BEYOND THE CHEQUES: HOW DIVIDENDS SUPPORT NATIONAL DEVELOPMENT

pg16

Public Investment

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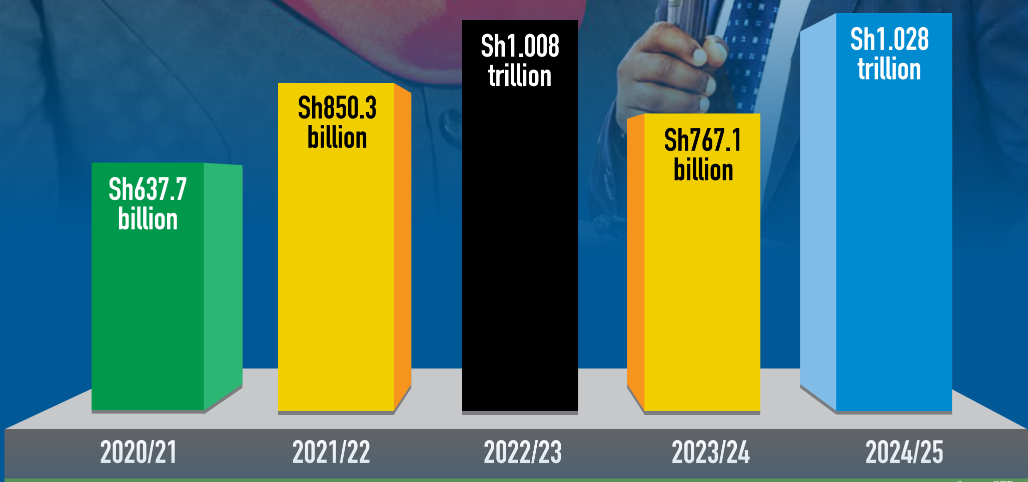
OTR Magazine

How TR's Office can hit Sh2 trillion revenue goal

"The dividends and contributions collected by the Office of the Treasury Registrar increased from Sh637billion in 2020/21 to Sh1.028 trillion by June 10, 2024/25. This represents a 61.4 per cent increase.
– Mchechu



Non-Tax Revenue collection trend (TSh)

Treasury Registrar Statement

statement

Welcome to our second edition

Dear readers,

Welcome to the second edition of our magazine! We are delighted to bring you another issue filled with stories, insights, and updates on the work of the Office of the Treasury Registrar (OTR) and the progress being made across Tanzania's public entities.

This edition highlights achievements, key initiatives, and forward-looking reforms that are shaping the future of public service.

You will find stories from the CEOs Forum 2025, examples of innovation and efficiency, and initiatives that promote transparency, accountability, and value for money in managing public resources.

We hope this magazine continues to inform, inspire, and engage you, providing a clear view of the positive changes taking place in our public institutions.

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

Warm regards,

Mr. Nehemiah Mchechu
Treasury Registrar

Editor's Note

Driving progress, accountability, and transformation

While the maiden edition offered readers an introduction to the Office of the Treasury Registrar (OTR) alongside a variety of stories highlighting its mandate, operations, and oversight role, this second issue turns the spotlight firmly onto progress, impact, and the future of public entities in Tanzania.

Over the past year, the OTR has continued to strengthen governance, improve operational efficiency, and foster innovation across 308 public entities and government minority-owned companies under its supervision.

These efforts are closely aligned with national priorities, particularly the Tanzania Development Vision 2050, and are guided by H.E. President Dr. Samia Suluhu Hassan's vision of building a resilient and accountable public sector that delivers value for money.

This edition features highlights from the CEOs Forum 2025, where board chairpersons and chief executives convened to deliberate on key challenges, share best practices, and adopt nine significant resolutions aimed at improving efficiency, sustainability, and accountability.

Beyond the Forum, this issue showcases transformative initiatives undertaken by OTR, including performance monitoring of public entities, and enhanced reporting mechanisms — all designed to ensure that public institutions operate transparently and contribute effectively to the Government Consolidated Fund.

As you read through this edition, we invite you to engage with the stories of achievement, innovation, and forward-looking initiatives that define OTR today.

This magazine is more than a record of activities; it is a testament to collective responsibility, accountability, and the unwavering pursuit of excellence in managing Tanzania's public investments.

Together, we continue the journey toward building strong, sustainable, and high-performing public entities that serve the nation with integrity and efficiency.

Contents

How TR's Office can hit Sh2 trillion revenue goal

Treasury Registrar Mr Nehemiah Mchechu speaks at the CEOs Induction Program in Kibaha, Pwani Region. The three-day event ran from July 28 to July 30, 2025.

By the OTR Reporter

Dar es Salaam. Following the announcement on July 28, 2025, that the Office of the Treasury Registrar (OTR) has set an ambitious internal target of collecting Sh2 trillion in Non-Tax Revenue (NTR) for the 2025/26 financial year, attention has turned to how this goal will be achieved.

The target significantly exceeds the government's official target of Sh1.6 trillion for the OTR and represents a nearly 100 percent increase from the Sh1.028 trillion collected in the previous financial year.

This sharp upward revision signals not only heightened ambition but also an implicit recognition of untapped revenue potential within public institutions, provided structural reforms are implemented.

A Presidential vision for NTR growth

In August 2024, Her Excellency President Dr Samia Suluhu Hassan expressed her ambition for Public and Statutory Corporations (PSCs) and minority interest companies to contribute 10 percent of domestic revenue within the next five years.

Currently, OTR's contribution stands at only three percent, with dividends being the largest contributor, averaging over 47 percent in the past nine years.

Other revenue sources include contributions to the Consolidated Fund, surplus and other remittances, interest and loan repayments, and transfers from the Telecommunication Traffic Monitoring System (TTMS).

The President's vision aligns directly with the Sh2 trillion target, underscoring the urgency of diversifying revenue streams, strengthening compliance, and expanding the formal economy.

Leaders set the tone

Many leaders at the opening of a three-day induction programme for heads of public institutions, organised by the OTR in collaboration with the Uongozi Institute from July 28–30, 2025, emphasised that achieving this target will require a fundamental shift in how public institutions are managed and how they contribute to the Government Consolidated Fund.

This highlights a critical mindset change: from viewing institutions merely as budget recipients to positioning them as active revenue generators accountable for contributing to the nation's coffers.

The Treasury Registrar Mr Nehemia Mchechu highlighted the need for public institutions to operate with commercial discipline, stressing that profitability and reduced reliance on the national budget are now expectations rather than options.

This reflects a global trend where state entities are being pushed toward sustainability amid dwindling donor funds and tightening fiscal environments.

Enforcing dividend remittances under existing legislation such as the Companies Act and Public Corporations Act formalises this expectation and serves as a legal backbone to compel compliance and transparency.

State-owned commercial enterprises must remit dividends, while other institutions are required by law to contribute 15 percent of their gross revenue to the Consolidated Fund.

This distinction underscores the diversified revenue streams expected from dif-

> Stateowned commercial enterprises must remit dividends under the Companies Act and the Public Corporations Act, while other institutions are required by law to contribute 15 per cent of their gross revenue to the Consolidated Fund

Chief Secretary, Hon Ambassador Dr Moses Kusiluka, delivers remarks at the CEOs Induction Program in Kibaha, Pwani Region. The three-day event took place from July 28 to 30, 2025.

ferent public entities, encouraging tailored strategies that optimise each institution's unique revenue base.

The Treasury Registrar also stressed the importance of embracing Information and Communication Technology (ICT), urging public institutions to allocate budgets for ICT investments and ensure integrated systems to improve efficiency and transparency.

Technology is not merely a facilitation tool but a core enabler of modern governance — reducing leakages, increasing real-time data tracking, and fostering accountability, all vital for managing complex revenue flows.

With public investments standing at Sh86.3 trillion spread across 252 public entities and 56 companies in which the government has minority shares, leaders agreed that maximising returns and enforcing compliance will be critical to meeting the ambitious revenue target.

This vast capital stock offers both opportunity and complexity, demanding rigorous oversight and strategic management to convert investments into sustainable revenue streams.

If the reforms outlined during the induction programme are implemented effectively, OTR believes the Sh2 trillion target is achievable and will set a new standard for public sector revenue mobilisation in Tanzania.

Success, however, hinges on persistent enforcement of accountability measures, strategic investment in capacity and technology, and a transformative leadership mindset that prioritises commercial viability.

Chief Secretary Hon. Ambassador Dr Moses Kusiluka called on public institutions to avoid unproductive spending and channel more funds into priority sectors such as infrastructure, health, education, and social services.

By rooting financial discipline in tangible national priorities, Dr Kusiluka aligns fiscal sustainability with socio-economic development, reinforcing the urgency of trimming inefficiencies.

He emphasised that efficiency and high accountability must underpin institutional management, recognising that a large budget alone, without disciplined use, leads to poor outcomes.

The induction programme focused on strengthening institutional capacity through investments in human resources, infrastructure, and technology.

Dr Kusiluka noted that improving internal capacity is essential for institutions to become more efficient and financially autonomous, highlighting the interdependence of human capital and infrastructure development in enabling institutions to meet their revenue targets.

The Veteran public servant, Mr Mathias Kabunduguru, urged public institutions to be proactive in utilising opportunities and improving competitiveness.

Addressing passivity and risk aversion, he advocated for innovation and a results-driven mindset as critical levers for unlocking latent revenue streams and adapting to evolving economic realities.

Economists weigh in

Prof Abel Kinyondo, an economist from the University of Dar es Salaam, emphasised recently that expanding the revenue base is essential for fair and sustainable growth.

"We can broaden the Non-Tax Revenue base by expanding the formal economy," he said.

"Our formal economy is still very small. The government must continue fostering a business-friendly environment to incentivise those in the informal sector to transition into the formal economy."

This approach aligns with initiatives introduced under the sixth phase regime of Her Excellency President Dr Samia, which has focused on creating a more enabling environment for businesses since she took office on March 31, 2021.

Building on this, Dr Daudi Ndaki, an economist from Mzumbe University, urged the government to sustain these efforts to further improve the business environment and attract greater participation in the formal sector.

He recommended leveraging expert knowledge to optimise existing revenue sources without overburdening any individual or group.

"Experts should also help the government explore innovative Non-Tax Revenue sources to increase revenue without placing unnecessary pressure on a few contributors," he added.

Dr Tobias Swai, Head of the Finance Department at the University of Dar es Salaam Business School, recently advised that public entities invest in sectors that cater to a broad segment of Tanzanians, including financial services, insurance, real estate, tourism, transportation, and agriculture.

He cautioned, however, that investment must go hand in hand with efficient service delivery.

"The government must strengthen SOEs to enable them to capitalise on available opportunities," he said.

"We need robust leadership and transparent hiring processes, particularly in commercial-oriented entities, to drive sustainable growth."

Public Entities adopt nine strategic resolutions at CEOs Forum 2025

By Alfred Zacharia

Dar es Salaam. Under the calm skies of Arusha, more than 650 board chairpersons and chief executives from across Tanzania's public sector gathered at the Simba Hall of the Arusha International Conference Centre with a single question in mind: how can public institutions better serve the nation in an era of rapid change?

It was more than just another annual meeting. The CEOs Forum 2025, held from August 23 to 26, became a platform for bold thinking — a space where performance, innovation, and accountability converged.

Leaders reflected on past reforms and looked ahead to a new set of challenges facing the public sector — from fiscal constraints to digital disruption and growing public demand for transparency.

At the heart of this year's forum were nine strategic resolutions adopted to guide institutional transformation across the board.

These include strengthening expenditure controls while promoting innovation; reviewing ICT regulations to accelerate digital adoption; aligning institutional strategies with Dira 2050 "Tanzania Development Vision" 2050; and reviewing policy and legal frameworks to remove operational bottlenecks.

Also adopted were resolutions focused on enhancing performance measurement for all public entities, including non-commercial ones; investing in research to drive data-based decision-making; reducing reliance on central government budgets; initiating sustainability and ESG (Environmental, Social, and Governance) reporting starting from FY 2025/26; and renaming the forum to "C-CEOs Forum" beginning in FY 2026/27 to reflect the joint leadership of board chairpersons and chief executives.

The first resolution — improving public resource management through tighter expenditure controls and innovation — tackles long-standing inefficiencies that persist in some government institutions.

It emphasizes the need to shift from compliance-based budgeting to performance-oriented resource management.

Innovation is not treated as a buzzword, but as a mechanism for redesigning service delivery models, embracing technology, and unlocking greater value from limited resources.

Closely linked to the call for innovation is the second resolution, which urges regulators overseeing ICT to reassess existing digital governance frameworks to reduce bureaucratic barriers.

This resolution recognizes that for public institutions to digitize and modernize effectively, the regulatory environment must move from one of control to one of enablement.

A more agile ICT framework would allow public entities to adopt emerging technologies faster, streamline internal systems, and improve responsiveness to citizen needs.

From digital transformation to long-term planning, the third resolution focuses on aligning institutional strategies with Dira 2050 'Tanzania Development Vision 2050'.

It represents a significant strategic shift, requiring institutions to anchor their plans within national priorities — focusing on inclusive growth, sustainability, and socio-economic transformation.

It reflects a growing consensus that institutional impact should not be measured in isolation but in terms of contribution to the broader development agenda.

To support this alignment, a fourth resolution calls for a comprehensive review of the policy and legal frameworks that guide institutional operations.

Many public entities still operate under outdated regulations that limit

Participants of the CEOs Forum 2025 sing the National Anthem during the official closing on August 26, 2025, at the iconic Simba Hall, Arusha International Conference Centre (AICC). In the front row are Deputy Prime Minister Dr Doto Biteko (centre), Deputy Minister for Planning and Investment Mr Stanslaus Nyongo (left), Longido District Commissioner Mr Salum Kali (second left), Treasury Registrar Mr Nehemiah Mchechu (right), and TanTrade Director General Ms Latifa Hamis (second right).

flexibility and efficiency.

Institutions are now expected to identify these constraints and propose reforms that would create a more enabling operating environment.

The fifth resolution turns attention to performance measurement. The Treasury Registrar's Office has been tasked with enhancing assessment indicators, particularly for non-commercial public institutions.

This move acknowledges the diverse roles public entities play, especially those that deliver public goods rather than profits.

It also reflects a more sophisticated approach to evaluating success — one that balances financial outcomes with social value.

Supporting better performance is the sixth resolution, which encourages institutions to invest in research and data analysis to drive evidence-based decision-making.

This marks a critical shift away from planning based on precedent or assumption.

With better data, institutions can set realistic goals, respond more effectively to emerging challenges, and measure progress with greater precision.

Financial sustainability is addressed in the seventh resolution, which urges institutions to reduce reliance on the central government budget. Instead, they are expected to develop and expand internal revenue streams to support operational independence.

This resolution speaks directly to the need for financial resilience and a new model of public sector accountability — one that rewards innovation and sound financial management.

In keeping with global standards, the eighth resolution introduces a new reporting requirement: beginning in FY 2025/26, public institutions will be expected to report on sustainability and ESG (Environmental, Social, and Governance) performance.

This signals a shift in how institutions are evaluated — not only by their financial results, but also by their environmental and social impact.

It also aims to strengthen transparency, accountability, and public trust.

Concluding the reform package is a symbolic yet important ninth resolution: renaming the forum from the "CEOs Forum" to the "C-CEOs Forum" starting in FY 2026/27.

This change reflects the joint leadership roles of board chairpersons and chief executives, and underscores the importance of unified, collaborative governance at the highest levels of public institutions.

The renaming also signals continuity — a commitment to deepening reforms that began in earlier years.

Treasury Registrar Nehemiah Mchechu reported that over 95 per cent of the 2024 resolutions had already been implemented.

Those earlier commitments focused on strategic planning, governance, overseas investment, contributions to the national budget, human capital development, and completing pending reforms.

"We have seen a real transformation over the past year. Institutions have not only embraced long-term planning but have also taken steps to diversify revenue and strengthen governance systems. This momentum must continue with the new set of resolutions," Mr Mchechu said.

Opening the 2025 forum, Hon Vice President Dr Philip Mpango urged public institutions to enhance the quality of locally produced goods and services, strengthen accountability in managing public resources, and increase collaboration with both domestic and international partners.

He emphasized that transparency and effectiveness are critical for sustaining public trust.

"The government expects public institutions to set the benchmark for quality and integrity. Effective management of resources and transparency is crucial for sustaining public trust," he said.

Closing the forum, Deputy Prime Minister and Minister for Energy Hon Dr Doto Biteko challenged public institution leaders to convert the Sh86.3 trillion invested in public entities into tangible economic growth and improved living standards.

His remarks underscored the need for performance-driven, accountable leadership.

"Citizens expect you to transform their lives. When we talk about poverty, the government must lead in eradicating it. You have a duty to raise living standards by making institutions efficient and accountable," he said.

From cheques to change: How Sh1 trillion dividend signals deeper transformation

By the OTR Reporter

Dar es Salaam. When Treasury Registrar Mr Nehemiah Mchechu, a reform-driven leader known for his operational discipline and commitment to public accountability, presented a Sh1.028 trillion cheque to President Samia Suluhu Hassan on June 10, it wasn't just a fiscal formality, it was a signal.

A signal that Tanzania is recalibrating the role of government from a passive stakeholder to an active, value-driven investor.

What's happening beneath the surface of this headline-making number is far more significant: a quiet revolution in how public money is managed, how state-owned entities are governed and how the country measures public value, not just in shillings, but in systems, services and social return.

Beyond the Cheque: Reimagining public investment

For decades, the assumption was that State Owned Enterprises (SOEs) were either inefficient service providers or politically protected money pits.

That narrative is shifting. In 2020/21, public entities returned Sh637 billion to the Treasury. Today, they're returning over a trillion. The question isn't just how that happened, but why now?

According to government insiders and economic analysts, the answer lies in a new investment philosophy: government capital should work like private capital, disciplined, transparent and performance-driven.

President Dr Samia Suluhu Hassan, a reformist head of state with a datadriven, policy-oriented approach to governance, has made this a cornerstone of her administration's development strategy.

Her emphasis on measurable results, digital transformation, innovation and capital market integration has challenged public institutions to become financially sustainable and self-reliant. Under her bold vision and the guiding framework of the 4Rs Reconciliation, Reforms, Resilience and Rebuilding, institutions are now expected to deliver measurable outcomes.

The Gawio Day event, now institutionalised, isn't just about recognition, it's about accountability. And that's changing behaviour.

"Public organisations are finally behaving like strategic assets, not just service arms," notes an economist at the University of Mzumbe, Dr Daudi Ndaki, adding: "There's a real sense that if you don't perform, someone will ask why and you'll have to answer."

More than profits: Measuring public value

What does a dividend mean to a mother in Kigoma or a farmer in Morogoro? Not much, unless it translates into services.

That's where institutions like the Jakaya Kikwete Cardiac Institute come in. Their Tiba Mkoba initiative reached over 27,600 Tanzanians in underserved regions, services worth over Sh1.6 billion, delivered free of charge.

This is the next frontier: recognising that public returns aren't just financial. Social dividends, improved healthcare, infrastructure and public trust are just as critical. "When we say SOEs must contribute, it doesn't always mean cash," said Mr Mchechu at the event.

"Sometimes, contribution means impact, measured in lives touched, services improved, or gaps closed."

Rebuilding governance one board at a time

Another overlooked aspect of this shift is governance. In 2019/20, 52 public institutions operated without boards, today, there are 28. That's not just a technical fix.

It represents a mindset change: institutions must have oversight, not just operational heads. With more boards comes more scrutiny and that scrutiny is now translating into performance.

Prof Kitila Mkumbo, Minister for Planning and Investment and one of the President's key policy lieutenants, has been instrumental in pushing structural reforms.

Known for his technocratic rigour and emphasis on legal frameworks, he is overseeing the finalisation of the Public Investment Law, which aims to formalise how government investments are governed, tracked and evaluated. His ministry has also committed to enhancing performance tracking and ensuring that investment is paired with enforceable accountability tools, not just policy announcements.

The stakes are higher than ever

As investment in public institutions climbed from Sh65 trillion to Sh86.3 trillion in just five years, the pressure to perform also rises. Loss-making institutions have less room for excuses.

Subsidies are becoming less defensible. In other words, the dividend isn't just a payout. It's a performance review. And the real challenge begins now: can Tanzania keep this momentum? Can SOEs maintain discipline?

Can public entities deliver both profit and purpose?

The dividend is a mirror

The Sh1 trillion cheque is impressive, but it's not the story. It's a mirror, reflecting what's changed and what still needs work.

It tells that reform isn't just a slogan. That leadership, when combined with clear expectations, can drive real transformation. And that when public institutions are treated as accountable entities, not extensions of bureaucracy, they can compete, contribute and surprise us all. If the past year was about proving what's possible, the next year must answer a harder question: Can this become the new normal?

Her Excellency, President of Tanzania, Dr Samia Suluhu Hassan, receives a Sh73.9 billion dividend cheque for the 2024/25 financial year from Airtel Board Chairman, Mr Eliud Sanga (left), and the company's Managing Director, Mr Charles Kamoto (right), at State House, Dar es Salaam, in June 2025. Looking on, to the President's left, is the Minister for Planning and Investment, Hon. Prof. Kitila Mkumbo.

Reforming Tanzania's Insurance Sector: Four years of progress, national impact

By the OTR Reporter

Dar es Salaam. Over the past four years, Tanzania's insurance sector has undergone a profound transformation — moving from a fragmented and underutilized service to a cornerstone of economic protection, national investment, and social security.

Under the leadership of Her Excellency President Dr Samia Suluhu Hassan, the Sixth Phase Government has championed deliberate and far-reaching reforms that have expanded insurance access, strengthened oversight, embraced innovation, and brought the sector closer to the people it serves.

At the heart of these reforms lies a clear vision: to build an inclusive, resilient, and self-reliant insurance ecosystem that not only cushions citizens against life's uncertainties but also secures public investments and catalyzes national development.

One of the most pivotal developments during this period has been the creation of national insurance consortia in strategic sectors — agriculture, and oil and gas.

These consortia bring together local insurers to pool risk, share capital, and collectively underwrite high-value, high-impact policies that were previously dominated by foreign companies.

This structural innovation is a bold step toward reclaiming economic sovereignty and ensuring that Tanzanian companies participate meaningfully in sectors that shape the future of the nation.

Speaking recently during a working session between the Editors' Forum and the Tanzania Insurance Regulatory Authority (TIRA), organized by the Office of the Treasury Registrar (OTR), TIRA Commissioner Dr Baghayo Saqware underscored the strategic value of these initiatives.

"The consortium allows local companies to participate in oil and gas business, a domain previously dominated by foreign firms," Dr Saqware explained.

"Through this partnership, Shell and its affiliates are expected to engage actively in Tanzania's oil and gas economy."

The agriculture insurance consortium, consisting of 15 local insurers, has already begun delivering results.

Farmers affected by climate shocks — from floods in tobacco-growing regions like Tabora to pest outbreaks in cotton fields — have received compensation, protecting livelihoods and stabilizing incomes.

According to Dr Saqware, these payouts represent a critical safety net for rural communities that have long lacked structured protection against natural risks.

In a country where agriculture remains the backbone of the economy, this marks a historic shift in rural resilience.

Simultaneously, the oil and gas insurance consortium, comprising over 22 firms, has emerged to support Tanzania's growing energy sector.

Major international players like Shell and its partners are now expected to collaborate with this local structure, ensuring that critical energy projects are backed by Tanzanian insurance providers.

Dr Baghayo Saqware, Commissioner of the Tanzania Insurance Regulatory Authority (TIRA), speaks at a recent working session between the Editors' Forum and TIRA, organized by the Office of the Treasury Registrar.

This reduces capital outflows, enhances sectoral expertise, and aligns with broader local content policies aimed at maximizing domestic economic participation.

But the consortia are just one piece of the puzzle. Since 2021, the Government has implemented a wide array of reforms that touch every corner of the insurance landscape.

At the institutional level, President Samia appointed a new National Insurance Board composed of seasoned professionals whose expertise has helped guide policy, steer market growth, and provide regulatory clarity.

Their leadership has ensured the alignment of strategic priorities with national development goals.

To promote public awareness and investment, the government has increased its participation in local and international insurance exhibitions and trade fairs.

These platforms have demystified insurance to the wider public, opened up business opportunities, and strengthened Tanzania's reputation as an emerging insurance hub.

Investor interest has surged. Thanks to policy and legal reforms, the number of insurers and reinsurers operating in Tanzania has grown significantly.

The country's economic stability and streamlined regulatory environment have positioned it as an attractive destination for long-term investment.

One of the flagship legal achievements of the Sixth Phase Government has been the enactment of the Universal Health Insurance Law in 2023 — a landmark commitment to social protection.

Signed into law by President Samia and operationalized with new regulations in 2024, this law ensures that all Tanzanians can access quality healthcare services through insurance coverage.

It lays out clear frameworks for implementation, oversight, and stakeholder engagement, setting Tanzania on a path toward health equity.

Complementing this is the Finance Act of 2022, which expanded the scope of compulsory insurance.

Public buildings, government infrastructure projects, imported goods, ferries, and pontoons are now legally required to be insured by local firms.

This ensures that public assets are protected, national wealth is preserved, and local insurance companies benefit directly from national economic activity.

Digital innovation has been another pillar of the reforms. At the directive of President Samia, the Tanzania Insurance Regulatory Authority (TIRA) has integrated its systems with key public institutions, including the Bank of Tanzania, TRA, LATRA, TASAC, and NIDA.

This digital integration has boosted transparency, streamlined data sharing, and made oversight more effective.

Dr Saqware highlighted that this effort is part of a broader mandate to unify over 30 government institutions under a common ICT platform, enhancing coordination and efficiency across the sector.

Further, TIRA has launched a fully online registration system for insurance service providers, allowing seamless onboarding of companies, agents, and intermediaries from anywhere in the country.

This e-platform has drastically reduced red tape, cut costs, and accelerated the time it takes to become operational — a significant improvement for ease of doing business.

Continues on Page 21

Why Tanzania's new Investment Dashboard is key to transforming Public Entities

By the OTR Reporter

Dar es Salaam. For Tanzania's public institutions and government agencies, the launch of the Office of the Treasury Registrar's (OTR) Public Investment Management System (PIMS) marks a turning point.

More than just a digital tool, the performance monitoring dashboard is fast becoming the backbone of public sector transformation—ushering in real-time oversight, smarter decision-making, and a new culture of accountability across state-owned entities.

On August 24, 2025, at the opening of the CEOs Forum 2025 held at the Arusha International Conference Centre (AICC), Hon Vice President Dr Philip Mpango symbolically pressed the "launch button" before an audience of more than 650 board chairpersons and chief executives of public entities.

The moment underscored a simple truth: Tanzania's vast network of public investments—worth Sh86.3 trillion—can no longer be managed by outdated systems and delayed reports. A modern economy demands modern oversight.

Protecting public wealth in real time

At the heart of PIMS lies a critical national priority: safeguarding Sh86.3 trillion currently invested in public institutions and companies in which the government has minority shares.

"These investments, both large and small, require effective monitoring to ensure optimal performance and accountability," Dr Mpango stressed during the launch.

The system is designed to protect these assets by providing leaders with continuous visibility into institutional performance, enabling corrective actions before issues escalate into costly losses.

"I look forward to seeing this system fully operational across the country," Dr Mpango said.

He went on to add, "My desire is for every public institution and government agency to utilize the Public Investment Management System, so that all investments are monitored and every decision is informed by real-time data."

Closing information gaps in Public Sector management

The Treasury Registrar, Mr Nehemiah Mchechu, explained that PIMS was developed to address persistent gaps in the management of public investments.

"Previously, the government struggled with the lack of accurate and timely information about investments and the performance of public corporations—information that is critical for decision-making at different levels," Mr Mchechu said.

Adding, "To resolve this, we developed the Public Investment Management System (PIMS)."

Mr Mchechu emphasized that the dashboard is designed to increase transparency, accountability, and effective monitoring.

Vice-President Hon Dr Philip Mpango admires the Treasury Register's Public Investment Management System (PIMS) after its launch at the CEOs Forum held in Arusha from 23rd - 26th August, 2025.

"The leadership dashboard has been built specifically to give senior decision-makers—including the Treasury Registrar and top government leaders—a clear, real-time view of performance," he explained.

Through this dashboard, he expounded, the OTR will strengthen accountability, transparency, and efficiency in management, ultimately protecting and improving public investments.

Accessible through dashboard.tro.go.tz, the platform is already live for institutions nationwide.

How the Dashboard Works

Developed in collaboration with experts from various public entities, the dashboard leverages advanced ICT to track performance without the need for physical inspections.

Mr Donald Juma, the Director of ICT at the OTR, highlighted the operational power of the dashboard.

"Through this dashboard, the OTR can monitor revenue streams, access real-time statistics, and evaluate performance without visiting each institution," he said.

He underscored its design focus, explaining, "The dashboard was created with user-friendliness and efficiency at its core."

"It provides decision-makers with simplified, real-time access to critical data, ensuring that performance can be tracked and acted upon immediately."

According to Mr Juma, the system organizes information into four key clusters.

The first covers Non-Tax Revenue collection, highlighting trends against targets and including contributions, dividends, and loan repayments.

The second focuses on government investments, providing financial insights into both commercial and non-commercial Public and Statutory Corporations (PSCs).

The third addresses governance, offering updates on boards and chief executives while tracking compliance and leadership performance.

The fourth delivers detailed institution-specific metrics, allowing users to identify progress or underperformance at each entity.

From data to smarter decisions

The analytical value of PIMS lies not only in its numbers but in what those numbers enable.

By benchmarking against peers, institutions can identify underperformance, adopt best practices, and cultivate a culture of continuous improvement.

Continues on Page 23

More institutions cross Sh10 billion dividend – what it means for Public Finances

By the OTR Reporter

Dar es Salaam. A wave of strong financial performances among key institutions in Tanzania has led to a sharp rise in dividend remittances to the government and shareholders during the 2024/25 financial year, as recorded by June 9, 2025.

A total of six institutions each remitted over Sh10 billion in dividends, up from five last year, with the combined value of contributions surging to Sh267 billion.

This is an impressive 56 percent increase from the Sh171 billion garnered during the same period in 2023/24.

These dividends come from institutions obligated by law—either under the Public Corporations Act or the Companies Act—to remit earnings to their shareholders, including the government where applicable.

The sharp rise in both the number of institutions and the total remitted amount underscores a broader trend of improved governance, operational efficiency, and profitability across strategic sectors.

Speaking recently during Gawio Day, Her Excellency President Dr Samia Suluhu Hassan commended the institutions for their improved performance, describing the results as a clear demonstration of the gains being realized from her administration's reforms in economic governance and accountability.

"This level of compliance and commitment to remit dividends is not just a financial achievement—it reflects the growing maturity and integrity of our institutions," she said.

"We are witnessing the results of deliberate efforts to instill transparency, productivity, and responsibility in both public and private sector entities."

The Head of State emphasized that the increased remittances will go a long way in supporting the government's development agenda, especially in funding essential services without relying solely on borrowing or increased taxation.

"Sh267 billion is not a small amount. It allows us to strengthen our budget for health, education, water, and rural electrification—touching the lives of ordinary Tanzanians," she noted.

"These contributions reduce fiscal pressure and increase our ability to plan sustainably."

President Samia also singled out the Tanzania Petroleum Development Corporation (TPDC), the only fully public institution on the list, for making its debut among top dividend contributors.

"TPDC's entry into this high-performing group shows that government institutions, when empowered and managed professionally, can be commercially successful and nationally impactful," she remarked.

"It is encouraging to see that state-owned enterprises are no longer viewed as a burden, but as strong contributors to our economic goals."

Reflecting on the presence of five minority-interest companies on the list—Twiga Minerals, Airtel Tanzania, NMB Bank, Puma Energy, and NBC—President Samia highlighted the importance of strategic government investments in the private sector.

"Our minority stakes in these companies continue to yield real, measurable returns. This validates our approach of ensuring the state remains an active, yet facilitative, partner in business," she said.

The Minister responsible for Planning and Investment, Prof Kitila Mkumbo, lauded the achievements as a reflection of sound economic stewardship and growing investor confidence.

"This performance shows that the investment environment we have nurtured over the past few years is working. Profitability is up, compliance is up, and public-private cooperation is delivering results," Prof Mkumbo said.

"These dividend contributions are not just about numbers—they are evidence of growing productivity, better corporate governance, and a stable policy environment."

Prof Mkumbo emphasized that the government would continue creating room for commercial success through investment-friendly policies, especially in sectors where the state retains a stake.

"We will continue to promote reforms that ensure all institutions, public or private, contribute meaningfully to our econ-

"Sh267 billion is not a small amount. It allows us to strengthen our budget for health, education, water, and rural electrification—touching the lives of ordinary Tanzanians...

TPDC's entry into this high-performing group shows that government institutions, when empowered and managed professionally, can be commercially successful and nationally impactful...

Our minority stakes in these companies continue to yield real, measurable returns. This validates our approach of ensuring the state remains an active, yet facilitative, partner in business.

- President Samia

Her Excellency, President of Tanzania, Dr Samia Suluhu Hassan, hands over a trophy to NMB Bank Board Chairperson, CPA David Nchimbi, at State House, Dar es Salaam, in June 2025, in recognition of the bank's significant dividend contribution to the government coffers. On the Chairperson's right is the bank's CEO, Ms Ruth Zaipuna.

omy," he added.

"The future is about partnerships—where the government enables, and businesses thrive."

Adding to this recognition, the Treasury Registrar, Mr Nehemiah Mchechu, praised the institutions for heeding the President's directive.

"Last year during Gawio Day, Her Excellency President challenged public commercial entities to step up and match the performance of companies where the government holds minority shares. This year, we saw that instruction come to life," said Mr Mchechu.

Adding, "For the first time, one of our own—TPDC—stood shoulder to shoulder with top-performing firms and presented a cheque of over Sh10 billion. "It's a proud moment for the government and a sign that our public corporations are rising to the occasion."

Mr Mchechu also underscored the broader transformation under the sixth-phase administration, noting a historic leap in dividend and contribution collections.

"Under President Samia's leadership, collections by the Treasury Registrar's Office have grown from Sh637 billion in 2020/21 to over Sh1.028 trillion in 2024/25—a 61 percent increase," he said.

This is the first time in the history of the Office to reach that level of revenue collections.

Mr Mchechu further explained that the Sh1.028 trillion collected this year comprises three major streams: dividends from public and partially government-owned business entities, which contributed Sh603.4 billion—about 59 percent of the total.

Others are; a 15 percent remittance from gross revenue amounting to Sh363.4 billion, making up 35 per cent; and other revenue sources contributing Sh61 billion, or six percent of the total collection.

"These figures not only reflect improved institutional discipline but also a growing understanding of the strategic role of state investments," concluded Mr Mchechu.

> "We will continue to promote reforms that ensure all institutions, public or private, contribute meaningfully to our economy.
> ***- Prof Mkumbo***
>
> Under President Samia's leadership, collections by the TR's Office have grown from Sh637 billion in 2020/21 to over Sh1.028 trillion in 2024/25—a 61 per cent increase.
> ***- Mr Mchechu***

SELF MF disburses Sh196.9 billion in loans to low-income earners

Ms Santiel Yona, Chief Executive Officer of the Small Entrepreneurs Loan Facility Microfinance (SELF MF), speaks at a recent working session between the Editors' Forum and SELF MF, organized by the Office of the Treasury Registrar.

By Linda Mshana

Dar es Salaam. The Small Entrepreneurs Loan Facility Microfinance (SELF MF), a government-owned microfinance institution under the Ministry of Finance and operating under the oversight of the Office of the Treasury Registrar (OTR), has emerged as a key player in Tanzania's financial inclusion landscape.

Between 2021 and June 30, 2025, the facility disbursed loans worth Sh196.9 billion to individuals and institutions across the country, maintaining a non-performing loan (NPL) ratio of less than 10 percent.

This impressive performance in a market often dominated by informal businesses with limited collateral and repayment history, was revealed by the fund's Chief Executive Officer, Ms Santiel Yona, revealed these figures during a recent media briefing.

She emphasized that SELF MF has not only sustained profitable operations but has also played a pivotal role in widening access to credit among underserved groups, particularly low-income earners, smallholder farmers, and entrepreneurs in the informal sector.

In a financial ecosystem where many remain unbanked or underbanked, SELF MF has proven that inclusive lending models can be both socially impactful and financially viable.

Over the four-year period, SELF MF has served a total of 183,381 borrowers.

Notably, 53 per cent of them—97,170—are women, while 86,211 are men, representing 47 percent of the total.

This gender balance is not incidental. It reflects the fund's strategic commitment to women's economic empowerment—a critical component in national development.

By channeling more resources into the hands of women, particularly those in rural areas or informal occupations, SELF MF supports household stability, community resilience, and intergenerational uplift.

But the impact goes deeper. Beyond direct lending, the institution has supported 549 microfinance institutions (MFIs) across Tanzania, offering not just financial capital but also technical support.

This capacity-building work strengthens the microfinance ecosystem itself—ensuring that these grassroots financial actors can reach more people, manage risk better, and ultimately become more sustainable.

In a country where formal banking infrastructure remains limited in many areas, this approach reinforces SELF MF's role as a systemic enabler of inclusive finance.

According to Ms Yona, SELF MF's core mission is to empower Tanzanians to engage in productive activities.

"Our goal is to create opportunities that boost household incomes and reduce poverty, particularly in rural and peri-urban areas," she said.

> SELF MF has not only sustained profitable operations but has also played a pivotal role in widening access to credit among underserved groups, particularly low-income earners, smallholder farmers, and entrepreneurs in the informal sector.

Her estimate that over 180,000 jobs have been generated through the fund's lending activities is not merely anecdotal—it speaks to the catalytic potential of microfinance when deployed strategically and at scale.

In practical terms, this means SELF MF is doing more than issuing loans—it is creating livelihoods.

A person who starts a small tailoring business, expands a kiosk, or invests in livestock with a SELF MF loan may eventually hire others, purchase from local suppliers, and contribute to the local economy.

When this process is replicated at scale—nearly 200,000 times in this case—it creates a ripple effect that can support local economic transformation.

The fund has also started to align its portfolio with Tanzania's broader development priorities.

Star TV Digital Manager, Caren-Tausi Mbowe engages SELF MF CEO, Ms Santiel Yona, with a question during the Editors' Forum held in Dar es Salaam recently.

A notable example is the introduction of loans aimed at promoting access to clean cooking energy.

With over 80 per cent of Tanzanian households still dependent on biomass fuels, the shift toward cleaner alternatives is not just an environmental imperative—it is also a public health and gender equity issue.

By enabling low-income households to afford cleaner cooking solutions, SELF MF is contributing to national targets on energy transition, environmental protection, and women's welfare.

In parallel, SELF MF has reached 10,378 people with financial literacy training during the same period.

This is a foundational investment in the country's human capital.

Access to credit without the skills to manage it often leads to debt traps and default.

By coupling finance with education, SELF MF increases the odds of long-term borrower success and strengthens its own loan portfolio quality in the process.

Beneficiary stories bring these impacts to life.

In Dodoma, a microfinance entrepreneur began with a loan of less than Sh100 million and now qualifies for loans above Sh500 million.

Her organization, Women Development Support Unit (WODESU), has expanded its client base from 500 to 4,878 across all seven districts of the region.

Through WODESU, thousands of low-income women are accessing group loans tailored to their specific needs—evidence that institutional support can unlock exponential social impact.

In Kitunda, Dar es Salaam, livestock keeper Ms Hosiana Swai started with just four cows.

After three loan cycles with SELF MF, she now owns 24 cows, 30 goats, and 10 pigs.

She has improved her animal shelters, invested in higher-quality breeds, and is preparing for further expansion.

Her story shows that targeted microfinance doesn't only benefit traders or urban entrepreneurs—it can also elevate small-scale farmers, who form the backbone of Tanzania's rural economy.

However, the road ahead is not without obstacles.

Ms Yona pointed out several structural challenges: widespread financial illiteracy, a culture of borrowing without adequate repayment discipline, and the informality of many businesses, which often lack proper records or collateral.

> A person who starts a small tailoring business, expands a kiosk, or invests in livestock with a SELF MF loan may eventually hire others, purchase from local suppliers, and contribute to the local economy.

These issues are not unique to SELF MF—they reflect broader gaps in Tanzania's financial ecosystem.

But they also present opportunities for innovation, policy reform, and greater public-private collaboration.

To respond, SELF MF has articulated an ambitious vision for future growth.

It plans to expand its physical presence from 12 to 22 branches, invest in digital systems to enhance operational efficiency, and scale up loan disbursement while maintaining healthy repayment rates.

This dual focus—on outreach and sustainability—underscores the fund's commitment to balancing mission with financial discipline.

Established on July 1, 2015, SELF MF is the successor to the Small Entrepreneurs Loan Facility Project, which had operated since 2000.

The transformation into a licensed microfinance institution has enabled SELF MF to operate with greater autonomy and scale, while staying anchored in its developmental mandate.

SELF MF's product portfolio is broad and evolving. It includes wholesale loans to MFIs and SACCOS, direct lending to micro and small businesses, agricultural financing, housing improvement loans, and even loans for salaried public servants.

Its offerings also extend into non-financial services, including business training and insurance brokerage—providing coverage for fire, theft, and other risks that threaten vulnerable borrowers.

With 12 branches already established in strategic locations including Dar es Salaam, Morogoro, Arusha, Mtwara, Tanga, Dodoma, Zanzibar, Kahama, Geita, Mwanza, Iringa, and Mbeya, the institution is well-positioned for its next phase of expansion.

Public Sector at a crossroads - can it mirror its efficiency?

Deputy Prime Minister Hon Dr Doto Biteko speaks during the closing of the four-day CEOs Forum held in Arusha from August 23 to 26, 2025.

By the OTR Reporter

Arusha. In a candid message that resonated far beyond the walls of the conference room in Arusha, Deputy Prime Minister Hon Dr Doto Biteko challenged Tanzania's public institutions to redefine themselves—not through more funding or restructuring, but by borrowing a surprisingly familiar playbook: that of the private sector.

His remarks, delivered at the closing of the CEOs Forum for Board Chairpersons and Executives of Public Institutions on Tuesday, August 26,2025, carried more than a hint of urgency.

They signaled a government increasingly intent on seeing its own agencies evolve into self-reliant, results-driven, and fiscally responsible entities—much like the private companies they often regulate or rely on.

"The private sector thinks strategically, pays its own salaries, and contributes taxes," Dr Biteko noted during the CEOs Forum which brought together over 650 participants.

> Do the work of managing your organizations so that you become skilled in fixing your institutions and thinking differently...
> I don't want to hear that Chairpersons and the Chief Executive Officers are in conflict...
> Heads of public institutions must close all revenue leakage loopholes. **– Dr Biteko**

"Yet some public institutions still rely on government support just to survive."

At first glance, the directive might seem straightforward: be more like business.

But in a country with 252 majority-owned public entities—many still navigating legacies of bureaucracy and budget dependence—the shift Dr Biteko envisions may prove both ambitious and transformative.

These entities form the backbone of public sector investment, even as the government also holds stakes in 56 minority-owned companies.

A New era of accountability

Gone are the days when public institutions could hide behind procedural red tape.

According to Dr Biteko, the time has come for them to justify their existence not just by mandate, but by impact.

> Several public institutions are already showing what's possible when independence becomes a priority...
>
> Reducing dependency enables those funds to be redirected toward implementing major development projects.
> **– Mr Mchechu**

That means plugging revenue leaks, streamlining management, and embracing innovation—pillars long associated with successful private enterprises.

He emphasized that board chairs and CEOs must step up, manage differently, and adopt an innovation-driven mindset.

"Do the work of managing your organizations so that you become skilled in fixing your institutions and thinking differently," he urged.

"Heads of public institutions must close all revenue leakage loopholes."

He also pressed CEOs to think more aggressively about asset utilization.

Tanzania's public institutions collectively hold Sh86.3 trillion in investments—spanning public entities and minority interest companies—and Biteko challenged their leaders to ensure these holdings are not merely safeguarded, but transformed into engines of economic growth.

The Deputy Prime Minister also stressed the importance of harmony within institutions.

"I don't want to hear that Chairpersons and the Chief Executive Officers are in conflict," he cautioned. "You must work together."

He called on them to be ambassadors of peace ahead of the upcoming general elections, set for October 29, 2025.

"As a nation, we aspire to have peaceful elections, because when there is peace, our public institutions will be in a better position to perform well," he emphasized.

Reforms already taking root

That transformation, however, is not starting from zero.

According to Treasury Registrar Mr Nehemiah Mchechu, several public institutions are already showing what's possible when independence becomes a priority.

"In the first phase, major institutions including STAMICO, TANESCO, and TPDC have managed to do away with reliance on government subsidies for operations and salaries," he said.

He pointed to these reforms as proof that change is achievable—and beneficial.

"Reducing dependency enables those funds to be redirected toward implementing major development projects," Mr Mchechu explained.

The Treasury Registrar noted that his office is continuing assessments aimed at preparing more institutions to operate independently by the end of the next fiscal year.

Eyes on Dira 2050

Meanwhile, Deputy Minister in the President's Office – Planning and Investment, Hon Stanslaus Nyongo, put the conversation in a broader national context.

"The government has a plan to reach Upper-Middle-Income Economy status by 2050, with the national GDP reaching $1 trillion compared to the current $85 billion," he said.

According to Mr Nyongo, public institutions must become key players in that journey—not just administratively, but economically.

"This is no small task. We have a lot to do, and I believe that by strengthening our public institutions, we will be able to achieve that goal."

He added that empowering these institutions is critical to realizing Vision 2050, the government's blueprint for sustainable and inclusive economic growth.

"The goal is to ensure public institutions contribute significantly to the national economy—including through strategic investments and innovation."

A call to think differently

Dr Biteko's challenge ultimately cuts to the heart of public service in a modern economy: can public institutions think like businesses while still upholding their public duty? Can they move from being cost centers to growth drivers?

It's a question that doesn't just affect the corridors of government—it affects every citizen who relies on efficient electricity, safe roads, quality healthcare, and effective regulation.

And in Arusha, at least for a day, it was clear the conversation has begun.

Beyond the Cheques: How dividends support national development

By the OTR Reporter

As Tanzania steps up efforts to finance its development agenda through domestic resource mobilization, the contribution of public institutions—particularly through non-tax revenue (NTR) such as dividends, statutory contributions, and other remittances collected by the Office of the Treasury Registrar (OTR)—has become a cornerstone of fiscal policy.

The government's investment through the OTR in public entities and minority-owned companies currently stands at Sh86.3 trillion—a vast portfolio of national assets expected to deliver meaningful returns for the people.

It was against this backdrop that the government designated June 10, 2025, as Dividend Day (Gawio Day)—an initiative to recognize and catalyze the role of State-Owned Enterprises (SOEs) and government minority-owned companies in strengthening national self-reliance through internally generated revenue.

During the event, the government announced that NTR collections for the 2024/25 financial year had reached Sh1.028 trillion, up from Sh637.67 billion in 2020/21—marking a 61 percent increase under the sixth-phase government.

This milestone underscores why Dividend Day is more than a ceremonial occasion---It is a fiscal checkpoint, a moment of accountability, and a strategic reflection on how government-owned assets are performing—not just financially, but as instruments of public value creation.

The strategic importance of NTR

According to the Treasury Registrar, Mr Nehemiah Mchechu, NTR is not merely supplementary income—it is a pillar of sustainable budget financing.

These revenues, channeled directly into the Government Consolidated Fund, finance essential sectors such as education, healthcare, water supply, and infrastructure development—without expanding national debt or overburdening taxpayers.

This stream of income, which includes dividends from profitable public entities, 15 percent statutory contributions from gross revenues, and other surplus remittances, ensures that public enterprises account for the value of the resources they manage on behalf of the people.

By reducing reliance on foreign aid and commercial borrowing, NTR strengthens fiscal autonomy—crucial for a country navigating complex global economic dynamics while seeking to preserve policy independence.

Performance under the sixth-phase government

Under the leadership of Her Excellency President Dr Samia Suluhu Hassan, NTR collections have shown remarkable growth.

Since the 2020/21 financial year, the OTR has steadily expanded its revenue base, reflecting both improved performance by SOEs and minority-owned companies, as well as strengthened compliance and oversight mechanisms.

Looking ahead, Treasury Registrar Nehemiah Mchechu noted that even bigger numbers are anticipated in the 2025/26 financial year, citing improved corporate governance and stronger institutional

The recently launched John Pombe Magufuli Bridge

The Julius Nyerere Hydroelectric Power Project

alignment with national goals.

To that end, the OTR has set an ambitious NTR collection target of Sh2 trillion for the current financial year.

Revenue as an instrument of governance

The dividend and NTR policy also plays a crucial role in reshaping public sector accountability.

Institutions are now judged not only by service delivery but also by their financial returns to the state.

This marks a shift toward a performance-driven public enterprise model.

"Institutions must deliver not only on their mandates but also show tangible financial returns," Mr Mchechu emphasized. "Every shilling remitted translates into classroom desks, medicine in clinics, or clean water in rural villages."

The growing number of contributing entities, and the rising value of their contributions, underscore a deepening culture of efficiency and results in managing public resources.

Social impact and transparency

Beyond macroeconomic gains, NTR has a direct social impact. It funds grassroots projects—health centers in rural areas, new classrooms in underserved districts, and expanded access to safe water.

These tangible outcomes build public trust and affirm that national wealth can be transparently and equitably deployed.

Ms Lightness Mauki, Director of Performance Management, Monitoring and Evaluation (Commercial Entities) at the OTR, noted recently that transparency in the collection and use of NTR fosters civic confidence.

"Citizens begin to see themselves not just as beneficiaries but as stakeholders in public finance," she underscored.

This transparency also strengthens participatory governance. By encouraging public scrutiny of how dividends and contributions are used, the system reinforces democratic accountability and social cohesion.

Institutional reforms and technology integration

To plug revenue leakages and enhance compliance, the government has adopted digital tools such as PlanRep and electronic payment systems across ministries and agencies.

These platforms improve traceability, reduce manual errors, and ensure timely remittances.

Moreover, the OTR conducts regular audits and evaluations of SOEs and parastatals to assess potential revenue sources and track underperformance.

This continuous monitoring ensures that no opportunity for public income is left untapped.

Legal framework and revenue composition

The legal backing for NTR is robust.

Dividends are collected under the Companies Act and Public Corporations Act, while 15 percent gross revenue contributions are mandated under the Public Finance Act.

Additional remittances—such as 70 percent of annual surpluses, loan repayments, and telecom fees from the Telecom Traffic Monitoring System (TTMS)—further diversify the revenue base.

Together, these sources create a multi-channel stream of domestically mobilized resources that can fund national priorities without increasing taxation or external debt.

A national call to action

According to Ms Neema Musomba, Director of Management Services at the OTR, the stakes are national.

"This is not just a financial transaction—it's a patriotic duty," she said.

"Every public institution and every company with government shares must contribute. That is how we secure the future of Tanzania."

Public institutions recognized for outstanding performance

By the OTR Reporter

Arusha. The CEOs Forum 2025 — a high-level gathering of Board Chairpersons and Chief Executive Officers (CEOs) of Public Institutions — culminated in the presentation of performance awards to government entities that excelled in the 2023/24 financial year.

The four-day forum, held in Arusha from August 23 to 26, 2025, brought together over 650 participants from across the country and was organized by the Office of the Treasury Registrar.

It was officially opened by the Vice President of the United Republic of Tanzania, Hon Dr Philip Mpango, on Sunday, August 24, and closed by the Deputy Prime Minister and Minister for Energy, Dr Doto Biteko, on Tuesday, August 26.

The awards were based on operational criteria such as growth in internal revenue, expenditure control, improvement in profit margins (Net Margin), enhancement of liquidity (Current Ratio), and return on investment (ROE).

Other criteria included reducing dependence on government subsidies, efficiency in spending, implementation of audit recommendations by the Controller and Auditor General (CAG), publication of financial statements, and improvements in public service delivery.

Awarded institutions were categorized into four specific groups according to their type and functions.

In the category of commercial institutions, awards were given to those that showed improvement in revenue, profits, liquidity, and return on government capital.

The winners in this group were the National Housing Corporation (NHC), the Medical Stores Department (MSD), and the State Mining Corporation (STAMICO).

Other well-performing institutions in this category included the Tanzania Petroleum Development Corporation (TPDC) and the Arusha International Conference Centre (AICC).

For non-commercial institutions, the evaluation criteria included expenditure control, enhancement of internal revenue, cost control, and reduction of dependency on government subsidies.

Winners in this category were the Tanzania Forest Services (TFS), the Tanzania Tobacco Board (TTB Tobacco), and the National Bureau of Statistics (NBS).

Other notable institutions included the Business Registrations and Licensing Agency (BRELA) and the Tanzania Insurance Regulatory Authority (TIRA).

In the category of institutions engaged in both commercial and non-commercial activities, under the criterion of good governance, awards were given to institutions that demonstrated high levels of implementation of audit recommendations, received positive audit opinions, published financial reports, and had well-assessed boards.

Winners in this group were the Bank of Tanzania (BOT), the Tanzania Medicines and Medical Devices Authority (TMDA), and the Tanzania Mercantile Exchange (TMX).

Other well-performing institutions included the Public Procurement Regulatory Authority (PPRA) and the Moshi Urban Water Supply and Sanitation Authority (MUWSA).

In the category of excellence in public service delivery, awards were given to institutions that improved digital systems, increased customer satisfaction, and expanded the reach of their services.

The winners in this category were the Jakaya Kikwete Cardiac Institute (JKCI), the Warehouse Receipt Regulatory Board (WRRB), and the Land Transport Regulatory Authority (LATRA).

Other recognized institutions included the Tanzania Plant Health and Pesticides Authority (TPHPA) and the Tanzania Atomic Energy Commission (TAEC).

Speaking before presenting the awards, the Treasury Registrar, Mr Nehemiah Mchechu, stated that the awards are part of the government's efforts, through his office, to strengthen the management and performance of public institutions, with the goal of increasing their contribution to the national budget.

"We have set a target to ensure public institutions can contribute at least 10 per cent to the National Budget by 2028, up from the current 3 per cent to 4 per cent. These awards are part of the strategy to reach that goal," he said during the event

Vice President of Tanzania, Hon Dr Philip Mpango, hands over a trophy to the Governor of the Bank of Tanzania (BoT), Mr Emmanuel Tutuba (right), accompanied by the Permanent Secretary of the Ministry of Finance, Dr Natu Mwamba (left), in recognition of BoT's contribution to the government coffers. The presentation took place during the opening of the CEOs Forum 2025 on August 24.

which brought together over 650 participants.

He added: "The increase in the value of government investment in public institutions, which has now reached Sh86.3 trillion, representing a 32 percent increase compared to the 2019/20 fiscal year, has been driven by investment in strategic sectors."

For his part, Dr Mpango emphasized that reforms in public institutions are not optional but a responsibility, especially considering that the government has invested Sh86.3 trillion in these institutions.

"Strong governance of public institutions is among the government's key agenda to ensure that this massive Sh86.3 trillion investment yields returns for the nation," he emphasized.

He said that these institutions must offer high-quality services, stimulate job creation, and significantly contribute to national revenue.

Dr Mpango explained that non-tax revenue has increased by 37 percent over the past four years, from Sh753.9 billion in 2019/20 to Sh1.028 trillion in 2024/25, and highlighted the Office of the Treasury Registrar's goal of reaching Sh2 trillion in the current financial year.

He stressed that institutions that have not yet contributed to the Government Consolidated Fund must carry out in-depth evaluations and take concrete steps.

Citing success stories, he mentioned STAMICO and TPDC, which previously relied on government wage subsidies but are now self-sustaining, thereby reducing the burden on the government.

> "Strong governance of public institutions is among the government's key agenda to ensure that this massive Sh86.3 trillion investment yields returns for the nation.
> **- Mr Mchechu**

Reforming TZ's Insurance Sector: Four years of progress, national impact

From Page 9

Dr Baghayo Saqware, Commissioner of the Tanzania Insurance Regulatory Authority (TIRA), speaks at a recent working session between the Editors' Forum and TIRA, organized by the Office of the Treasury Registrar.

Inclusivity has also been expanded. The Government facilitated the introduction of Takaful insurance, which caters to citizens who prefer insurance products aligned with Islamic principles.

This initiative not only respects religious diversity but also promotes financial inclusion by ensuring no Tanzanian is left behind.

These reforms have delivered measurable and meaningful results.

The insurance sector has witnessed explosive growth in service provision, with the number of registered providers more than doubling — from fewer than 1,000 in 2021 to over 2,400 by mid-2025.

In tandem, the number of insured Tanzanians has surged from 14 million to nearly 26 million, reflecting increased public trust and awareness.

Formal employment in the insurance industry has nearly doubled, supporting nearly 7,000 professionals across the country, up from just over 3,500 in 2021.

This upward trend in job creation underscores the sector's growing contribution to the economy.

Financial indicators also paint a picture of robust sectoral health.

The value of insurance assets has nearly doubled, climbing from Sh1.28 trillion to Sh2.495 trillion, while capital in the sector has more than doubled — rising from Sh416 billion to Sh993 billion.

Insurance's contribution to national GDP has grown steadily, moving from 1.68 per cent in 2021 to 2.01 percent by 2023.

With continued reforms and sustained momentum, the government anticipates this share will rise to 3 percent by 2030.

Product innovation has remained a strong focus, with an average of 15 new insurance products introduced each year.

These include tailored offerings for agriculture and livestock, supporting resilience in the sectors that employ the majority of Tanzanians.

Together, these achievements tell a story of bold leadership, sound policy, and strategic execution.

President Samia's administration has not only expanded the insurance sector — it has redefined its purpose.

Insurance in Tanzania today is more than just a financial product — it is a national tool for empowerment, security, and sustainable growth.

And as the country continues to implement Dira 2050 and other long-term development frameworks, a robust and responsive insurance industry will remain essential to safeguarding progress, protecting people, and unlocking new opportunities for all.

Vice-President of the United Republic of Tanzania Hon Dr Philip Mpango (centre) hands over a trophy to the Board Chairperson of the National Housing Corporation (NHC), Dr Sophia Kongela (right) and NHC Director General Mr Hamad Abdallah (left), on August 24, 2023 at the iconic Simba Hall of the Arusha International Conference Centre (AICC), in recognition of NHC's significant contribution to the government's coffers.

Participants of the 2025 CEOs Forum follow a session attentively at the iconic Simba hall of the Arusha International Conference Centre (AICC). The Forum ran from 23rd - 26th August, 2025.

Hon Ambassador Thobias Makoba, Director of the Global Strategic and Geo-Political Unit at the Ministry of Foreign Affairs and East African Cooperation, makes a presentation during a breakout session at PAPU Tower, Arusha, on August 25, 2025. The session was part of the CEOs Forum 2025, which ran from August 23 to 26.

Why Tanzania's new Investment Dashboard is key to transforming Public Entities

From Page 11

For policymakers, consolidated data sharpens governance.

President, the Chief Secretary, ministers, and permanent secretaries can use real-time evidence from the dashboard to guide policy, allocate resources, and evaluate interventions.

Tiered access ensures that these top government leaders, along with board chairpersons and institutional executives, can all view the relevant performance data in real time, making decision-making both timely and evidence-based.

In this way, institutional performance is directly linked to national objectives.

Beyond the balance sheet

The dashboard's scope extends beyond financial monitoring. It tracks executive profiles, evaluates compliance with performance contracts, and measures progress toward strategic goals.

By doing so, it provides a holistic view of public sector health, blending financial vigilance with leadership accountability.

This digital oversight tool also introduces a new level of transparency.

Public executives can no longer hide behind delayed reports or opaque accounting systems.

Performance is visible, measurable, and comparable across the sector.

A Strategic imperative for transforming Public Institutions

The government's growing portfolio of public investments demands a monitoring mechanism that is as dynamic as the economy it supports. With Sh86.3 trillion on the line, real-time monitoring is not just a technical upgrade—it is an operational safeguard.

PIMS addresses key governance challenges: it enhances accuracy by minimizing reporting errors, enforces accountability by tying leaders to performance contracts, and ensures alignment by linking institutional results directly to national development priorities.

For CEOs and board chairpersons, the message is clear: connecting to the system is no longer optional. It is a strategic imperative that strengthens institutional credibility and ensures resources deliver value to citizens.

"By marrying technology with accountability, Tanzania is positioning itself to maximize public value from its investments while nurturing public trust.

Looking ahead

As PIMS evolves, its integration with other government systems will broaden its analytical reach and deepen its role in governance.

Long-term, the dashboard promises to enhance institutional learning, support strategic planning, and ensure that every shilling of public investment is tracked and accounted for.

The enthusiastic response from participants at the launch underscored the system's potential to reshape governance.

By marrying technology with accountability, Tanzania is positioning itself to maximize public value from its investments while nurturing public trust.

The Public Investment Management System is more than a digital tool—it is a governance revolution.

With it, Tanzania is not only monitoring its public sector in real time but also charting a course toward a more efficient, transparent, and accountable future.

Public entities anchor NTR, but Minority Interest Companies quietly outperform on efficiency

By the OTR Reporter

Dar es Salaam. With the 2024/25 non-tax revenue (NTR) figures made public on June 10, 2025, the focus now shifts to what those numbers actually reveal—particularly regarding the performance dynamics between Public and Statutory Corporations (PSCs) and Government Minority Interest Companies, the two main pillars of the government's non-tax revenue portfolio.

As of June 10, total non-tax revenue collections for the 2024/25 financial year amounted to Sh1.028 trillion—the highest in history since the establishment of the Office of the Treasury Registrar (OTR) in 1959, marking a significant milestone in Tanzania's ongoing effort to mobilize domestic resources outside the tax net.

This amount consists mainly of dividends from state-owned enterprises and government minority interest companies, which contributed Sh603.4 billion—59 percent of the total collections.

Contributions equivalent to 15 percent of gross revenue accounted for Sh363.4 billion, representing 35 per cent of the total, while other miscellaneous revenues amounted to Sh61 billion, or 6 per cent of the collections.

These figures reflect a positive trend and serve as evidence of the results of operational reforms being implemented under the directives of President Samia Suluhu Hassan.

As the Head of State emphasized, "Despite these achievements, this level still does not meet the Government's expectations regarding the contribution of Public entities and enterprises to the Government Consolidated Fund for NTR."

The OTR aims to reach at least Sh2 trillion in non-tax revenue collections in the 2025/26 financial year.

"I am optimistic we can achieve it. I instruct you, Treasury Registrar, to review all institutions and set specific revenue targets for each, so we can meet this goal," She exuded optimism as she gave a clear directive.

She went on to add: "Let us all carry this

Hon Vice President of Tanzania, Dr Philip Mpango, hands over a trophy to the Deputy Minister for Industry and Trade, Mr Exaud Kigahe (right), and the ministry's Permanent Secretary, Dr Hashil Abdallah (left), in recognition of the Ministry's significant role in facilitating institutions under its mandate to operate efficiently and contribute dividends to the government coffers.

> Our aim is to improve efficiency and ensure these institutions continue delivering better results for the benefit of Tanzanians...
>
> We need to increase the number of institutions contributing to the Government Consolidated Fund, reduce reliance on Government subsidies for operations, and remove loss-making institutions from that category.

responsibility, and God willing, when we meet next year at the dividend event, we will be proud of the results of our efforts."

PSCs, as expected, contributed the largest share with Sh764.1 billion, representing roughly 74 percent of the total.

Minority Interest Companies, while contributing less in absolute terms, generated a solid Sh263.4 billion, accounting for the remaining 26 per cent.

But the real insight lies in the structure behind those figures.

PSCs, with 195 entities reporting revenue, posted an average contribution of about Sh3.9 billion per entity.

These entities are the backbone of the public sector—large, widely distributed, and often carrying responsibilities that extend beyond revenue generation, including infrastructure development, public service delivery, and regulation.

Their wide coverage provides fiscal stability and ensures economic inclusion, but it also means they operate with mixed incentives, balancing commercial goals with broader national priorities.

As Treasury Registrar Nehemiah Mchechu stated, "These figures are evidence of a positive trend and the results of operational reforms we are implementing under Her Excellency President's guidance."

In contrast, Minority Interest companies are fewer in number and narrower in scope, with only 18 out of 56 entities reporting revenue this year.

Yet their average contribution per reporting entity was a striking Sh14.6 billion—nearly four times higher than that of PSCs.

These minority stakes represent government investments in profitable, well-managed private or joint-venture companies, particularly in sectors like finance, telecommunications, and extractives.

He further noted, "My office recognizes that despite all these achievements, we still have a significant task to continue making operational and managerial improvements."

"We need to increase the number of institutions contributing to the Government Consolidated Fund, reduce reliance on Government subsidies for operations, and remove loss-making institutions from that category."

While PSCs dominated headlines through scale, it is Minority Interest Companies that are reshaping the narrative on efficiency.

With just a fraction of the reporting institutions, the companies contributed more per entity than PSCs by a wide margin.

This superior performance on a per-unit basis raises critical questions: Is the government earning more proportionally from ventures it does not directly manage than from those it controls outright? And if so, what implications does this have for future investment or divestment decisions?

Minister responsible for Planning and Investment, Prof Kitila Mkumbo, said in the upcoming 2025/26 financial year, his Ministry, through the Office of the Treasury Registrar, is set to implement firm strategies to strengthen oversight and performance evaluation of public institutions and enterprises.

"Our aim is to improve efficiency and ensure these institutions continue delivering better results for the benefit of Tanzanians," he underscored.

It is important to note that PSCs and MIs serve different purposes.

PSCs are as much about delivering public services as they are about generating profit.

Deeply embedded in the state machinery, they are often tasked with mandates that prioritize accessibility, national development, and infrastructure over financial returns.

Their scale brings stability, but not always efficiency. On the other hand, minority interest companies are lighter, leaner, and more commercially focused.

They rely on profitability and dividends rather than operational oversight, and their returns reflect market success rather than direct state management.

As Mr Mchechu pointed out, "We are encouraged by Her Excellency the President's confidence and recognition of the importance of public institutions in driving the country's economic development."

This is demonstrated by the increase in government investment in its entities and minority interest companies—from Sh65.19 trillion in 2019/20 to Sh86.3 trillion in 2024/25—an increase of 32 per cent.

Alongside efforts to improve the performance of public institutions, the success of other strategic initiatives undertaken by the Office of the Treasury Registrar to increase the value of government investment for the broader benefit of the nation is also evident.

Mr Mchechu added, "We will continue to strengthen this oversight to ensure public institutions contribute appropriately to our national economic and social development."

It's also important to acknowledge that not all institutions are structured to generate dividends due to the nature of their responsibilities—but their accountability to the public is still a critical indicator of the value of public investment.

This year's data shows that on average, each reporting Minority Interest Companies generated nearly four times the revenue of a PSC.

That does not imply that PSCs are underperforming, as many fulfill broader social and developmental mandates, but it suggests that government minority stakes, when placed in high-performing sectors, can be extremely productive with very little administrative cost.

The contrast between these two models presents important questions. Should the government consider expanding its footprint through strategic minority investments rather than building full-service PSCs from scratch?

Is there merit in restructuring underperforming PSCs to operate more like autonomous, commercially driven entities with private participation?

Should evaluations of public investments be guided not only by their mission but also by their return on investment?

Beneath this lies a deeper philosophical tension. PSCs reflect a developmental state logic that emphasizes control, service delivery, and national presence.

Government Minority Interest Companies, in contrast, reflect a market-oriented logic focused on agility, risk-sharing, and capital return.

Both are necessary, but the current data suggest that Minority Interests may offer an underutilized path to boosting revenue without expanding bureaucratic overhead.

This does not mean replacing one model with the other, but rather asking harder questions about efficiency, returns, and purpose.

The growth of non-tax revenue this year is a clear win—but what matters now is understanding how it was earned and using those insights to shape smarter fiscal choices going forward.

Key issues emerge in the CEOs Forum 2025 as Tanzania pushes for Public Sector Reform

By the OTR Reporter

Dar es Salaam. Inside the iconic Simba Hall at the Arusha International Conference Centre (AICC), on August 23, 2025, the mood was both serious and ambitious.

The Chairpersons and CEOs Forum 2025, which gathered over 650 senior executives from more than 300 public institutions, felt less like a corporate meeting and more like a strategic national briefing.

The forum unpacked a series of interlinked issues, exposing both the strengths and limitations of Tanzania's public sector, while mapping a future defined by regional integration, digital reform, governance, and performance accountability.

The tone was set early by Vice President Hon Dr Philip Mpango, who, speaking from the main plenary stage, wasted no time in pushing for a radical shift in the way Tanzania's public institutions think and act.

"To thrive in a global economy, we must think beyond our borders," Dr Mpango declared. "Public entities must not just serve local needs. They must become ambassadors of Tanzanian excellence across Africa and the world."

It was a clear challenge — and a call to action. For four days, with breakout sessions held at venues like PAPU Tower, Gran Meliá Arusha, and Mount Meru Hotel, the forum continued to explore these critical themes.

The pressure to expand, the demand to perform

At the heart of Dr Mpango's keynote was a strategic pivot: Tanzania's public corporations, once focused primarily on domestic service delivery, are now expected to venture into regional markets and actively seek cross-border partnerships and foreign investment.

This is no small ask. But the logic is clear — for Tanzania to compete in the global marketplace, its institutions must become drivers of international business, not just custodians of national resources.

Yet, that ambition comes with a burden.

Dr Mpango reminded his audience that Sh86 trillion in government investments are tied up in public enterprises — and Tanzanians are still waiting for visible returns.

"Reforms are not optional," he said firmly. "They are a responsibility. These institutions must deliver value, stimulate innovation, create jobs, and boost revenue."

From reliance to revenue: The subsidy question

A theme echoed across speeches and panel discussions was the urgency of moving public entities from dependence to self-sufficiency.

It is a message that has been consistently driven by President Dr Samia Suluhu Hassan, and it took center stage at the forum.

Deputy Prime Minister Hon Dr Doto Biteko, delivering the closing remarks, emphasized this point with urgency.

"Tanzanians depend on you to transform their lives," he said. "With such massive government investment, every institution has a debt — not just financial, but moral — to deliver real change."

Citing success stories like the Tanzania Petroleum Development Corporation (TPDC), which doubled its contribution to the Government Consolidated Fund within a year, and the National Housing Corporation (NHC), which recorded a staggering 363 percent increase in revenue contribution, Dr Biteko showed that reform is not only possible — it's already happening.

Still, he stressed, many institutions are lagging behind. The message from the top was clear: underperformance will no longer be tolerated. Every board chair and CEO will be held accountable.

Governance under the microscope

Across the forum, speakers returned to the issue of governance — the foundation upon which reform, innovation, and growth must be built.

Mr Nehemia Mchechu, the Treasury Registrar, presented a comprehensive update on the state of public investments.

According to him, the value of government assets in public institutions had risen by 32.8 percent, from Sh65 trillion in 2020 to Sh86.3 trillion in 2025 — a growth largely driven by strategic sectors like energy and infrastructure.

But Mr Mchechu did not dwell only on figures. Instead, he zeroed in on what needed to change: financial discipline, procurement integrity, human resource reform, and smarter contract management.

The Digital Divide: Untapped Potential in SOEs

Another urgent issue that surfaced was digital and financial inclusion — or more precisely, the lack thereof.

Kennedy Komba, Director of Financial Deepening and Inclusion at the Bank of Tanzania, pulled no punches in his analysis. While mobile money usage is widespread, formal financial inclusion remains low — with only 24 per cent of Tanzanian adults holding bank accounts.

More troubling, a significant percentage of Tanzanians — 30 per cent of women and 40 percent of men — do not have SIM cards registered in their names, limiting access to digital services.

Mr Komba pointed to State Owned Enterprises (SOEs) as uniquely positioned to lead the digital transformation.

"With their reach in transport, energy, and telecoms, public corporations must spearhead digital public infrastructure," he argued.

Vice President Hon Dr Philip Mpango (centre), Minister for Planning and Investment Hon Prof Kitila Mkumbo (left), and Treasury Registrar Mr Nehemiah Mchechu (right) sing the National Anthem during the official opening of the CEOs Forum 2025 on August 23, 2025, at the iconic Simba Hall, Arusha International Conference Centre (AICC).

"We need universal digital IDs, seamless payment systems, and digital salaries. It's not just about access — it's about usability and trust."

He called for a people-centric approach and public-private partnerships, alongside national digital literacy campaigns.

Cutting bureaucracy, cultivating agility

Corporate leaders like Ms Fatma Abdallah, CEO of Puma Energy Tanzania, took a more introspective approach, urging her peers to confront the internal obstacles that often cripple innovation.

Bureaucracy, she argued, is not inherently bad — but unchecked, it becomes a brake on efficiency.

Ms Abdallah proposed a five-pillar transformation model, built on agile leadership, governance reform, workforce empowerment, digital tools, and ESG accountability.

"We must become more agile, more responsive, and more focused on outcomes," she said. "We can't compete globally if we're stuck in outdated processes."

Her remarks drew applause and echoed a growing sentiment: that reform must begin within.

Africa's credit autonomy and Tanzania's role

The forum also ventured into continental finance, with Ambassador Marie-Antoinette Rose-Quatre from the African Peer Review Mechanism (APRM) introducing the forthcoming African Credit Rating Agency (AfCRA) — a homegrown alternative to Western agencies like Moody's and Fitch.

"African economies are often misjudged through foreign lenses," she said.

"AfCRA will give us a fairer, more contextual assessment."

She praised Tanzania's SOE reforms, describing the country as a strategic trade hub with the potential to produce regional champions under the AfCFTA framework.

Her recommendation to Tanzanian institutions: explore alternative financing — from regional bond markets to subsidiary listings — and use strong governance as a springboard for long-term financial autonomy.

Awards, accountability, and a path forward

From the very outset, performance was placed at the center of the conversation — a tone set during the opening day's recognition ceremony.

Institutions that had demonstrated tangible improvements — in governance, revenue, innovation, or service delivery — were awarded in a formal ceremony led by the Office of the Treasury Registrar.

In the commercial institutions category, recognized for revenue and profitability growth, the top three were the National Housing Corporation (NHC), Tanzania Petroleum Development Corporation (TPDC), and State Mining Corporation (STAMICO).

For non-commercial institutions, which were judged on efficiency and reduced subsidy reliance, the winners included the Tanzania Forest Services (TFS), the Tanzania Tobacco Board (TTB), and the National Bureau of Statistics (NBS).

In the category combining commercial and regulatory mandates, honors went to the Bank of Tanzania (BOT), the Tanzania Medicines and Medical Devices Authority (TMDA), and the Tanzania Mercantile Exchange (TMX) for demonstrating strong governance and transparency.

For public service delivery excellence, where digital transformation and customer satisfaction were key criteria, the recognized institutions were the Jakaya Kikwete Cardiac Institute (JKCI), the Warehouse Receipt Regulatory Board (WRRB), and the Land Transport Regulatory Authority (LATRA).

These recognitions were more than accolades; they were a message — that excellence is possible, that accountability is real, and that transformation is already underway.

But the celebrations were grounded in a broader purpose: to inspire others, to raise the bar, and to signal that accountability is here to stay.

Final thoughts: A sector at the crossroads

The CEOs Forum 2025 did more than host speeches and hand out awards.

It laid bare the key tensions defining Tanzania's development: ambition versus capacity, innovation versus inertia, and independence versus dependency.

As the country positions itself for regional leadership and continental integration, the forum revealed that public institutions are both the engine and the test case.

Whether they rise to the challenge will determine much more than quarterly revenue — it will shape the future of Tanzania's economy, governance, and place in the world.

As Planning and Investment Deputy Minister, Mr Stanslaus Nyongo, reminded the gathering, Tanzania's ambition to become a $1 trillion economy by 2050 will depend not just on big ideas, but on strong, disciplined institutions that can execute them.

And as Dr Mpango had emphasized from the start, "Strong governance of public institutions is not just about financial returns. It's about service. It's about jobs. It's about trust."

CEO reflections: Key takeaways from the CEOs' Induction Program

By the OTR Reporter

Arusha. In the quiet town of Kibaha, the iconic Mwalimu Nyerere Leadership School stood as the setting for a four-day Induction Program marked by reflection, learning, and renewed purpose.

Held from July 28 to 31,2025, the program went beyond routine orientation—it served as a strategic reset, aligning Tanzania's top public leaders with the nation's long-term development blueprint: Dira 2050.

Among the key reflections was a renewed sense of national responsibility.

For **Dr James Andilile, Director General of the Energy and Water Utilities Regulatory Authority (EWURA),** the experience was a reminder that every CEO must ask themselves a fundamental question: "How am I contributing to the implementation of Dira 2050 for the betterment of our institutions, our citizens, and our country?"

He came away convinced that leadership goes beyond internal performance—it must be anchored in national progress. Equally, he saw the importance of unwavering compliance with legal and regulatory frameworks as essential to building and maintaining institutional credibility.

This sense of duty to national goals was echoed by **Dr Bill Kiwia, Director of the Higher Education Students' Loans Board (HESLB).**

He was particularly struck by the directive issued by President Samia Suluhu Hassan to increase public institutions' financial contributions to the national budget from 3 percent to 10 percent within five years.

For him, the sessions reinforced the urgency of boosting institutional efficiency and reducing dependence on government subsidies.

But efficiency alone wasn't the full message—Dr Kiwia also left with a call to be transformative.

He reflected on the need to balance adherence to laws and regulations with innovation and creativity—thinking beyond traditional models in order to respond to a changing environment and economy.

Most importantly, he emphasized the strategic value of human capital, underscoring that public leaders must identify and nurture talent within their organizations to foster resilience and confidence.

Leadership in the public sector, the program emphasized, is also deeply human.

For **Mr Primus Kimario, the Director General of the Tanzania Coffee Board,** the sessions were a reminder that technical knowledge is not enough.

He left with two strong convictions: first, that strategic networking can help address many of the challenges institutions face; and second, that workplace culture—especially staff attitudes—can make or break performance.

"Even with the best skills and knowledge, if employees have poor attitudes, performance will still equal zero," he reflected.

This human-centered perspective was also front of mind for **Mr James Kaji, Director General of the National Identification Authority (NIDA).**

His key takeaway centered on the importance of retaining skilled personnel and keeping them meaningfully engaged.

He noted that institutions perform better when staff feel valued and see themselves as integral to both the mission and future of the organization.

"Continuous stakeholder engagement is just as essential as internal communication," he observed.

The call for stronger people management strategies also resonated with **Ms Dafrosa Kimbori, the Director of Marketing at the Tanzania Broadcasting Corporation (TBC),** who spoke on behalf of the Director General.

The sessions highlighted a surprising but widespread oversight: while many institutions have strategies for operations, finance, or technology, HR departments often lack one entirely.

She emphasized the importance of developing a dedicated HR strategy to guide workforce planning.

Just as importantly, the issue of mental health stood out to her.

She came away with a deeper understanding that employee mistakes should not automatically trigger punishment—leaders must first seek to understand underlying causes, including stress and emotional wellbeing.

"Mental health problems are real," she said, urging fellow leaders to respond with empathy.

That theme of inclusion and staff development was also central to the reflections of **Dr David Mnzava, Registrar of the Medical Council of Tanganyika.**

He left the program with a renewed appreciation for the power of inclusive decision-making.

"By involving junior staff in institutional decisions, leaders can foster a sense of ownership that leads to higher productivity," he noted.

He also stressed the importance of continuous training to keep staff aligned with the organization's evolving strategy.

Looking ahead, many participants left Kibaha thinking deeply about sustainability and leadership succession.

For **Ms Neli Msuya, the Executive Director for Water Development and Environmental Sanitation in Mwanza,** two priorities stood out: developing a comprehensive HR strategy, and ensuring that future leaders are identified and prepared early.

For her, succession planning isn't a luxury—it's a necessity for long-term institutional stability.

That message was strongly reinforced during remarks by **Hon Chief**

Participants of the three-day CEOs Induction Program, held in Kibaha, Pwani Region, from July 28 to 30, 2025, follow the session attentively.

> The responsibility for preparing future leaders doesn't lie with the Ministry responsible for Public Service Management and Good Governance alone—it's a shared mandate across the entire leadership landscape.
> **- *Mr Mchechu***

Secretary Ambassador Dr Moses Kusiluka.

His words left a lasting impression on many in the room: "How would you feel if your institution fails after you retire?" he asked.

"If it collapses, then so did you."

His challenge turned succession planning into a matter of legacy—one that requires deliberate, forward-looking action from today's leaders.

The same urgency was echoed by the **Treasury Registrar, Mr Nehemiah Mchechu,** who announced that his office will soon issue a directive requiring all public CEOs to put formal succession plans in place.

For him, the equation is simple but powerful: "Leadership plus human capital equals development."

He reminded participants that the responsibility for preparing future leaders doesn't lie with the Ministry responsible for Public Service Management and Good Governance alone—it's a shared mandate across the entire leadership landscape.

Mr Mchechu also emphasized the importance of optimizing public investment, noting that while Tanzania has no shortage of resources, real impact depends on how effectively they are managed.

By the close of the four-day program, the CEOs returned to their institutions not just with knowledge—but with a sharper sense of direction.

From legal compliance and economic contribution to people-centered policies and long-term planning, the Induction Program offered more than insights—it offered a challenge.

A challenge to lead with purpose, to build institutions that last, and to see public leadership as a vehicle for national transformation.

The journey to Vision 2050 continues—and these leaders are walking it with renewed focus and commitment.

Treasury Registrar Mr Nehemiah Mchechu speaks at the Minority Interest Companies Forum in Kibaha, Pwani Region. The three-day event began on March 26, 2025.

Tanzania's IPO push signals shift toward citizen ownership, Market-led growth

By the OTR Reporter

Dar es Salaam. A bold shift in Tanzania's economic strategy is underway—one that could redefine the relationship between the government, its institutions, and its citizens.

On March 26, 2025, during the opening of the Minority Interest Companies Forum, Treasury Registrar Mr Nehemiah Mchechu announced the government's plan to list more state-owned enterprises (SOEs) on the Dar es Salaam Stock Exchange (DSE), starting from this financial year.

But beyond the announcement lies a significant transformation in Tanzania's approach to economic empowerment and public sector reform.

"We are completing the process. Institutions in which we have majority stakes should go to IPO," Mr Mchechu said. "We believe that by this financial year, we'll have the first institutions going to IPO. However, we may not be very active at first. But by the financial years 2026/27 and 2027/28, we expect to be more active in taking additional companies to the bourse."

The move reflects more than just financial strategy—it signals a deliberate pivot toward shared prosperity, financial inclusiveness, and a redefined role for the state in the economy.

From public ownership to public participation

At the heart of this initiative is a push to transfer ownership of key national assets to the people themselves. Hon Prof Kitila Mkumbo, Minister in the President's Office (Planning and Investment), framed the IPO plan as a tool for economic democracy.

"We must establish a system for public institutions to go to IPO so that citizens get the opportunity to become owners," he emphasized.

For years, many SOEs operated with limited public oversight and struggled with inefficiencies. Now, with a strategy that encourages public investment and private-sector partnership, the government hopes to foster a new culture of accountability and performance.

"Let's raise our standards to become internationally competitive," Mkumbo said. "The government is not the best at running businesses. Going forward, anything that can be done by the private sector should not be done by the government."

This represents a profound mindset shift: public institutions are being reimagined not as economic actors in competition with the private sector, but as enablers of it.

Building a competitive and inclusive economy

Permanent Secretary in the President's Office (Planning and Investment), Dr Tausi Kida, spoke of the broader mission: transforming Tanzania into a dynamic middle-income economy.

"The government will continue to create an enabling environment for business and investment to ensure our country transforms and achieves upper-middle-income status—starting from a per capita income of $4,000," she said.

By listing government-owned companies, the state reduces its capital burden while allowing citizens to invest in assets that were previously out of reach. It's a model aimed not just at reform—but at inclusivity.

Prof Mkumbo echoed this long-term vision: ***"In the next five to ten years, we want to see our companies among the largest not only in Tanzania but across Africa and globally."***

What it means for Tanzanians

The message is clear: the government is stepping back, so the people—and the market—can step forward.

Through IPOs, Tanzanians will soon be able to buy into enterprises they once merely observed from afar. For many, it's more than a financial opportunity—it's a chance to claim a stake in the country's future.

At the same time, public institutions will be compelled to operate under the scrutiny of shareholders, regulators, and the broader public—potentially unlocking new efficiencies and innovation.

Tanzania at a turning point

The March 26 announcement at the Minority Interest Companies Forum marks a defining moment. It's not just a signal of intent—it's the beginning of a new era of public-private collaboration.

As IPOs unfold over the coming years, the success of this strategy will depend on how well institutions prepare, how transparently they operate, and how boldly Tanzanians engage with the opportunity.

But one thing is certain: Tanzania is no longer content with the status quo. The path ahead is one of shared ownership, shared responsibility, and shared growth.

OTR In Pictures

Treasury Registrar, Mr Nehemiah Mchechu, speaks at the CEOs Forum 2025 in Arusha. The four-day event was held from August 23 to 26, 2025.

Ms Lightness Mauki (right), Director of Performance Management, Monitoring, and Evaluation – Commercial Entities at the Office of the Treasury Registrar, and Ms Neema Musomba, Director of Management Services, share a moment during the CEOs Induction Program in Kibaha, Pwani Region, held from July 28 to 30, 2025.

Participants of the three-day CEOs Induction Program, held in Kibaha, Pwani Region, from July 28 to 30, 2025, follow the session attentively.

From foreign to local leadership: Tanzanian CEOs prove they can in joint ventures

By the OTR Reporter

Dar es Salaam. In recent years, a quiet but powerful shift has been unfolding in Tanzania's corporate governance landscape—one marked by a growing presence of Tanzanian nationals at the helm of some of the country's most strategically important joint venture companies.

For decades, leadership in these institutions—especially those involving government shareholding and international partners—was dominated by expatriates.

Today, that tide is turning, and the results are not just symbolic but also financial.

A case in point is the transformation seen in companies such as NMB Bank, NBC Bank, Puma Energy Tanzania and Tanzania International Petroleum Reserves Limited (TIPER).

Each of these entities has, over the past few years, transitioned from foreign-led management to Tanzanian Chief Executive Officers—individuals who bring not only strong credentials but also a deep understanding of the local economic landscape.

This strategic localization of leadership aligns with a broader government vision championed by President Samia Suluhu Hassan and implemented through the Office of the Treasury Registrar (OTR), under the stewardship of Mr Nehemiah Mchechu.

According to Mr Mchechu, the Treasury Registrar, the appointment of capable Tanzanians to these top executive positions has yielded tangible benefits—notably, a significant increase in government dividends from these companies over the 2024/25 financial period.

At NBC Tanzania, Theobald Sabi has been at the helm since July 2018, following the departure of Edward Marks, a British executive previously with Barclays Egypt.

Mr Sabi's appointment was a defining moment in NBC's transformation journey, and under his leadership, the bank's dividends to the government have grown exponentially—from Sh1.3 billion to Sh10 billion, a remarkable 669 percent increase.

NMB Bank, under the leadership of Ms Ruth Zaipuna, has witnessed a staggering 300 percent increase in government dividends—from Sh16 billion to Sh64 billion.

Ms Zaipuna, who assumed office in August 2020, is the first Tanzanian to hold the CEO role after a succession of foreign executives including Ben Christianse, Mark Wiessing, and Ineke Bussemaker.

Her leadership has focused on sustainable growth, digital transformation, and expanding financial inclusion—pillars that have strengthened NMB's corporate foundation and public trust.

A similar trend can be seen at TIPER, a joint venture between the Government of Tanzania and Oryx Energies SA.

When Mohamed Mohamed stepped in as Managing Director in January 2023—succeeding Daniel Belair—the company was already a key player in petroleum storage.

Under his tenure, dividends have surged from Sh1.5 billion to Sh5.5 billion, marking a 267 per cent increase.

His local expertise and operational acumen have significantly contributed to strengthening TIPER's competitive edge.

In the energy sector, Ms Fatma Abdallah's appointment as Managing Director of Puma Energy Tanzania in early January 2023 marked another historic moment.

Replacing South Africa's Dominic Dhanah, Ms Abdallah brought with her deep international experience from Puma's Geneva office.

Since taking over, Puma's dividends to the government have grown by 50 percent, from Sh8 billion to Sh12 billion.

Her appointment by Her Excellency, President Hon Dr Samia Suluhu Hassan not only recognized her competence but also marked a strategic push to boost local leadership in key sectors.

This shift is reflected in the impressive financial results: by June 9, 2025, the Office of the Treasury Registrar had collected Sh1.028 trillion in dividends and contributions—an increase of 68 percent compared to the same period last year, and 34 percent more than the total collections of Sh767 billion for the 2023/24 financial year.

These collections include dividends and contributions from all public institutions under OTR oversight, as well as joint venture companies in which the government holds minority shares.

A strategic policy shift

Speaking on "Gawio Day" on June 10, 2025, President Samia reaffirmed the government's commitment to working with the private sector in areas deemed strategically important.

She stated that partnerships will follow a mutually beneficial "win-win" model, ensuring both the government and investors derive value from collaboration.

This win-win framework forms the basis of many of the successful public-private partnerships currently contributing to the government's rising dividend inflows—especially from institutions in which the state holds minority equity.

According to the Treasury Registrar, these impressive figures are no coincidence, but a direct result of deliberate government policy that promotes Tanzanian leadership in strategic joint ventures.

"Our goal is not just to localize leadership, but to ensure that leadership is tied to performance, accountability, and long-term national interest," said Mr Mchechu recently.

He also emphasized the role of improved investment environments and government-business relations in creating confidence among private partners.

"What we're seeing is a new era of trust between the government and its partners. Our international shareholders are confident in the competence of Tanzanian executives, and the results are speaking for themselves," he added.

Beyond representation

Appointing locals to top executive positions is more than a symbolic milestone—it marks a fundamental shift in the DNA of corporate leadership in Tanzania.

These executives have demonstrated not only their capacity to lead large, complex organizations, but also their ability to redefine what Tanzanian leadership can achieve on the global business stage.

Their success also serves as a reminder that when local talent is empowered, and when governance structures are aligned with national priorities, the dividends—both literal and metaphorical—can be substantial.

As the government continues to strengthen its oversight and involvement in state-affiliated ventures, the momentum behind this leadership transformation appears irreversible.

And if the current trend holds, the future of Tanzania's joint ventures looks both brighter and more Tanzanian than ever before.

Hon Ridhiwani Kikwete, Minister of State in the Prime Minister's Office (Labour, Youth, Employment, and Persons with Disabilities), speaks during the official closing of a four-day induction for Chief Executives of Public Entities (Group Two) on Wednesday, July 30, 2025, at the Mwalimu Julius Nyerere Leadership School in Kibaha.

Public sector reform gains momentum: Citizens, experts, govt see tangible impact

By the OTR Reporter

Dar es Salaam. As Tanzania continues its ambitious drive to reform state-owned enterprises (SOEs), a broad spectrum of voices—from senior government leaders to professional bodies and everyday citizens—are converging in agreement: the reforms are working, and their impact is beginning to reshape the public sector landscape.

This consensus was on full display at booth number 39 (Kilimanjaro Hall) of the Office of the Treasury Registrar (OTR) during the 49th Dar es Salaam International Trade Fair (DITF), known widely as Sabasaba.

The clearest expression of this support came from Hon Ridhiwani Kikwete, Minister of State in the Prime Minister's Office (Labour, Youth, Employment and Persons with Disabilities), who visited the OTR booth on July 4.

He praised the institution for spearheading reforms that have repositioned public enterprises toward performance and sustainability.

"We are grateful to the OTR under the strong leadership of Mr Nehemiah Mchechu for enabling public institutions to increase their efficiency," he said.

Mr Kikwete linked these successes directly to the broader governance reforms championed by President Dr Samia Suluhu Hassan.

"We are all witnesses. Under the Sixth Phase Government, we have seen significant operational changes in public institutions," he added, framing these reforms as more than bureaucratic adjustments—they are part of a national development strategy.

This endorsement is not merely rhetorical. Several formerly underperforming SOEs have reversed years of financial decline.

Institutions such as the Occupational Safety and Health Authority (OSHA), State Mining Corporation (STAMICO), Tanzania Electric Supply Company (TANESCO), and the Tanzania Petroleum Development Corporation (TPDC) are cited as prime examples of this turnaround.

OSHA, for instance, contributed Sh10.4 billion to the Government Consolidated Fund during the 2024/25 fiscal year—a significant milestone for a regulatory agency that traditionally relied on government funding.

Building on this momentum, the Tanzania Ports Authority (TPA) stands out as a flagship case of operational and financial turnaround.

Its contribution to the Consolidated Fund increased from Sh155.7 billion in 2023/24 to Sh181 billion in 2024/25, while simultaneously slashing operational expenditures by Sh505.59 billion, representing a 46 percent gain in efficiency.

According to Mr Sabato Kosuri, Head of Public Relations and Communication at the OTR, these outcomes reflect a broader transformation in how public institutions are being managed—shifting from dependency toward productivity, self-sustainability, and fiscal discipline.

Mr Kosuri explained that this transformation is rooted in the enforcement of governance frameworks that demand accountability, results, and value for money from public enterprises.

"Under the current reform agenda, institutions are expected to not only meet service delivery goals but also generate returns for the state. "What we are seeing now is that performance is no longer optional—it's expected," he asserted.

Adding: "Every institution must justify its existence in terms of value creation and contribution to national development."

He further highlighted the role of leadership and strategic oversight in sustaining this momentum.

While political leadership has been instrumental, professional oversight has been equally vital.

Prof Sylvia Temu, Chairperson of the National Board of Accountants and Auditors (NBAA), who visited the OTR booth on July 5, 2025, during the Sabasaba exhibition, praised the ongoing reforms for strengthening transparency, accountability, and efficiency in public financial management.

"These reforms are not only necessary but timely, considering the growing demands for good governance and responsible use of public resources," she said.

Prof Temu urged all stakeholders—including regulatory bodies, professional associations, and public managers—to remain committed to reform implementation.

"Looking ahead, all stakeholders must remain committed to sustaining the momentum of reform," she emphasized. But it was not only officials and experts weighing in.

Mr Kazimoto Edward, an engaged citizen and visitor to the OTR booth on July 7, 2025, offered a perspective grounded in business logic.

"It's impressive to see the Office presents such a clear role in overseeing public investments. For anyone interested in how government-owned businesses are managed, this was a valuable experience," he said.

Viewing the reforms through an entrepreneurial lens, Mr Kazimoto called for the continued application of business principles in managing SOEs.

"Transparency and strategic oversight are essential. These institutions should operate with the efficiency of private sector firms," he added, urging the OTR to deepen its governance frameworks and continue communicating its impact clearly to the public and potential investors.

What emerges from this confluence of voices is more than a reform success story—it is a shift in Tanzania's governance culture.

The transformation of SOEs from loss-making entities into financially viable contributors to national development is not accidental.

It is the result of intentional policy direction, professional engagement, and public oversight.

With leadership from the top, grounded implementation by oversight bodies like the OTR and NBAA, and increasing public interest, Tanzania's public sector reform is gaining both momentum and legitimacy. Still, sustaining this trajectory will require more than goodwill.

Institutional discipline, data-driven decision-making, and transparency will remain non-negotiables.

But if the conversations at Sabasaba are any indication, the country may well be entering a new chapter in public sector governance—one where reform is not just a buzzword, but a measurable reality.

Hon Ridhiwani Kikwete, Minister of State in the Prime Minister's Office (Labour, Youth, Employment, and Persons with Disabilities), accompanied by his deputy, Hon Patrobas Katambi, signs the visitor's book at the Office of the Treasury Registrar (OTR) booth during this year's Sabasaba Exhibition. Looking on are senior officials from the OTR.

Why participating in the Sabasaba Fair matters for citizens and the nation

By the OTR Reporter

Dar es Salaam. For many Tanzanians, the Sabasaba Fair is more than a trade exhibition — it's a place where long-standing questions find answers, services come closer to the people, and the public gets a chance to connect directly with government institutions.

This year, visitors to the Office of the Treasury Registrar (OTR) booth No. 39 at the 49th Dar es Salaam International Trade Fair have highlighted why participation in this national event is so important — both for citizens and public institutions.

Their experiences during the Sabasaba Exhibition, which kicked off on June 28 and went through July 13, 2025, offer clear evidence that direct engagement between citizens and state bodies can improve trust, transparency, and service delivery.

Mr Mwache Ally, a former employee of the defunct Elimu Supplies Corporation, visited the OTR booth seeking clarification on outstanding employment benefits.

After receiving in-person assistance, he expressed his satisfaction:

"We're very pleased with your services. You've brought them closer to us and answered our questions clearly," he said.

"We used to communicate by phone, but meeting face-to-face has made a real difference."

Mr Ally's remarks underscore the enduring gap between public institutions and citizens when services are delivered remotely — and the value added when engagement happens face-to-face.

In a context where many feel disconnected from formal systems, platforms like Sabasaba restore accessibility and a human touch to public service.

Ms Margareth Dioniz, also a former employee of the same institution, praised the OTR's decision to participate in Sabasaba:

"You are the right people to help us. Through you, we believe we'll finally get the justice we deserve."

Her confidence reflects something deep-

> Many people have questions about institutions that were dissolved years ago. This is our chance to give them answers and reaffirm that no voice will be ignored.
>
> ***- Mr Tamba***

Officials from the Office of the Treasury Registrar (OTR) attend to visitors at the OTR booth during the Sabasaba Exhibition.

er: that citizens perceive institutions like the OTR not just as administrators of state resources, but as bridges to long-awaited justice — especially for those affected by the collapse of now-defunct parastatals.

Mr Ameir Kombo, the marketing manager at the Effective Modernization Group Ltd, also on Wednesday, July 2, commended the professionalism of the OTR team led by the then Assistant Director of Legal Services, Mr Seraphine Tamba.

The team has remained available throughout the fair to provide explanations, receive feedback, and offer support.

"It is our responsibility to ensure that citizens and stakeholders receive the services they deserve," said Mr Tamba.

"The Sabasaba Fair gives us an opportunity to meet people where they are — to clarify legal matters, respond to concerns, and make our work more accessible."

He emphasized that direct engagement with the public is essential in building trust and resolving longstanding issues.

"Many people have questions about institutions that were dissolved years ago. This is our chance to give them answers and reaffirm that no voice will be ignored," added Mr Tamba.

Mr Tamba's comments reveal a critical insight: the legacy issues of public institutions — from employment claims to unresolved investments — can only be effectively addressed through sustained public-facing interactions.

Sabasaba, in this sense, becomes more than symbolic; it's operationally essential for cleaning up past obligations and managing public expectations.

> Citizens have the right to know how their government is investing their resources. Sabasaba gives us that chance to connect, explain, and listen...
>
> The government, through OTR, has invested Sh86.3 trillion in public institutions and companies — Sh83.33 trillion in 152 majority-owned institutions and Sh2.82 trillion in 56 minority-owned firms.
>
> ***- Mr Kosuri***

A platform for accountability and engagement

The importance of participating in Sabasaba was emphasized by Mr Sabato Kosuri, Head of Public Relations and Communication at the OTR, who stated that public institutions have a duty to inform and engage with citizens — the rightful owners of national investments.

"Citizens have the right to know how their government is investing their resources. Sabasaba gives us that chance to connect, explain, and listen," said Mr Kosuri.

This perspective reflects a growing movement within public administration: shifting from top-down information sharing to participatory governance, where institutions are not only transparent but open to scrutiny and feedback.

He revealed that the government, through OTR, has invested Sh86.25 trillion in public institutions and companies — Sh83.33 trillion in 152 majority-owned institutions and Sh2.82 trillion in 56 minority-owned firms.

The magnitude of these figures points to the scale of public interest and the corresponding need for public oversight.

When large investments are involved, citizens need credible platforms like Sabasaba to ask hard questions — and institutions need to be prepared to answer.

According to Mr Kosuri, the Sabasaba Fair supports the vision of President Dr Samia Suluhu Hassan to improve transparency, accountability, and efficiency in public institutions, ultimately generating greater returns on public investments.

"Participation in Sabasaba is part of our commitment to deliver results, build trust, and make government services more accessible," he said.

This reiterates a strategic objective of the Sixth Phase Government: restoring the link between government spending and citizen benefit.

Institutional visibility at events like Sabasaba is not a publicity gesture — it's a mechanism for reinforcing legitimacy.

All are invited

The OTR is inviting all citizens, stakeholders, and partners to visit Booth No. 39 at Kilimanjaro Hall to learn more, ask questions, and provide feedback on public investment matters.

Sabasaba is not just a fair — it's an opportunity for citizens to engage with their government and be part of building a more transparent and inclusive public sector.

Why the Tanzania-Barrick partnership matters for country's development

By the OTR Reporter

Dar es Salaam. Office of the Treasury Registrar (OTR), which represents the government of Tanzania in managing public investments, is marking five years since the establishment of Twiga Minerals Corporation—a landmark joint venture between the Government and Barrick Gold Corporation.

The formation of Twiga marked a new era for the mining sector in Tanzania.

It was a bold response to long-standing industry challenges and reflected the government's determination, through OTR, to forge strategic partnerships that not only stabilize operations but also ensure that the country's natural resources benefit its people directly.

Under the leadership of the Treasury Registrar, the government has taken an active shareholder role in the partnership—demonstrating that when governance, transparency, and public interest align, a nation's mineral wealth can be harnessed for inclusive development and long-term prosperity.

Since its inception, Twiga has helped reimagine how the mining sector can drive national development—through shared ownership, impactful investment, and sustainability.

A government perspective on strategic impact

Reflecting recently on the five-year journey of Twiga, the Treasury Registrar, Mr Nehemiah Mchechu, commended the joint venture as a landmark example of effective public-private partnership in Tanzania.

He emphasized that the strategic collaboration between the government of Tanzania and Barrick Gold has proven that shared ownership can deliver not only commercial value but also national development outcomes that uplift communities and drive inclusive growth.

According to Mr Mchechu, Twiga represents a new era in resource governance—one that prioritizes transparency, accountability, and long-term impact.

Mr Mchechu highlighted that the structure of the Twiga partnership, which places the government in an active shareholder role, has ensured that Tanzanians directly benefit from the country's mineral wealth.

Revenue flows to the national treasury have increased steadily, and dividends from the venture are being channeled into priority areas such as education, health, and infrastructure.

He noted that the success of Twiga has

Her Excellency, President of Tanzania, Dr Samia Suluhu Hassan, and Minister for Planning and Investment, Hon Prof Kitila Mkumbo, display a Sh93.6 billion dividend cheque for the 2024/25 financial year, handed over by Barrick, at State House, Dar es Salaam, on June 10, 2025.

> Continued investment in local capacity building, employment, and procurement from Tanzanian businesses would remain central to the Government's expectations of the mining sector moving forward.... Twiga is not only a story of successful mining—but a reflection of the maturing relationship between the state and the private sector in Tanzania's broader development agenda ***— Mr Mchechu***

also strengthened investor confidence in Tanzania, demonstrating that the country is a reliable and forward-looking partner in major economic ventures.

Speaking on community engagement, the Treasury Registrar reiterated the government's satisfaction with the way Barrick, under Twiga, has worked to rebuild trust with local communities.

He pointed to improved stakeholder relations in areas like North Mara as a sign that genuine partnership and regular dialogue can lead to sustainable social license to operate.

Mr Mchechu stressed that continued investment in local capacity building, employment, and procurement from Tanzanian businesses would remain central to the Government's expectations of the mining sector moving forward.

As he concluded, Mr Mchechu noted that Twiga is not only a story of successful mining—but a reflection of the maturing relationship between the state and the private sector in Tanzania's broader development agenda.

A vision grounded in shared value

Speaking to journalists during a recent media visit to Bulyanhulu Gold Mine in the Shinyanga Region, Barrick President and CEO Mr Mark Bristow echoed that Twiga was founded with a purpose that went far beyond resolving historical issues.

He explained that the venture aimed to unlock Tanzania's gold wealth in a way that distributes benefits fairly and builds lasting value for all stakeholders.

Today, five years later, that vision is steadily taking shape.

Barrick has re-established itself as a key contributor to Tanzania's economy and has earned national recognition in areas such as operational safety, local content engagement, educational investment, and infrastructure development.

Contributing to national growth

Since 2019, Barrick's operations have contributed more than $4.79 billion to the Tanzanian economy.

In the first half of 2025 alone, the company injected $558 million into various areas of the national economy.

A large portion of this value has remained within Tanzania's borders.

More than 90 percent of all goods and services are procured through Tanzanian companies, with a significant number of these being local enterprises.

Tanzanians constitute 95 percent of Barrick's workforce, and nearly half of those employees are from communities surrounding the mines.

This localized approach has strengthened economic participation, empowered regional development, and ensured that the benefits of mining are widely felt.

Transformative impact on education

One of the most impactful initiatives undertaken through the Twiga partnership is the Future Forward Education Program.

This $30 million joint investment between Barrick and the government of Tanzania is designed to expand school infrastructure across the country.

Now in its second phase, the program is expected to benefit over 45,000 students by providing much-needed classrooms and learning environments.

This initiative underscores the role mining can play in driving long-term social development by supporting education and capacity building at the grassroots level.

Operational advancements and innovation

At Bulyanhulu Mine, development of the West Upper Zone has made significant strides, supported by the arrival of modern equipment and the expansion of key infrastructure.

Targeted investments in ventilation and water management systems have increased operational efficiency and set the stage for sustained gold production in the decades ahead.

At North Mara, the recent introduction of a battery energy storage system has helped to stabilize energy supply, supporting both underground and open-pit operations.

Community resettlement efforts are also nearing completion, implemented with a focus on transparency, community engagement, and long-term stability.

Mr. Bristow emphasized the importance of this approach, noting that building trust with surrounding communities is fundamental to Barrick's presence in Tanzania. He acknowledged that rebuilding relationships—especially in areas like North Mara—required consistent engagement and the fulfillment of commitments. Today, that work is beginning to show clear results.

Expanding the horizon

Looking ahead, Twiga continues to invest in exploration to ensure the sustainability of its operations.

Drilling campaigns are underway in promising zones such as Gokona and Gena in North Mara, as well as Tabaka Zones 1 and 2 in Bulyanhulu.

Geophysical surveys are also planned in prospective areas like Siga and Nzega, expanding the frontiers of future production.

Even at Buzwagi, where mining operations are winding down, planning is focused on long-term economic transformation.

The site is being prepared for development as a Special Economic Zone, with several investors already expressing interest. Meanwhile, Barrick's training centre continues to develop Tanzanian talent, with more than 2,800 supervisors and foremen expected to graduate by the end of the year.

Mr. Bristow reaffirmed that Barrick's commitment to Tanzania does not end when the gold runs out. Instead, the company is investing in infrastructure, institutions, and skills that will benefit the country long after mining ceases.

A model for sustainable partnership

As Twiga marks its fifth anniversary, it serves as a strong example of how responsible mining can contribute to national development—when grounded in partnership, transparency, and a shared vision for the future.

Mr Bristow concluded that Twiga is not just a company—it is a reflection of what the mining sector can become when managed with integrity, purpose, and collaboration.

It is a model that aligns natural resource development with national priorities, and a case study in how Tanzania is leveraging its mineral wealth to drive broader, inclusive progress.

TZ to transform Sabasaba grounds into Africa's leading business hub

By Lucy Mbogoro

Dar es Salaam. In a move that signals a bold new chapter in Tanzania's economic journey, the Tanzania Trade Development Authority (TanTrade) has unveiled a visionary plan to transform the iconic Mwalimu Julius Kambarage Nyerere Trade Fair Grounds—widely known as Sabasaba—into a modern, international business exhibition and commercial hub.

This strategic redevelopment, spearheaded under the leadership of Ms Latifa Khamis, TanTrade's Director General, is poised to redefine how Tanzania engages with regional and global trade.

With nearly five decades of heritage as the host venue for the Dar es Salaam International Trade Fair (DITF), the grounds are being repositioned to support year-round economic activity, becoming a magnet for investors, exhibitors, and policy influencers from across the continent and beyond.

"We are not just upgrading infrastructure. We are reimagining the entire business ecosystem for Tanzania," said Ms Khamis, emphasizing the project's role in transforming Dar es Salaam into a Pan-African commercial powerhouse.

The new Sabasaba vision moves away from a once-a-year event model to establish a 365-day commercial hub, enabling continuous exhibitions, investment dialogues, and multinational conferences.

This evolution marks a departure from seasonal trade dynamics to a more integrated, sustainable economic model.

TanTrade's plan aims to elevate the grounds to international standards, creating a platform that supports business tourism, economic diplomacy, and private sector development on a continental scale.

The site will serve not only as an exhibition venue but as a permanent catalyst for innovation, partnerships, and economic resilience.

In a formal statement, TanTrade noted recently that the upgraded exhibition ground is envisioned as a modern international-standard facility and a Business Exhibition and Commercial Hub for Africa.

It emphasized that the grounds will not only serve businesspeople but also attract business tourists, investors, and development stakeholders from across the globe.

To bring this vision to fruition, TanTrade is adopting a Public-Private Partnership (PPP) model, implemented in close collaboration with the Public-Private Partnership Centre (PPPC), which is offering technical guidance to ensure the project aligns with national priorities and adheres to principles of transparency and accountability.

The planned redevelopment is extensive. It includes the construction of spacious indoor exhibition halls outfitted with modern lighting, ICT, and communication systems, alongside well-organised outdoor display areas.

A digital platform will streamline operations, including participant registration, payment systems, and access to information services.

Responding to rising demand during peak trade events like the DITF, TanTrade also plans to construct a modern hotel on-site, catering to business tourists, exhibitors, and conference delegates.

The facility is expected to ease pressure on Dar es Salaam's hospitality infrastructure while generating employment and income opportunities for the surrounding community.

Further enhancing the project's scope, a commercial complex modeled after an international shopping mall will provide permanent trading spaces for businesses, enabling year-round operations.

This is aimed at fostering a sustainable economic environment that supports domestic enterprise and enhances Tanzania's investment appeal.

> This is a historic opportunity to reshape the trade landscape in Tanzania and to establish a world-class business platform that serves the entire continent.

> This is more than a project; it's a national transformation agenda. It's about unlocking value for entrepreneurs, investors, and communities across the country. We are creating a living platform for trade and innovation that operates beyond seasons—and beyond borders.

Recognizing the importance of public engagement, the revamped grounds will include a family recreation zone featuring children's play areas and entertainment amenities, encouraging broader public use of the venue and supporting the growing service sector.

Once completed, the new Sabasaba grounds will no longer be limited to the July trade fair season.

Instead, they will become a vibrant, year-round economic engine, capable of hosting multiple exhibitions, conferences, and high-level business forums.

According to TanTrade, this transformation will eliminate reliance on a single annual event and create a permanent, fully functional commercial center with continuous activity and national impact.

The broader benefits are significant.

By facilitating sustained business traffic, the upgraded grounds are expected to contribute to job creation, infrastructure improvement, and the formalization of small and medium-sized enterprises, especially in the Temeke area.

It will also help position Tanzania as a key player in the African Continental Free Trade Area (AfCFTA), ready to host, lead, and shape continental business dialogues.

The project mirrors success stories from across the continent.

Rwanda's Kigali Convention Centre has become a flagship for business tourism in East Africa, attracting global forums and investment.

South Africa's Johannesburg Expo Centre has evolved into a critical trade and exhibition zone, operating throughout the year.

In West Africa, Ghana's Accra International Conference Centre is increasingly playing host to regional and global economic summits.

These examples reflect a growing continental consensus: modern infrastructure, if coupled with strategic intent, can be a powerful driver of trade, innovation, and influence.

TanTrade's DG Khamis reinforced this perspective, noting that Tanzania is not merely building new structures but laying the foundation for a future in which trade becomes more inclusive, competitive, and forward-looking.

"This is more than a project; it's a national transformation agenda. It's about unlocking value for entrepreneurs, investors, and communities across the country. We are creating a living platform for trade and innovation that operates beyond seasons—and beyond borders."

To attract investment into the project, TanTrade has opened a call for expressions of interest.

Investors are required to submit verified company registration documents, a comprehensive company profile demonstrating relevant experience, a concept note outlining their proposed approach, and audited financial statements covering the past three years.

A bank guarantee will also be required as a measure of commitment, and implementation is expected to begin within 18 months of contract signing.

TanTrade has urged stakeholders, including financial institutions, development agencies, and the broader business community, to view the Sabasaba redevelopment as an opportunity to participate in a generational project—one that could place Tanzania at the heart of African commerce for decades to come.

"This is a historic opportunity to reshape the trade landscape in Tanzania and to establish a world-class business platform that serves the entire continent," the authority concluded.

As the ground breaks and plans take shape, the Sabasaba transformation stands as a symbol of what visionary planning and strategic investment can achieve.

In the words of Nelson Mandela, the former President of South Africa: "It always seems impossible until it is done."

With unwavering leadership, public-private collaboration, and a clear national agenda, Tanzania is not only reshaping its trade infrastructure — it is reshaping its future.

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