

**THE UNITED REPUBLIC OF TANZANIA PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**



TEMEKE MUNICIPAL COUNCIL INVESTMENT PLAN



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PREFACE

This investment plan is a product of a series of actions performed by a Municipal staff team in developing this investment plan. The process involved reviewing the investment profile and undertaking SWOC analysis in which the organization's strengths, weaknesses, opportunities and challenges were identified and analysed, it involves identifying the investment area and proposed investment that needed to be implemented in the identified area.

This Investment Plan builds on the presence Strategic Plan, Investment Profile and Socio-economic profile. In the process of performing its mandated administrative and development roles, the Municipal team is committed to implementing the investment plan objectives aimed at achieving its goal and utilization of areas which identified and combined effects will lead to the attainment of the following objectives, (i) Reverse trends of falling investment to boost job creation and economic recovery – without adding to public debt or straining Municipal budgets, (ii) Support investment that meets the economy's long-term needs and increases competitiveness, (iii) Support investment that helps strengthen Municipal productive areas and infrastructure, with a particular focus on building a more interconnected commercial business.

For the better applicability of this Investment Plan, the following Purpose of the Investment Plan has to be taken including defining the responsibilities of various implementation committees at the Council and Ward level, delineating the responsibilities of investment desks and participation in investment activities at the Council and ward level, determining the responsibilities of achieving, managing and coordinating investment activities, classify all areas of investment, direct and advise the projects that will be carried out in those areas and providing opportunities for the private sector to participate in investment activities carried out by the Council.

Temeke Municipal Council Team is committed and devoted to the implementation of this Investment Plan and will use it as a guide/reference document for Operational Investment and planning towards Development initiatives.

Hon. Abdallah Mitinika
Municipal Mayor
Temeke Municipal Council

FOREWORD

Welcome to invest in the Temeke Municipal area, Dar es Salaam, the premier economic centre. The municipality is rich in investment opportunities in both the commercial and social sectors. Temeke Municipal council has created an investment plan guide that highlights investment opportunities and possibilities. The Temeke Municipal Investment Guidance Plan has been created in response to the government's initiative through the President's Office of Regional Administration and Local Government (PO-RALG), which is implemented by the Decentralization Policy and Local Economic Development (LED). The guidance is consistent with the municipal's vision and the development objectives of the council, Dar es Salaam regional and local government agencies (LGAs). It is also consistent with Tanzania's Development Vision 2025, the Third Five-Year Development Plan (FYDP III) 2021/22-2025/26, and the Sustainable Development Goals (SDGs). The aims of the area are congruent with the national goals and tactics of an industrialised economy.

This Temeke Municipal investment Plan contains investment opportunities and strategic investment. It is created by the Temeke Municipal Council (TMC) with assistance from the Investment team, which promotes economic growth via investment and enterprise. The goal is to provide potential domestic and international investors with a clear, succinct, and realistic image of investment prospects in Temeke Municipal in all significant areas, including light industry, infrastructure, tourism, health, and education.

The TMC's investment promotion efforts, among other things, are focused on enhancing the delivery of social services, encouraging economic expansion, and investment in all significant and promising industries. The investment plan is therefore written to be believable. The prospects and challenges of investing are presented to give investors clarity and confidence. This plan aims to increase domestic and worldwide investor awareness of the TMC.

Additionally, it aids in enhancing domestic business' competitiveness, which must serve as the cornerstone of all growth. We believe that potential investors will find this investment plan to be a helpful and practical tool to help them decide where to invest in Temeke Municipal.

Finally, we would like to welcome forward-thinking local and foreign investors to collaborate with us in capitalising on the Temeke Municipal prospects in a variety of ways, also excited to work with you to the Temeke a dynamic investment destination in Dar es Salaam and Tanzania as well.

ERIHURUMA MABELYA
MUNICIPAL DIRECTOR
TEMEKE MUNICIPAL COUNCIL

TEMEKE MUNICIPALITY AT A GLANCE

Postal code	Website	Postal address	Population	Population growth rate
	temeke@temekemc.go.tz	P. O. Box 46343, Dar es Salaam	1,205,949*	4.6 % per annum
Location	Located between 6° 52' 8.4" South and 39° 15' 39.6" East. Also, found south of the region of Dar es Salaam where the East borders the Indian Ocean, the South borders the Coast of Mkuranga - Region of Coast, and North - West is adjacent to Ilala Municipal and North East and is located in Kigamboni Municipality.			
Area	Temeke Municipal has an area of 240 square kilometres and a coastal zone of 5 kilometres. In addition,			
Climate	The Municipal experiences a modified type of equatorial climate. It is generally hot and humid throughout the year. It has wet and dry climatic conditions			
Rainfall patterns	Annual rainfall is approximately 1,100 mm (ranging between 800 mm and 1,300 mm annually) with a bimodal rainfall distribution			
Temperature	Dar es Salaam has a mean annual maximum temperature of 31°C and a mean annual minimum temperature of 21°C			
Administrative setup	The Municipal has two administrative divisions, Mbagala and Temeke. The divisions are further subdivided into 23 Wards, further subdivided into 142 "Mitaa."			
GDP	6,491,212			
GDP per capita	4,341,727			
Water accessibility	Temeke Municipal is connected to DAWASA and some part of the area is using bore hole			
Electricity accessibility	Temeke Municipal is connected to National grid that provide electricity to support domestic and Industrial activities			
Major economic activities	Manufacturing, transport and communication, trade, hospitality industry and urban agriculture			
Priority investment opportunities	Construction of an integrated industrial park, the manufacture of packaging materials, the development of business parks, the development of modern markets and research facilities, the development of beach tourism and associated investments, the building of a new bus stop and related amenities, and the construction of contemporary sports stadiums.			

*2012

DISCLAIMER

This Investment Plan guidebook was created to give vital information to potential investors about investment opportunities and investment activities in Temeke Municipal Council. It does not provide full information or precise practical instructions; it directs readers to multiple informational sources in both the commercial and governmental sectors. Most of the information in this handbook came from talks with, district government officials, the private sector, development stakeholders and other non-state players. Before making real investments, potential investors are expected to complete feasibility studies and/or environmental impact assessments, depending on the nature of the venture. As a result, materials in this manual should be used solely for their intended objectives and not for legal defence or any other reason otherwise.

This plan book is a guidance that is offered in good faith and with the 2018 Amendment to the Statistics Act in mind (2015). If needed, a reference point in this guide unintentionally contradicts an official statistic, it should be considered a mistake, and the official statistic should indeed be regarded to be correct.

DEDICATION DEMONSTRATION FROM THE HIGHEST OF GOVERNMENT LEVELS

Her Excellency, Samia Suluhu Hassan.
The President of the United Republic of Tanzania.
Keynote to the Tanzania Five-Year Development Plan, June 2021

"As our country achieves the status of a middle-income economy, the emphasis is placed on continuing to build a Competitive and Industrial Economy for Human Development to achieve the vision's objectives with the following attributes: improving Tanzanians' living standards; the existence of peace, security, and unity; good governance and the rule of law; the sense of an educated and learning society; and the development of a strong and productive economy."

His Excellency, Dr. Philip Isdor Mpango,
Vice President of the United Republic of Tanzania.
Remarks provided at the Port of Singapore during the Bloomberg New Economy Forum held in Singapore from 15 to 20 November 2021

"A Five-Year Development Plan aims to make Tanzania a significant economic centre for landlocked nations that transport cargo through the port of Dar es Salaam."

Hon. Kassim Majaliwa Majaliwa,
Prime Minister of the United Republic of Tanzania.
Opening remarks at the Business and Investment Forum, Tabora Region, on 21 November 2018

"The 21st Century is going to recognize itself with intensifying a competitive business environment in which enterprises that will succeed are those with relevant industrial products and services, contemporary technology and people resource that is imbued with suitable talents, work ethics and innovativeness. Industrialization is the fundamental prerequisite and key to corporate survival in the twenty-first century. In this understanding, the United Republic of Tanzania's Fifth Phase Government has adopted industrialization as its ultimate aim. To achieve this aim, regional authorities must focus on providing the supportive business climate required to facilitate corporate operations and the flow of capital."

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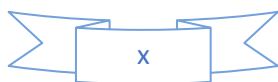
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ABBREVIATIONS AND ACRONYMS

DMDP Dar es Salaam Metropolitan Development Project

DPs Development Partners

EPZA Export Processing Zones Authority

EPZs Export Processing Zones

FYDP Five-Year Development Plan

GDP Gross Domestic Product

LGAs Local Government Authorities

MIGA Multilateral Investment Guarantee Agency

MIT Ministry of Industry and Trade

NEMC National Environment Management

NGOs Non-Government Organisations

PPCP Public-Private Community Partnership

PPP Public-Private Partnership

RALG Regional Administration and Local Government

RECs Regional Economic Communities

SEZs Special Economic Zones

SIDP Sustainable Industrial Development Policy

TNBC Tanzania National Business Council

TANTRADE Tanzania Trade Development Authority

TAZARA Tanzania Zambia Railway Authority

TPA Tanzania Ports Authority

TRA Tanzania Revenue Authority

UNDP United Nations Development Programme

EXECUTIVE SUMMARY

Investment is expected to be an important catalyst in increasing the growth rate in the economy is expected to be above 10% per annum and in ensuring that growth is coupled with structural transformation and job creation. Like many other developing countries, Tanzania has attempted to stimulate industrialization by creating EPZs and SEZs.

The overall objective of this Investment plan is to articulate TMC's investment promotion strategies and available incentives. The deliverable of the assignment was to have an investment plan document that contains detailed investment opportunities, promotion strategies and roadmaps for those interested in investing in Temeke Municipal. The Investment team used a participatory and collaborative approach based on multi-sector involvement through engagement with LGA management teams, Government Investment Agencies, existing investors and businesses, NGOs and stakeholders. A systematic review of relevant data, information, reports, publications and personal interviews was completed as part of this project.

Generally, Temeke Municipal has the potential to attract investment areas in manufacturing, transportation, trade and commerce, natural resources energy, education and healthcare. The TMC is ambitious and invites investors to strategically invest in the following priority investment opportunities: Retails Centers, Parks and Sports, Dry Ports, Bus and Truck Terminals, Business Centers and Mini stands Commercial and Residential.

To pursue these investment targets, this investment plan has identified several policy considerations that would impact the success of investments in both the short and long time. This plan is structured into five sections including Introduction, Temeke Municipal Synopsis, and Development Framework which includes SWOT analysis, Investment Plan, Conclusion and Recommendation

PART ONE

1. INTRODUCTION

1.1 Background Information

Good public finance management is an indicator of institutional accountability and good governance. Efforts to improve the Temeke Municipality's economy are being undertaken based on the Municipality's goals for each fiscal year, which include the Council Plan and Council Development Policy.

Along with different strategic steps to boost investment, the Council has created an Investment Plan that will clarify the Council's capabilities as well as the possibilities and areas set aside for investment activities.

The council has a huge pool of places that may be exploited to provide substantial and consistent revenue. The revenue will support the Council's financial strength in providing better services to the community through development initiatives.

The Planning Office, through its investment team, has identified the areas for investment and developed an investment plan that will assist in the coordination, management, monitoring, and evaluation of investment projects across all economic levels and sectors.

1.2 Objectives of the Investment Plan

- I. Reverse trends of falling investment to boost job creation and economic recovery – without adding to public debt or straining Municipal budgets.
- II. Support investment that meets the economy's long-term needs and increases competitiveness.
- III. Support investment that helps strengthen Municipal productive areas and infrastructure, with a particular focus on building a more interconnected commercial business.

1.3 Purpose of the Investment Plan

This investment has the following purpose:

- I. To define the responsibilities of various implementation committees at the Council and Ward level
- II. To define the responsibilities of investment desks and participation in investment activities at the Council and ward level
- III. To determine the responsibilities of achieving, managing and coordinating investment activities

- IV. To classify all areas of investment, direct and advise the projects that will be carried out in those areas
- V. To provide opportunities for the private sector to participate in investment activities carried out by the Council.

1.4 The Fundamentals of Plan Implementation

The principles of implementation of this Plan should consider the following:

- I. To assist clients effectively and impartially when they need to invest through the Council's opportunities.
- II. Coordination of investment duties based on accountability, honesty, trust, and care
- III. Each leader must carry out the responsibilities outlined in his or her authority level and implementation.
- IV. Each Committee named in the Plan must guarantee that its responsibilities are met.
- V. The Investment and Participation Desk should ensure that its responsibilities are met, especially in terms of monitoring investment issues, preparing documentation, and presenting it in CMT meetings.
- VI. Every leader should make certain that the resources assigned for the implementation of various investment projects are directed to those projects and used with the value of money and the priorities of the projects themselves in mind.
- VII. Avoid conflicts of interest when carrying out investments and making choices according to procedures.

PART TWO

2. TEMEKE MUNICIPALITY SYNOPSIS

2.1 Background Information of Council

Temeke Municipal Council is one of the four Municipalities found in Dar es Salaam regional that was established on 10th November 1999 under the Local Government (Urban Authorities) Act, 1982 No. 8 Sections 8 and 9.

2.2 Strategic Geographical Location

Temeke Municipal has an area of 240 square kilometres and a coastal zone of 5 kilometres. In addition, it is 6° 52' 8.4" South and 39° 15' 39.6" East. Temeke is located south of the region of Dar es Salaam where the East borders the Indian Ocean, the South borders the Coast of Mkuranga - Region of Coast, and North - West is adjacent to Ilala Municipal and North East and is located in Kigamboni Municipality.

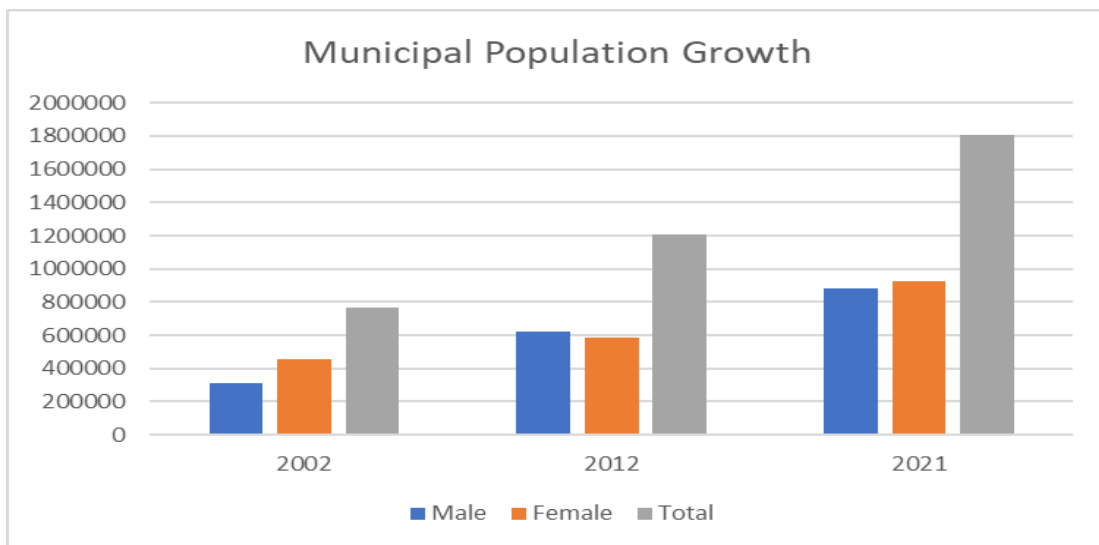
2.3 Administration Support and Attractive Regime

The Municipal is divided into two administrative divisions namely Mbagala and Temeke. The divisions are further subdivided into 23 smaller administrative units called Wards, further subdivided into 142 "Mitaa."

2.4 Population Size, Growth and Density

Temeke is growing very fast as per National Population Census since 2002. The 2002 Tanzania National Census reported that the population of Temeke District was 768,451 and the area was 786.5km² including Kigamboni District. In the 2012 National Census, the population increased to 1,205,949. As per the projected formula of the population census, the population is assumed to be grown up to 2,367,578 in 2019. In the 2012 Population and Housing Census, the Municipal population was 1,205,949 distributed by sex as 618,092 females and 587,857. The distribution by sex is in 2021 estimated to be 1,154,109 (male) and 1,213,468 (female). The average population growth rate stood at 4.6 % per annum.

Figure 1: Population Growth



Source: TMC, 2020

2.5 Climate

Temeke Municipal Council lies in the tropical coastal belt of Tanzania and therefore is influenced by two major climatic conditions, namely rainfall and temperature. The rainfall pattern is that of a bimodal type with erratic conventional rains. The monsoon rains occur almost throughout the Municipality between December and February. While the long heavy rains in the period from March to June. The amount of rainfall received ranges from 800 – 1200mm per annum. The temperature just like rainfall is also influenced by the ocean. High temperature prevails throughout the year ranging from 25°C from June to August up to 35°C from January to March.

2.6 Trade and Commerce

People engage in different trade and commerce in the Municipal. Among others, there are wholesale and retail shops located at Mbagala, Tandika and Keko. For transportation of people and luggage, the public transportation costs (buses fare) are TZS 300 to 500 and private transportation costs (taxi) range from TZS 5000 to 20,000. The businesses in the financial sector that is banking, and foreign exchange shops are expanding daily due to their crucial importance. Also, there are businesses in lodging and accommodation facilities like hotels, restaurants, bars and guest houses.

2.7 SWOT Analysis

The fundamental goal of a SWOT analysis is to evaluate both internal (an organization's strengths and weaknesses) and external (outside) variables (opportunities and threats). Items that a Municipal believes about itself will be included on the list of internal strengths and shortcomings. On the other hand, the list of external opportunities

and risks will look outside. Opportunities involve fresh commitments that could further a municipality's goals.

The SWOT analysis' benefit is that it enables a company to identify its strengths and weaknesses before concentrating on external variables by recognising its opportunities and potential threats. A more thorough strategic idea is created by detailing several tactics for the various internal and external aspects. This will lay the groundwork for the necessary strategic plan efforts.

The SWOT analysis was performed to identify Strengths, Weaknesses, Opportunities and Threats. The analysis was based on analyzing Temeke's ability to manage investment opportunities in the areas of budgeting, skilled staff, ability to service investors' needs, leadership and management experience, stakeholders and community involvement, council policies and organization by-laws.

2.7.1 The purposes of the Temeke Municipal organization SWOT Analysis

- I. To identify whether the budget, staff's capacities, procedures, and processes are adequate to implement a proactive investment promotion strategy
- II. Identify potential opportunities to create partnerships and alliances to strengthen investment promotion capacity
- III. Identify threats that could hinder the Municipal's ability to successfully implement a proactive investment promotion strategy

2.7.2 Strengths, Weaknesses, Opportunities and Threat

The following table shows the identified strengths and weaknesses

Table 1: SWOT analysis

Criteria	Strengths	Weaknesses
Leadership	<ul style="list-style-type: none"> • Experienced leadership, Good governance, Transparency and accountability 	<ul style="list-style-type: none"> • Inadequate Investment, knowledge of some of the leaders and Inconsistency of idea implementation
Human Resource Management	<ul style="list-style-type: none"> • Resentences of skilled personnel, Staff Recruitment • Willingness to work and Compliance with OPRAS and other guidance 	<ul style="list-style-type: none"> • telemediated promotions • Inadequate personnel in some of the departments

Processes to Deliver Services	<ul style="list-style-type: none"> TMC have a grievances desk and provision of smooth environment for the customers The presence of service delivery contracts in TMC creates a Community participation in decision-making on the implementation of various services Review and reduce the time for processing building permits and licenses. 	<ul style="list-style-type: none"> inadequate working facilities Inadequate information on service delivery procedures especially to beneficiaries. For example, the council website has little information Gaps in procurement and contract management related to specifications, documentation, Records and contract management.
Policy and Strategies	<ul style="list-style-type: none"> Resentences of adjective rules and regulations Presence of an updated strategic plan 	<ul style="list-style-type: none"> Availability of policies, bylaws, directives, rules, regulations and strategies require review and dissemination to the general public.
Financial Resources	<ul style="list-style-type: none"> Presences and reliable sources of revenue (rent, service levy, fees, penalties, business license etc.) The use of POS (Point of Sales) machines in revenue collection helps to monitor the revenue collection Presence of adequate personnel to collect revenues 	<ul style="list-style-type: none"> limited traditional revenue source reluctance of some customers to pay levies and fee Some sources of revenue haven't been evaluated.
Technology	<ul style="list-style-type: none"> Presence of managing the management of modern systems for HRM, revenue, payment and planning. 	<ul style="list-style-type: none"> Insufficient working tools Presence of many systems which are not merged/communicated (Planrep, FARRS, MUSE, LGRCIS, FFARS, GOTHOMIS, TAUSI)
Community Stakeholders	<ul style="list-style-type: none"> Community contribution and involvement 	<ul style="list-style-type: none"> Own community contribution to development projects in some areas Inadequate skills of some of the community members
Criteria	Opportunities	presence
presence	<ul style="list-style-type: none"> Governing coordination 	<ul style="list-style-type: none"> Oversee government coordination on centralized sector ministries, PO- RALG and Ministry of Finance and Economic Planning.
Human Resource	<ul style="list-style-type: none"> Support for capacity building, training and workshop Staff gets the support to further studies. Well-guided and human resources management 	<ul style="list-style-type: none"> Consistency in the implementation of investment projects Inadequate employment provision

Guidelines	<ul style="list-style-type: none"> • Presences guidelines on service delivery from the central government. • Staff availability with different professionals • Government commitment to expand schools and health facilities • Regulation of Public Procurement management • Independent audit by the controller and Auditor General 	<ul style="list-style-type: none"> • Top-down investment implementations • Less awareness among stakeholders of council payment procedures • Inadequate infrastructures • Unpredictable grant/fund releases from the central government • Solid waste and environment management is a new phenomenon being regulated by National Environment Management Commission.
Policy and Strategies	<ul style="list-style-type: none"> • Availability of national policy for sustainable Development Goals • Adherence to National strategies in the implementation of investment projects • Presence of defined Policies and guidelines from the Central Government • Presence of MKUKUTA II • Presence of Vision 2025 • Ruling Party Election Manifesto 	<ul style="list-style-type: none"> • Indirective the Central Government may contravene the policy implementation • Frequent changes in policies and strategies • Changes in policy priorities • Some of the policies are achieved • National programs goals requiring integration into institutional programs and plans
Financial Resources	<ul style="list-style-type: none"> • Availability of financial institutions • Government fund • TMC has a partnership with international institutions like World Bank 	<ul style="list-style-type: none"> • Budget ceiling affects investment implementation • Some of the previous Municipal council revenue sources have gone to the central government • Inadequate disbursement of funds from the central government rest-interest rates charged by financial institutions
Availability	<ul style="list-style-type: none"> • Internet 	<ul style="list-style-type: none"> • Internet breakdown and Frequent changes in technology

2.8 Challenge in Investment

- I. Deficiencies in multilevel governance and public administration, including coordination with other levels of government and other sectors.
- II. Deficiencies in accessing and managing investment funds, including mismatches between the functions and financial resources
- III. Shortcomings in public procurement and public-private partnerships.

- IV. Unfavourable business environment, due to burdensome regulations and procedures, including sector-specific regulations, and difficulty in accessing SME finance.
- V. Inadequate preconditions for investment (appropriately skilled labour force, transport networks, etc.)

2.9 Obstacle and action to overcome

The below table, matching these types of activities to the obstacles that are most relevant from a perspective offers a framework at the Municipal level that can be used for establishing specific packages of action, through a process based on partnership and multi-level governance, which should form part in Investment.

Table 2: Obstacle and action to overcome

Main obstacles	Impact of each obstacle on Municipal	Relevance and impact of each obstacle on MUNICIPAL competencies and roles	Action to overcome Obstacle
<p>1. Governance and public administration</p> <p><i>Deficiencies in quality, efficiency, coordination, etc.</i></p>	MEDIUM	MEDIUM on the Municipals' role as Planners	<p>Fiscal and financial framework</p> <ul style="list-style-type: none"> ✚ Fiscal framework adapted to the investment objectives ✚ Correcting functions/financial resources misalignment
<p>2. accessing using and managing investment funds</p> <p><i>Deficiencies in managing public investments, functions/financial resources mismatch</i></p>	MEDIUM	MEDIUM on the Municipals' role as Investors	<p>Multilevel governance and institutional reform</p> <ul style="list-style-type: none"> ✚ Better Management of Local Government ✚ Institutional reform
<p>3. public procurement and PPP shortcomings</p>	MEDIUM	HIGH on the Municipals' role as Investment partners	<p>Administrative of Municipal building</p> <ul style="list-style-type: none"> ✚ Organizational strengthening ✚ Strengthening specialist expertise
<p>4. Businesses</p> <p><i>Burdensome sector-specific regulations, difficulty to access finance</i></p>	LOW	MEDIUM on the Municipals' role as Regulators	<p>Multilevel governance and institutional reform</p> <ul style="list-style-type: none"> ✚ Better Management of Local Government ✚ Institutional reform
<p>5. essential trial traditions</p> <p><i>Lack of skilled labour force, inadequate transport and other infrastructure</i></p>	HIGH	HIGH on the Municipals' role as Providers	<p>Administrative of Municipal building</p> <ul style="list-style-type: none"> ✚ Organizational strengthening ✚ Strengthening specialist expertise

2.10 Investment Gap

Since government reforms, the Municipal has been suffering from low investment and revenue collection levels. In the immediate aftermath of the crisis, the total annual investment and collection does not meet the Municipal requirement in providing services to the communities

There has been an alarming decline in public investment and revenues at local and regional levels. In the wake of the economic and financial crisis, the Municipal faces a persisting and cumulative lack of long-term investment referred to as the 'investment gap', which is bringing down expectations on long-term growth and service provision.

2.11 Assessment of obstacles and responses

OECD Principles of Effective Public Investment	Assessment	Remarks
A. Co-ordinate public investment across levels of government and policies		
1. Invest using an integrated strategy tailored to different places.	Not fulfilled	Although the PPP's potential and advantages have been accurately identified, it is still viewed as a one-size-fits-all answer. Additional details are required.
2. Adopt effective instruments for coordinating across Municipal and sub-national levels of government.	Partially fulfilled	Although the Municipal at the central government level is high, the same standards do not apply to the local level.
3. Coordinate horizontally among sub-national governments to invest at the relevant scale.	Not fulfilled	There is no horizontal exchange related to the transparency obstacles.
B. Strengthen capacities for public investment and promote policy learning at all levels of government:		
4. Assess upfront the long-term impacts and risks of public investment.	Not fulfilled	The level of expertise at the local and regional levels is low and it leads deliberately or inadvertently to less transparency.
5. Engage with stakeholders throughout the investment cycle.	Not fulfilled	As above
6. Mobilise private actors and financing institutions to diversify sources of funding and strengthen capacities	Fully fulfilled	PPPs are per se doing that
7. Reinforce the expertise of public officials and institutions involved in public investment.	Partially fulfilled	The level of expertise at the local and regional levels leads deliberately or inadvertently to less transparency.
8. Focus on results and promote learning from experience.	Partially fulfilled	Lack of transparency, poor definition of the parameters and monitoring of the PPP are hampering the focus on results and the

		learning process.
C. Ensure proper framework conditions for public investment at all levels of government		
9. Develop a fiscal framework adapted to the investment objectives pursued.	Partially fulfilled	The fiscal framework is promoting the use of PPP; however, the fiscal impacts in the long term are neglected in favour of the short-term benefits.
10. Require sound and transparent financial management at all levels of government.	Partially fulfilled	The level of expertise at the local and regional levels is low and it leads deliberately or inadvertently to less transparency.
11. Promote transparency and strategic use of public procurement at all levels of government.	Partially fulfilled	The level of expertise at the local region levels else is added it leads deliberately or inadvertently to less transparency.
12. Strive for quality and consistency in regulatory systems across levels of government.	Partially fulfilled	There is a gap between the quality and consistency standards at the central and wheels.

PART THREE

3. DEVELOPMENT FRAMEWORK

3.1 Reason to Invest in Temeke Municipal

3.1.1 Commitments by Temeke Management Team

Temeke Municipal Council is committed to facilitating the investment process, notably via partnerships with investors and important partners. The area will guarantee that desks are established at the regional and municipal levels to provide accurate information to potential investors. The Municipality and its LGAs will develop a strategy for implementing this investment plan and will select some opportunities, as well as conduct feasibility studies and develop business plans for the linkable project while continuing to investigate all possible sources of financing for the proposed investments.

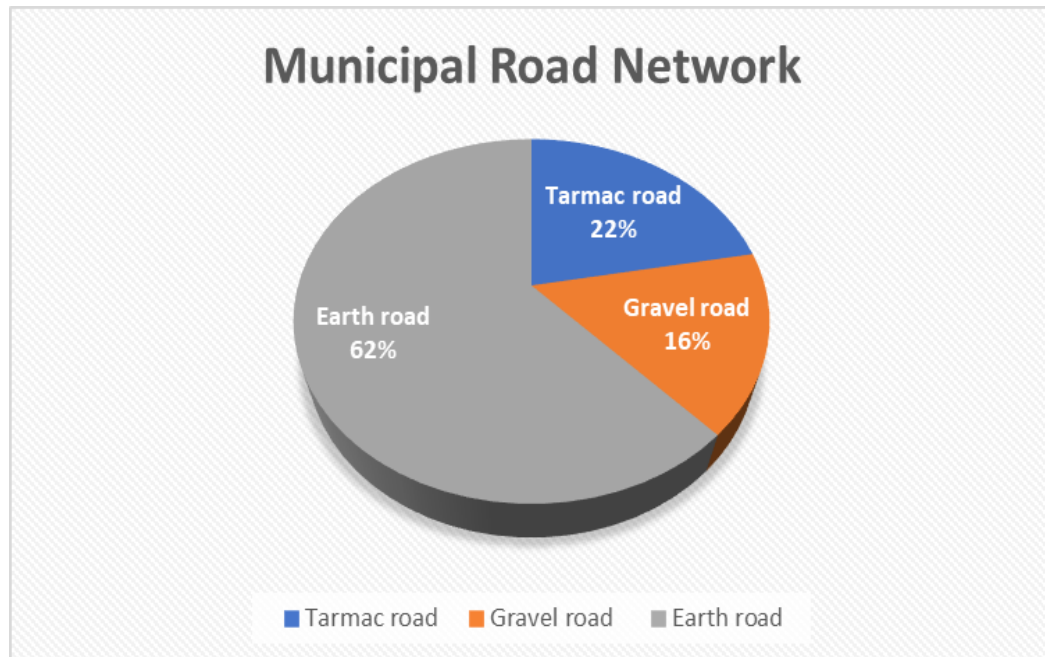
3.1.2 Investment Climate and Trade Policy in Tanzania

From the mid-1980s and into the early 1990s, the government recognised the role of the private sector (both local and foreign) as a development engine and key driver of economic change and poverty eradication. The private sector's vital role was emphasised even more in the Third Five-Year Development Plan (FYDP III) (2021/22-2025/26), which emphasised, among other things, the private sector's effective participation in building sectors and enterprises that support economic growth and produce jobs. Tanzania's government uses Trade-related Investment Measures (TRIMs) of the World Trade Organization (WTO) to encourage investments that coincide with national interests, as well as to attract and restrict foreign investment.

Tanzania has adopted methods for trade growth such as export processing zones (EPZs), an investment code and guidelines, export development/promotion, and export facilitation. EPZs were formed by the EPZ Act of 2002 and are open to both domestic and international investors, particularly in the agricultural, textiles, and electronics industries. Both export processing zones (EPZs) and special economic zones (SEZs) are overseen by the Export Processing Zones Authority (EPZA) (SEZs). The government has urged both domestic and foreign investors to take advantage of EPZA investment opportunities for the benefit of both themselves and the country.

3.1.3 Road transport

Road network surface conditions in the Municipal show that tarmac road (136.336 Km) is 21%, gravel road (107.708) is 16.6% and earth road (404.41) is 61.9%. This indicated that the road network is favourable to investors, given that all types are passable throughout the year. For marketing purposes most of the households are reached by roads, the composition is shown below.



3.1.4 Air Transportation

Dar es Salaam Airport is located in a nearby district, which makes Temeke Municipal an attractive destination for travellers. The Dar es Salaam airport is for cargo and passengers. Most of the areas within Tanzania and nearby countries are reached easily

3.1.5 Economic infrastructure and strategic location of TMC

Economic infrastructure and strategic location Dar es Salaam Region's strategic geographical position is one of its competitive advantages. It is immediately connected to the Tanzania-Zambia Highway, providing direct economic linkages to neighbouring nations such as Zambia, Malawi, and the Democratic Republic of the Congo (DRC). Dar es Salaam connects the central corridor, which is important in carrying freight to the northwestern nations of Rwanda, Burundi, Uganda, and the northern section of the Democratic Republic of the Congo.

3.1.6 Railway Transportation

The Municipal has a near railway station from Dar es salaam to many places in and out of the country the railway is owned Railway Authority (TAZARA), which links Temeke and other cities, also

links Tanzania to many southern African countries This makes the Municipal an important gateway for Tanzania. TAZARA connects Temeke Municipal with businesses and other provinces including the significant centre for two closely related "logistics" corridors, the TAZARA and Uhuru (TANZAM). Both the TAZARA and TANZAM Corridors centre on the Dar es Salaam Harbour/Port, with a 1,860-kilometre railway to Zambia.

3.1.7 Communication

The Municipal enjoys media diversity including media in Kiswahili and English. Print media include Daily News, Habari Leo the Guardian, and Nipashe, just to mention a few. There are local and international television stations that serve by various satellite communication service providers including DSTV, Azam, ZUKU, Continental, StarTimes and other local modes of connection. The local television stations include TBC, Star TV, ITV, Channel Ten, Wasafi TV, Clouds TV, East Africa Television etc. This gives the investors a variety of mass media to be used for the advertisement of their products.

Temeke Municipal is connected to the Tanzania national fibre broadband backbone and is within the existing coverage area of multiple cellular communication service providers, other mobile companies include Vodacom, Tigo, TTCL, Zantel, Airtel and Halotel.

3.1.8 Availability of banks and other financial institutions

Temeke Municipal has a robust presence of financial institutions like CRDB, NMB, Exim Bank, NBC, Diamond Trust Bank, Equity and Stanbic Bank few to mention. The presence of these financial service institutions helps increase trade and provide businesses with access to capital to encourage investment and entrepreneurship.

3.1.9 Availability of Port

Temeke Municipal has a National port, it's a starting point for shipping cargo in and out of the country, and the port is also used by Uganda and Malawi as one of the main shipping stations. This port is providing a better means of operating business in Temeke that encourages investors to invest in the Municipal.

3.3.9 Land for investments

Considering the variety of economic sectors and their potential for attracting investments, the Temeke Municipal council has set aside land for particular targeted projects, as detailed in part three of this book. For example, 68 hectares in various locations for industrial development and other investments, such as the creation of

shopping malls, modern markets, modern bus stands, tourist hotels, and so on.

3.3.10 Electricity

The Municipal depends mostly on electricity from Hydro-Electric Power (HEP). The Municipal is connected to the National Power Grid, which provides a reliable source of electricity for local businesses. This potential asset for the business requires a reliable, stable and consistent energy supply. There are other off-grid power solutions; solar energy and conventional diesel generators. This demonstrates that electricity is not a problem for investors.

3.3.11 Peace and Security

In stark contrast to its Central and East African neighbours, Tanzania has created a reputation for long-term peace, political stability, national unity, and social cohesiveness in an atmosphere of democracy and political as well as social tolerance. Temeke City, like the nation as a whole, has peace and political stability, providing a secure environment for business.

3.3.12 Other reasons why you have to invest in Temeke

- I. Presence of a port that transports cargo to different places/countries and other neighbourhood countries
- II. High population growth of 4% (labour force and market)
- III. Good access to health facilities. These include the Temeke Referral Hospital and Zhakem Hospital

3.4 Investment Plan

This plan was created to obtain ownership, coordination, management, monitoring, and evaluation of policies, guidelines, and laws that exist and are implemented by the Council. Furthermore, the Program has identified major actors in each pillar, as well as their duties, implementation duration, and sectoral outcomes.

The plan is built on an investing concept outlined by the six pillars listed below. Furthermore, each cluster has identified its implementers, implementation duration, outcomes (anticipated outcomes), and indications (indicators) of expected outcomes. However, there are certain regions that the Council does not possess. As a result, the Council will be responsible for creating a joint venture or acquiring certain lands to eliminate operating issues in the future.

3.4.1 Target Groups for the Investment plan

The capacity of public authorities to offer accurate information about investment possibilities to interested parties is just as important as the ability of potential investors to make judgements about where and in which industry to invest. So, investors residing in the region who have businesses and desire to either grow their present operations or embark on new enterprises, as well as Government departments in charge of assisting company owners, are the key objectives for this book.

Public organisations such as Textiles Development Unit (TDU), Business Registration and Licensing Agency (BRELA), Tanzania Revenue Authority (TRA), Fair Competition Commission (FCC), National Economic Empowerment Council (NEEC), Tanzania Trade Development Authority (TANTRADE), industry support organisations (ISOs), agricultural and industrial extension services providers etc., which provide information and data, monitoring and evaluation and other business support services

Selected civil society organisations (CSOs), non-government organisations (NGOs) and development partners (DPs), such as the United Nations Conference on Trade and Development (UNCTAD), International Trade Centre (ITC), European Union (EU), United Nations Industrial Development Organisation (UNIDO), Trade Mark East Africa (TMEA), Confederation of Tanzania Industries (CTI), etc.

3.4.2 Pillars of the Council's Investment Plan

3.4.2.1 Promote the Economy and Establish an Investment Environment

Objection:

The level of economic growth of the Council is low and the investment environment which is the catalyst for sustainable economic growth is poor in terms of urban development and social and economic activities.

Policy Statement:

Initiatives to enable residents to actively engage in the country's economic activities are critical to aligning with economic growth that includes and benefits many Tanzanians, increasing their earnings and improving their living conditions.

According to the Policy's argument and proclamation, sustainable economic growth cannot exist in the absence of a favourable investment environment. Since Council decided to enter the open market in 1985, it has sought to build strategies that facilitate investment in the country. Effective investment environment improvement initiatives must be established and implemented by

the primary players in this pillar, which are coordinated and overseen by the investment committee, the investment desk, and other relevant departments.

Key players in this role include:

Department of Planning and Coordination; Finance Division; Department of Trade and Investment; Department of Community Development; Department of construction and Department of Urban Planning.

3.4.2.2 Improvement of Taxation System, Laws, Regulations and Licensing

Objection:

Despite ongoing efforts to modernise the tax system, the current tax structure and administration do not allow residents to fully engage in the economy. Some current rules, regulations, and processes are incompatible with the investment concept.

Policy Statement:

To improve the system and administration, rules, rules and procedures of Councils for the payment of taxes to encourage investment and to amend outdated laws, rules and procedures to be in line with the Council's Policy on Citizens' Economic Investment.

The council will improve the provision of services to the public, especially in enabling citizens and other investment stakeholders to fully participate in economic and investment activities.

A good system of Law and good services for public servants is a great catalyst to grow the economy because it creates a better investment environment for local and foreign investors, it will expand the scope of sources of income for the Council as a whole and improve services to the community.

Key players in this role include:

Department of Planning and Procedure; Department of Finance; Department of Trade and investment; community development department; the construction department and the urban planning department; Development stakeholders and investors inside and outside the Council

3.4.2.3 Increase own source Revenue

Objection:

Revenue growth assigns the expansion of income sources and the availability of new sources depending on the existence of;

- I. Annual budget increase for the Council
- II. The presence of impediments that impede the growth of investment regions
- III. The Council lacks strategic projects.

Policy Statement:

The council will create a good environment for income acquisition by strengthening and improving sources of income, will take steps to publicize its investment areas, and will set strategies whose implementation will increase its internal income.

Key players in this role include:

Department of Planning and Coordination; Finance Division; Department of Trade and Investment; Department of Community Development; Department of Construction and Department of Urban Planning. Development stakeholders and local investors who belong to the Council; Ward Development Committee.

3.4.2.4 Improvement of Economic Infrastructure

Objection:

Economic infrastructure, including roads, electricity, water, and communication networks, is critical to the Council's growth. The upgrading of this area would lessen poverty for the people by creating jobs; it will help it to expand its commercial scope.

Policy Statement:

To enhance infrastructure, the council will distribute funding and involve development parties. Furthermore, it will provide a favourable environment for the private sector to invest in and expand infrastructure. To accomplish this, different institutions must work together, led by the primary actors in this position, TANROAD; Regional Administrative Authorities; Tanzania Electricity Corporation (TANESCO); Regional Governor's Office, and District Governor's Office.

3.4.2.5 Partnership Strengthening

Objection:

Major investments should involve joint ventures since the Council cannot implement large strategic projects.

Policy Statement:

The council will guarantee that stakeholders have access to information regarding investment patterns, and more efforts will be taken to ensure that investors have the chance to invest. Investors

are also urged to invest in designated locations. The Council will work with other stakeholders to put this declaration into action.

3.4.2.6 Cooperation

Objection:

Cooperation is the source of building strength for stakeholders to have a common voice in carrying out their activities. In addition, the partnership is an effective tool to empower investors by cooperating with the Council in using development opportunities.

Policy Statement:

The council will continue to strengthen cooperation and encourage the formation of cooperation between investors. All Municipal departments should work together to address the issues and implement the policy statement fully

PART FOUR

4. PRIORITY INVESTMENT OPPORTUNITIES IN TEMEKE MUNICIPAL

This section highlights the region's top investment prospects. Priority investment possibilities at the regional and council levels are separated. This section also includes land designated for investment.

4.1 Investment Areas in the Municipality

The Temeke Municipal Council has many areas that can be considered for investment according to the objectives of the Municipality as follows:

Table 3: Investment Areas in the Municipality

SN	AREA	WARD	DESCRIPTION	DIMENSION
1	Chamwenyewe street	Chang'ombe	Residential Building	4322
2	Temeke Sterio Market	Temeke	Market	E.217B
3	TAZARA Market	Temeke	Market	9,264
4	Natural Resource VETA	Keko	Office/Hotel block	E.2.516
5	Zakhem Market	Kibondemaji	Market	3,990
6	Mbagala Market (kampuchea)	Charambe	Market	8,338
7	Toangoma Bus Terminal	Toangoma	Bus Terminal	TBD
8	Chamazi	Chamazi	Bus Terminal	9,950
9	Tandika Market (Kampuchea)	Tandika	Market	TBD
10	Temeke Mwisho	Azimio	Bus/Track Terminal	124,586
11	Playing Ground	Toangoma	Different Sports	57,733
12	Playing Ground	Kijichi	Different Sports	32,037
13	Mivinjeni	Kurasini	Depot	TBD
14	Temeke Garden	Temeke	Garden/Commercial	TBD
15	Bora Street near Chang'ombe ward office	Chang'ombe	Commercial	TBD
16	Evarlest open area	Temeke	Hotel Block	10,572.16
17	Oyster bay plot no.57B	Masaki – Haillesselasia Rd	Residential Building	2,641.50
18	Masaki plot no.275	Osterbay – Zambia St - Karume St	Residential Building	4,147.80
19	Sudan open space	Azimio	Garden/Commercial	TBD
20	Mwembe Yanga open space.	Temeke	Garden/ sports	TBD
21	Area of Environment and Sanitation Office	Temeke	Commercial	TBD
22	Area of Municipal Headquarters	Miburani	Commercial	TBD
23	Sea Breeze and beach	Miburani, Mtoni and Kijichi	Recreation centre	TBD

4.2 Municipal-Level Priority Investment Opportunities

According to the Annual Survey of Industrial Production and Statistical Report of 2016, the manufacturing sector comprised 4.9% of the GDP. The investment opportunities identified are intended to assist Tanzania in becoming a semi-industrialized country reaching 40% of the GDP by 2025. The Municipality has identified twenty-two (22) significant investment opportunities that must be recognised and realised based on the availability of raw materials and/or needed infrastructure to support specific projects (s). Table 8 below shows specific investment opportunities within the Temeke Industrial Sector.

Table 4: Specific Investment Areas and proposed project

DESCRIPTION	PROPOSED PROJECT	
Proposed Investment #1	Construction of a commercial and residential building	Cost Estimation
Potential Project Location	Chang'ombe Ward	15,000,000,000
Potential Target Areas	TBD	
Current State of Investment	Old rent houses	
Proposed Investment #2	Construction of a commercial building - VETA	Cost Estimation
Potential Project Location	Keko Ward	10,000,000,000
Potential Target Areas	16,160 square meters	
Current State of Investment	No existing investment	
Proposed Investment #3	Construction of a Commercial and Residential Building - Masaki	Cost Estimation
Potential Project Location	Masaki	15,000,000,000
Potential Target Areas	TBD	
Current State of Investment	Ground Residential Building	
Proposed Investment #4	Construction of commercial and residential buildings - Osterbay	Cost Estimation
Potential Project Location	Oyster bay Ward	15,000,000,000
Potential Target Area	TBD	
Current State of Investment	Ground Residential Building	
proposed Investment #5	Construction of Government offices and commercial buildings.	Cost Estimation
Potential Project Location	Miburani ward	15,000,000,000
Potential Target Area	TBD	
Current State of Investment	Government officer	
Proposed Investment #6	Construction of an apartment commercial building for business activities	Cost Estimation
Potential Project Location	Miburani ward	9,000,000,000
Potential Target Area	TBD	
Current State of Investment	No existing investment in the market, and the area is bare as shown in the picture below	
Proposed Investment #7	Construction of social halls on Bora street	Cost Estimation
Potential Project Location	Chang'ombe Ward	4,000,000,000
Potential Target Area	TBD	

Current State of Investment	location investment	
Key Investment Rationale	occasionally accessible by tarmac road	
Proposed Investment #8	Construction of a modern hotel in Evarlest	Cost Estimation
Potential Project Location	Temeke ward	9,000,000,000
Potential Target Areas	TBD	
Current State of Investment	The area is used for bricks making	
Key Investment Rationale	The location is easily accessible by the road network, which provides access to the Municipal by a tarmac road with a reliable Water Supply and electricity from the National Grid and Availability needs of Commercial and residential house	
	The purpose of this investment is to provide professional offices, retail or commercial companies, and multi-family development in an appealing mixed-use setting that offers community and business possibilities. It will also create jobs and deliver services.	
Expected Benefits to Be Obtained	Increase the internal revenue of the Council and improve the environment in the area, Tenants will get better housing and Create employment opportunities, Source other sources of investment, improve the provision of various services to citizens and Enhance the themes of the Council	
Investment Type Recommended	Medium-sized domestic or foreign investor	
Proposed Investment #9	Construction of the Toangoma playground	Cost Estimation
Potential Project Location	Toangoma ward	5,000,000,000
Potential Target Areas	57,733 square meters	
Current State of Investment	There is an existing stadium	
Proposed Investment #10	Construction of sports infrastructure and recreation area – Mwembe Yanga	Cost Estimation
Potential Project Location	Temeke ward	1,000,000,000
Potential Target Areas	TBD	
Current State of Investment	Open Space	
Key Investment Rationale	The Municipal has a plan to provide a sports complex but Temeke has very few sports facilities/infrastructures. One of the noted benefits associated with the construction of a new sports facility is the creation of jobs. The arena can include a variety of sports such as soccer, basketball, swimming, volleyball and netball, as well as recreation facilities.	
Expected Benefits to Be Obtained	Increase the internal revenue of the Council and improve the environment in the area, Tenants will get better housing and Create employment opportunities, Source other sources of investment, to improve the provision of various services to citizens and enhance themes of the Council	

Investment Type Recommended	Public Private Partnership-the private entity may assume responsibility for the design, construction, maintenance and operation of the facility for a pre-defined period, while the public entity provides the land and assumes risks related to natural disasters and political upheaval	
Proposed Investment #11	Construction of Toangoma Bus stand	Cost Estimation
Potential Project Location	Toangoma Ward	11,000,000,000
Potential Target Areas	TBD	
Current State of Investment	Currently, the area is used as a bus stand. There are shops, booking offices, grocery and restaurants	
Proposed Investment #12	Construction of Chamazi Bus stand	Cost Estimation
Potential Project Location	Chamazi Ward	11,000,000,000
Potential Target Areas	9,950 square meters	
Current State of Investment	Currently, the area is used as a local market with no customer	
Proposed Investment #13	Construction of a small bus stand at Temeke Mwisho	Cost Estimation
Potential Project Location	Temeke ward	3,000,000,000
Potential Target Areas	124,586 square meters	
Current State of Investment	In transit small bus stand	
Key Investment Rationale	<p>The area is accessible to road infrastructure, A reliable water supply is available, a Reliable supply of electricity from the national grid and a feasibility study has been completed</p> <p>A contemporary bus station with efficient administration and an attractive environment will stimulate economic activity in and around the bus station.</p> <p>Bus stations play an important role in the running of bus services. Food kiosks, public car parks, taxi bays, and parking bays for bus operators to pick up and convey passengers to their destinations are all available at bus stops for the benefit of customers. Shopping complexes may also be built when space allows.</p>	
Expected Benefits to Be Obtained	Increase the internal revenue of the Council and improve the environment in the area, Tenants will get better housing and Create employment opportunities, Source her sources of investment, to improve the provision of various services to citizens and enhance themes of the Council	
Type of Investor Recommended	Investors are invited to invest in modern hotels through joint ventures with local investors.	
Proposed Investment #14	Construction of the Temeke stereo market	Cost Estimation
Potential Project Location	Temeke ward	6,000,000,000

Potential Target Areas	E.217B	
Current State of Investment	Old structure and congestion market	
Proposed Investment #15	Construction of Tazara market	Cost Estimation
Potential Project Location	Temeke ward	500,000,000
Potential Target Areas	9,264 Square meters	
Current State of Investment	Old structure	
Proposed Investment #16	Construction of Zakhem market	Cost Estimation
Potential Project Location	Temeke ward	3,000,000,000
Potential Target Areas	3,990 Square Meters	
Current State of Investment	Small Market structure	
Proposed Investment #17	Construction of the Mbagala market (Kampuchea)	Cost Estimation
Potential Project Location	Temeke ward	9,000,000,000
Potential Target Areas	8,338 Square Meters	
Current State of Investment	Old structure and congestion market	
Proposed Investment #18	Construction of Tandika market (Kampuchea)	Cost Estimation
Potential Project Location	Temeke ward	3,000,000,000
Potential Target Areas	TBD	
Current State of Investment	Small Market structure	
Key Investment Rationale	<p>The area is accessible with a good road network, Reliable water supply, Reliable supply of electricity from the National Grid and the Presence of financial service institutions</p> <p>Modern marketplaces are critical in value chains, income creation, food security, and the development of rural market connections. Value addition, particularly for horticultural goods, will be encouraged.</p> <p>A modern market will encourage expanded urban and peri-urban agriculture output.</p> <p>The area is accessible with a good road network, Reliable water supply, Reliable supply of electricity from the National Grid and the Presence of financial service institutions</p>	
Expected Benefits to Be Obtained	Increase the internal revenue of the Council and improve the environment in the area, Tenants will get better housing and Create employment opportunities, Source other sources of investment, improve the provision of various services to citizens and Enhance the themes of the Council	
Type of Investor Recommended	Investors are invited to invest in modern hotels through joint ventures with local investors.	
Proposed Investment #19	Construction of Depot Mivinjeni	Cost Estimation
Potential Project Location	Temeke ward	7,000,000,000
Potential Target Areas	9.1 Hectares	
Current State of Investment	School infrastructure	

Proposed Investment #20	Construction of shops and improvement of gardens - Temeke	Cost Estimation
Potential Project Location	Temeke ward	15,000,000,000
Potential Target Areas	TBD	
Current State of Investment	location investment	
Proposed Investment #21	Construction of a dry port at the dump site in Mtoni	Cost Estimation
Potential Project Location	Mtoni ward	
Potential Target Areas	TBD	2,000,000,000
Current State of Investment	location investment	
Proposed Investment #22	Construction of a Kijiji cha wavuvi Breach resort	Cost Estimation
Potential Project Location	Kurasini/Mtoni/kijichi ward	10,000,000,000
Potential Target Areas		
Current State of Investment	The area is used for bricks making	
key Investment Rationale	Investing in beach tourism by building hotels and other related man-made tourist attractions like beach sports, cultural tourism (dances, carvings etc.), and sport fishing	
Expected Benefits to Be Obtained	Increase the internal revenue of the Council and improve the environment in the area, Tenants will get better housing and Create employment opportunities, Source other sources of investment, rove the provision of various services to citizens and Enhance the themes of the Council	
Type of Investor Recommended	Investors are invited to invest in modern hotels through joint ventures with local investors.	

PART FIVE

5. INVESTMENT PROMOTION STRATEGIES AND KEY CONTACTS IN TMC

5.1 Investment Promotion Strategies

Investment Promotion Strategies involve several coordinated activities designed to attract, grow and retain foreign and domestic investment. Specifically, it deals with improving the investment climate and marketing the location's potential to investors. Investment Promotion is important because of increasing competition for foreign direct investment (FDI). These strategies are designed to provide information for investors and aid in their decision-making.

Investment Promotion Strategies activities seek to market Temeke Municipal as an attractive location for investment with the important goal of minimizing investors' risk by working to overcome information asymmetries, compensating for imperfect market conditions and providing businesses with the confidence that the process will be efficient and timely. Investment Promotion Strategies provides mayors, CMT, central government and other key decision-makers with a plan for attracting both domestic and foreign direct investment (FDI). This section discusses investment promotion strategies that will be applied to investment opportunities in Temeke.

TMC has identified 22 priority investment opportunities in the short, medium and long term as stipulated in table 4 above. Well-coordinated and resource-involving strategies need to be in place to enable these investment ventures to be in place and viable. The following are the investment promotion and facilitation strategies to be executed for the realistic investment ambitions of TMC.

5.1.1 Investment Plan Implementation Coordination

The Council will implement the Plan by incorporating its departments at all levels, as well as the private sector and development stakeholders. All investment initiatives that need the implementation of private institutions/sectors, on the other hand, shall continue to be carried out in line with the Council's Five-Year Development Plan.

The investment desk will continue to coordinate, manage, monitor, and evaluate the duties of all stakeholders as defined in the Plan.

5.1.2 System for Program Coordination

Implementation coordination is planned by having a committee starting at the Council and ward level with its responsibilities in a continuous flow. The procedure will involve:

5.1.2.1 Annual meeting of investors

An annual investor meeting will be held. The Municipal investment committee will preside over the meeting. The Municipal Director will preside over the meeting, while the Municipal Economist will serve as secretary.

5.1.2.2 The main objective of the Conference

Bring together all investment stakeholders inside and outside the Council from the public and private sectors to jointly discuss the progress of the implementation of the Council's Investment Policy and make recommendations for improvements. This will go hand in hand with building a network of stakeholders who carry out various Investment responsibilities, the presentation of information on the implementation of those responsibilities and the display of various investment activities that take place in the Council.

5.1.2.3 Investment Committee of the Council

The Council's permanent investment committee will oversee all Council investment initiatives. The Investment and Stakeholder Engagement Desk of the Council will work on this Committee's behalf and present implementation information to it. The committee will ensure that investment activities are adequately funded from the Council's budget.

5.1.2.4 Structure of the Council's Investment Committee

This committee is formed from the members who attend the CMT meetings in the Council, the chairman will be the Municipal Director and others will remain members. The Secretary of this committee will be the Municipal Trade Officer

5.1.2.5 Responsibilities of the Council-Level Investment Committee

- I. Identifying all the suitable areas for investment and advising the Council of Councilors as well as helping investors to start projects and recommending the correct use of the areas identified for investment
- II. Seeking implementation funds for various Institutions including domestic and foreign Organizations and financial institutions such as banks etc.
- III. Enabling the Council to enter into joint ventures with various local and foreign stakeholders in the implementation of strategies and investment projects within the Council.
- IV. To advertise the various investment attractions of the Council by explaining the benefits and benefits of the existing fund to investors

5.1.3 Investment and Stakeholder Engagement Desk of the Council

The council's investment and stakeholder participation desk will coordinate all investment activities in the council on behalf of the investment committee and present information on its implementation at the meetings of the council's investment committee.

5.1.4 Investment Desk Structure and Stakeholder Engagement

This forum includes representatives from the Departments of Planning and Coordination, Law, Finance, Trade and Investment, Community Development, and Land. This desk's chairman will be from the planning and coordination department, the secretary from the business department, and other members will stay.

5.1.4.1 Responsibilities of the Investment Desk and Stakeholder Engagement

- I. To manage and monitor the investment activities carried out in the Ward and Streets in the Council.
- II. Interpreting and managing the implementation of Investment Council Policies Laws and Guidelines.
- III. Ensuring that investment projects (for the Council and its wards) are budgeted every year.
- IV. Reviewing our Laws and satisfying ourselves on investment issues and preparing an Investment Plan (Investment Plan) and presenting it in the relevant sessions.
- V. Preparing Projects in the specified areas and finding resources for implementation and preparing Drawings for the correct use of the designated areas for development
- VI. Ensuring that Councils include all Ward plans related to Investment in their plans
- VII. Gather information and various studies and advise the Director of the Council in matters of investment
- VIII. Ensuring operating funds are allocated in the budget every year for investment issues.
- IX. Designing and finding sources of resources for investment activities in the Council.

5.1.5 Ward Development Committee (WDC)

The Ward Development Committee (WDC) will coordinate the implementation of the Council's Investment Plan in the Ward by monitoring all the Streets within the relevant Ward. The implementation report will be submitted to the investment and stakeholder engagement desk.

5.1.5.1 Structure of the Ward Development Committee

The Chairman of this Committee will be Hon. the Ward Councilor and his Secretary will be the Ward Executive Officer, and the other members are Local Chairmen, Local Executive Officers, Ward and

Local Experts, and Councilors of special seats in the relevant Ward. Also, the famous people in the area are delegates but they will not have the power/opportunity to vote.

5.1.5.2 Responsibilities of the Ward Development Committee

- I. To implement the Council Investment Plan in the relevant Ward.
- II. To ensure the presence of an expert in the ward who will coordinate the implementation of investment duties at this level and provide information to the committee.
- III. Ensuring that the Ward investment coordinator and the Street investment coordinators in the respective Ward are carrying out their duties as outlined in the Plan.
- IV. Ensuring that Policy, Council Strategies, Laws and other investment guidelines reach stakeholders and citizens in general in the Ward.
- V. Ensuring the presence of an active list of investment stakeholders in the Ward.
- VI. Monitor and evaluate the implementation of investment activities in the Streets and submit their information to the Council every quarter.

5.1.6 Investment Incentives Provided

The TMC has adopted and is currently implementing several policies and incentives in Tanzania to attract and facilitate investment in economic and social development. An investor is encouraged to acquire a copy of the charter, statutes, regulations, memorandum and articles of association.

An investor, irrespective of nationality, can set up a business enterprise in the United Republic of Tanzania by the provisions of the following legal instruments:

- I. The Companies' Ordinance Act of 1948 chapter 212
- II. The Business Name and Registration Act of 1930 chapter 21

5.1.7 Policy and Institutional Issues to be reformed

The public sector is the single most important investment catalyst for the state. Improving the way, it is managed is critical for optimal development outcomes that include efficient service delivery, investment and economic development, social protection and private sector regulation. Public sector governance reform involves institutional reform, which is the changing of rules and procedures that govern public sector activity. Efforts made to support institutional reforms aim to

improve the performance of the state which results in generating greater capacity, commitment, efficiency, integrity, and/or responsiveness to achieve poverty reduction and other developmental goals.

Public sector institutional reform faces some fundamental challenges. Successful reforms are not only about technical capacity and knowledge. Improving public sector effectiveness is fundamentally political and shaped by a political settlement. Reforms have to deal with complex political and social contexts including corruption, patronage, and political capture. Moreover, we know that fundamental changes to institutional features (staff capacity, organizational culture) take generations to be established. Within these broad challenges, the following main components of institutions need to be considered while considering reforms: priorities, policies, incentives, rules and law, culture, drivers for change as well as voices and partnerships. Lack of political will and commitment is a common explanation for public sector institutional (or 'governance') reform failure. (Bukenya & Yanguas, 2013).

5.1.8 Practical institutional and policy issues

Table 5 shows some practical institutional and policy issues that were observed and depicted to be at a forefront hindrance to effective and efficient investment progress and development in most of the LGAs in Tanzania.

Table 5: practical institutional and policy issues

Issues to be reformed	Proposed solution(s)
Barriers and bureaucracy in Land acquisitions and ownership to investors	Land Application procedures should be processed under one roof (one-stop-shop) together with Licensing and Tax Applications
Potential local investors are not given priority by most government agencies and local governments	The sentiment is that foreign direct investments receive special consideration compared to existing local businesses. Local investors should be given the same priority similar to foreigners. The impact of existing local and new foreign investments is similar on a community.
Insufficient and under-established economic infrastructure	Transportation infrastructure, energy systems, financial systems, standards and conformity assessments, statistics and databases should be kept by international standards to attract investors and lowering investment costs.

Public-Private Dialogue (PPD)	Structured mechanism to facilitate the reform process by involving a balanced range of public and private stakeholders in identifying, filtering, accelerating, implementing, and measuring policy reforms towards promoting enterprises and investments.
The underdeveloped legal system and consolidated policy system	Reforms in legal systems and policies need to be implemented and well-developed to provide room for investors to pursue their activities legally and transparently.
Lack of coordination and collaboration between stakeholders	Investments Plans and policies made by Local governments should be well coordinated to serve stakeholders and avoid duplication of efforts.
No Council staff dedicated to handling investment issues	It is suggested that councils should have a special department or section or unit that is mandated to support investment activities (facilitation, document processing and promotions).
Community and staff unawareness of investment issues and opportunities	Capacity building and awareness creation on issues of investment in the community, local government staff and administration are highly required.
Unethical and unreliable investors	Due diligence should be done to determine investors' capacity and legality (finances and competence). This is especially considered for foreign investors.
Utility services are not adequate and reliable	The government needs to improve water and electricity services and regulate price rates to encourage investors.
LGA should be given the mandate to have direct links with international investors	Direct link and collaboration with international investors and companies provide an opportunity for the council to negotiate a fair deal directly and promptly
Narrow and unlimited revenue and tax bases	The Municipal council has to expand its revenue by exploring new potential sources and strengthen its revenue collection system to mobilize resources required to support improvement in the quality of services delivered to the community.
Taxation and licensing (too many)	Taxes, Licensing and permits need to be minimized and processed under one roof (one-stop-shop) preferably in TIC

Low investment and returns on the agriculture sector	Improving agriculture productivity and enhancing the sector through improving extension services and policies will provide more return in the sector and attract more investors.
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5.1.9 Closing Words

Temeke Municipal has uncovered significant investment prospects to attract both domestic and international investors. This paper does a good job of describing the prospects in the industrial, livestock development and animal husbandry, energy, natural resource, infrastructure and construction development, integrated waste management, and health sectors.

Procedures to invest have indeed been presented and complemented the services provided by TIC because the TIC is the primary entity for investment management issues.

To further attract new investors and retain existing investors, various investment facilitation and promotion strategies have been identified. Numerous initiatives have been put forth to simplify and streamline the investment processes involved in starting a business as well as programmes that aim to promote Temeke Municipal as an appealing area for investment.

Given the variety of investment opportunities that have been discovered, the Municipal Council still requires an investment promotion agency. As a result, they would be able to enhance the environment for investment and offer promotion and facilitation services to boost both local and foreign investment.

The best way to allocate resources and set up investment promotion initiatives should be carefully considered. A significant method for creating investment ideas inside the Municipal is a public-private dialogue (PPD).

Since the Municipal Council is an urban area, hardly much land has been set aside for investment purposes. Given the value of land as an investment, the TMC must connect investors and landowners to facilitate fair land prices.

Last but not least, TMC will indeed prompt in connecting investors with investment regulatory bodies (TRA, BRELA, TBS, EWURA, SUMATRA, etc.) and be open about all of the steps necessary to make investments in their community.

5.2 KEY CONTACTS IN MUNICIPAL COUNCIL

This section gives crucial connections in the region that can assist potential investors in following up on investment possibilities.

Key Contact

1. Office:

Temeke Municipal Council-Mayor
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Telephone Number: +255 22-2928132
Mobile Phone Number:
E-mail Address: temeke@temekemc.go.tz

Temeke Municipal Council-Director
Post Office Box Number: P. O. Box 46343, Dar es Salaam
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Mobile Phone Number: +255 22-2928132
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2. Contact person

Name		Post Office Box Number	Mobile Phone Number	E-mail Address
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