

**PROCEEDINGS OF THE 2ND TANZANIA NATIONAL BUSINESS COUNCIL MEETING
HELD ON 8TH NOVEMBER 2004 AT
ROYAL PALM HOTEL, DAR ES SALAAM.**

1.0. ATTENDANCE

List attached on page 30

2.0. OPENING.

- 2.1. The Chairman of the TNBC Executive Committee Mr. Matern Y.C. Lumbanga welcomed TNBC Members and Observers to the meeting, commending the Executive Committee Members and the Secretariat for good work done by the Council over the last two years and looked forward to even better performance in future.
- 2.2. The Chairman of TNBC Executive Committee Mr. Matern Y.C Lumbanga requested HE President Benjamin William Mkapa to call the meeting to order.
- 2.3. The Chairman of TNBC, H.E. President Benjamin Mkapa called the meeting to order.

3.0. OPENING STATEMENT BY H.E. PRESIDENT BENJAMIN MKAPA .

The opening remarks by the Chairman gave the Council following challenges:

- Now that the private sector is acknowledged as a key partner in economic development, the Council should deliberate on measures to increase employment creation, develop entrepreneurship and empowerment in the struggle to eradicate poverty,
- Council to deliberate on practical measures for achievement of higher economic growth and measures to pass the benefits achieved to micro-level
- Council to deliberate on measures to step up the level of investment in the economy
- Members to share common vision and to deliberate on measures to strengthen collaboration and partnerships for economic success
- Members to commit to supporting the Council and its endeavor to improve efficiency of its Secretariat, acknowledging the launching the TNBC Website as an instrument for raising visibility and transparent of the Council's activities.

4.0. ADOPTION OF THE PROCEEDINGS OF PREVIOUS TNBC AND IRT MEETINGS.

The Chairman of TNBC Executive Committee Mr. Matern Lumbanga moved a motion to confirm and adopt the proceedings of the 1ST TNBC meeting and those of the IRT meetings. Members unanimously adopted the proceedings.

5.0. PROGRESS REPORT SINCE 1ST TNBC MEETING:

Hon. Dr. Abdallah Kigoda (MP), Minister of State, President's Office Planning and Privatization (POPP) , presented progress report from the 1st TNBC meeting todate stating that:

- 5.1. Ministries, Government Departments and Agencies (MDAs) were now biannual reports to POPP and to the President on implementation of issues raised by the private sector..
- 5.2. The government has completed a Financial Institutions Development diagnostic study paving way to converting the Tanzania Investment Bank (TIB) to be a Development Bank

- and establishing new Development Banking Institutions.
- 5.3. The Land (Amendment) Act, 2004 was assented by H.E the President of the United Republic of Tanzania in order to facilitate the use of land as collateral. Draft Regulations are being prepared to facilitate operationalisation of the Act.
 - 5.4. Components of Export Development Strategy were being implemented, giving example of the recently established Export Credit Guarantee Scheme with capital of Tshs 19.6 billion to be used by Agriculture and Manufacturing Sectors. New measures to cover non-traditional exports.
 - 5.5. The new Income Tax Act 2004 passed by the Parliament in April 2004 helps to make the taxation system more investor friendly than was the case in the past. The Act was passed after stakeholders consultations and started effectively in July 2004. The new Act aims at improving enforcement of tax laws; self-assessment system, modernisation of processes and systems; improving tax knowledge to tax payers; improving customer's services and simplifying tax laws
 - 5.6. Abolition of nuisance local government taxes, creation of special tax incentives given to agriculture sector including tax exemptions, limit of cess etc in order to attract investments to the agricultural sector
 - 5.7. The government realizes importance of having a coherent Private Sector Development Strategy to facilitate private sector growth in the country. In that regard, the Better Regulations Unit (BRU) in the President's Office Planning and Privatization has commissioned the Economic and Social Research Foundation (ESRF) to prepare the Strategy. Already, ESRF has submitted an inception report and the work is in progress.
 - 5.8. To enhance private sector participation in infrastructure, Tanzania Investment Center and National Construction Council in collaboration with SADC Banking Corporation are promoting public private partnership in the development of infrastructure under such concepts as the Build Operate and Transfer (BOT), Build and Lease etc,
 - 5.9. The government has stated categorically that business licensing is not a revenue instrument but a regulatory tool. In this regard, the government has abolished fees payable for businesses with a turnover of less than Shs. 20.0 million and set a minimum rate Shs. 20,000/= for businesses of more than Shs. 20.0 million. The fee is paid once when establishing a business or changing a line of business. Longer term licenses and single window system will be introduced soon.
 - 5.10. The government has embarked on the formalization and registration of the informal sector. The objective is to legalize and recognize the property rights of the informal sector and enable access to financial resources. The Norwegian Government has already agreed to fund the Business and Property Formalization Programme to realize this concept.
 - 5.11. Phase I of Labour Law Reforms have been concluded. Two new pieces of legislation were passed by the Parliament in April 2004, which are Employment and Labour Relations Act; and Labour Institutions Act. Phase 2 of Labour Law Reforms began in August 2004. Labour Law Phase II is expected to lead to enactment of 3 pieces of Legislations to cover Labour Relations, Occupational Health and Safety, Workmen's Compensation, Employment Promotion, Skills Development and Social Security
 - 5.12. To reduce cost of doing business in Tanzania, the Government in collaboration with development partners and private sector, have launched the Business Environment Strengthening for Tanzania (BEST) Programme, a 5-year programme from 2002/08, looking at the legal and regulatory framework needed to promote conducive investment climate and reduce the cost of doing business in the country. The Better Regulation Unit (BRU) of the BEST programme has started working in the following areas:
 - Labour Law reform Phase II
 - Financial Support to Land Act and Regulations

- Business Licensing Reforms
 - Needs Assessment for BRELA
 - Commercial Dispute Resolution component
 - Establishment of Land and Real Estate Market in Tanzania
 - Capacity Building in private sector policy advocacy, formulation and implementation
 - Monitoring and evaluation system
 - Designing a component of BEST for Zanzibar.
- 5.13. To improve negotiation skills in the Multi Lateral Trading systems to meet the current challenges of globalization, the Ministry of Industry and Trade is in the process of facilitating the provision of a Post Graduate Diploma Course in Trade Negotiations and Market Access skills at the University of Dar es Salaam, programmes financed by DANIDA.
- 5.14. Tanzania is facing a problem of becoming a dumping place of sub-standard goods. The Anti Dumping and Countervailing Measures Act 2003 was passed with the objectives to counter dumping of sub-standard products and ensure the country imports quality goods. A Fair Competition Commission and Fair Competition Tribunal have been established to ensure orderly conduct of business.
- 5.15. The Government is currently implementing the Primary Education Development Plan (PEDP) emphasizing on enrollment of more pupils and improving the quality of education and delivery scheme. Furthermore, the Government is implementing a 5-year Secondary Education Development Plan (2005- 2009) to enhance the achievements of PEDP. It is planned to construct 1500 new secondary schools.
- 5.16. Progress in promotion of tourism has been made in hotel classification, training, improving tourism statistics, tourism products, promoting tourism investment and improving the image and perception of Tanzania. Africa, including Tanzania, is considered as a high-risk country in doing business. Recognizing this, a Task Force under the Chairmanship of Dr. Abdulkadeer Shareef–Deputy Minister for Foreign Affairs and International Cooperation was established to spearhead the image setting and branding of Tanzania. Three firms have expressed interest to carry out the branding exercise and the exercise will commence soon.
- 5.17. TNBC, in collaboration with MDAs and other stakeholders to continue spearheading private and public partnership and close follow up on all issues emanating from the dialogue in order to make the private sector a real engine of growth.
- 5.18. SMART Partnership Working Committee approved by TNBC was ready for launching to facilitate dialogue starting from district, regional and national level on key issues.

6.0. INTERIM IMPACT ASSESSMENT OF TNBC.

Professor Samuel Wangwe of Daima Associates Ltd, contracted to carry out an interim impact assessment of TNBC, made following presentation:

6.1. Achievements.

- 6.1.1. Commitment to the institutionalization of the consultative mechanism at the highest levels of the Government,
- 6.1.2. Land Act amended to make it desirable collateral in the lending process.
- 6.1.3. New Income Tax
- 6.1.4. Improved Tax Regime
- 6.1.5. Tourism promotion, image setting and branding of Tanzania
- 6.1.6. Improving business licensing regime
- 6.1.7. Labour law reforms
- 6.1.8. Human resource development

6.1.9. Bringing critical development issues back on the development agenda (industrialization, development finance, curriculum development, CEO Scholarship Programme).

6.2. **Provisional Impact Assessment**

6.2.1 Improved economic growth at 6% and inflation rate 4% – 6% in the past 3 years.

6.2.2 Improved attitude of the public and private sector towards economic management.

6.2.3 Institutionalized participation: MDAs have formed private sector development units and invites the participation of the latter in their deliberations.

6.2.4 Accountability in both the Government and private sector has been enhanced.

6.3. **Challenges**

6.3.1 .Frequency of meetings: two TNBC Meeting a year not achieved.

6.3.2. Resource constraints: TNBC gets 10% to 40% of planned budget.

6.3.3. Ambiguity of perception of TNBC's business line: Complementarity with TPSF, CEO Club, TIC still perceived to be blurred.

6.3.4. Follow up on decisions: day to day solutions to problems could be followed up more closely.

6.3.5. Attendance of Working Group meetings poor

6.3.6. Enable TNBC and TPSF Secretariat to follow up.

6.3.7. Balance between Large Scale Enterprises and SMEs has not been maintained. IRT process involves large players and excludes micro and small actors.

6.3.8. Attitudes, mindset and cultural change for both public and private sector takes time.

6.3.9. Mutual understanding on strategic issues partially achieved.

6.3.10. Prioritized agenda in a strategic plan not clearly defined.

6.3.11. Position and representation of Zanzibar not clear.

6.4. **Recommendations**

6.4.1. Consolidate further institutionalization of TNBC. Establish TNBC by Act of Parliament and correct imbalance in representation by including micro and small players and gender balancing.

6.4.2. Commitment of public resources to be more explicit as the case of NEDLAC of South Africa, 2% of payroll levy be directed to TNBC and TPSF.

6.4.3. Dialogue and commitment to smart partnership be consolidated.

6.4.4. Change managements instituted along with capacity building

6.4.5. Participation more institutionalized.

6.4.6. Strategic Plan to be dealt with as priority issues for the way forward.

(a) Governance

o Corruption to be dealt by the Government

o Social responsibility and corporate governance to be undertaken by the private sector.

(b) Implementation of Vision 2025 and MKUKUTA (Mpango wa Kukuza Uchumi na Kufuta Umaskini Tanzania)

(c) Change management and changing mindset. Public Service College training of only Secretaries should change and together with Kivukoni Academy of Social Sciences should train middle and senior level Government officials.

Institutionalisation of revolving door system between the public and private sectors

(d) Economic empowerment especially through SMEs in order to forge linkage between FDIs and indigenous private sector

(e) Operationalization of public private partnership programmes. PPP should be taken by TNBC in order to give the private sector impetus

- 6.4.7. Strengthen the capacity of TPSF to synthesize and mediate various private sector interests.
- 6.4.8. Harmonize dialogue initiative with Zanzibar
- 6.4.9. Improve follow up decisions within POPP
 - Create special unit in POPP to coordinate with private sector more effectively
 - Link on going implementation mechanisms. e.g. BEST, Tax Task Force, PM's NISC etc.
- 6.4.10. Publicity of the work of TNBC's to be strengthened
- 6.4.11. Enhance the capacity of the secretariat to cope with increasing demands of the work of TNBC.

7.0. OPEN DISCUSSIONS BY THE MEMBERS.

- 7.1. Poor utilization of local consultancy leads to high payment to foreign and at times to substandard consultants suggesting the need to implement the long awaited Consultancy Policy with components such as export of services emulating examples of China. The Human Capital Working group should address export of human capital and utilization of local consultants.
- 7.2. Export Development Strategy should be implemented in its totality to make Tanzania a strong export oriented country calling for quick operationalisation of the strategy to benefit invariably from existing regional and international trade arrangements such as AGOA, EBAs, and others.
- 7.3. Turning BET into an Export Promotion Bureau to be undertaken without further delays.
- 7.4. Agro-Processing is currently faced with severe impediments irrespective of the potentiality expressed frequently, citing the example of Premier Cashews which is at the brink of closure due to impediments and nuisance taxes facing the sub-sector.
- 7.5. Tanzania to emulate the Mozambique approach of strategic direct investment by the government in key economic activities, suggesting doing a comprehensive study on basic minerals such as iron ore, copper etc currently demanded world-wide.
- 7.6. Livestock being an integral part of Agriculture should be included in the incentives given to the sector citing poultry and spare-parts to the sub-sector.
- 7.7. Need to increase Zanzibar representation from one to five and inclusion in Executive Committee and Working Groups.
- 7.8. Banks were awash with surplus liquidity with assets being 10% of GDP calling for fast tracking measures to improve lending including, among others, credit rating, commercial courts operations following amendment of Land Act, establishment of a one-stop-center at Ministry of Lands to deal with registration and issuance of title deeds and timely registration of mortgage.
- 7.9. Experience from IPOs of DAHACO and Tanga Cement Factory explains the fact that there were huge amounts of locked capital locally which can be used to stimulate formation of specialized financial institutions which could implement drastic initiatives for empowerment.
- 7.10. TIC focused group meetings were unearthing impediments facing investors particularly with regard to license supervision, enforcements and regulations which were business unfriendly.
- 7.11. Cases of teething problems in the regulatory function of some regulatory agencies which were gradually becoming another bureaucracy/parastatal calls for serious reconsideration of their structure and intended effectiveness, apart from the exorbitant fees charged.
- 7.12. Simple reorganizations within MDAs create unnecessary difficulties to business due to attitudes of most of the public servants.

- 7.13. Disincentives to edible oil and textile-sub sectors have led to collapse of existing industries to the benefit of Kenyan and South African enterprises. Albeit the high quality of Tanzanian cotton and oil seeds, there were no incentives for the sub-sectors as opposed to success stories on sugar and brewery sub-sectors.
- 7.14. TNBC as a voluntary public and private sector forum should be left outside the legal ambit of and should not be re-established by an act of Parliament.
- 7.15. The cost of doing business was still high especially for SMEs while dumping continues to be a problem to domestic industry.
- 7.16. Operationalisation of SMEs Policy was urgently required in order to empower the SMEs through favoured access to credit, market, utilities, lower interest rates.
- 7.17. The Finance Working Group under IRT involving the Ministry of Finance along with Bankers should expedite the innovation of pragmatic lending products to stimulate SMEs, agriculture, specialized banks and other development financial institutions.
- 7.18. Registration of new seeds in Tanzania is too bureaucratic and time consuming forcing companies introducing new seeds to go to Uganda and Kenya.. The outcome of this constraint is further delay in attracting serious investors to the sector.
- 7.19. Mining conglomerates to support public education campaigns undertaken by the government by bringing their expertise and knowledge of best practice to support operations of the sector
- 7.20. Energy sector is improving in the front of management, revenue collection, human capital development and it was expected that supply as well as quality of energy will improve with creation of new sources and with the new policy opening the sector to the private sector.
- 7.21. Energy sector particularly petroleum industry requires a regulator urgently to cope with problems including tax evasion and smuggling which was rampant outside than inside Dar Es Salaam, evidenced by pump price being lower up-country than Dar Es Salaam.
- 7.22. Due to high capital investment and spiraling cost of fuel, it was difficult for oil market-ing companies to maintain strategic reserves of fuel under the current tax regime calling for dialogue with the Ministry of Finance to waiver tax prepayments and timely operationalisation of flow meters at KOJ and all other entry points.
- 7.23. Delays in customs clearing were also mentioned and a clarification was made that the introduction of the new system of clearing goods using HS codes was expected to improve the situation but it needed time for capacities to cope with it to be built.
- 7.24. Idea mooted to allocate a certain percentage of pre-tax profit matched by a grant to create a special fund for SME funding which would have better terms than existing facilities.
- 7.25. Export promotion should be preceded by addressing supply side constraints including capacity, quality and international standards. UNIDO pledged to work closer with both Ministry of Industry and Trade and Ministry of Agriculture in addressing some of the export impediments.
- 7.26. Public servants were still business averse and not tuned to risk taking leaving business totally to the private sector, suggesting that innovative policies should be put in place to enable local enterprise to benefit from local resources. Typical case was the 9,000 house being sold by the Government Building Agency as a potential base for establishing a building society urgently required in Tanzania.
- 7.27. SMEs Guarantee Facility with BOT is still illusive to entrepreneurs, much as all preparations had been accomplished and the intention was to operationalise it by 1st December 2004.
- 7.28. Ministry of Finance was open to dialogue on strategic reserves, flow meters, fuel adulteration, scanners, Custom declaration and structural capacity problems of KIA to handle flowers.

- 7.29. The Government was in agreement with Impact Assessment report particularly building of TNBC Secretariat. Furthermore, it was a wise idea to involve Zanzibar more in Working Groups for follow-up and Executive Committee than mere representations in the TNBC.
- 7.30. Regulatory authorities meant to check on minimum requirements for safety and security as was the case worldwide. Operations of the authorities, just as Agencies, were fully funded through the Budget to avoid passing additional costs to consumers.
- 7.31. The Government had not pulled out of investments completely but partially and was still involved heavily in infrastructure albeit the small revenue base and the need to nurse the nascent private sector. of turning the legal c
- 7.32. The country was still running on a tight budget to expect it spend more, owing to low production levels, a discussion which, like cost, was expected to take more of the valued time of dialogue.
- 7.33. Much as it was not necessary for the Council to be legalized through an act of parliament in order to be more efficient and effective, it was important that Ministers, Politicians and Civil servants change their outlook and accept the nature of modern world business and learn from inward investors on how to modernize Tanzania.
- 7.34. Discussions should dwell more on organizing production and costs and address needs as well as wish lists at a later stage.

8.0. SUMMARY OF DISCUSSION AND WAY FORWARD:

8.1 Partnerships in Policy Making

- It was acknowledged that partnership in policy formulation, follow up and implementation was growing. It was urged that arrangements be made to speed up finalization and implementation of the policies.
- More generally, it was observed that there was need to continue to institutionalize the partnership, continue to improve attitudes towards partnerships and build the capacity to respond. MDAs were encouraged to institutionalize partnerships in policy formulation and follow up so as to avoid cases of long delays in processing policy documents leaving the private sector partners in the dark.
- Mechanisms of continuous information and interactions should be put in place for all stages of policy making (formulation, follow up and implementation). It was noted that in some cases shortfalls in the speed of implementation of decisions made was caused by negative attitudes on the part of some officials. In other cases the problem was that of limited capacity. In the former case, there is need for change management to be instituted to speed up change.
- In cases where capacity limitations are the problem capacity building should be given priority. In fact appropriate partnerships can ameliorate the problem of capacity on the side of government.

8.2 Getting Priorities and Incentives Right:

- It was observed that there are potentials especially in agro-processing that had not been exploited. The case of the textile industry was given and the same could be said of leather, cashew nut processing and other agro-processing activities. Considerable value added could be generated from agro-processing.
- In response to an offer made to undertake a cashew nut processing study by one private sector representative, it was indicated that a series of studies had been made on this matter, including those by Technoserve. Good progress was being made to sign a tripartite agreement between government, Cashew nuts Board and investors process-

ing. It was reported that a decision had been made to sell off cashew nut processing factories which were not operating.

- It was indicated that the Ministry of Agriculture and Food Security was working closely with the Ministry of Finance to address the problem of capacity to undertake agro-processing. More generally, it was proposed that development of agro-processing needed to be addressed more comprehensively carefully addressing prioritization and getting the incentives right for fuller exploitation of existing potentials in this area. It was observed that these efforts should continue but should be facilitated by involving the private sector as partners.
- Further investment in mining of industrial minerals was identified as a potential which could be exploited if the government could undertake to invest or provide incentives for others to invest in exploration to establish quantities encourage others to make such investments. It was proposed that priority could be given to industrial minerals such as iron ore and copper.

8.3 **Export development Strategy:**

- It was urged that work towards the implementation of the Export Development Strategy should be speeded up and serious consideration should be given to the establishment of the Export Development Council, as had been proposed in the Strategy.
- An appeal was made to the President to do his best to have the Export Development Strategy finalized.

8.4 **Public-Private Partnerships:**

- It was observed that the potential for further PPP was immense in the area of investments and governance. There was need to exploit this potential with greater determination.
- Tax evasion is another area where the potential for PPP should continue to be exploited to enhance revenue collection while promoting fair competition in business.
- It was recommended that focus group meetings under TIC should be a regular feature and these could effectively address problems between the various partners on a regular basis.

8.5 **Access to Finance:**

- It was noted that improvements had been made as regards the Land Act and Credit Guarantee Schemes but much more needed to be done to address the next layer of obstacles to credit. More specifically it was observed that the mortgaging process was still cumbersome. It was taking too long to process mortgage in the Ministry of Lands. It was proposed that consideration should be given to establishing a one stop unit in the Ministry responsible for issuance of titles deeds and processing mortgage.
- Progress towards completing the financial sector reforms should continue to be followed up by all partners. In particular, it was observed that glaring gaps remained in the areas of housing finance, financing agriculture and financing construction in general. It was also noted that interest rates remained too high for longer term investment. More specifically, the banks in the country are urged to continue to innovatively address the problem of excess liquidity in an economy which was short of credit for business development.
- It was pointed out that the Finance Working Group of IRT would address the challenge of lending to SMEs while addressing the kind of incentives that would be needed for banks to lend more.
- Problems relating to interpretation of collateralization by the Commercial Courts were raised. It was recommended that Commercial Courts be assisted to develop the capacity to interpret the collaterals in ways that are consistent with a liberalised economy.

8.6 **Cost of Implementation of Decisions:**

- It was noted that implementation of some decisions made at the TNBC or proposals made required additional resources. Resource constraints should be considered when making proposals. However, costs should be weighed against benefits such as the benefit of unleashing productive potentials through cultivating the entrepreneurial spirit, unlocking domestic investments and improving access to finance for business development.

8.7 **TNBC Capacity and Improved Representation**

- The need to support the building of capacity of the Secretariat to cope with increased responsibilities was endorsed.
- The need to enacting the TNBC by Act of Parliament was questioned and deemed not crucial for the operations of TNBC.
- It was observed that participation of Zanzibar in the TNBC needed to be revisited and modalities of improving participation should be worked out so that Zanzibar representation in the activities of TNBC can be improved.

9.0 **NEXT MEETING.**

The Chairman HE President Benjamin Mkapa wished to have the next meeting before he leaves office and proposed that it should be held in March 2005.

10.0 **CLOSING REMARKS BY H.E. PRESIDENT BENJAMIN MKAPA.**

Working Groups established under IRT to work further on proposals set out by the meeting with concrete recommendations to be tabled during the March 2005 meeting particularly on:

1. Exports strategy and export promotion with clear steps to be taken by the government for reporting to the March 2005 meeting,
2. Financial sector proposals especially for creation of windows for SMEs
3. Financing of agriculture to increase agricultural productivity and how to encourage the participation of SMEs in agriculture.
4. Work further on how Cashew nut processing to be up and running by March 2005
5. Concrete proposals on increasing Zanzibar representation addressing also problems specific to Zanzibar within the framework of TNBC.
6. Concrete proposals by private sector to start real estate and mortgage financing with pragmatic proposals similar to Mlimani city complex and request the government on facilitation.
7. The judiciary need to work on how to modernize and cope with a modernizing economy and get prepared for competition in the context of globalization.
8. Obstacles should be addressed in concrete terms indicating procedures to be followed, who is to do what and which departments are responsible for what. Greater focus should be given to how problems should be solved.
9. Need to re-think about the role of regulatory agencies and how they should be made to be more facilitative than obstructive. A group should look into this aspect and report to the next meeting.
10. Get prepared for integration to EAC as it will require capacity building and enhancing competitiveness through ring-fencing of enterprises which may require authoritative

governmental support.

11. Focusing more on unleashing the potentials in the private sector and building the capacity to cope with the reduced role of government in business.
12. SMEs are key and should be seen as solid center piece of our modernization.
13. Publicize more the achievements of TNBC stressing the fact that the Council has achieved a lot over a short period of time.

11.0 CLOSING:

The meeting was closed at 1:35 p.m with a note of thanks to members for their attendance.

CHAIRMAN

H.E. BENJAMIN WILLIAM MKAPA

PRESIDENT OF THE UNITED REPUBLIC OF TANZANIA

SECRETARY

DUNSTAN GIDEON MRUTU

EXECUTIVE SECRETARY

PARTICIPANTS.

CHAIRMAN

H.E. BENJAMIN WILLIAM MKAPA

PRESIDENT OF THE UNITED REPUBLIC OF TANZA

MEMBER

PUBLIC SECTOR

1. Hon. Frederick T. Sumaye, (MP)
Prime Minister of the United Republic of
Tanzania
2. Hon. Basil P. Mramba,
(MP) Minister for Finance
3. Hon. Dr. Juma Ngasonywa, (MP)
Minister for Industries & Trade
4. Hon. Dr. Abdallah Kigoda,
(MP) Minister of State
President's Office
Planning & Privatization
5. Mr. Samuel Sitta, (MP)
Executive Director Tanzania
Investment Centre
6. Col. J. Simbakalia
Director General
National Development Corporation
7. Hon. Dr. Mwinyihaji Makame
Minister for Finance & Economic Affairs
Zanzibar

11. Nestor Ngula
Chairman
Trade Unions Representative
12. Ambassador Anthony
Nyaki Chairman
National Construction Council
13. Mohamed
Nathan Chairman
Tourism Confederation of Tanzania
14. Aloyce Mushi
Chairman
Tanzania Association of Consultants
15. Prof. Simon
Mbilinyi Chairman
Tanzania Chambers of Mines
16. Simon Mutabuzi
Chairman
Tanzania Exporters Association
17. Mrs. Esther Mwamaso
TCCIA, Dar es Salaam
18. Julius Matiko
TCCIA, Dar es Salaam
19. Elius Mshiu
Chairman
Tanzania Chamber of Agriculture
and Livestock

PRIVATE SECTOR

8. Leon Hooper
Vice Chairman
Tanzania Private Sector Foundation/CTI
9. Vaughan Gibson
Chairman
Tanzania Association of Oil
Marketing Companies
10. Mayank Malink
Chairman
Tanzania Bankers Association
23. Michael Mmasi
Tanzania Association of Port Services
24. Khadija Simba
Director
Confederation of Tanzania Industry
25. Arnold Kilewo
Chairman
Confederation of Tanzania Industries
26. Aloyce Mwamanga
TCCIA Dar es Salaam Region
20. Anver Rajpar
Chairman
Dar es Salaam Merchant Chamber
21. Elvis Musiba
Chairman
Tanzania Private Sector Foundation
22. Menas M. Likuku
Chairman
TCCIA, Mtwara Region Chamber
37. Marriot Kallanje
Executive Director
TCCIA
38. Mr. Emmanuel Jengo
Executive Director Tanzania
Chamber of Mines
39. Mr. Michael Wong
World Bank
40. Mr. Ali Abdi
Resident Representative
IMF

27. Dr. Salim S. Nasser
Vice President
ZNCCIA

OBSERVERS

28. Mr. Felix Ugbor
Resident Representative
UNIDO
29. Mr. John Hendra
Resident Representative
UNDP
30. Remie Toure
UNIDO Vienna
31. Ms. Rukiya Wadoud
ACBF – Project Coordinator.
32. Louis P. Accaro
Executive Director
Tanzania Private Sector Foundation
33. Mr. Reginald Mengi
Chairman & CEO
IPP Ltd.
34. Prof. Mathew Luhanga
Vice Chancellor University
of Dar es Salaam
35. Sharad N. Salgar
CEO
Aluminium Africa Limited
36. Mr. Rupin Rajani
CEO Group

41. Juliana Lema
Director of Growth Strategies
Planning and Privatization

42. Salih Pamba
Director of Tourism
Ministry of Natural Resources & Tourism

43. Christine Kilindu
Chief Executive Officer
Confederation of Tanzania Industries.

STATE HOUSE

44. Peter Kallaghe
Personal Assistant to the
President, Communications

45. Dr. Sadikiel Kimaro
Personal Assistant to the
President, Economic Unit

46. T. Manongi
Personal Assistant to the President

47. Dr. Ken Kwaku
Special Advisory to the President.

TNBC EXECUTIVE COMMITTEE MEMBERS.

48. Matern Lumbanga
Chief Secretary
State House

49. Mr. Gray Mgonja
Permanent Secretary
Ministry of Finance

50. Mr. Johnson Mwanyika
Permanent Secretary
Ministry of Justice and Constitution Affairs

51. Dr. Enos Bukuku
Permanent Secretary
President's Office
Planning and Privatization

52. Adiel Nyiti Permanent
Secretary Ministry of Industry
and Trade

IRT WORKING GROUP CHAMPIONS.

53. Mr. Wifred Ngilwa
Permanent Secretary
Ministry of Agriculture & Food Security

54. Mrs. Ruth Mollel
Permanent Secretary
Ministry of Science, Technology & Higher
Education

Representative:
Pascal Mdemu
Director of Planning
Ministry of Science, Technology & Higher
Education

55. Ali Mufuruki Managing
Director Infotech
Investment Group

SPECIAL GUESTS

56. Mr. M.M. Devani
Special Guest

57. Dr. Haji Hatibu Semboja
Research Fellow Economic
Research Bureau University
of Dar es Salaam

58. HE Carsten Nilaus Pedersen
Ambassador
Royal Danish Embassy

Representative:
Lasse Moller
Project Coordinator
Royal Danish Embassy

SECRETARIAT

59. Dunstan Mrutu
Tanzania National Business Council

60. Emmanuel Ole Naiko
Tanzania Investment Centre

61. Prof. Samuel Wangwe
DAIMA Associates
Consultant.

