosa District, which represents a significant market for manufacturing businesses that specialize in producing animal feed products.

	Increase/Tons
	15% ('14-'19) 657,800 Tons
	165% ('14-'19) 77,205 Tons



An AB Sugar company



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## Did you Know?

The Kilosa District has an existing skilled labor force that supports 335 manufacturing businesses.

### 3.4 Tourism Sector

#### *Sector Summary*

The Kilosa District Council has a strong tourism sector due to the Mikumi National Park, the Udzungwa Mountain Range, Ruaha River and Udzungwa Waterfall. These beautiful natural amenities bring thousands of tourists to the Kilosa District on an annual basis.



Source: Tanzania National Parks Website

The Mikumi National Park is approximately 3,230 square kilometres, which makes it the fourth-largest park in Tanzania. There are game drives, guided walks, two lodges, three luxury tented camps and three campsites in Mikumi National Park. This national treasure is strategically located within the Kilosa District and is easily accessible for both employees and tourists. The natural amenities combined with its accessibility provides many opportunities for investment in hotels, retail, and tour operators within the Tourism Sector.



Source: [www.wavuti.com](http://www.wavuti.com)

In addition, a specific breed of toad, *Nectophrynoides* genus, was recently discovered within the Kilosa District. These animals, also known as African Viviparous Toads, have not been thoroughly exposed to the world of scientific research and analysis. As such, there is a tremendous opportunity for the world's leading Herpetology Colleges and Universities to partner with the Kilosa District Council to begin examining the significance of these endangered amphibians.

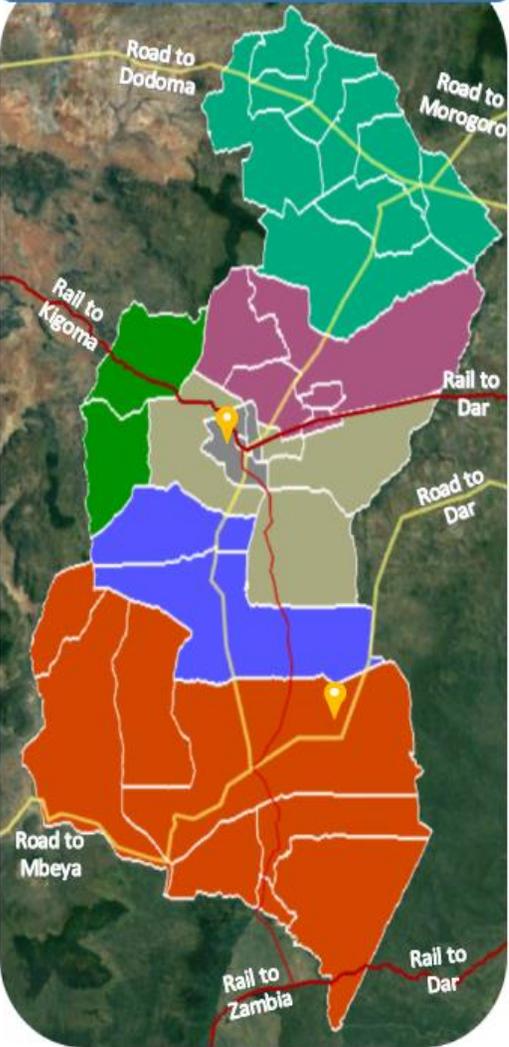
The top universities within the United States of America for Herpetology include the following: North Carolina State University, University of Wisconsin Madison, University of Florida, University of Georgia, Marshall University, Ohio University and Southern Illinois University. Partnership investment opportunities may include establishing a research centre or recurring research activities to properly examine and document the unique attributes of the African Viviparous Toad, which would advance science and research while supporting the Kilosa District.

The Ilole Forest is part of Eastern Arc Forests that stretches from the Taita Hills in southern Kenya to the Udzungwa Mountains in Tanzania, which are among the oldest and most biologically diverse forests in the entire world. In addition to research opportunities, the Kilosa District is a target for eco-tourism investments that will help to preserve and capitalize on the natural beauty found within the Ilole Forest.

# Tourism Sector Investments



## Investment Map



## Divisions

Kilosa	Grey
Kimamba	Purple
Magole	Green
Kidete	Light Green
Masanze	Light Grey
Mikumi	Orange
Ulaya	Blue

## Investment Goals

- Investor Profit
- Employment Creation
- Income Generation
- Tax Revenue
- Improved Food Security

## Investment Types

- Public, Private, Donor
- Public, Private Partnership
- Public, Private Community Partnership
- Joint Venture

## Target Investment Opportunities

**Tourism:** Target investments in a Wildlife Park with a University Research Center, Cultural Tourism Centre and tourism opportunities related to Mikumi National Park

The Kilosa District is home to Mikumi National Park, which is the fourth largest park in Tanzania. Its vast land area yet accessible natural environment makes it attractive for investors within the lodging and tour operating industry segments.

The newly discovered African Viviparous Toad species makes the Kilosa District an ideal investment partner for world renowned higher education institutions that lead in the areas of advanced Herpetological Research. University led research and discovery will create significant investment opportunities in the areas of accommodations, natural conservation and eco-tourism, while simultaneously building upon the naturally beautiful image of the Kilosa District Council.

In anticipation of these investment opportunities, the Kilosa District Council has areas within the Ilole Forest to support a Historical & Cultural Tourism Center.



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## Did you Know?

According to Tanzania National Parks, over 41,000 people visited Mikumi National Park in 2012.

### 3.5 Socio-Economic Sector

The Kilosa District Council currently has 155 Pre-Primary School Classrooms with 12,350 students, 162 Primary Schools with 73,907 students enrolled and 42 Secondary Schools within 15,217 students enrolled. The Kilosa District Council also has only 3 Hospitals, 8 Health Centres and 57 Dispensaries throughout the entire District, which is insufficient to provide adequate health services throughout the entire 12,394 square kilometres of the district.

With the Kilosa District Council population projected to have increased by 17% to 511,130 in 2018, there is a need for additional investments in the socio-economic sector, specifically within education and health services.

### 3.6 Public Infrastructure Sector

According to the Kilosa Council Socio-Economic Profile, the Kilosa District Council has a 1,426 km roadway network, of which 20% are trunk roads, 15% are regional roads, 32% are district roads and 32% are feeder roads. About 30% of all Districts roads are tarmac, 22% are gravel and 57% earth, which represents an investment need to improve roadway infrastructure in the District. In addition, the growing population of the district increases the need for additional energy capacity, waste management services and mobility options for residents and tourists.

The most significant investment opportunity within the Socio-Economic and Public Infrastructure Sector in the Kilosa District Council is in conjunction with multi-billion dollar investment in the Standard Gauge Railway (SGR) project. The SGR project will upgrade the passenger and cargo amenities in the Kilosa District. It will provide state of the art amenities for both people and products coming from Dar es Salaam in route to Rwanda and other countries within the Southern African Development Community.



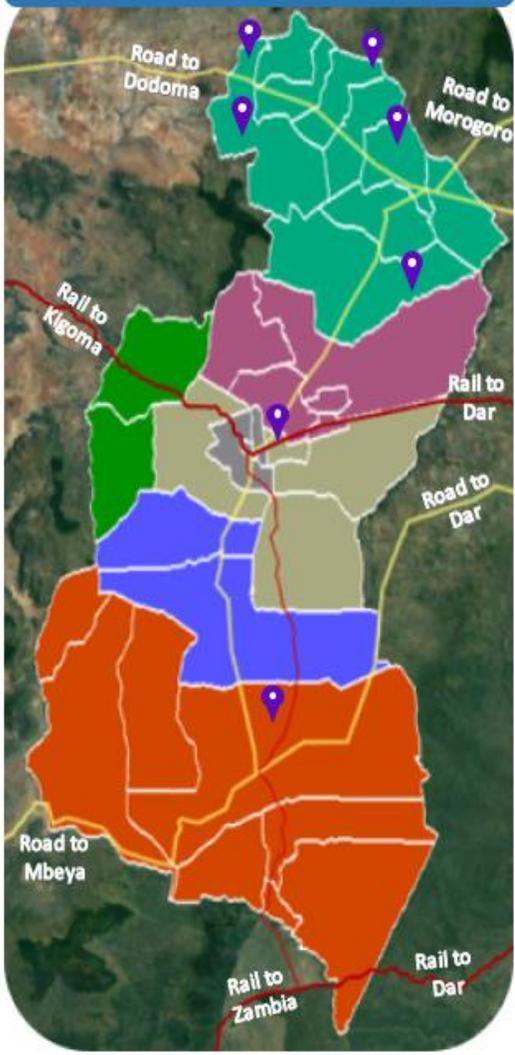
Source: SGR Passenger Terminal Rendering

As one of the most transformative transportation projects in Tanzania, the SGR Project represents a realistic opportunity for investment in the Socio-Economic Sector and Public Infrastructure Sector in the geographical area surrounding the new SGR Passenger Terminal and Cargo Facility. The Kilosa District Council has already approved targeted land uses and surveyed lands in the areas to make it a turnkey investment opportunity that can capitalize on the national exposure that the SGR Project brings to the Kilosa District Council.

# Socio-Economic Sector Investments



## Investment Map



## Divisions

Kilosa	Grey
Kimamba	Purple
Magole	Green
Kidete	Light Green
Masanze	Light Blue
Mikumi	Orange
Ulaya	Dark Blue

## Investment Goals

- Investor Profit
- Employment Creation
- Income Generation
- Tax Revenue

## Investment Types

- Public, Private, Donor*
- Public, Private Partnership*
- Public, Private Community Partnership*
- Joint Venture

## Target Investment Opportunities

**Socio-Economic:** Target investments in Schools, Commercial Buildings, Hospitals and Housing

The Kilosa District Council has 79.67 students per Pre-Primary School Facility, 456 students per Primary School Facility, 362 students per Secondary School Facility. In addition, the Kilosa District only has 3 Hospitals, 8 Health Centres and 57 Dispensaries to serve the 511,130 people across the 12,394 square kilometer District. As the population continues to grow, there is a need for investments in the socio-economic sector, specifically within education and health services.

To support these investments, the Kilosa District Council has identified the following locations to support the construction of Day Cares, Pre-Primary, Primary, Secondary Schools and Hostels: Kilimani, Magubike, Mamboya, Mtumbatu, Mwega, Kilosa, Mikumi and Dumila.

In addition, the Kilosa District Council has identified the following locations to support the construction of Housing Estates, Commercial Facilities, Camp Sites and Retail Shopping Centers: Kilosa Town (340 Plots), Mikumi, Dumila, Dakawa.



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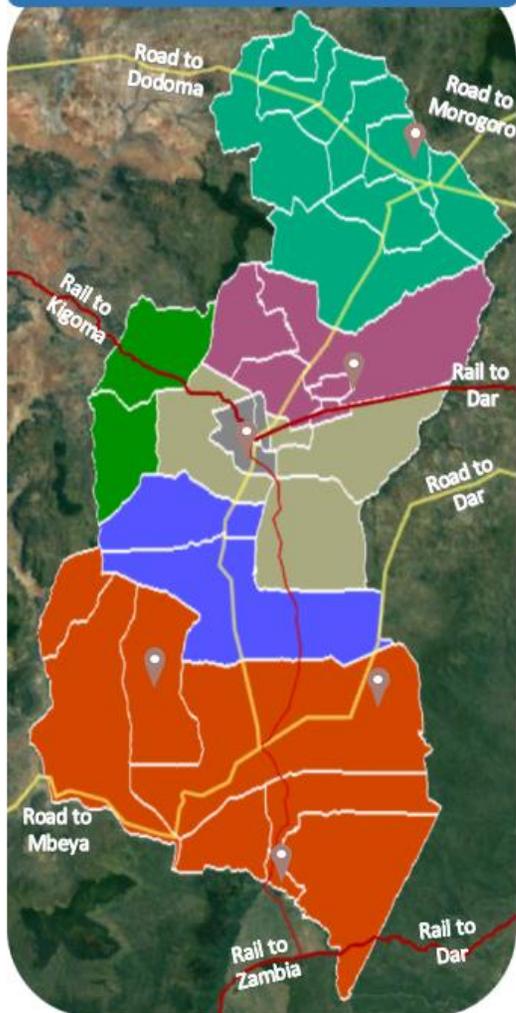
## Did you Know?

Population of Kilosa District Council increased by 17% between 2012-2018

# Infrastructure Sector Investments



## Investment Map



## Divisions

Kilosa	Grey
Kimamba	Purple
Magole	Green
Kidete	Light Green
Masanze	Tan
Mikumi	Orange
Ulaya	Blue

## Investment Goals

- Investor Profit
- Employment Creation
- Income Generation
- Tax Revenue
- Improved Health

## Investment Types

- Public, Private, Donor
- Public, Private Partnership
- Public, Private Community Partnership
- Joint Venture

## Target Investment Opportunities

**Public Infrastructure:** Target investments in energy, waste management and mobility

The primary source of energy in the Kilosa District is electricity, firewood, charcoal and fuel, with most residents using charcoal and firewood. The Tanzanian Energy Supply Company (TANESCO) provides electricity to several villages within the District. The lack of sufficient energy production systems combined with an increase in population creates a need for additional investments in alternative energy generation operations.

- Locations: Mlulu Village at *Kisanga*
- Activities: Construction of a Hydro Electricity Generation Plant

The increase in population and concentration of residents and businesses is creating a need for the construction of solid waste management plants in the District to manage the increasing amount of waste from residents and businesses.

- Locations: Ruaha, Mikumi, Kilosa, Kimamba and Dumila
- Activities: Construction of Solid Waste Management Plant

With the large amount of businesses within the district requiring employees to commute to work, it is imperative that the Kilosa District Council seek investments that provide mobility options for its residents. Anticipating this need, the Kilosa District Council proactively identified 2.5 hectares of land within Kilosa Township to accommodate the construction of a bus terminal.



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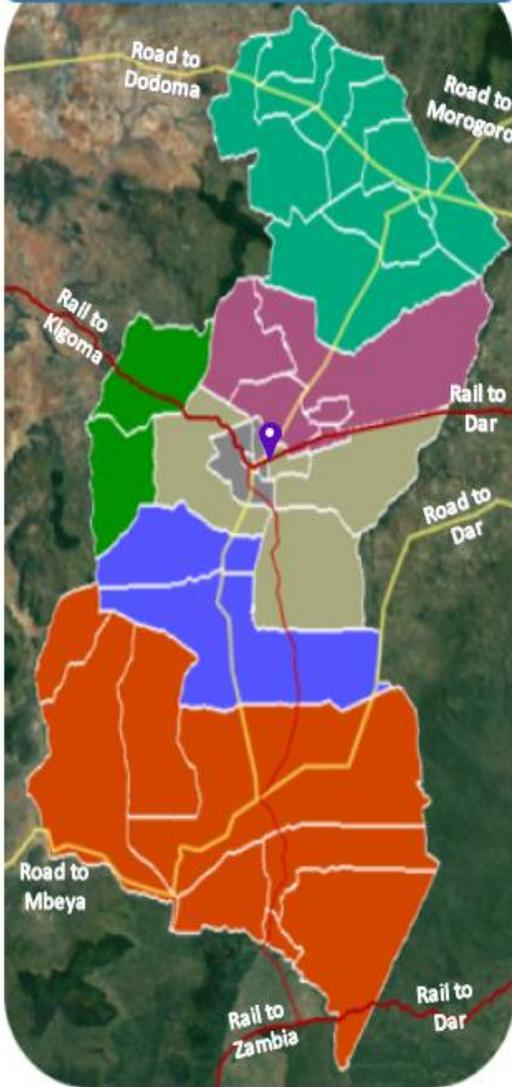
## Did you Know?

4,094 Businesses were registered in the Kilosa District Council in 2019.

# Standard Gauge Rail Related Investments



## Investment Map



## Divisions

Kilosa	Grey
Kimamba	Purple
Magole	Green
Kidete	Light Green
Masanze	Tan
Mikumi	Orange
Ulaya	Blue

## Investment Goals

- Investor Profit
- Employment Creation
- Income Generation
- Tax Revenue

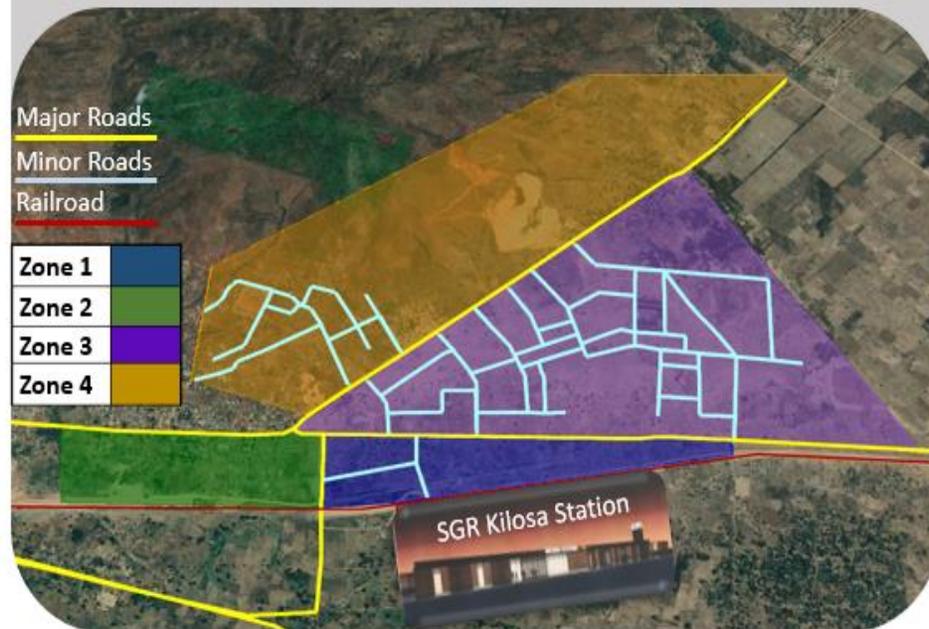
## Investment Types

- Public, Private, Donor
- Public, Private Partnership
- Public, Private Community Partnership
- Joint Venture

## Target Investment Opportunities

### Socio-Economic and Public Infrastructure Sectors:

- Zone 1:** Opportunities to construct Commercial Facilities and Retail Center
- Zone 2:** Opportunities to construct Commercial Facilities, Retail Center and Residential Buildings. Land Use Plan approved by Kilosa District Council.
- Zone 3:** Opportunities to construct Commercial Facilities, Retail, Health Service Facilities, Hotels, Industrial Operations, Residential Buildings.
- Zone 4:** Opportunities to construct Retail, Education Facilities and Residential Buildings. Land Use Plan approved by Kilosa District Council.



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## Did you Know?

Standard Gauge Railway will connect Kilosa to Dar es Salaam and Rwanda

### 3.7 Additional Investment Opportunities

The Kilosa District Council management team from multiple departments compiled a list of additional investment opportunities. The proposed investment, economic sector, project location and potential community impact are listed in Table 3 below.

Table 3: Additional Investment Opportunities

Proposed Investment	Potential Target Sector	Location	Community Impact
<b>Carpets and Sack (Jute Bags) Manufacturing Factories</b>	Agriculture	Msowero Village	Economic Growth, Income Generation and Employment
<b>Gold and Red Copper Mining</b>	Mining	Rudewa, Lumbiji and Uleling'ombe Villages	Economic Growth, Income Generation and Employment

## **CHAPTER FOUR**

### **SUMMARY OF INVESTMENT PROCESS AND PROCEDURES IN THE KILOSA DISTRICT COUNCIL**

#### **4.1 Existing Investment Process**

There are multiple regulatory levels to the existing investment process, which require coordination and approval from multiple local, regional and national regulatory authorities. The Institutional Architectural Assessment completed for the Kilosa District Council in 2018 provided a comprehensive summary of the business registration process. It is provided below.

Throughout the United Republic of Tanzania, the investment process requires an investor to register a business name with BRELA, obtain a Tax Identification Number from TRA, obtain a Tax Clearance Certificate from TRA, obtain a Certificate of Registration from the Fire Department and OSHA. There are additional national authorities that require certification depending upon the business. For example, a pharmacy business would require approval from the Tanzania Medical Regulatory Authority (TMDA). Once an investor has completed these steps, then they can begin the investment process for the Kilosa District Council.

Within the Kilosa District Council, the investment process requires an investor to obtain an Introduction Letter with an Identification Form from the respective Ward Executive Officer, obtain a Bank Account for a bank designated by the Kilosa District Council and obtain a Business License from the Trade Office within the Kilosa District Council.

#### **4.2 Regulatory Framework for Investment**

There are multiple national and local policies that guide investment promotion for all LGAs within, including the Kilosa District Council. These policies include the following: National Investment Promotion Policy, National Agricultural Policy, National Livestock Policy, Sustainable Industrial Development Policy, National Trade Policy for Competitive Economy and Export-led Growth, National Microfinance Policy, National Forest Policy, Small and Medium Enterprises Development Policy, National Land Policy, National Environmental Policy, the Mineral Policy of Tanzania, Tanzanian Mining Industry Investor's Guide, the Morogoro Regional Authority Development Plan, Morogoro Regional Investment Guide.

There are multiple national laws that guide investment promotion for all LGAs within the Kilosa District Council. These laws include but are not limited to, the following: Tanzanian Investment Act, Land Act, Village Land Act, Mining Act, Export Processing Zones Act (2002), Tanzania Bureau of Standards Act, Tanzania Food and Drugs Act, the Mining Act and the Public-Private Partnership Act. Each law has corresponding regulations that are implemented by the appropriate regulatory authority. In addition, the Kilosa District Council has laws and regulations as it pertains to business licensing, land registration, land use construction permitting and tax revenue collection.

There is multiple international, regional, national and local strategies and plans that guide investment promotion in the Kilosa District Council. These strategies include the following: United Nations Sustainable Development Goals, African Union Assembly Agenda 2063, Southern

African Development Community Industrialization Strategy, East African Development Initiative, Tanzanian Development Vision 2025, Long Term Perspective Plan, National Five Year Development Plan, Integrated Industrial Development Strategy, Agricultural Sector Development Programme II, Livestock Sector Development Programme, Southern Agricultural Growth Corridor of Tanzania Program, Morogoro Region Annual Plan, Kilosa District Council Annual Plan, Kilosa District Council Strategic Plan, Kilosa District Council Socio-Economic Profile, Kilosa District Council Institutional Architectural Assessment and the Land Use Plans for jurisdictions within the Kilosa District Council.

#### **4.3 Available Investment Incentives**

Investors that register with Tanzania Investment Centre pursuant to Tanzania Investment Act (TIC, 1997) are eligible to receive fiscal incentives as per Income Tax Act, 2004, Value Added Tax Act 2014 and any other applicable tax law. Investors are encouraged to engage with the EPZA because they also provide incentive packages according to Export Processing Zones Act No. 11 of 2012. Tanzania is a member of both the International Centre for Settlement of Investment Disputes (ICSID) and Multilateral Investment Guarantee Agency (MIGA).

Fiscal Incentives are tax measures are designed to assist qualifying investment opportunities by enhancing capital deductions and tax allowances. Tax incentives will facilitate multiple investment policy objectives. Types of incentives under this category include corporate taxes, cooperative society taxes, re-investment allowance on capital expenditure, withholding taxes on dividends, royalties and interest, personal income taxes, indirect taxes, infrastructure allowances, double deductions of specified and approved costs and expenses, accelerated depreciation allowances, specified tax incentives and investment allowances on capital expenditures that include non-designated areas, local participation in the equity, export-oriented projects, projects generating significant local employment, projects that depend on domestic resources, projects with sartorial linkages, new technology and training components.

The Tanzania Investment Centre (TIC) is the focal point for all investor inquiries and helps to facilitate project management. It further provides joint venture opportunities between local and foreign investors and disseminates relevant investment information.

## SECTION 2: FACILITATION STRATEGY FOR THE KILOSA DISTRICT COUNCIL

### CHAPTER FIVE ASSESSMENT OF INVESTMENT CLIMATE

Investment promotion and facilitation can be a powerful means to attract investment and maximize its contribution to development, but their success depends on the quality of investment-related policies and on the overall investment climate. Successful promotion requires a careful calculation of how to employ resources most effectively guided by evaluations of costs and benefits; badly designed investment promotion and facilitation strategies can be costly and ineffective. Also, investment promotion and facilitation depend by and large on the quality of investment-related policies.<sup>1</sup>

A core mandate of investment facilitation includes filling an information gap created by incoherent or inaccurate policies. Investment facilitation can provide investors with much-needed clarity about public administration policies. In order to provide this much-needed clarity of public administration policies, the Investment Facilitation Strategy for Kilosa District Council will provide an assessment of the existing investment promotion system and regulatory framework for investment. This analysis will help to identify the areas for policy reform that will lead to an improved investment climate.

#### 5.1 Community Awareness Survey

The Private Sector Participants underwent a facilitated Community Awareness Discussion during the Project's Stakeholder Meeting. This Community Awareness Survey was designed to determine the participant's general understanding of the investment climate in the Kilosa District Council. The process required small groups of private sector participants to answer a series of questions as it pertains to the competitive advantages of Kilosa District Council, the main constraints of the Kilosa District Council, the recent successful projects in Kilosa District Council and the most important projects that should be targeted by the Kilosa District Council. The process was designed to encourage a robust discussion on these items to stimulate participant thinking on the variables within the investment climate of Kilosa District Council. A summary of the Community Awareness Survey is provided below.

In regards as to what makes Kilosa District Council a more attractive place for investment, the stakeholders identified several competitive advantages of the Kilosa District Council. These competitive advantages include the following:

##### Natural Amenities and Industrial Base

- Abundant and available Fertile Land and Soil supports investments in agricultural crop production and pastoralism
- Presence of to Mikumi National Park

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<sup>1</sup> The Policy Framework for Investment 2015 Edition; p39; OECD Publishing, Paris. <http://dx.doi.org/10.1787/9789264208667-en>.

- Availability of water sources (multiple rivers)
- Climate Conditions (zones and rainfall) benefit agricultural and livestock industry base
- Abundant forests reserves
- A plentiful supply of Livestock
- Strong Industry Base
- Availability of Raw Materials (Sugarcane, Maize, Onions, that are good for processing and manufacturing investors)
- A unique area for the Tourism Sector

#### Infrastructure and Public Services

- Roadway connection to Dar-Dodoma Highway and Dar-Iringa Highway

#### Connection to SADC Countries

- Good Water Supply Infrastructure
- Telecommunication Infrastructure
- The existing Rail system of TRC
- SGR Project
- Dumila-Mikumi Road Project
- Efficient and Effective Government Structure
- Good public services
- Vocational Training Center helps with capacity building

#### Community Character

- Peace, harmony, political stability and security is good for investment
- Strong Cooperation amongst community stakeholders
- Workforce Availability
- Population trends support additional investment in the education sector

The word cloud on the right identifies the list of competing community and crops as identified by the Stakeholder Meeting Participants. Please note that the larger the words within the word cloud, the more times they were referenced during the Community Assessment Survey.

When asked about some recent successful projects within the Kilosa District Council, the Stakeholder Meeting Participants identified the following: Standard Gauge Railway Project, Dumila-Mikumi Road Project, Rural Electrification Project, Tanzanian Railway



Graph 2: Kilosa District Council Competitors  
Source: Stakeholder Meeting Feedback

Corporation Maintenance, Irrigation Projects, Seed Project (ASA), Hydro Electric Power Plant (Iyovi), Mkulazi Holding Project and the Kilombero and Mbigiri Sugar Production Projects.

The Stakeholder Meeting Participants identified the following as the largest businesses within the Kilosa District Council: Kilombero Sugar Company, Rural Electrification, Mikumi National Park, Mbigiri Sugar Industry, Onion Market, Ethanol Production (ETHD), Kitete Mango Farm, China State Farm Co. Ltd, Kilangari Rice Processing, Simba City Farm, New Kimamba Fiber, New Ksowero Farms and the Ihombuwe Fruit Processing Industry.

The most significant infrastructure projects that were identified include Standard Gauge Railway, Hydro Electric Power Plant, Water Infrastructure Project, Telecommunication Network Project and multiple Irrigation Scheme Projects.

## 5.2 SWOT Analysis

From the participatory approach where the different stakeholders were involved, this SWOT analysis assess the Kilosa District Council to identify the Strengths and Weaknesses, Opportunities and Threats (SWOT) on the basis of the existing investment environment and District Council’s resources and capabilities, the institutional frameworks, value chain activities, business environment, the industry and market, organization design, macro-environment, and the value system. The SWOT analysis exercise was participatory and collaborative in nature that aimed at maximizing the involvement of a LGAs’ key selected staff, Business Community, District Executive Directors, Heads of departments and other park stakeholders such as private sector, and the community at large. The various park stakeholders played different, ideally complementary roles.

The investment SWOT analysis thus aims to:

- (i) Identify potential strategic investment opportunities that are in alignment with national development plans, international development plans and Regional investment guide to strengthening investment promotion capacity, and thus accelerate the economic growth and end poverty.
- (ii) Identify threats that could hinder the Council’s ability to successfully implement a proactive investment promotion strategy
- (iii) To identify whether the financial, resources and capabilities, procedures, and processes are adequate to implement a proactive investment promotion strategy.

Table 4: Strengths and Weaknesses

Criteria	Strengths	Weaknesses
Legal and Institutional Frameworks	<ul style="list-style-type: none"> <li>▪ The existence of Land Act, 1999 (No. 4 of 1999) to provide for the basic law in relation to land other than the village land, the management of land, settlement of disputes and related matters.</li> <li>▪ The existence of the Village Land Act, number 5 of 1999, which refers to</li> </ul>	<ul style="list-style-type: none"> <li>▪ Planning and other responsibilities can be and sometimes are, overridden by Central Government.</li> <li>▪ The lack of managerial expertise in initiating and implementing a PPP’s investment project.</li> </ul>

Criteria	Strengths	Weaknesses
	<p>governance and administration of village land, which constitutes 70 per cent of the whole landmass of Tanzania Mainland.</p> <ul style="list-style-type: none"> <li>▪ The existence of Tanzania Investment Centre (TIC) which was established in 1997 by the Tanzania Investment Act to be the Primary Agency of the Government to coordinate, encourage, promote and facilitate investment in Tanzania.</li> <li>▪ The presence of the PPP Act, Cap 103 of 2017 and its regulations, which facilitates the Public and Private sectors in establishing the joint ventures in all strategic development projects.</li> <li>▪ Presence of Small and Medium Enterprises Policy of 2003 (SMEs Policy) which provides facilitation on the establishment and management of small and medium businesses.</li> <li>▪ The presence of Taxation Framework (e.g. Income Tax Act of 2004, VAT Act of 1999).</li> <li>▪ The existence of National Agriculture Policy 2013 (NAP, 2013) which revolves around the goals of developing an efficient, competitive and profitable agricultural industry that contributes to the improvement of the livelihoods of Tanzanians and attainment of broad based economic growth and poverty alleviation.</li> <li>▪ The existence of the National Irrigation Act of 2013(NIA,2013) which guide the development, operation and maintenance of irrigation and drainage systems. It also ensures the effective implementation of the National Irrigation Policy of 2010, that has the objective of ensuring sustainable availability of irrigation water and its efficient use for enhanced crop production, productivity and profitability that will contribute to</li> </ul>	<ul style="list-style-type: none"> <li>▪ Multiple laws and regulations on business registration and management</li> <li>▪ Lack of business development plan to enhance the growth and sustainability of SME from different sectors.</li> <li>▪ Lack of comprehensive promotion and market strategy to promote the Kilosa District Council’s proposed investment opportunities in agriculture, industrial and tourism.</li> <li>▪ An inadequate number of bureaus de change for efficiency facilitation of business of money transfer and to bring impact to the business and community at large.</li> <li>▪ Multiple taxes for businesses can hurt growth and expansion</li> <li>▪ Lack of One-Stop Center</li> <li>▪ Bureaucratic Procedures</li> <li>▪ Difficulty in securing a land title deed</li> </ul>

Criteria	Strengths	Weaknesses
	<p>food security and poverty reduction. Furthermore, the National Irrigation Act also ensures the effective implementation of the National Irrigation Development Strategy (NIDS) and other irrigation related matters.</p> <ul style="list-style-type: none"> <li>▪ The existence of the National Water Policy (NAWAPO, 2002) and the National Water Sector Development Strategy (NWSDS,2006) both aim to develop a comprehensive framework for sustainable development of the country’s water resources through the Water Sector Development Programme (WSDP 2006-2025).</li> <li>▪ Presence of Commercial banks and financial institutions which facilitates financing for investments.</li> <li>▪ The presence of Foreign Exchange (Bureau de change) Regulations,2019.</li> <li>▪ The presence of District Social-economic Profile and Strategic plan that guide the implementation of LGAs’ activities and plans.</li> </ul>	
<p><b>Leadership and Management</b></p>	<ul style="list-style-type: none"> <li>▪ Teamwork</li> <li>▪ Cooperation with Stakeholders</li> <li>▪ Effective leadership abilities at both Central and Local Government to guide towards the overall achievement of long-term and reliable investments.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The weakness of By-Law Enforcement</li> <li>▪ Technical Staff recommendation sometimes doesn’t always align with the political recommendation.</li> <li>▪ Inadequate knowledge of investment development to some of the leaders and managers, particularly at lower levels (villages/wards and Vitongoji).</li> </ul> <p>Inconsistency of project ideas development and implementation.</p>
<p><b>Resources and Capability</b></p>	<ul style="list-style-type: none"> <li>▪ Efficient Multi-Sector Coordination</li> <li>▪ Sufficiently qualified personnel for investment development and willingness to work.</li> <li>▪ Adherence to labour laws, regulations and government circulars</li> <li>▪ A large portion of the proposed land for agriculture investment and pastoral investment activities with the possibility of expansion.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate personnel in some of the government departments and units.</li> <li>▪ An unsurveyed land for industrial investment activities.</li> <li>▪ An unsurveyed land for small and medium industrial and agriculture investment activities.</li> <li>▪ Lower local resources mobilization</li> </ul>

Criteria	Strengths	Weaknesses
	<ul style="list-style-type: none"> <li>▪ Existence of Stable Secure Government</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dependency on limited and traditional revenue sources</li> <li>▪ Insufficient funds for implementing desired activities such as strategic development projects.</li> <li>▪ Inadequate knowledge of investment development to some of the people particularly in rural areas.</li> <li>▪ Low Literacy Rates.</li> </ul>
Infrastructure Development	<p>Existence of necessary infrastructures to complement and support needed economic and investment development.</p> <ul style="list-style-type: none"> <li>• Road networks</li> <li>• Reliable water supply and sanitation services at affordable prices</li> <li>• Electricity supply from the national grid</li> <li>• Presence of all large companies in the Telecommunication sector</li> <li>• Good social infrastructure such as health services, and education services</li> </ul>	<ul style="list-style-type: none"> <li>▪ A large portion of the road networks is covered by earth roads.</li> <li>▪ Poor accessibility to some of the villages</li> <li>▪ Unreliable clean water supplies due to running costs.</li> <li>▪ Unreliable power supply. In the district, there is an almost daily loss of electricity.</li> <li>▪ Instability of the network system for the government institution</li> </ul>
Processes to Deliver Services	<ul style="list-style-type: none"> <li>▪ Community involvement in development decisions and the implementation of various services.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The departments of the District Council are very thinly staffed for the volume of work and the complexity of procedures national ministries require.</li> <li>▪ Lack of service delivery contract that creates a smooth environment for the customers</li> <li>▪ Delay in business permit approval and issuance</li> <li>▪ High cost to survey the land</li> <li>▪</li> </ul>
Policy and Strategies	<ul style="list-style-type: none"> <li>▪ Presence of bylaws, directives, rules and regulations</li> <li>▪ Presence of the strategic plan and Regional investment guide</li> <li>▪ Presence Risk Management Framework</li> </ul>	<ul style="list-style-type: none"> <li>▪ Contradictory policies, bylaws and regulations that create complex investment facilitation and difficult to investor.</li> <li>▪ Traditional approaches of dissemination information on policy changes (e.g. through posting information on a notice board near the District Offices. This is far from where most people live, work and regularly conduct daily life).</li> </ul>

Criteria	Strengths	Weaknesses
		<ul style="list-style-type: none"> <li>▪ Some of the policies, plans, bylaws, directives, rules, regulations and strategies require review and dissemination to the general public.</li> <li>▪ The reluctance of some customers to obeys the laws and regulations (e.g. reluctance to pay levies and fee)</li> <li>▪ agriculture of Risk Management plan</li> <li>▪ Lack of engagement in policy formulation</li> <li>▪ Multiple policies that contradict each other during implementation</li> <li>▪ Low productivity, inadequate infrastructure and poorly integrated markets</li> <li>▪ Little attention has usually been paid to the value chain through which agricultural commodities and products reach the final consumers within the country and abroad.</li> <li>▪ Policies and legal framework which govern land uses are in place. However, their enforcement and implementation of plans by district officials have been minimal due to inadequate human and financial resources to implement their routine activities and to support initiatives introduced by development partners.</li> <li>▪ Low market prices for agriculture products.</li> </ul>
<p style="text-align: center;"><b>Technology and Innovation</b></p>	<ul style="list-style-type: none"> <li>▪ Presence of database management system</li> <li>▪ Use of modern systems for HRM, revenue, payment, system, etc. Planning and budgeting, and business registration</li> <li>▪ The use of POS (Point of Sales) machines in revenue collection helps to monitor the revenue collection</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited ICT personnel</li> <li>▪ Insufficient modern working tools</li> <li>▪ Presence of many systems which are not harmonized (Planrep, FARRS, Epicor, GoTHOMIS, LGRCIS, LAWSON, and HMIS). These delayed the issuance of the business registration and clearance procedures and affect the easiness of doing business in Tanzania.</li> </ul>

Criteria	Strengths	Weaknesses
		<ul style="list-style-type: none"> <li>▪ Some residents are not supplied with electricity which is crucial for technology adoption and innovation.</li> <li>▪ Low levels of technology, excessive reliance on rain-fed agriculture, insufficient agricultural extension services, low productivity, deficient transportation and marketing infrastructure and facilities.</li> </ul>
Community Awareness	<ul style="list-style-type: none"> <li>▪ High level of education status</li> <li>▪ Positive readiness to accept new investment and development projects</li> <li>▪ Presence of religious and educational institutions which emphasize more on moral ethics and general good conduct.</li> <li>▪ The presence of a customer care charter</li> </ul>	<ul style="list-style-type: none"> <li>▪ Low community contribution to development projects in some areas</li> <li>▪ Inadequate investment skills of some of the community members.</li> <li>▪ The customer care charter is not well known to people.</li> <li>▪ Low level community awareness of environmental conservation issues</li> </ul>

Table 5: Opportunities and Threats

Criteria	Opportunities	Threats
Legal and Institutional Frameworks	<ul style="list-style-type: none"> <li>▪ Ability to use planning controls to encourage desired activity</li> <li>▪ Presence of fair and transparent legal and strong legal system that facilitates investment.</li> <li>▪ Existence of Tanzanian Investment Centre</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bureaucratic procedures on issuing tax identification number (TI). The existing Tanzania Revenue Office(TRA) office in the District does not offer the facilitation of the issues of TIN.</li> <li>▪ Frequency changes in business and investment laws or regulations.</li> <li>▪ The regulatory environment is incredibly complex and not easily managed or modified as it involves multiple layers of government. multiple national ministries and conflicting priorities exacerbated by inconsistent enforcement of the rules that are in place leading to intentional non-compliance in some cases.</li> <li>▪ Financial Institutions lack special loan programs that insure farmers</li> </ul>

Criteria	Opportunities	Threats
		<p>against climate related disasters such as drought or floods that damage or destroy crops.</p> <ul style="list-style-type: none"> <li>▪ Cumbersome Loan Process</li> </ul>
<b>Leadership and Management</b>	<ul style="list-style-type: none"> <li>▪ Presence of committed leaders and managers in the government</li> <li>▪ Presence of good governance framework</li> <li>▪ Political Stability</li> <li>▪ Democratic council, ward and Mtaa leadership</li> </ul>	<ul style="list-style-type: none"> <li>▪ The existing organizational structure for the District Council is overly compartmentalized.</li> <li>▪ Unnecessary delayed in decision making</li> <li>▪ Inadequate knowledge on investment development to some of the leaders and managers, particularly at lower levels (villages/wards and at Mtaa leadership)</li> <li>▪ Lack of framework for investment ideas generation and implementation structure.</li> <li>▪ Presence of Corrupt practices</li> <li>▪ Change of government regime</li> </ul>
<b>Resources and Capability</b>	<ul style="list-style-type: none"> <li>▪ Sufficiently qualified personnel for investment development and Willingness to work.</li> <li>▪ Availability of workforce with skills in the market.</li> <li>▪ Potential target areas for investment activities (e.g. agriculture, agro-processing and manufacturing industries)</li> <li>▪ Presence of storage facilities in</li> <li>▪ Adherence to labour laws, regulations and government circulars.</li> <li>▪ The District has a lovely climate with high volumes of annual rainfall.</li> <li>▪ Availability of nearby research institutes and ranches from neighboring Districts that may support investment in the agriculture sector (e.g. Kongwa Pasture Research Center-PRC, <u>National Ranching Company Limited</u>-NARCO, Ilonga Technical and Agriculture Training Institute, Tanzania Agriculture Research Center).</li> <li>▪ Availability of rivers and valleys suitable for irrigation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate and outdated work tools facilities and lack of office buildings.</li> <li>▪ Lack of market for agriculture products</li> <li>▪ Lack of relevancy training and capacity building on modern investment practices and technology to staff.</li> <li>▪ Insufficient workforce with modern business development skills, creativity and innovation</li> <li>▪ Inadequate personnel in some of the departments and units</li> <li>▪ Insufficient funds for implementing desired activities (e.g. Research and Development (R&amp;D, financing strategic development projects).</li> <li>▪ High level of Poverty</li> </ul>

Criteria	Opportunities	Threats
	<ul style="list-style-type: none"> <li>▪ Wildlife Parks, Forests, Reserves and Historic Sites</li> <li>▪ Good climate condition that favors agriculture</li> <li>▪ Increase in the number of businesses and employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of reliable Fire and Rescue Services</li> <li>▪ Shortage of Advanced Level Secondary Schools</li> </ul>
<p><b>Infrastructure Development</b></p>	<ul style="list-style-type: none"> <li>▪ The currently on-going the construction of Tanzania’s Standard Gauge Railway (SGR), which is a mega economic project that planned to have a big station and mechanical workshop at Kilosa. Overall, Tanzania SGR project will cover 1,457kms from Dar es Salaam to the shores of Lake Victoria and will be serving the neighboring countries of Uganda, Zambia, DR Congo, Rwanda and Burundi.</li> <li>▪ Kilosa District has a <u>station</u> on the <u>Central Line of Tanzanian Railways</u> (under Tanzania Railways Limited). It is also a junction for a branch railway to the <u>break-of-gauge</u> transshipment station at Kidatu in Kilombero District.</li> <li>▪ Existence of necessary infrastructures to complement and support needed economic and investment development.</li> <li>• Construction of the all-weather road being from Mikumi to Dumila that connect Dodoma-DSM highway and DSM-Iringa Road (Dumila-Kilosa-Mikumi), and open more economic opportunities.</li> <li>• Presence of Kilosa Water and Sanitation Agency (KILOWASA) and reliable sources of water for current and future plans (e.g. rivers)</li> <li>• Electricity supply from the national grid</li> <li>• Presence of all large company in the Telecommunication sector.</li> <li>• Good social infrastructure such as health services, and education services</li> <li>• Availability of land for investment activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate agriculture storage facilities (e.g. Silos and warehouses).</li> <li>▪ Budgetary constraints for periodic maintenance of road networks and social infrastructures due to</li> <li>▪ Earth road network connecting to a large part of target investment areas (e.g. agriculture, industries) to main roads and other places. During the raining season and after rains some of these roads are very difficult to travel.</li> <li>▪ Unreliable clean water supplies due to running costs.</li> <li>▪ Unreliable power supply. In the district, there is an almost daily loss of electricity. The outage is normally very short term, perhaps just 30 minutes or less.</li> <li>▪ Recurring floods in Kilosa</li> </ul>

Criteria	Opportunities	Threats
Processes to Deliver Services	<ul style="list-style-type: none"> <li>▪ Community involvement in development decisions and the implementation of various services.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of one-stop-shop to efficiently, effectively and economy facilitates the registration of businesses and investment activities.</li> <li>▪ Lack of service delivery contract that creates a smooth environment for the customers</li> <li>▪ Insufficient database storage facilitates</li> </ul>
Policy and Strategies	<ul style="list-style-type: none"> <li>▪ Community involvement in development decisions and the implementation of various services.</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of one-stop-shop to efficiently, effectively and economy facilitates the registration of businesses and investment activities.</li> <li>▪ Lack of service delivery contract that creates a smooth environment for the customers</li> <li>▪ Insufficient database storage facilitates</li> <li>▪ Delay in receiving investment certificates</li> </ul>
Technology and Innovation	<ul style="list-style-type: none"> <li>▪ New investments to bring new technology and innovation in industrial and organizational management</li> <li>▪ Increase of working efficiency due to technology adoption as it saves time and cost.</li> <li>▪ Revenue collection enhanced from the use of POS (Point of Sales) machines.</li> </ul>	<ul style="list-style-type: none"> <li>▪ New technology in new investments will result in new skills and competencies needed to do the work. This may require more funding on capacity building to staff.</li> <li>▪ Inefficiency database management system due to lack of facilities. Loss of working hours due to non-harmonized systems.</li> </ul>
Community Awareness	<ul style="list-style-type: none"> <li>▪ Acceptability of the investments due to the high level of education status</li> <li>▪ The Council has successfully preserved key historic structures and features</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inadequate investment skills of some of the community members</li> <li>▪ Lack of Community trust in cooperative associations.</li> <li>▪ Outdated of cultural belief</li> <li>▪ Spreading of communicable diseases among the population</li> <li>▪ Poor accessibility to some of the village</li> </ul>

## **CHAPTER SIX**

### **INVESTMENT POLICY REFORM CONSIDERATIONS**

Investment policy reform is not a one-time occurrence but rather a continuous process that needs to be pre-announced, with political support at the highest level, stakeholder engagement, a credible schedule for implementation and no backtracking. It is from this foundation that the Kilosa District Council set out five-year investment policy reform considerations in an effort to provide a clear and concise path to improving the Kilosa District Council's investment climate. A conducive investment climate is essential on the path towards inclusive and sustainable growth. It plays a key role in attracting and retaining domestic and foreign investments.

Therefore, the investment policy reform considerations are categorized into three categories: Investment Promotion Activities, Investment Facilitation Services and Primary Investment Opportunity Action Plans. These reform considerations were designed based upon feedback received from the participatory stakeholder engagement process and based upon the current best practices in the field of local government economic development. A summary of these policy considerations is provided below.

#### **6.1 Investment Promotion Strategies**

The Investment Division of the OECD Directorate for Financial and Enterprise Affairs published a Policy Framework for Investment which states that promoting investment requires a careful calculation of how to employ resources most effectively and how to organize investment promotion activities within the government so that the overriding goal of economic development through improvements in the investment climate remains at the forefront of policymaking.<sup>2</sup>

In order to accomplish this careful calculation to ensure that the goal of economic development remains at the forefront of policymaking, the following Investment Promotion Policy Reform Considerations are recommended for the Kilosa District Council. These include Partnerships, Investment Coordination, Private Sector Engagement, Stakeholder Alignment and Proactive Communication. A summary of each policy reform is provided below.

##### *6.1.1 Partnerships*

There are numerous intercontinental, national, regional and local authorities and organizations that have investment promotion targets and programs that are aligned with the goals of the Kilosa District Council's Investment Promotion Strategy. The Kilosa District Council would be well served to coordinate and align its activities, programs and strategy with these organizations in order to cost-effectively capitalize on the available synergies.

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<sup>2</sup> The Policy Framework for Investment 2015 Edition; p39; OECD Publishing, Paris. <http://dx.doi.org/10.1787/9789264208667-en>.

By implementing this Partnership Strategy, the Kilosa District Council can work to ensure that the project produces results that are aligned with its Strategic Plan and Potential Investment Opportunities. Other organizations include the Southern Agricultural Growth Corridor of Tanzania, the Southern Africa Development Community, East African Initiative and international donor institutions. There are many benefits of the Kilosa District Council choosing to become more strategically aligned with organizations while implementing this Investment Promotion Strategy.

### *6.1.2 Investment Coordination*

The TIC is empowered to encourage and incentivize businesses to invest within the Kilosa District Council. The TIC proactively markets to investors and helps to facilitate their investment within various communities throughout Tanzania. It is strongly encouraged that the Kilosa District Council proactively engage the TIC with this Investment Promotion Strategy in order to establish an investment promotion ecosystem that will positively impact future foreign direct investment opportunities.

A consistent coordination mechanism should be created between the LGAs, Central Government and TIC in order to build an ecosystem for investment promotion. This investment ecosystem will fortify relationships between these entities, establish clear channels of communication, expand the knowledge base of investment opportunities, align marketing efforts and exponentially increase the effectiveness of both the local and national investment promotion strategies. Without this investment ecosystem, investors will have a high probability of receiving conflicting information and experiencing extended project delays.

This is critically important because the coordination between LGAs, the Central Government and TIC has the largest impact on the success of investment projects. The coordination of investment opportunities must be seamless in order to attract investor interest, build trust with investors, quickly facilitate investment projects and effectively promote successful projects. Investors typically don't differentiate between government agencies, so it is incumbent upon the LGAs, Central Government and TIC to provide a uniformed front for investment promotion.

### *6.1.3 Private Sector Engagement*

The Kilosa District Council is recommended to establish a comprehensive Business Retention and Expansion (BR&E) Program. A BRE&E Program typically involves partnerships of the public, business and community leadership that continuously assess the existing industrial base and the physical, locational, financial, technological and human resource needs of individual companies. is designed to accomplish multiple goals.<sup>3</sup> In addition to assessing the business, a major element involves showing appreciation to a business for choosing to invest their capital in the community. This appreciation is the first step to the Private Sector Engagement Process. As communication

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<sup>3</sup> Business Retention and Expansion; p 3; published by the International Economic Development Council; 2006.

is established between the businesses and the LGA on non-regulatory matters, the LGA will have the opportunity to establish itself as a partner in the success of the business. This partnership is one of the most effective approaches to promoting investment within a community.

In addition to proactively engaging with businesses through a BR&E Program, hosting Investment Coordination Forums at the LGA level can be a very effective tool for private sector engagement. Investment Coordination Forums can allow existing businesses to gather together and establish networks that will benefit their operations. These events also allow for an LGA to effectively demonstrate their support for businesses. For example, an LGA can choose to present an award to a local business, which would show public support for existing investors while simultaneously showcasing the pro-business posture of the LGA. This pro-business stance will be an effective tool to attract new investment to the LGA.

#### *6.1.4 Stakeholder Alignment*

There are ongoing investments being considered and implemented by Morogoro Region, SAGCOT, TPA and TANESCO. These investments will positively impact existing Kilosa District Council businesses and create opportunities for new investment. It is recommended that the Kilosa District Council prioritize its investment promotion activities to align with these projects in order to capitalize on them and generate a greater return on their investment.

#### *6.1.5 Proactive Communication*

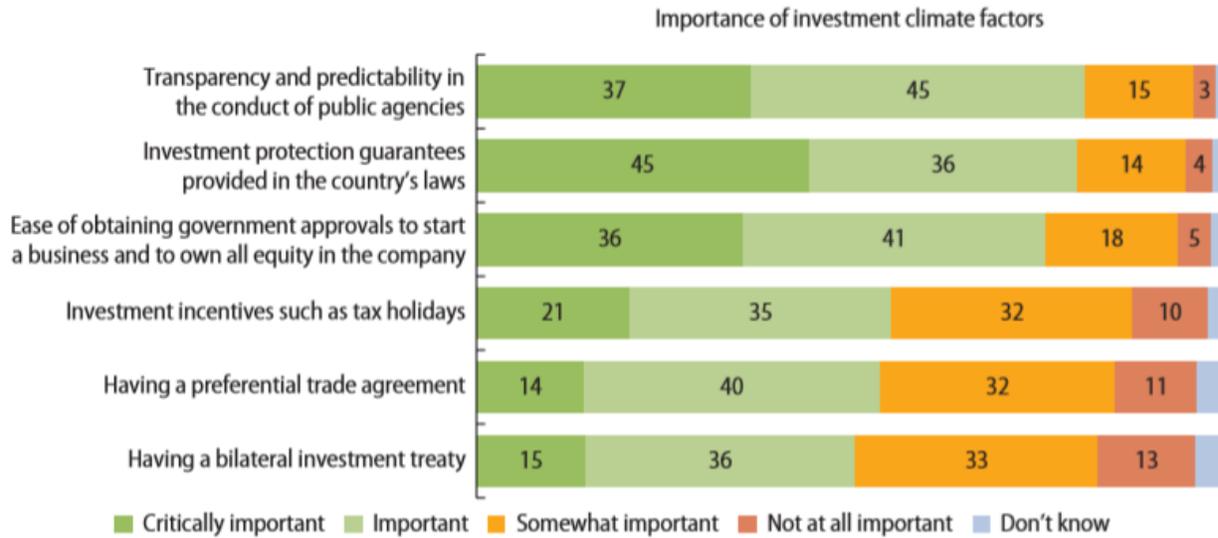
It is recommended that the Kilosa District Council proactively communicate with the business community. This can be done by having their rules and regulations easily located on their website in order to reduce the time for businesses to find essential information. In addition to posting necessary information for investment facilitation, it is recommended that the Kilosa District Council proactively promote the economic activity within their community. This can be done by establishing a presence on relevant social media platforms, which are easily accessible to investors.

## **6.2 Investment Facilitation Strategies**

The World Bank Group published the Global Investment Competitiveness Report for 2017/2018. The report summarized a comprehensive survey of 754 executives of multi-national companies that make direct investments in foreign countries. Their results indicate that a community's regulatory predictability and efficiency are critical to securing private investment. The chart below indicates the relative importance of various regulatory components to the investment facilitation process as provided in the Global Investment Competitiveness Report 2017/2018.

**Chart 9: Regulatory Predictability and Efficiency Are Critical**

Share of respondents (percent)



Source: Computation based on the GIC Survey

Understanding this global sentiment of international investors, the following Investment Facilitation Policy Reform Considerations are recommended for the Kilosa District Council. These include the following: Systematic Business Data Collection, Land Use Planning, Facilitation Champion, Project Management and Proactive Policy Reviews. A summary of each policy reform is provided below.

**6.2.1 Systematic Business Data Collection**

In order to effectively facilitate development, it is imperative for a local government to have a systematic process for collecting business information. The name, contact information, location, industry details and business operational information will provide the investment facilitator with sufficient data to proactively engage with the business and anticipate their needs. Business data is collected from many different departments throughout a local government. It would be important to have a system that proactively consolidates this data into a system that is searchable and up to date.

**6.2.2 Land Use Planning**

Land Use Plans can significantly impact the investment climate and allow for the Kilosa District Council to strategically target investments within a well-planned environment. Effective land-use planning can lead to increased investor confidence because it provides certainty and administrative processes to control the built environment around their existing investment location.

### *6.2.3 Facilitation Champion*

It is a common concern of businesses that a regulatory environment is overly complex. This makes compliance difficult for businesses. In addition, having complex regulations increases the cost and time for businesses to effectively achieve compliance. It is common practice in many cities throughout the globe that the local government appoint a facilitation champion who is responsible to assist the business investor throughout the entire investment process. This would require the facilitation champion to work with the various departments within government on behalf of the business in order to ensure that expectations are satisfied, and customer service levels are effectively being accomplished.

### *6.2.4 Project Management*

Project Management is essential to investment facilitation. Having a system of people and processes that are charged to effectively manage investment opportunities is critically important to ensuring a successful investment facilitation program. It is recommended that the Kilosa District Council's Executive Director be charged with establishing a project management system in which there are processes, procedures and required human resources to effectively process investment projects. This will ensure that there is accountability, while at the same time a dedicated group of professionals charged with facilitating investment opportunities.

### *6.2.5 Proactive Policy Reviews*

It is strongly recommended that the Kilosa District Council engage with the District Business Council to establish a Policy Review Schedule to that provides for a public input process on a variety of business regulations. By engaging with established business associations, the Kilosa District Council will ensure they capture the perspective of local businesses throughout the public policy-making process.

## **6.3 Investment Opportunity Action Plans**

Investments into social and economic projects are very important for the economic growth of the Kilosa District Council and the country as a whole, for the quality of life, the reduction of poverty, access to education and high-quality healthcare services. Thus, this profile recommends to the investors, prior to commencement of any investment or project, they should carry out the feasibility study to determine its technical feasibility, social desirability, financial soundness and economic viability. The nature of the investments are those in key sectors such as civil and municipal infrastructure, water supply, distribution and/ or treatment; solid waste management, sewerage disposal and/ or treatment; toll roads and bridges; transport logistics; ports; fixed infrastructure in support of telecommunications and data/information technology; residential development including for low-income people, industrial parks and other development infrastructure, electricity generation and/or distribution; energy infrastructure; and health and education.

The methodology and scope of the feasibility study will vary depending on the volume and type of investment. However, this profile has suggested some five cases (Table 7) as guidelines, where, whatever kind of the investment, small or big, being private or private, should be considered as

an important ingredient to successful investment project and bring border impact to the economy.

Table 6: Feasibility Study Evaluation Guide

Case	Appraisal	Strategic Recommendation
<p><b>Strategic Case</b>  (Underpinning the need for the new investment)</p>	<ul style="list-style-type: none"> <li>• Is there a demand for the business/ Investment Opportunities in Kilosa?</li> <li>• Identify the key areas for Investment Opportunities (e.g. agriculture/ manufacturing, processing, education)</li> <li>• Which Investment Opportunities are most impactful?</li> <li>• What are Investment Opportunities objectives?</li> <li>• What are the Main benefits of Investment Opportunities?</li> <li>• The main stakeholders/promoters of the Project/investment?</li> <li>• What are the stakeholders/promoters responsibilities?</li> <li>• Strategic alignment with national goals</li> <li>• Possible main risks and Mitigations</li> </ul>	<ul style="list-style-type: none"> <li>• The project is in line with government priorities, such as set out in the national, regional or city development plans,</li> <li>• is consistent with sector development plans, and</li> <li>• is effective at meeting the government’s objectives</li> </ul>
<p><b>Economic Case</b>  (Evaluate whether the construction of new Investment will result in significant economic benefits to the economy)</p>	<ul style="list-style-type: none"> <li>• An economic analysis of the investment is to be conducted to determine if the investment is likely to be economically viable.</li> <li>• Economic benefits in Present Value terms are Tanzania shillings (or foreign money)</li> <li>• The economic IRR (EIRR) of the investment</li> <li>• The investment will improve the living condition of the poor and another vulnerable group (e.g. improve the security and health of lower-income groups)</li> <li>• Provide any other additional, well documented economic benefits accruing to producers/Investors and consumers</li> </ul>	<p>The investment is expected to generate economic benefits that exceed economic costs, and the investment is the least cost alternative to achieving the benefits</p>

Case	Appraisal	Strategic Recommendation
<p><b>Commercial Case</b></p> <ul style="list-style-type: none"> <li>• Outlining the proposed investment structure (e.g. G+3 (ground-plus-three floors))</li> <li>• Roles of implementing agency and Investor)</li> <li>• Risk allocation matrix,</li> <li>• Output specifications,</li> <li>• Payment mechanisms,</li> <li>• Terms of contract and accountancy treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Have any unsolicited proposal been submitted for the investment</li> <li>• Have any donors shown interest or committed to financing the project investment</li> <li>• Is there any evidence to indicate there would be sufficient private sector interest to implement the investment?</li> </ul> <p><i>Therefore,</i></p> <ul style="list-style-type: none"> <li>• Structuring a new investment involves allocating responsibilities, rights, and risks to each contracting party.</li> <li>• A typical investment/project structure involves contractual arrangements between a number of parties, including the government, project sponsor, project operator, financiers, suppliers, contractors, engineers, and end-users.</li> </ul>	<p>The project has been structured to attract private sector interest and there is adequate private sector experience to implement the project</p>
<p><b>Financial Case</b></p> <p>(Financial case evaluating the cost structure, revenue configuration, overall feasibility of the project along with the scenario, sensitivity and VfM analysis in addition to market demand and willingness-to-pay responses)</p>	<p>1. FINANCIAL VIABILITY</p> <p>Financial analysis of the project has been conducted and found that the project is likely to be financially viable.</p> <ul style="list-style-type: none"> <li>• The size, scale and duration of the investment has been identified and rationale provided.</li> <li>• The investment will charge user/product fees.</li> <li>• The revenue estimates are reasonable, including the adequacy of traffic/use forecast and fee schedule</li> <li>• Public investments with similar fees and revenue structures have been implemented successfully in this market</li> <li>• The willingness to pay studies has been conducted to validate demand forecasts</li> <li>• Costs estimates are accurate, including the adequacy of risk assessment and allocation</li> <li>• Public projects with similar inputs and cost structures have been implemented successfully in the market</li> <li>• The financial analysis has been validated with scenario analysis, stress testing and value engineering</li> </ul>	<p>1. FINANCIAL VIABILITY</p> <p>A financial analysis of the project has been completed and estimates are reasonable</p> <p>2. FISCAL IMPACT</p> <p>If public funds are necessary to implement the project, the fiscal cost and associated risk is reasonable, funding sources have been identified and public resources have been approved</p> <p>3. VALUE FOR MONEY</p> <p>The project is expected to generate economic</p>

	<ul style="list-style-type: none"> <li>• The expected rate of return on equity (TZS) /project IRR %</li> </ul> <p>2. <u>FISCAL IMPACT</u></p> <ul style="list-style-type: none"> <li>• The expected budget contribution (e.g. viability gap payment) has been estimated</li> <li>• MoFP and other relevant agencies have approved the fiscal outlay</li> <li>• Donor funding/financing that is likely to be approved has been identified</li> <li>• Government support is likely to be required under the PPP contract</li> </ul> <p>3. <u>VALUE FOR MONEY(VfM)</u></p> <p>VfM analysis has been conducted that indicates the investment implementation option is likely to deliver VfM</p>	<p>benefits that exceed economic costs, and the project is the least cost alternative to achieving the benefits</p>
<p><b>Management Case</b></p> <p>(Dealing with the institutional review, regulatory and legal due diligence, and environmental and social aspects applicable)</p>	<p>STATUS</p> <ul style="list-style-type: none"> <li>• Experience in implementing an investment/project</li> <li>• Legal due diligence: e.g. in the proposed land parcel for investment is owned by implementing agency (LGA)?</li> <li>• The agreement title deed to the certificate of right of occupancy?</li> <li>• Social and environmental perspective: requires a comprehensive environmental and social impact assessment?</li> </ul> <p>LEGAL FEASIBILITY</p> <ul style="list-style-type: none"> <li>• A legal assessment has been undertaken that indicates the project is likely to be feasible</li> <li>• there are legal precedents that establish of that investment is legally feasible</li> <li>• The implementing agencies /entities are legally empowered to carry out the investment.</li> <li>• The sector permits PPPs (i.e. there are no specific legal barriers to PPPs in the sector)</li> <li>• The concessionaire can legally collect user fees</li> <li>• The project is expected to comply with competition laws</li> </ul> <p>ENVIRONMENTAL FEASIBILITY</p>	<p>STATUS</p> <ul style="list-style-type: none"> <li>• Investment’s feasibility study has been completed</li> <li>• Land acquisition requirements have been identified and attained</li> <li>• An initial market test has been completed to determine private sector appetite</li> <li>• An investment team has been formed to manage the project</li> </ul> <p>LEGAL FEASIBILITY</p> <p>All aspects of the project are permitted by law, compliant with established regulation and contractually feasible.</p>

	<ul style="list-style-type: none"> <li>• Initial environmental assessment has been completed that finds the project is likely to be environmentally feasible and sustainable</li> <li>• The project does not negatively impact any protected lands or natural resources</li> <li>• The project does not impose any adverse environmental or social impacts that cannot be adequately mitigated</li> <li>• The project had received initial commitments of financial support from development partners</li> </ul> <p>SOCIAL FEASIBILITY</p> <ul style="list-style-type: none"> <li>• An initial social assessment has been completed that finds the project likely to be socially feasible and sustainable</li> <li>• The project does not require land acquisition or resettlement</li> <li>• There are plan and adequate funds available for land acquisition or resettlement</li> <li>• The government have experience executing projects with similar land acquisition and resettlement issues</li> <li>• The project is not likely to have any negative health or quality of life impacts for users, workers or the local population</li> <li>• Stakeholders have been identified and consulted on the PPP and provide feedback on how their concerns will be addressed</li> </ul> <p>There is documentation of support from the community for the PPP</p>	<p>ENVIRONMENTAL FEASIBILITY</p> <p>The project complies with environmental law and regulation, can gain necessary permits, and is environmentally sustainable.</p> <p>SOCIAL FEASIBILITY</p> <p>The project’s social impacts have been assessed and there is a plan to achieve social sustainability, including consultation with all interested stakeholders and mitigation of potential social barriers</p>
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Source: Summary Excerpts on Feasibility Studies from the Tanzanian Public-Private Partnership Regulations (2020)

## CHAPTER SEVEN IMPLEMENTATION FRAMEWORK FOR MONITORING AND EVALUATION

### 7.1 Implementation Framework Overview

In order to successfully achieve the results identified within this Investment Profile, a comprehensive Monitoring and Evaluation (M&E) Implementation Framework has been prepared for each theme: *Investment Promotion, Investment Facilitation and Investment Opportunities*. This chapter describes the strategy for M&E Implementation Framework, the intended results, together with the principles that will guide and shape the M&E and learning processes to be employed. It is intended to be a guide to the implementation of the Investment Profile for the Kilosa District Council.

The M&E Implementation Framework, included in (Appendix I), includes Themes, Input Indicators, Baseline, Objectives, Targets, Process Indicators, Means of Verification, Responsible Party and Success Measures/Impact. The objectives will be tracked by using various indicators established with respect to each Objective and Target.

Defining an Input Indicator, Baseline, Process Indicators, Means of Verification, Responsible Party and Success Measures/Impact associated with each Objective is essential in monitoring project implementation. It will also help with project management to track progress, identify problems early, guide adjustments as needed and facilitate evaluation.

Below are the steps necessary to complete the M&E Implementation Framework.

- (i) **Step 1: Identify the Theme:** Refers to the strategic objective and the specific M&E activities to be conducted by different departments within the Kilosa District Council. The themes include implementing investment promotion strategies, implementing investment facilitation strategies and implementing the action plan for the specified investment opportunity.
- (ii) **Step 2: Choose Input Indicators:** Inputs are all the resources that contribute to the investment activity intervention. The Input Indicators are what is used to complete the work.
- (iii) **Step 3: Identify Baseline:** Baseline data indicates the state of the Input Indicator prior to the beginning of the investment activity intervention. This represents the status quo and is usually stated statistically. Data may come from secondary data sources, monitoring tools or from surveys.
- (iv) **Step 4: Set Target(s):** All Input Indicators in the Theme must have annual targets. This should be what the investment intervention hopes to accomplish in that given year.
- (v) **Step 5: Determine Process Indicator(s):** A Process Indicator is a quantitative or qualitative variable that allows the verification of changes produced by an investment

activity intervention relative to what was planned. In other words, a Process Indicator is used to assess the achievement of results in relation to the stated Theme/Objective. Process Indicators can be outputs (the tangible products produced from the investment activity intervention) or impact indicators (measurements of change in economic/business situation). For each Process Indicator provided, the unit of measurement must be stated. The units of measurement can include numbers, percentage, hectares, number of tourist hotels, etc.

- (vi) **Step 6: Determine the Means of Verification:** These are expected source(s) of information that can help determine the performance.
- (vii) **Step 7: Responsible:** This represents the entity responsible for investment activity intervention. This should be a clearly defined organization or department with a clearly defined management structure with clear roles and responsibilities to order to effectively monitor and evaluate investment activity intervention.
- (viii) **Step 8: Success Measures/Impact:** What is the long term or lasting effect on people's lives and the economy in general? Or What has changed in the community or systems because of investment theme(s)?

### Appendix I: M&E Implementation Framework

<b>DEPARTMENT</b>	PLANNING							
<b>REPORTING YEAR</b>	2020/2021							
<b>REPORTING OFFICER</b>	TO BE DETERMINED							
<b>START DATE</b>	01-July-20							
<b>END DATE</b>	30-June-25							
<b>COUNCIL</b>	KILOSA DISTRICT COUNCIL							
<b>REGION</b>	MOROGORO							
<b>Theme</b>	<b>Input Indicators</b>	<b>Baseline</b>	<b>Objective</b>	<b>Target</b>	<b>Process Indicators</b>	<b>Means of Verification</b>	<b>Responsible</b>	<b>Success Measures/Impact</b>
Investment Promotion	(6.1.1) Partnerships	No Existing Partnerships	Establish a Formal Partnership with Targeted Organizations	To be determined	Identify Partner Organizations Meet with Partner Organizations Share Information with Partner Organizations; Identify mutually beneficial projects	Report from the identified Facilitation Champion	To Be Determined	Quantity of meetings and information shared; identified mutual investment opportunities
Investment Promotion	(6.1.2) Investment Coordination	No Existing Investment Coordination	Establish a Coordination System with Investment Promotion Agencies	To be determined	Meet with Investment Promotion Agencies; Share Information with Investment Promotion Agencies; Coordinate activities with Investment Promotion Agencies	Report from the identified Facilitation Champion	To Be Determined	Quantity of meetings and information shared; the Identified process of coordinating on projects

Investment Promotion	(6.1.3) Private Sector Engagement	No Existing Private Sector Engagement	Establish a Private Sector Engagement Program	To be determined	Identify Existing Businesses Meet with Existing Businesses; Gather information from existing businesses	Report on the number of businesses engaged and information gathered	To Be Determined	Quantity of meetings with businesses; quality of business information gathered
Investment Promotion	(6.1.4) Stakeholder Alignment	No Existing Stakeholder Alignment	Incorporate targeted stakeholders plans into an investment promotion strategy	To be determined	Identify Stakeholder Organizations; Meet with Stakeholder Organizations; Share Information with Stakeholder Organizations	Report from the identified Facilitation Champion	To Be Determined	Quantity of meetings and information shared; incorporation of shared information into investment promotion strategy
Investment Promotion	(6.1.5) Proactive Communication	No Proactive Communication	Establish a Communication Strategy to Promote Investment	To be determined	Identify Communication Strategies to support Investment Promotion; Establish a system to implement identified communication strategies	Report on the implementation of communication strategy	To Be Determined	Creation of investment promotion communication strategy; updated website information
Investment Facilitation	(6.2.1) Systematic Business Data Collection	No Business Data Collection	Establish a Business Data Collection System	To be determined	Consolidate different business databases into one primary system; utilize that system to support investment promotion	Report from the identified Facilitation Champion	To Be Determined	Amount of data sets consolidated; standardized process to collect and store business information

Investment Facilitation	(6.2.2) Land Use Planning	15 Village Land Use Plans Completed	Complete 15 Village Land Use Plans	To be determined	Identify Villages in need of Land Use Plan; Determine the order of Villages to create a Land Use Plan; Engage with villages and begin Land Use Plan process	Report from the Planning Department	To Be Determined	Quantity of Land Use Plans created
Investment Facilitation	(6.2.3) Facilitation Champion	To be determined	Identify a person responsible to facilitate investment	To be determined	Create a Council Investment Committee Charter that identifies investment facilitation champion	Report from the identified Facilitation Champion	To be Determined	Council Investment Committee Charter with identified Investment Facilitation Champions
Investment Facilitation	(6.2.4) Project Management	To be determined	Have a capacity building program for project management	To be determined	Hold periodic capacity building activities to improve the project management skills of IMC Staff	Report from Kilosa District Council Director	To be Determined	Quantity of Capacity Building hours provided to staff to Improve Project Management Skills
Investment Facilitation	(6.2.5) Proactive Policy Reviews	No Proactive Policy Review Process	Have a plan to systematically review policies that impact the investment process	To be determined	Engage District Business Council; Identify Specific Policy Area; Establish Working Group to evaluate and recommend policy improvements	Report from the identified Facilitation Champion	To be Determined	Quantity of business regulations reviewed; the number of business regulations modified to improve the investment climate

Investment Opportunities	Agriculture	Irrigation Infrastructure Construction	Increase the amount of land properly irrigated with modern techniques	To be determined	Completing Action Plan for funding the top irrigation schemes in the Investment Opportunity	Report from the identified Facilitation Champion	Agriculture Department	Feasibility Case Completed for Investment Opportunity; Investor identified; Investment facilitated to satisfy the opportunity
Investment Opportunities	Agriculture	Rain Fed Agriculture Production Improvements	Increase non-irrigated Agriculture Production	To be determined	Completing an action Plan for increased non-irrigated agriculture production Investment Opportunity	Report from the identified Facilitation Champion	Agriculture Department	Feasibility Case Completed for Investment Opportunity; Investor identified; Investment facilitated to satisfy the opportunity
Investment Opportunities	Agriculture	Crop Warehouse/Silo Storage Facility Construction	Increase the agricultural crop storage capacity	To be determined	Completing an action Plan for increased Agricultural Crop Storage Investment Opportunity	Report from the identified Facilitation Champion	Agriculture Department	Feasibility Case Completed for Investment Opportunity; Investor identified; Investment facilitated to satisfy the opportunity
Investment Opportunities	Livestock	Construction of Dairy Processing Facilities	Establish Dairy Processing Facilities	To be determined	Completing Action Plan for establishing Dairy Processing Facilities	Report from the identified Facilitation Champion	Planning Department	Feasibility Case Completed for Investment Opportunity; Investor identified; Investment facilitated to satisfy the opportunity
Investment Opportunities	Livestock	Development of Livestock Value Chain	Establish Livestock Value Chain businesses	To be determined	Completing Action Plan for establishing Livestock Value Chain businesses	Report from the identified Facilitation Champion	Planning Department	Feasibility Case Completed for Investment Opportunity; Investor identified; Investment facilitated to satisfy the opportunity

Investment Opportunities	Manufacturing	Processing Facilities for Sugar, Cooking Oil and Animal Feed	Establish Processing Facilities for Sugar, Cooking Oil and Animal Feed	To be determined	Completing Action Plan for Processing Facilities for Sugar, Cooking Oil and Animal Feed	Report from the identified Facilitation Champion	Planning Department	Feasibility Case Completed for Investment Opportunity; Investor identified; Investment facilitated to satisfy the opportunity
Investment Opportunities	Tourism	Wildlife Park, Cultural Tourism and Tourism Facility	Construct a Tourism Facility and create Wildlife Park	To be determined	Completing Action Plan for constructing a Tourism Facility and Wildlife Park	Report from the identified Facilitation Champion	TBD	Feasibility Case Completed for Investment Opportunity; Investor identified; Investment facilitated to satisfy the opportunity
Investment Opportunities	Socio-Economic	Socio-Economic Service Facilities	Construct a School, Hospital, Social Service Facility	To be determined	Completing Action Plan for constructing a School, Hospital, or Social Service Facility	Report from the identified Facilitation Champion	TBD	Feasibility Case Completed for Investment Opportunity; Investor identified; Investment facilitated to satisfy the opportunity
Investment Opportunities	Public Infrastructure	Energy Services, Solid Waste Management Plant Construction, Bus Terminal Construction	Construct Solid Waste Management Plant, Bus Terminal and a Hydro Electricity Generation Plant	To be determined	Completing Action Plan for constructing Construct Solid Waste Management Plant, Bus Terminal and a Hydro Electricity Generation Plant	Report from the identified Facilitation Champion	TBD	Feasibility Case Completed for Investment Opportunity; Investor identified; Investment facilitated to satisfy the opportunity