1.0. ATTENDANCE
See attached list on page 45

2.0. OPENING.

2.1. The Chairman of the TNBC Executive Committee Mr. Matern Y. C. Lumbanga welcomed delegates to the 3rd TNBC meeting recognizing the presence of five Regional Commissioners from Mwanza, Mtwara, Kilimanjaro, Dodoma and Tanga Regions invited on account of their initiatives to form Regional Business Councils now intended to work closely with TNBC, and acknowledging the presence of Dr. Apollinaire Ndrukiwigira as a special invited guest heading delegation from African Capacity Building Foundation (ACBF).

2.2. Thereafter the Chairman of Executive Committee requested HE President Benjamin William Mkapa the Chairman of TNBC to call the meeting to order.

2.3. H.E. President Benjamin William Mkapa called the meeting to order and joined the Chairman of the TNBC Executive Committee to welcome all delegates to the meeting.

3.0. ADOPTION OF THE AGENDA
The meeting adopted the Agenda as proposed by the Secretariat.

4.0. RECORDS OF 2ND TNBC AND 4TH IRT MEETINGS.
The proceedings of the 2nd TNBC meeting held on 8th November 2004, as well as those of the 4th IRT Meeting held on 23rd November 2004 were confirmed and noted.

TNBC Audited Annual Accounts for the year ended June 30 2004 and Annual Report were adopted.
The Chairman moved a motion to congratulate TNBC Secretariat for obtaining a clean Audit reports consecutively urging the Secretariat to keep up the good work.

6.0. PROGRESS REPORT SINCE 2ND TNBC MEETING.
Dr. Enos Bukuku, Permanent Secretary, President’s Office Planning & Privatization presented the Government’s progress report on behalf of Dr. Abdallah Omari Kigoda MP, Minister of State, President’s Office, Planning & Privatization elaborating actions taken by the government since the 2nd TNBC meeting, highlighting the following:

Government and World Bank are in consultations to launch the Micro Small and Medium Enterprises Development Project and Private Sector Development Program (MSME/PSDP) whose components aim at implementing the NSGRP (MKUKUTA) and improving business environment, enhancing entrepreneurship skills and access to finance especially by MSMEs. DANIDA assistance is expected to be utilized towards Private Sector Development Strategy.

33 PAGE Tanzania National Business Council Proceedings
6.2 Agriculture
Measures to attract investment in the agriculture sector will be presented to the 2005/06 budget and will include, among others:
• Removal of taxes on fuel and spare parts for agricultural machinery.
• Reduce land rent from TShs. 200 to TShs. 100 per acre per year
• Exemption of VAT on transportation of agriculture produce

6.3 Development of modern seeds technology production and distribution
Formalities to establish the Tanzania Official Seed Certification Institute (TOSCI), a semi-autonomous seed agency have been completed. TOSCI will be responsible for the production and distribution of quality certified seeds and the role of the private sector will be to ensure the multiplication and distribution of certified seeds to farmers.

6.4 Land Law Reforms
• An electronic land data bank has been established at the TIC.
• A bill to regulate the practice of Estate Agents for facilitation of the operation of Land Market is being drafted.
• A bill to regulate the practice of valuers as an input for facilitation of the operation of Land Markets is under preparation.
• Good progress has been made in establishing a pilot land registry outside Dar es Salaam in Mbozi District where 40 customary land titles were issued enabling some of the villagers to access credit. The next stage is to continue with piloting on a zonal basis in order to fast track formalization of land tenure in the villages. This initiative combined with Property Registration Bureau (Hernando de Sato Model) will improve access to finance as well as formalization of the informal sector.

6.5 Labour Law and Regulatory Reforms
Following the enactment of the Employment and Labour Relations Acts further reforms are being made through legislations focusing on Employment Relations, Occupational Health and Safety, Workmen’s Compensation, Employment Promotion and Market Driven Skills Development and Social Security.

6.6 Tax Reforms
Progress has been made to establish “one stop centers” for all tax matters in 66 Districts. The exercise is continuing in another 15 Districts. The objective is to handle all tax matters in one centre where tax payers’ problems will be handled better by TRA. Other measures include the Dar Es Salaam Information Centers and strengthening Regional Tax Payers Help Desks Submission of all proposed tax law amendments too the April 2005 Parliamentary session.

6.7 Rationalizing of Business Licensing
Two independent but interlinked regimes are in the process of being formed; on one hand to register business with the view of capturing information on business and on the other hand covering regulatory licensing for business that has to be regulated. The ultimate objective is to simplify business licensing at minimum cost and enhanced compliance.
6.8 **Financial Sector**

Land Regulations are expected to be ready for use by June 2005. The Central Bank is preparing a monetary program in 2005/06 to allow higher growth of credit to the private sector, invariably the productive sectors of the economy, as opposed to investments in Government securities.

6.9 **National Development Plans**

The National Development Plans will be focused at implementation of NSGPR (MKU-KUTA) strategy as a measure to deal with poverty by emphasizing on growth and wealth creation in order to eradicate poverty.

Regulatory impediments on investment environment will continue to be addressed for the purpose of improving business environment as a necessary measure to ensure wealth creation for poverty eradication.

Efforts are also directed towards addressing the weaknesses of the domestic private sector to create a strong partner to attract Foreign Direct Investments (FDI).

7.0. **COMMENTS AND REACTIONS ON THE PROGRESS REPORT:**

7.1 **Regulatory Bodies**

Observed by Confederation of Tanzania Industries that previous meeting had directed that regulatory bodies would be funded directly by the Government in order to ensure their operations without charging the regulated.

Responded by Ministry of Finance that first stage of getting Cabinet approval to finance the bodies through the budget has been accomplished and the second stage is finalization of implementation. Ministry of Finance is preparing presentations to the forthcoming budget particularly on Crop Boards which tend to overburden farmers.

7.2 **Cross Border Trade**

Commented by Tanzania Chamber of Commerce Industry and Agriculture that District Councils were not clearly enlightened on efficient and unencumbered flow of goods across borders and particularly the benefits of cross border trade to farmers.

7.3 **Labour Laws and Regulatory Reforms**

Commented by Trade Union Confederation of Tanzania that workers were awaiting implementation of the enacted laws and especially the institutions established to harmonize industrial relations and working conditions particularly in mines.

7.4 **Tax Reforms**

Reported by Ministry of Finance that most of agricultural nuisance taxes and issues have been dealt with and that the ongoing work of the Inter-Ministerial Tax Committee will ensure that most of the suggested reforms are completed during the forthcoming budget.

Cautioned by Association of Oil Marketing Companies that tax incentives on fuel had potential to fuel smuggling and evasion hence should be looked into carefully.
7.5 **Rationalization of Business Licensing**

Commended Ministry of Industry and Trade for simplification of licensing procedure and that a bill for presentation to the April parliamentary session will cement the simplified process.

7.6 **Financial Sector**

Enquired by Confederation of Tanzania Industries the status of implementation of Credit Guarantee Scheme and the undertaking to re-establish development banks in Tanzania, promised to be accomplished by December 2004, underscoring the need for these instruments for realization of objectives of MKUKUTA.

Responded by Ministry of Finance that the regulatory framework for the guarantee schemes were being worked out and the objective is to establish a professional body to manage the scheme.

Confirmed by the World Bank that it was extending technical and financial support for establishment of the professional body and to oversee the establishment of all Credit and Development finance guarantee schemes within the month of March 2005.

 Reported by Bankers Association that a well functioning credit rating bureau was running and that banks were comfortable with the bureau. Land Act, commercial courts and the pricing mechanism were improving and it is hoped that banks will now put a serious drive towards agriculture, housing finance and asset leasing operations.

Reported finally that the Ministry of Finance was working on regulatory framework for Micro-Credit and grass-root credit organizations with the objective to accomplish the regulatory framework by June 2005 thereby completing the financial linkage framework in Tanzania. The restructuring of TIB as a development bank was on stream and measures to put the new financial system in firm foundation will be announced during the forthcoming Budget session.

7.7 **Agriculture**

**Incentives:**

Requested by the Minister for Finance for suggestions on agricultural incentives for inclusion in the forthcoming Budget proposal as well as the Finance Act. Other areas such as capping, crop cess charged at district level, fishing and fisheries, livestock and livestock keeping etc, were being worked on administratively with the objective to finish all identified agricultural related impediments during the forthcoming budget.

**Cashew nut Industry**

Demanded progress report on measures promised to remove industry problems before the 3rd TNBC meeting. Recommended that TRA was better placed with capacity at regional level to deal with revenue collection and in cubing of smuggling of cashews in Mtwara.

Responded by Ministry of Agriculture that a MOU on how to handle the industry and regulations was being signed with processors and farmers. Part of the new suggestions was to raise charges at ports of export than farm gate.
7.8 **Other Issues**

Cautioned by Tanzania Association of Consultants the danger ahead of the country due to laxity in implementing issues decided by the TNBC recommending that for sustenance and ownership accountability, measures should be taken to ensure implementation of the Councils decisions citing the Consultancy Policy.

Responded by the Chief Secretary that the Consultancy Policy had reached Cabinet level and would be accomplished in the near future.

Cautioned by the Tanzania National Exporters Association that the laxity alluded to by Consultants resonated in the Export Development Strategy document which has not been reviewed as directed by TNBC urging for bold steps to review the strategy.

Responded by Ministry of Planning and Privatization that the Export Development Strategy prepared in 1996 was being reviewed along with the Private Sector Development Strategy.

8.0 **PRIVATE SECTOR PRESENTATION ON CHALLENGES TO GROWTH.**

Mr. Leon Hooper, Vice Chairman, Tanzania Private Sector Foundation made private sector presentation on growth which highlighted the following:-

8.1 **Macro Economic Achievements**

During the last 10 years macro economic achievements have been realized in the following major areas:

- Gross Domestic Product (GDP) has grown from 3.6% in 1995 to 6.3% in 2004 one of the fastest in sub Sahara Africa. Overall, Mining has attained the fastest growth followed by Manufacturing, Tourism and Agriculture.
- Agriculture continued to be the leading contributor to GDP (47%) followed by Tourism (17%), Manufacturing (9%), and Mining (3%).
- Inflation declined from 27.4% on 1995 to 4.1% in 2004.

8.2 **Assessment of Prime Economic Sectors and Key Enablers.**

**Key Sectors**

8.2.1 **Agriculture**

The largest GDP contributor recorded very low growth and its investment level was minimal. The Private Sector in assigning road lights to sector and enablers gave Agriculture red colour meaning that the country has not gone far enough and that extra efforts were needed to revamp agricultural sector.

8.2.2 **Mining**

Noted to be the fastest growing sector and was assigned green colour implying the sector was on the move.

8.2.3 **Tourism**

Assigned orange colour signaling that although it has made progress, its potential had not been fully utilized, as such more efforts were needed to revamp the sector.
8.2.4 Manufacturing
Assigned orange colour meaning that the sector was on the move but needed more concerted effort to deliver.

8.2.5 Export Development
Assigned red colour signifying that Tanzania was yet to fully exploit export potential.

Key Enablers

8.2.6 Macro Economic Environment
Marked green as Tanzania has made significant progress in achieving stable macroeconomic fundamentals.

8.2.7 Infrastructure
Marked orange implying that some good work has been done particularly in telecommunication. Other areas requiring additional effort include railways, road, energy and ports.

8.2.8 ICT
Marked orange recognizing progress made over the last few years in telecommunication and ICT sub sectors. ICT training was now the main challenge ahead.

8.2.9 Legal System
Marked red signaling that legal reforms were very much lagging behind economic reforms

8.2.10 Security
Marked green recognizing that Tanzania continued to be a country of peace and tranquility.

8.2.11 Governance
Marked orange to signify that Tanzania was on the right track in dealing with governance issues and the challenge was fighting bureaucratic delays and petty corruption.

8.2.12 Business Environment (Licensing, Tax, Regulation etc.)
Marked orange recognizing progress made as reported in Progress Report calling for further steps to remove remaining impediments in business environment.

8.2.13 Financial Sector
Marked orange signifying that although some progress has been made, access to credit and limited number of financial services remain as a major challenge.

8.2.14 Human Capital
Marked red signifying that although Tanzania has trainable labour, it lacks ideal human capital for growth of business and wealth creation.
8.3 **Major Recommendations**

While Tanzania was moving in the right direction, focusing on the next 5 to 10 years for objectives of MKUKUTA to be realized calls for quantum jump albeit successful privatization, existence of stock exchange, local entrepreneurs coming to the investment scene and existence of commercial banks. Recommended concentration on areas which will create real economic growth, generate employment, create wealth and improve standards of living; concentration being on orange and red enablers as follows:

- ICT, infrastructure, access to capital and human capital development
- create conducive environment for local entrepreneurs to enter business environment
- create a dynamic export promotion strategy
- create incentives for agricultural sector emulating the mining sector,

9.0. **SUMMARY OF OPEN DISCUSSION.**

9.1 **Cashew nut Industry**

Recognising that the country accounted for 10% of world cashew nut production with potential to revolutionize the industry, an offer was made by private sector participant to submit a comprehensive proposal to TNBC on actions and deliverables that will enable Tanzania revamp the sector.

The Government welcomed such a paper and promised to work on it as long as it will come out with a road map to be followed by practical solutions. Reported further that total banning of export of raw nuts was yet to be operationalised in view of limited processing capacity.

Cautioned by Mtwara Regional Commissioner that the main requirement on the ground was to push farming for production of quality nuts than exports and processing alone. The Regional Commissioners advised that the study should enlist the views of the stakeholders in the industry.

9.2 **Investment in Agriculture:**

Observed that there was very little investment form the private sector that has gone into the agricultural sector albeit efforts by the Tanzania Investment Center.

Responded by Tanzania Investment Center that impediments facing the sector for many years but which are progressively being addressed giving hope to a brighter future for the sector included:

- Before 1999 land had no value, moreover to secure land was cumbersome as such it was not easy to get investors prepared to go through the hostile and difficult process for opening commercial farms;
- Lack of access to credit complicated by the Land Act 1999 and lack of commercial courts deterred entry into the sector;
- Agriculture in Tanzania is rain fed hence risky in terms of draught, floods etc.
- Lack of reliable infrastructure, efficient transport, water, electricity etc.

Raised concern by Tanganyika Farmers Association the slow pace of privatization and revamping West Kilimanjaro wheat farms nationalized in 1970s and now remaining idle still awaiting privatization against the need for private sector investment in agriculture.
9.3 **Agricultural Inputs.**

Observed by Tanganyika Farmers Association that although the Government has introduced subsidies in fertilizer, the cost was still high because of the way the subsidy is disbursed and bureaucratic red tape in administering fertilizer distribution. This situation is made worse by the Crop Boards which are expensive to maintain because they impose crop cess to sustain their operations. Following observations and recommendations were made:-

- Abolish crop cess (5% of gross value).
- Abolish VAT on crops and penalize export of raw produce to encourage local value addition.
- For food sufficiency, large scale farms allocation should be done centrally and not at village/district level.
- Commercial banks should emulate CRDB in extending credits to small scale farmers in Mütibwa and Kilombero sugar estates.
- Movement of money through existing banking system is slow and cumbersome.
- Study the possibility of establishing agriculture farm centers as growth posts for increased output.
- Deliberate state participation in agriculture emulating the Egyptian mechanization system and introduce dry land irrigation schemes.
- Study the possibility of introducing one crop one village approach emulating Malaysia and Vietnam. Same could be done on food, livestock as well as export cash crops in order to make a difference in economic growth.

9.4 **Infrastructure**

Commended TNBC by the National Construction Council for unblocking the movement of the National Construction Policy with the implementation plan already in place. Proposed to direct efforts towards establishment of the industry fund (estimated at TShs 5.0 billion) which will provide access to local consultants in the sector (currently enjoying less than 20% of all activities and contracts) and realize multiplier effect from the ongoing construction activities, underscoring the fact that for any project, 50% of cost is construction oriented.

9.5 **Development in Banking Sector**

Reported by Bakers Association that the transfer of funds process has improved for the last six months following introduction of electronic transactions allowing funds transfer; there will be more specialization which will see more banks entering agriculture; special incentives, commercial courts, mortgages and security enforcement mechanism particularly for the small borrowers will go a long way in improving the access to capital.

Leasing infrastructure will assist in deepening SMEs access to credit calling for Ministry of Finance to look into leasing legislation, regulations and fiscal incentives for companies to evolve leasing activities in the country.

Contract farming and encouragement of outgrowers was attracting CRDB funding posing a challenge to other banks in the country which could emulate the system in other crops particularly now that guarantee facilities to leverage the banks operations were available.
9.6 **Export Strategy.**

Reiterated by Ministry of Industry and Trade the need for the review and update of the Export Development Strategy which was prepared in 1996 which has the following pillars: policy framework, institutional arrangement, infrastructure development and capacity building; noting that:

- Appropriated action has been taken such as the enactment of the EPZ Act and that already there were 5 investors exporting from EPZs.
- Export Credit Guarantee Scheme has been established covering both traditional and non traditional exports.
- Government on the other hand is in the process of establishing an Export Development Levy, reviewing the BET Act for assessing possibility of transforming BET to Export Council

9.7 **Sisal and Sugar Industries:**

Lamented the decline of sisal industry and local sugar industry urging for Ministry of Agriculture dynamism and action in revisiting issues affecting the industries with view to revamp the industries now facing rising demand in the world market.

Responded by Ministry of Agriculture that there were drastic measures being taken by the Government and stakeholders addressing the industries including resolving legal issues surrounding prominent players in the industries.

9.8 **Human Capital Development**

- Noted that there were some deficiencies between output from training institutions vis-a-vis the requirements of the private sector, the engine of economic growth and major employer.
- Emphasized further that efforts should not be only on quantity but also quality to enable Tanzanians compete in the free labour movement engendered by the establishment of the East African Community and globalization.
- Note with appreciation the role of human capital development in countries such as Japan, Korea, Taiwan and Malaysia, calling for more private sector participation in this endeavour including ICT development.
- Reiterated the need to expedite putting in place National Consultancy Policy which has already been recommended by the Inter Ministerial Technical Committee for pre-sentation to Cabinet.
- Reported by Ministry of Labour that VETA as well as Labour Exchange Center were revisiting their policies with objective to evolve a modern human capital policy to feel the human capital vacuum.

9.9 **Comments by Chairman**

The private sector presentation was highly useful and informative and following areas needed more attention:

- Quality of human capital than numbers was key for competitiveness
- Agriculture as key for fighting poverty and focus should be towards small holder entrepreneurship constituting the bulk of farmers hence need for improving them from
subsistence to surplus producers.

- Acquisition of ICT including e-education, e-governance etc

9.10 State of ICT

Reported that workshop on ICT backbone infrastructure held for key Government officials and actors in March 2005 was well received ushering acceptance of implementation of recommendations of the 4th IRT meeting in terms of building a central backbone infrastructure coupled with necessary human capital development.

Reported further that human capital as a lead enabler in Africa has received AU leadership support and a decision has been made to establish the “Nelson Mandela Fund for Science and Technology” out of which four Institutes of Technology will be established of which is proposed to be located in Arusha. Private sector was urged to contribute to the fund.

9.11 Regulatory Legal Instruments

Suggested that as a way to improve operation of enablers outlined by the Private Sector presentation was to get more private sector representation in regulatory bodies, urging the need to evaluate positively interpretation of legal instruments of regulations prior to enforcement.

Responded that regulatory bodies were meant to facilitate fairness between the producers and consumers as stakeholders and were not meant to be traders. Suggestions were requested on how best to improve the modeling of the regulatory bodies and their legal framework under a globalizing economy.

9.12 African Capacity Building Foundation

Commented by ACBF representative that the TNBC model was an ideal model for emulating by other countries in Africa, requesting TNBC Chairman to spare time in future to share TNBC experience with others in the continent.

10.0. LAUNCHING OF SMART PARTNERSHIP DIALOGUE PROGRAM

Presented by Co-Chairman of TNBC Executive Committee brief report on objective, benefits, structure and action plan for the Smart Partnership Dialogue as the 2nd TNBC Working Committee.

Subscribed by TNBC Members the need for Smart Partnership Dialogue and the structure as presented.

Launched officially the Smart Partnership Dialogue as the 2nd TNBC Working Committee by HE President Benjamin William Mkapa launched Smart Partnership Dialogue as the 2nd TNBC Working Committee cautioning the Secretariat to take time to roll out the programme throughout the country; suggesting that to begin with concentration should be in those five regions which have established business councils.

Proposed further to consider possibilities of expanding Zanzibar representation to the Council.
11.0. RECOGNITION OF PRIVATE SECTOR PARTICIPATION.

Awarded Certificates of recognition by H.E. President Benjamin William Mkapa to outstanding corporations and organizations in recognition of their contribution to private sector development in the country as follows:

1. Ernest & Young
2. Sumaria Holdings Ltd.
3. Eurafrican Bank
4. IPP Media
5. Tanzania Breweries Ltd.
6. Gapco Tanzania Ltd.
7. Geita Gold Mining Co. Ltd.
8. DAHACO Ltd.
9. Coastal Steel Mills Ltd.
10. Kioo Ltd
11. UNIDO
12. Mohamed Enterprises (T) Ltd.
13. African Capacity Building Foundatin (ACBF)
14. Pangaea Securities Ltd.
15. MAC Group.

12.0. WAY FORWARD.

12.1 The Secretariat proposed the way forward for TNBC along following priorities:

• **Agriculture and Agro Processing:**
  TNBC to look to issues pertaining to agriculture and the agriculture and agri-business working groups under IRT to come-up with practical proposals and action plans

• **Human Capital Development.**
  Working group on Technology and Human Capital to come up with practical proposal for creation of a learned economy and market oriented human capital base for wealth creation

• **The Public Sector** through POPP to spearhead completion of reforms, regulatory framework, private sector development and pending impediments

• Strengthen the TNBC consultative mechanism particularly the working committees and working groups urging members to participate freely in the working groups

12.2 Other proposals by Members on way forward include:

• Priority given to Manufacturing sector which not only creates wealth and jobs but also contributes 60% to 70% of world trade particularly when we are emphasizing exports for growth.

• Concentration on Macro-enablers including infrastructure and legal sector reforms as a catalyst in the promotion of conducive investment climate.

• Further assessment of practical measures to lower cost of doing business, improve competitiveness and marketing particularly for SMEs.

• Special plea to members to interact more through the secretariat and working groups in order to tap the valuable suggestions for reform and wealth creation.
13.0 CLOSING:

Highlights of Closing Remarks by TNBC Chairman H.E. President Benjamin Mkapa:-

- Recognized that infrastructure is a cog in the development process of any country. Deliberate steps will be taken to improve the sector.

- The budget of 2005/06 will take on board many of the suggestions and recommendations made by the Members in relation to fiscal incentives/taxation and business environment.

- The social and economic reforms being implemented by the 3rd Phase Government will be a permanent feature since they were a CCM Party Policy and would be reinforced in the new manifesto.

- Public partnership in policy formulation as it has proved beneficial to the nation.

- Grateful for the TNBC deliberations which have contributed the change of mindset that making money was evil while it was the way you made it which might be evil.

The meeting was closed at 13:45 hours.

CHAIRMAN
H.E. PRESIDENT BENJAMIN WILLIAM MKAPA
PRESIDENT OF THE UNITED REPUBLIC OF TANZANIA

SECRETARY
DUNSTAN GIDEON MRUTU
EXECUTIVE SECRETARY
TANZANIA NATIONAL BUSINESS COUNCIL
PARTICIPANTS

CHAIRMAN

H.E. PRESIDENT BENJAMIN WILLIAM MKAPA
PRESIDENT OF THE UNITED REPUBLIC OF TANZANIA

MEMBERS.

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1. Hon Frederick T. Sumaye (MP)
   Prime Minister of the United Republic of Tanzania.
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2. Hon Basil P. Mramba, (MP)
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DAR ES SALAAM.

3. Hon Hamza Mwinegoha
   Deputy Minister for Works.
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DAR ES SALAAM.

4. Hon. Gideon A. Cheyo, (MP)
   Minister for Lands & Human Settlement Development
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5. Hon. Dr. Juma Ngasongwa, (MP)
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DAR ES SALAAM

6. Hon. Charles Keenja, (MP)
   Minister for Agriculture & Food Security
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DAR ES SALAAM

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   President's Office
   Civil Service Commission
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8. Hon. Dr. Abdallah Kigoda, (MP)
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10. Hon. Omari Mapuri (MP)
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11. Mr. Samuel Sitta,
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12. Col. J. Simbakalia
    Director General
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13. Daudi Ballali
    Governor
    Bank of Tanzania.
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14. Elvis Musiba
    Chairman
    Tanzania Private Sector Foundation
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15. Leon Hooper
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P.O. Box 71783,
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16. Vaughan Gibson  
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17. Mayank Malik  
   Chairman  
   Tanzania Bankers Association  
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18. Nestor Ngula  
   Chairman  
   Trade Unions Representative  
   P. O. Box 22532  
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19. Ambassador Anthony Nyaki  
   Chairman  
   National Construction Council  
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20. Mohamed Nathan  
   Chairman  
   Tourism Confederation of Tanzania  
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21. Aloyce Mushi  
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22. Prof. Simon Mbilinyi  
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23. Simon Mutabuzi  
   Chairman  
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24. Mrs. Esther Mwamaso  
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25. Julius Matiko  
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26. Aloyce Mwamanga  
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27. Elius Mshiu  
   Chairman, Tanzania Chamber of Agriculture and Livestock  
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   ARUSHA

28. Anver Rajpar  
   Chairman  
   Dar es Salaam Merchant Chamber  
   P. O. Box 6055  
   DAR ES SALAAM

29. Menas M. Likuku  
   Tanzania Chamber of Commerce Industry and Agriculture  
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30. Michael Mmasi  
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33. Abdalla A. Omar  
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34. Hon. Alhaji Musa S.K. Nkhangaa  
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35. Amos Maiko  
   Regional Commissioner Office  
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36. Hon. Daniel Ole Njoolay  
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37. Hon. Jaka Mwambi  
   Regional Commissioner  
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38. Hon. Isdory Shirima  
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   Chief Secretary  
   State House  
   Dar es Salaam

40. Dr. Enos Bukuku  
   Permanent Secretary  
   President’s Office  
   Planning and Privatization  
   Dar es Salaam

41. Mr. Wilfred L. Nyachia  
   Permanent Secretary  
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   Dar es Salaam

IRT WORKING GROUP CHAMPIONS.

42. Mr. Salmon Odunga  
   Permanent Secretary  
   Ministry of Natural Resources & Tourism  
   Dar es Salaam

43. Mr. Wilfred Ngirwa  
   Permanent Secretary  
   Ministry of Agriculture & Food Security  
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44. Ali Mufruki  
   Managing Director  
   Infotech Investment Group  
   Dar es Salaam

SPECIAL GUESTS.

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   Program Team Leader  
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   Zimbabwe

46. Ms. Anna Diallo  
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68. Jitesh Ladwa  
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70. Jayesh Shah  
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71. Dr Charles Kimeu  
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