

THE UNITED REPUBLIC OF TANZANIA

PRIME MINISTER'S OFFICE



NATIONAL ECONOMIC EMPOWERMENT COUNCIL



**REPORT OF THE TANZANIA LOCAL CONTENT FORUM
HELD AT THE BANK OF TANZANIA CONFERENCE CENTRE (MT. KILIMANJARO
AUDITORIUM),
DAR ES SALAAM ON 21st AND 22nd JULY, 2016**

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ACRONYMS AND ABBREVIATIONS

AfDB:	African Development Bank	NHIF:	National Health Insurance Fund
AGA-GGM:	AngloGold Ashanti - Geita Gold Mine	NRGI:	Natural Resource and Governance Institute
ARIS:	African Risk and Insurance Services	NSDS:	National Skills Development Strategy
ATE:	Association of Tanzania Employers	OGAT:	Oil and Gas Association of Tanzania
BOT:	Bank of Tanzania	PMO:	Prime Minister's Office
CCM:	Chama Cha Mapinduzi	PPP:	Public-Private Partnership
CTI:	Confederation of Tanzania Industries	PPRA:	Public Procurement Regulatory Authority
CRB:	Contractors Registration Board	PURA:	Petroleum Upstream Regulatory Authority
COSTECH:	Tanzania Commission for Science and Technology	PWDs:	People with Disabilities
DIT:	Dar es Salaam Institute of Technology	REA:	Rural Electrification Agency
DSE:	Dar es Salaam Stock Exchange	REPOA:	Research and Poverty Alleviation
EEVT:	Enhanced Employability in Vocational Training	SAGCOT:	Southern Agricultural Growth Corridor of Tanzania
ESRF:	Economic Social Research Foundation	SME:	Small Medium Enterprises
EU:	European Union	TCCIA:	Tanzania Chamber of Commerce, Industry and Agriculture
EWURA:	Energy and Water Utilities Regulatory Authority	TDV:	Tanzania Development Vision 2025
FDIs:	Foreign Direct Investments	TASU:	Tanzania seafarers' union
GDP:	Gross Domestic Product	TIC:	Tanzania Investment Centre
GNT:	Government Negotiation Team	TIRA:	Tanzania Insurance Regulatory Authority
GPN:	General Procurement Notice	TIMAP:	Tanzania Informal Microfinance Association of Practitioners
ICS:	International Citizen Services	T-LED:	Tanzania-Local Enterprise Development
ILFS:	Integrated Labour Force Survey	TMAA:	Tanzania Minerals and Auditing Agency
LC:	Local Content	TNBC:	Tanzania National Business Council
LNG:	Liquefied Natural Gas	TANROAD:	Tanzania National Roads Agency
M.P:	Member of Parliament	TanTrade:	Tanzania Trade Development Authority
MEM:	Ministry of Energy and Minerals	TIBA:	Tanzania Insurance Broker Association
MITI:	Ministry of Industry, Trade and Investment	TPDC:	Tanzania Petroleum Development Corporation
NDC:	National Development Corporation		
NEEC:	National Economic Empowerment Council		
NEMC:	National Environment Management Council		
NIT:	National Institute of Transport		
NHBRA:	National Housing Building and Research Agency		

TIRDO: Tanzania Industrial Research
and Development Organization
TPSF: Tanzania Private Sector
Foundation
TSP: Tanzania Steel Pipes Limited
TYC: Tanzania Youth Coalition
UNDP: United Nations Development
Programme
VETA: Vocational Education and
Training Authority
VICOBA-FETA: Village Community Bank
Federation of Tanzania
VSO: Voluntary Services Overseas
YEE: Youth Economic Empowerment

1.0 INTRODUCTION

1.1 BACKGROUND

In 2004 the Government of Tanzania developed the National Economic Empowerment Policy which aimed to increase the participation of Tanzanians in building the economy of their country to achieve the Tanzania Development Vision 2025. The Policy sets various strategies to achieve this goal which includes amongst others the establishment of the National Economic Empowerment Council to oversee the implementation of the Policy.

The National Economic Empowerment Council (NEEC) is a Government institution established under the National Economic Empowerment Act No. 16 of 2004. NEEC has the mandate of implementing the National Economic Empowerment Policy of 2004 by supervising, coordinating, and monitoring all economic empowerment activities. Among other things NEEC is required to spearhead Local Content initiatives in all sectors of the economy to ensure effective participation of the majority of Tanzanians in Foreign Direct Investments, large domestic investments and international contracts.

Recently, there has been tremendous growth of investments in the oil and gas sector in various countries in Africa. In Tanzania the discovery of natural gas was made in 2010 in the offshore of the southern part of the country. This discovery is expected to attract massive foreign investments in the region. In order to ensure that Tanzanians benefit from these investments the Government of the United Republic of Tanzania formulated the National Energy Policy and the Petroleum Act in 2015. The Policy and Act have included issues of local content in the petroleum sector.

In 2015 the Department of Local Content was established under NEEC in order to coordinate and monitor implementation of local content initiatives. It is against this background that NEEC organized a two days forum which was held at the BOT Conference Centre (Mt. Kilimanjaro Auditorium) in Dar es Salaam from the 21st to 22nd of July 2016. The aim of the forum was to bring together key stakeholders from various sectors of the economy to deliberate on pertinent local content plans, achievements, opportunities and challenges in Tanzania and come up with recommendations for developing a national local content strategy. More than 300 participants attend the forum (List attached as annex 1) which included heads of key government and private Institutions; representatives from Embassies; international experts in local content; non governmental organizations, civil societies, research institutions, academicians; investors in the oil and gas sectors and the media.

The forum was divided in sessions which included a team of panelists who were given a specific topic to present. There were a total of six panels which were moderated by people with vast experience in local content and from the private sector. The panels included;

1. The Ministerial Panel;
2. The Development Partners and Investors Panel;
3. The Host Community Engagement Panel;
4. The Local Participation (procurement and employment) Panel;
5. The Lessons Learnt (International Panel); and
6. The Lessons Learnt (local opportunities and challenges in investments) Panel.

Other presentations which were made during the forum include the Local Content Reporting and Tracking Tool made by Jackson Group and Government Initiatives on Private Sector involvement made by Tanzania National Business Council (TNBC). The presentations were followed by comments and questions from the participants and responses by the panelists.

The forum was supported by various sponsors, namely *African Risk and Insurance Services (ARIS)*, *Tanzania Steel Pipes Limited (TSP)*; *Voluntary Services Overseas (VSO)*; *Oil and Gas Association of Tanzania (OGAT)*; *AngloGold Ashanti - Geita Gold Mine (AGA-GGM)*; *National Resources and Governance Institute (NRGI)*; *ASAS group of companies*; *NAKUMATT Supermarket*; *Bank of Tanzania and others*. These sponsors were issued with certificates of appreciation together with three Development Partners namely European Union (EU), African Development Bank (AfDB) and United Nations Development Program (UNDP) for supporting local content initiatives in Tanzania.

DAY ONE-21st JULY, 2016

2.0 OPENING SPEECHES

2.1 WELCOMING REMARKS BY MRS. BENG'I ISSA, THE EXECUTIVE SECRETARY OF THE NATIONAL ECONOMIC EMPOWERMENT COUNCIL

The Executive Secretary (ES) of the National Economic Empowerment Council (NEEC) welcomed the participants to the two days Local Content forum with the theme, “**Ongeza Ushiriki, Inua Uchumi**”. She explained that the primary objective of the meeting was promoting the local content initiatives which have been done by various stakeholders and identify the challenges facing the participation of Tanzanians in investments and to come up with recommendations for improvement.

Mrs. Issa elaborated the legal mandate of the Council as stipulated under the National Economic Empowerment Act of 2004. She further gave the background of local content initiatives being coordinated by NEEC.

She further informed the participants that NEEC in collaboration with the Prime Minister’s Office and other stakeholders are in the process of evaluating the National Economic Empowerment Policy of 2004. The evaluation is expected to provide evidence based results for Policy and decision making. These will justify gaps, issues, relevance and possible strategies that will facilitate the effective participation of Tanzanian women, men, youth and PWDs in economic activities. The outcome of the evaluation will inform the need for review of the National Economic Empowerment Policy which will consider local content as a priority.

Before ending her remarks she extended special thanks to the sponsors of the forum for their contribution to make the forum a successful event. She requested them and other stakeholders to continue to support the Council in future initiatives aimed at economically empowering Tanzanians.

2.2 WORD FROM THE MAIN SPONSOR OF THE FORUM AFRICAN RISK INSURANCE SERVICES (ARIS) GROUP MANAGING DIRECTOR

Mr. Suchack the ARIS Group Managing Director gave an overview of ARIS group as follows:-

- i. ARIS is 95% owned by Tanzanians;
- ii. It has passed through a journey which will inspire many Tanzanians to empower themselves;
- iii. It flies the Tanzania flag in London, Kenya and Uganda through subsidiary companies;
- iv. It is the first Tanzanian insurance company to expand into Kenya and Uganda;
- v. It is an African insurance company which has established operations in London and awarded the prestigious Chartered Insurance Broker status by the chartered Insurance Institute of London; and
- vi. It is an African broker which is registered as a Lloyds Overseas broker.

He stated that these global achievements demonstrate that Tanzania has potential to expand internationally. The establishment of the London operation in UK has been termed as Reserve Foreign Direct Investment. He pointed out that the Insurance Act recognizes the need for local participation and makes local ownership mandatory. Further, the Act makes it mandatory to ensure local insurance.

He was of the view that NEEC can offer a great opportunity for the Tanzania Insurance Regulatory Authority (TIRA) and insurance industry as a whole to strengthen the ground for important changes that will truly integrate the requirements with other economic opportunities so as to support the growth of the local market. This will involve proposal of amendments of the Insurance Act and coordinated reciprocal changes in other pieces of legislation to ensure that all local insurance placements are channeled to locally – based insurance companies and intermediaries.

He finished his statement by requesting the following:-

- i. All projects done in Tanzania should support the insurance sector;
- ii. Revision of legal and regulatory frameworks such as the Public Procurement Act so that they ensure inclusion of local insurance companies' participation through local intermediaries in their bids/tenders;
- iii. Insurance companies in Tanzania should actively participate in the investments in the oil and gas sectors.

2.3 STATEMENT FROM THE CHAIRMAN OF THE TANZANIA PRIVATE SECTOR FOUNDATION (TPSF) DR. REGINALD MENGI

The Chairman of the Tanzania Private Sector Foundation, Dr. Reginald Mengi, stated that local content is an opportunity which will enable the nation to achieve the Tanzania Development Vision 2025 and that is why TPSF and TNBC together initiated the agenda of Local Content in Tanzania.

Dr. Mengi stated that local content initiatives started in the sector of Minerals, Oil and Gas in various countries in South America, Asia and Africa by believing that through local content their citizens will benefit from the economic growth of the sector.

He informed the participants that TPSF started the movement of requesting the Government to establish an institution that will be responsible for ensuring active participation of Tanzanians in investments through Mining, Oil and Gas sectors. A task force was formed to implement the idea and came up with a proposal that local content should be Multisectoral instead of confining itself to Mining, Oil and Gas sectors alone. He thanked the Honorable Prime Minister for supporting the private sector in this initiative.

He further reiterated that there are quite a number of achievements which resulted from the work done in collaboration between TPSF and TNBC. Among others he mentioned the following:-

- i. Establishment of the Economic Empowerment Working Group at TNBC;
- ii. Spearheading the decision that local content for all economic sectors should be coordinated and monitored under the Prime Ministers Office;
- iii. Other sectors of the economy should consider taking the advantage of Local content.

Dr. Mengi suggested issues which the government should give priority in order for Tanzanians to benefit from Foreign Direct Investments which include amongst others:-

- i. Consideration of local content in other sectors of the economy especially agriculture which contributes a large share to the GDP and employs 80% of Tanzanians residing in rural areas;

- ii. The need to have an employment plan that shall consider Youth who have studied Mining, Oil and Gas programs;
- iii. Promotion of Joint ventures between Foreign investors and Tanzanians who invest in Natural resources; and

He concluded by saying that Tanzania as a country is not poor but Tanzanians have to change their mindset in order to benefit from the resources within the country. He therefore recommended that foreign investors who want to invest in Tanzania should enter into joint ventures with Tanzanians who should use their resources such as land as part of capital. He emphasized that Tanzanians should be confident that they have the capacity to participate in the economy of the country.

2.4 INTRODUCTORY REMARKS BY THE PERMANENT SECRETARY, PRIME MINISTER'S OFFICE DR. HAMIS MWINYIMVUA

The Permanent Secretary from the Prime Minister's Office Dr. Hamis Mwinyimvua who is charged with Policy and Coordination Affairs requested the participants to effectively deliberate on the presentations and ultimately come up with constructive and useful recommendations. He congratulated NEEC for organizing the Forum and Sponsors for their kind support.

2.5 OPENING REMARKS BY THE GUEST OF HONOUR - MINISTER FOR STATE PRIME MINISTER'S OFFICE - HON. JENISTER MHAGAMA (MP)

The forum was opened on behalf of the Prime Minister by the Minister of State in the Prime Minister's Office responsible for Policy, Parliamentary Affairs, Employment, Youth and People with Disabilities, Honorable, Jenister Mhagama (MP). She first congratulated NEEC for organizing the forum and expressed her gratitude on behalf of the Government to the Sponsors for their valuable contribution to make the event successful. The Guest of Honor thanked the participants for attending the forum and requested them to actively participate and share their experiences and expertise to ensure effective participation of Tanzanians in economic activities and investments.

She notified the participants that the 5th phase Government has laid down Strategies and Guidelines which will ensure implementation of the National Economic Empowerment Policy and its Act by all stakeholders. In her speech she emphasized on the following points which require implementation:-

1. The establishment of empowerment desks and the operationalization of the NMSFEE and Guidelines that was launched in February 2016 by the Prime Minister of the United Republic of Tanzania Hon. Kassim Majaliwa (MP);
2. Review of policies, legal and institutional frameworks so that they support the economic empowerment of Tanzanian women, men, youth and PWDs. She gave examples of the areas which the government has commenced reviewing to include among others the National Economic Empowerment Policy of 2004 and the Public Procurement Act.
3. Research to identify the capacity in terms of the skills, knowledge and attitudes of the available human resources to suit the labour market requirements. Strategies will be developed to ensure that Tanzanian women, men, youth and PWDs are able to participate in the economy through employment, procurement and consultancy works;

4. The extension of the concept of Local content to include other leading economic sectors in addition to Oil and Natural gas;
5. Institutional budgets of the private and public sector institutions should consider allocation of resources for capacity building of their human resources so that they become competent;
6. Government institutions to appoint Local content coordinators who will work closely with the National Economic Empowerment Council in spearheading local content issues; and
7. The Private sector to collaborate with the government to ensure that Tanzanians benefit from investments in the country.

Upon making these remarks the guest of honor declared that the Local Content Forum with the theme “*Ongeza ushiriki, Inua uchumi*” was officially opened and wished the participants fruitful discussions.

3.0 PANEL PRESENTATIONS

3.1 MINISTERIAL PANEL

This was a high level panel which included presentations from the following Ministries;

1. Ministry of Works, Transport and Communication;
2. Ministry of Information, Culture, Arts and Sports;
3. Ministry of Labour, Youth, Employment and People with Disabilities;
4. Ministry of Industry, Trade and Investment; and
5. Ministry of Energy and Minerals.

The panel focused on the ongoing initiatives and strategies made by the Ministries in Local content/local participation and the economic opportunities which are available in their sectors for Tanzanians. The presentations were as follows:-

3.1.1 Ministry of Energy and Minerals

The presentation from the Ministry of Energy and Minerals covered the following local content strategies;

1. Formulation of the National Energy Policy of 2015 which guides the supervision of energy sector and development of guidelines on local content in oil and natural gas;
2. Enactment of the Petroleum Act for Oil and Natural Gas of 2015 which oversees the exploration, development, extraction and distribution of oil and natural gas;
3. Formulation of Local Content Regulations and Guidelines which shall regulate the implementation of the Petroleum Act of 2015;
4. Establishment of the Petroleum Upstream Regulatory Authority (PURA) which among other things is responsible for supervising local content plans in oil and natural gas.

It was highlighted that the participation of Tanzanians is very low in the oil and gas sector due to various reasons including:-

- i. High investment capital required in oil and gas;
- ii. technology required; and
- iii. Skills awareness of Tanzanians to identify opportunities available.

The ongoing efforts which are made by the Government to ensure the increase of participation of Tanzanians in investments in oil and gas and mining sectors were stated to include:

- i. The development of the National Communication Strategy in Oil and Natural Gas which will create awareness and provide opportunities for local participation;
- ii. Mapping of Small and Medium Entrepreneurs capable of participating in procurement and service provision to foreign investors engaged in oil and gas activities;
- iii. Development of local content Regulations and Guidelines in the oil and gas subsector;
- iv. To conduct skills gap analysis in oil and gas subsector;
- v. To develop suppliers database so as to increase participation of Tanzanians in oil and gas subsector; and
- vi. Putting in place mechanisms which will ensure that foreign companies operate in joint venture with local companies.

In addition to the efforts exerted by the Government to ensure that majority of Tanzanians own the economy the following strategies will be implemented in collaboration with various stakeholders:

- i. Capacity building to Tanzanian companies in order to facilitate them to provide quality services and goods to oil and gas companies;
- ii. Review of oil and gas curricular in universities and higher learning institutions coupled with modernization of teaching and learning facilities in order to meet market requirements;
- iii. Creating awareness to the public as regards to available investment opportunities in the sector;
- iv. Managing high public expectations as regards to discoveries and investment in oil and gas sector;
- v. Capacity building to the Government Negotiation Team – GNT on issues relating to local content on oil and natural gas; and
- vi. Foreign companies involved in oil and natural gas exploration and extraction list their shares in Dar es Salaam Stock Exchange (DSE) to enable Tanzanians to participate through ownership and investments.

3.1.2 Ministry of Works, Transportation and Communications

It was explained that 60% of the development projects in Tanzania are done by foreign companies. The main reasons for awarding the big Government projects to foreigners include amongst others inadequate capital, technology and entrepreneurial skills of local contractors. In some cases the projects are financed by development partners with conditionality of awarding the tenders to international firms.

The Government has taken deliberate measures to support local contractors by awarding them with tenders, for example the construction of Mbutu Bridge which was done by joint venture of eleven Tanzanian engineers. The project has been completed successfully and the Government has awarded them another project. Small tenders such as cutting grasses along side of the roads are awarded to the local communities residing near the infrastructure.

Some of the opportunities available at the Ministry for local contractors were mentioned to include the following:-

- i. The Government plan to build 10,000 residential houses for its employees through Tanzania Building Agency;
- ii. The construction of standard gauge railway from Dar es Salaam to Kigoma and Mwanza;
- iii. The construction of airports and airstrips in various regions;
- iv. The construction of express ways from Kigamboni- Kurasini - Mbagala - Kisarawe - Kibamba to Chalinze with six inter changes.

Some strategies of the Government to ensure Tanzanians participate in economic activities and investments include the following:

- i. To build capacity of local contractors in order to enable them to compete in the local and international markets;
- ii. To provide special training to graduate engineers for two years so as to qualify for construction tender awards;
- iii. To strengthen the Contractors Assistance Fund to guarantee contractors to access capital;
- iv. To strengthen and improve the quality of the training programs provided by Institutes of works in Morogoro and Mbeya;
- v. To promote joint venture, cooperatives and/or partnerships so as to enable local contractors to join their skills and capital as it has been done for Mbutu bridge construction;
- vi. Construction of infrastructure which will modernize communication networks in Tanzania; and
- vii. Wherever possible to insist contractors who are required to work in Tanzanian projects that they should procure locally manufactured goods.

3.1.3 Ministry of Information, Culture, Arts and Sports

It was explained that the main contribution of the Ministry in local content is to sensitize Tanzanians on the importance of participating in foreign investments and to manage expectations. It was further elaborated that culture has an important role in building the economy of the society through change of mindset; it was insisted that the way the society is participating in economic activities and investments comes from the way the society has been built in culture. Therefore, participation of any society in economic activities depends on the level of the culture of that society.

The participants were informed that artists are used to inform, promote and influence the society to participate in economic activities and investments. The best use of artists may end up with positive results in local content.

The main challenge facing the society is the provision of requisite skills in the labour market. The issue of dishonesty, laziness and unaccountability among the Tanzanian labour force is a stumbling block in effective participation of Tanzanians in economic activities and investments.

The following recommendations were made:-

- i. The education system should be geared towards addressing the soft skills issues;
- ii. Tanzanians should be sensitized to be ethnocentric as opposed to being geocentric. Therefore there is a need to have a paradigm shift in terms of consciousness towards valuing local commodities as against international commodities;
- iii. Entrepreneurs should be encouraged to engage in market-led production rather than producing commodities just because they are able to produce;
- iv. Entrepreneurs should be sensitized that consumers are buying values and not products.

3.1.4 Prime Minister's Office -Labour, Youth, Employment and People With Disabilities

It was presented that an Intergrated Labour Force Survey was conducted in 2014 which indicated that there are only 3% of high level skilled persons available in the workforce in Tanzania. It was further stated that 12% of the workforce have middle level skills and 54% have low level skills. These statistics indicate that the skills level of Tanzanians is not encouraging. Therefore, there is a need to make deliberate efforts to improve it.

In order for citizens to be empowered to participate effectively in the economy the following recommendations were made:

- i. To study and understand the available human resources and improve it in order to match with the requirements of the labour market;
- ii. To link employers and training institutions so as to ensure that training provided should meet standards and quality required by the employers;
- iii. To designate areas and dedicate them for entrepreneurship activities;
- iv. Improvement of the local markets for locally produced commodities;
- v. To promote and build the culture amongst Tanzanians of using home made products (Ethnocentrism);
- vi. To effectively coordinate and strengthen the Government Empowerment Funds so as to assist Tanzanians to access capital; and

The initiatives undertaken by the Ministry to ensure building capacity of youth and Tanzanians generally include:

1. Providing training to youth whereby 400 youth are currently undergoing training on tailoring;
2. Ensuring that the law governing the employment of expatriates is observed and complied with in order to ensure that expatriates are not employed in positions which Tanzanians have the requisite qualification.

3.1.5 Ministry of Industries, Trade and Investments.

It was presented that a total of 1926 projects have been registered by the Ministry as economic projects in the form of joint ventures between Foreigners and Tanzanians which have resulted in skills and technology transfers and creation of employment for Tanzanians.

Other projects by the Ministry include support to people doing business near huge investments for example Mchuchuma coal mining work whereby the society surrounding the project are enabled to participate effectively in economic activities in order to supply goods and services. The Ministry has also strived to increase the technical skills level of Tanzanians through VETA by awarding new certificates in manufacturing of clothes and tailoring.

The recommendations from the participants after the panel presentations included the following issues;

1. The need for the Government to support Tanzanians to invest in the oil and gas sector due to the high capital required to invest in this subsector;
2. There should be no delay by the Government to pay local contractors in order to empower them to participate effectively in the economy of the country;
3. The Government should put in place strategies that will lead to the increase of local products in the market;
4. The Government to ensure compliance of local content requirements as stipulated in the Petroleum Act of 2015;
5. The Empowerment Funds should facilitate Tanzanians to be able to participate effectively in the economy; and
6. A national policy should be developed to provide for strategies of local content/participation in various sectors of the economy.

4.0 DRAFT LOCAL CONTENT TRACKING TOOL BY JACKSON GROUP

It was stated that the Government has established a dedicated Department under the National Economic Empowerment Council which focuses on local content across multiple sectors in Tanzania, therefore, an effective and efficient software tool is needed to meet the requirements of monitoring, tracking and reporting progress on local content in investments.

It was further stated that Jackson Group intends to work with NEEC to develop a tool to collect data and information on the current local content plans, practices, performance and reporting systems in different sectors in Tanzania. The data and information will be aggregated to create data visualizations.

The participants were informed that the tool that shall be developed shall have, aggregated data, high quality dashboard, and in-built model to convert local content data into a measure of economic impact. The tool is suitable for any organization wishing to cost-effectively track, evaluate and report on its Local Content performance down multiple supply chains.

It was stated that data sourced from the tool can provide accurate and timely narratives upon which to base decisions.

5.0 PANEL SESSIONS

5.1 DEVELOPMENT PARTNERS AND INVESTORS PANEL

This panel involved panelist from international organizations (UNDP) and Investors in the gas (Statoil) and mining (AGM-GGM) sectors. This panel was moderated by Ambassador Roeland Van De Geer from the European Union. The panel focused on addressing the opportunities in investments, the current level of Local participation, the main reasons hindering higher participation, their organizations' interventions (short-term & long-term) to ensure that there is an increase in participation, recommendations for the government, local private sector, investors, donor community and civil society.

It was explained in this panel that countries with natural resources (mining, oil & gas) led to the birth of local content after realization that it is the best tool for ensuring that a host country retains the most value from its resources through increased local participation. The significant natural gas discoveries in the deep sea (approx. 57 tcf deep sea) led to among other things the high expectation of economic turnaround by Tanzanians.

It was stated that the multi-sectoral approach to local content in Tanzania is an innovative approach, which can contribute to Tanzania achieving the targets of Tanzania's Vision 2025 of high quality livelihood, good governance and a strong competitive economy.

The strategies explained by the international organizations to increase local participation in investments included:-

1. Use of dialogue platforms to ensure that all citizens have a voice in determining their development path, and that they are part of finding solutions to the challenges that arise along this path.

2. Enhancing the capacity of the government and the parliament to formulate, implement and oversee policies and legislations that enhance economic empowerment of the majority of the citizens and promotion of local content in the Tanzanian economy;
3. Raising awareness and providing skills building on effective community engagement to ensure there is inclusive and equal participation;
4. Undertaking Local Content Situational Analysis across different sectors to identify the opportunities and challenges of local participation in various sectors;

Strategies undertaken by investors in the gas and minings sectors to implement the local content policy include;

1. Prioritizing local content opportunities specifically in the gas sector and focusing on those areas with highest sustainable value creation while minimizing project risks;
2. Over 70% of purchases of AGM-GGM are done locally;
3. 96% of AGM- GGM employees are Tanzanians;
4. AGM-GGM cooperates with communities and societies living around the mining areas as it enables them to gain cost savings and other business benefits e.g. reduced transportation costs for goods and services procured locally, short lead time, reduce stock hold up costs, quick delivery during emergencies etc.
5. Identifying primary opportunities in the gas sector for Tanzania especially at the supply base, on drilling rigs, supply and pipe-laying vessels.
6. Statoil (Gas sector) shall use Isometrix for monitoring and reporting of local content.

The challenges being faced by the mining sector to procure local goods and services particularly by AGM-GGM include:-

1. Unfair high prices of goods and services;
2. Poor quality of goods and services produced locally;
3. Partial delivery of goods required;
4. Low financial capacities of local suppliers;
5. Handling design changes,
6. Non conformity to laws and codes of conduct; and

7. Non-compliance with statutory requirements.

The panelists gave the following recommendations;

- i. The Government should support local businesses to be competitive;
- ii. Investors should contribute to the development of local enterprises by establishing viable plans to support local businesses;
- iii. The Government in collaboration with investors to conduct a market assessment across Tanzania to know who is doing what and at what level, and then come up with strategies to support Growth Strategies of Local Enterprises;
- iv. The Government, investors and local entrepreneurs should share information on their strategies and plans, best practices and best local business performers so that they could be linked to other opportunities;
- v. Local Businesses to conduct business intelligence to understand different available opportunities and grasp them at an early stage then, grow with them;
- vi. Local businesses should forge strategic partnerships with foreign manufacturers;
- vii. Local suppliers of goods and services to be innovative in order to obtain markets for their products by investors;
- viii. Donors & Civil Society Organizations to support the Government in raising awareness of all players in recognizing their significance in making local content a success.
- ix. Effective local content in Tanzania requires all parties—operators and authorities, local and foreign suppliers and the civil society to work collaboratively.

The recommendations by the participants after the presentations were as follows:-

1. The investors in the oil, gas and mining sectors should assist local suppliers of goods and services to produce goods and services which have the standards required by investors; and
2. The investors should ensure they support the local communities in the areas where they have invested.

5.2 HOST COMMUNITY ENGAGEMENT PANEL

This panel included panelists from SAGCOT, Policy Forum, BUMACO (Consultancy) and VSO. The moderator of this panel was Mr. Godfrey Simbeye, the Executive Director of the Tanzania Private Sector Foundation (TPSF). The panel focused on addressing the opportunities for host communities to benefit from investments, the main reasons hindering higher participation, their organizations' interventions (short-term & long-term) to ensure that there is an increase in participation and recommendations.

In this panel it was explained the importance of supporting the agriculture sector in order to be able to obtain both regional and foreign markets. It was explained that SAGCOT has the objective to foster inclusive, commercially successful agribusinesses that will benefit the region's small-scale farmers, and in so doing, improve food security, reduce rural poverty and ensure environmental sustainability through the risk-sharing model of a public-private partnership (PPP) approach.

The strategies by SAGCOT to improve the Agriculture sector were explained to include:

1. Identifying existing and potential project opportunities in the corridor;
2. Cluster development along the southern corridor of Tanzania;
3. Market identification prior to commencement of production; and
4. Supporting agro processing and transportation of agro commodities. It has a goal of supporting 300,000 farmers to alleviate poverty through agribusiness.

As regards to Policy Forum they have a strategy of increasing civil society participation in decisions and actions that determine how policies affect ordinary Tanzanians, particularly the marginalized. VSO explained that their main objective is to reduce poverty by working with the government and non-state agencies to improve access to quality education, health services and to strengthen the ability of disadvantaged people to make a viable living. It was pointed out that VSO promotes; greater citizen engagement; Youth development; and gender equality across the sectors where it works. VSO works closely with the Government and community in general through different programs which are:

1. Enhanced Employability in Vocational Training (EEVT)
2. Youth Economic Empowerment (YEE)
3. Tanzania-Local Enterprise Development (T-LED)
4. International Citizen Services (ICS)

The EEVT programme is currently being carried out in Lindi and Mtwara to enhance employability skills at VETA. The aim is to prepare the technicians in Lindi and Mtwara to have the opportunity to participate in the investments that will take place in their communities. VSO strives to reduce poverty by building a long term capacity of local service providers and companies.

The panelist from BUMACO explained the challenges being faced by local consultants to include:-

1. Most of the projects in Tanzania are donor dependent, and so majority of consultancies tend to be donor driven. This drives local content away from the very initial stage of consultancy that is conceptualizing and/or design of the consultancy terms and needs;
2. Most consultants especially for big projects come from donor countries that often incorporate few local consultants. This action has the following implications:
 - There is only little trickle down of experience and knowledge. It is important to note that most of the local consultants who get incorporated are those who have crucial skills already;
 - Those who do not have experience and require exposure are left aside;
 - There is no skills development;

- There is a risk of sidelining social-cultural aspects of the society or organization being intervened; and
 - A significant percentage of resource share go back to the donor countries.
3. There is also an emerging trend of consultancy firms that register as local consultancy firms to implement, monitor and evaluate big donor projects in Tanzania. These are extensions of big consultancy firms in the donor countries.
 4. Lack of adequate technical skills among many Tanzanians to be competent consultants. Consultancy requires analytical abilities and skills in particular critical thinking and knowledge. It requires readiness to learn fast.
 5. Lack of soft skills including attitude to work, confidence, curiosity, and communication skills.

Recommendations made by the panelists in this panel include the following:-

1. Capacity building and awareness creation to Tanzanians in order to facilitate and understand the ongoing developments and investments so as to avoid unnecessary conflicts;
2. Expectations by the government, politicians, investors and citizens should be properly managed. The Government must inform the Tanzanians properly on what they are going to benefit from various projects.
3. There should be transparency in investments;
4. Respect to citizens who own resources such as land in the areas where investments are done;
5. Compliance and enforcement of the existing regulations;
6. Early dispute management mechanisms;
7. The country must have an industrial base so as to provide market for agricultural products and employment;
8. The Government must ensure that the citizens are fully involved before acquiring their land and other properties for investments;
9. There must be a system of tracking the performance of local content.
10. Local Content does not end with participation but it is more successful when there is ownership;
11. Local Content needs a fine balance between restricting and facilitating measures i.e. being too restrictive may compromise quality or hinder skills sharing, thus:-
 - International consultancy firms that register to operate in Tanzania should be directed by the government to employ local Tanzanians in particular graduates in key technical positions and conduct continuous training in order to sharpen their skills;
 - Local consultancy firm should be directed to conduct continuous training to their staff in order to improve their skills and further sharpen their competencies;

- Ensuring that consultancy tenders are awarded not only to a few well connected firms but also (and widely so) to other minor companies that are trying to grow.
12. The success of the Local Content policy in the country will depend on the education system to a large extent. It is the education that builds the national human resources. Education enables creation, development, and acquiring of skills. Thus:
- The curriculum in Tanzania from early education to higher education needs to be revisited and ensure that the learning outcome include cognitive, transferable, and soft skills;
 - The country should not imitate, given different context, but it can borrow lessons and good examples from Singapore and Finland on how education is perceived as a national investment towards its main resource- human resource- and subsequent preparation of students towards the competent world. The problem solving skills are emphasized in these countries' education.

The recommendations made by the participants after the presentations were as follows:-

1. The Government should put in place a mechanism to support farmers in the areas were SAGCOT does not operate in order to improve their capacity to produce and therefore obtain reliable markets of their products by investors;
2. VSO and other stakeholders should also consider improving skills of youth in the informal sector;
3. VSO should strive to increase local experts who should work alongside the foreign experts.

5.3 LOCAL CONTENT IN PROCUREMENT AND EMPLOYMENT

The panel on Local content (Procurement and Employment) had panelists from TCCIA, PPRA, ATE and CTI. This panel was moderated by Mr. Salum Shamte the Managing Director of Katani Ltd. The panel focused on the opportunities and challenges facing the employment and procurement of local goods and services by investors.

It was explained by the panelist from PPRA that over 60% of the Government budget is for procurement of goods, services and consultancy and therefore this is a great opportunity for local suppliers of goods and services. He informed the participants that:

- i. Every Government Ministry, Department, Agency has a procurement component and they are all required by the Law to advertise to the public by providing a General Procurement Notice (GPN) in the local newspaper, websites, PPRA websites; The local suppliers should therefore utilise these tools to look for opportunities;
- ii. The Public Procurement Act provides special preference to the local companies to enable them to expand investments and employment for Tanzanians. Activities set aside for local companies include:
 - Construction work of up to T.shs 10 billion;
 - Goods worth up to T.shs 2 billion;

- Consultancy worth up to T.shs 2 billion
- iii. In the 2016 amendments made in the Procurement Act require all public institutions to set aside procurements for women, youth and other special groups of suppliers.

The challenges facing the employment of Tanzanians in investments and procurement of local goods and services by investors were explained by the panelists to include:-

1. Lack of soft skills (confidence, honesty, ethics,loyalty and communication skills);
2. Many Tanzanians have academic qualifications but lack adequate skills/competency in the relevant fields. This situation compels not only foreign investors to source experts from outside Tanzania but also some of the local investors are employing experts from outside Tanzania (eg. Teachers, hotel attendants, hotel managers and managerial positions);
3. The Tanzania legal and regulatory framework somehow protects unethical employees by allowing them to continue working for their employers even when they have been charged with unethical behavior in a Court of Law; It takes a long time for the legal system in this country to hear and decide cases related to employment.
4. Local goods do not meet the standards (quality and quantity) required by investors.
5. Lack of innovation by local enterprises;
6. In huge Government tenders some products which are available in Tanzania are procured outside Tanzania;
7. Most of the Technical Colleges have been converted into Universities and therefore decreasing the number of Technicians who are required most in the industries.

The recommendations provided by the panelists to improve employment of Tanzanians by investors and the procurement of local goods and services included the following:-

1. Local enterprises must sharpen their skills and be more innovative to participate in the global economy;
2. The Governement must create a favourable business environment and provision of excellent value adding services to enhance competitiveness and profitability of the manufacturing and service industries;
3. The laws of Tanzania relating to the employment of foreign expatriates should be complied to ensure more Tanzanians are employed through FDIs;
4. Imparting soft skills among Tanzanians so that they become trustworthy, committed, honest, hardworking and be able to communicate;

5. Conduct skills gap analysis to assess requirements of investors and design mechanisms to fill the gaps;
6. Improvement of the education system such that it produces competent human resources;
7. Establishment and Strengthening of Technical colleges and Vocational Education to attain ILO Engineering; Technician; Artisans ratio of 1:5:25 from the existing ratio of 1:0.5: 2.25. This goes hand in hand with the intention of the Government to build an industrialized nation;
8. The Government to ensure that investors have a clear succession plan;
9. The Skills Development Levy should be wholly directed to improvement of skills development and not partially directed to higher education, and
10. Apprenticeship programs should be encouraged by all employers as a strategy for building soft skills and competence of graduates.

The recommendations made by the participants after the presentations by the panelists were as follows:-

1. The building of soft skills should start from the family level;
2. The academia, industries and professionals must work together to improve the employability of young graduates.
3. The Government should ensure it pays the local suppliers within a reasonable time in order not to affect their operations due to their low capital base.

5.4 LESSONS LEARNT INTERNATIONAL PANEL

The panel involved various experts in local content from various countries and companies. The panelists were from Engineers without Borders – Canada, General Electric Oil and Gas, FUGRO Service and a Consultant from BKP- France. This panel was moderated by Ms. Neema Lugangira who is the author of the book “Local Content in Supplier Development”. The panel focused on providing experiences in implementation of local content initiatives and providing recommendations.

The panelists stated that factors that can lead to successful implementation and achievement of local content strategies to be as follows:

1. The Government should work to improve the development impacts of mining activities in Tanzania through encouraging an increase in local procurement;
2. Monitoring of Local Content progress should be carried out in order to gauge the effectiveness of local content initiatives. Proper reporting helps companies and stakeholders to demonstrate how

much they spend and contribute in Local Content in respective countries as regards to the employment of local people and procurement of local goods and services;

3. Realistic performance indicators and targets should be set;
4. The Government should analyze the existing regulations before setting standards for monitoring so that companies can comply with the set standards without finding loopholes;
5. Tanzanians should be facilitated to benefit from the regulations set;
6. There should be a common reporting style which will set minimum standards in respect to the information that should be reported by the mines. This will allow for comparability between sites; stakeholders using the same language; and drawing in more partners and resources;
7. Investors in the Extractive Industries and other sectors of the economy should demonstrate their contributions to the national economy; this will provide a qualitative basis for what “realistic” targets and regulations should be and helps to draw in partners and resources for their local content programming.
8. Contextual analysis: it is important to thoroughly understand the local context when implementing local content initiatives. There is a need to understand the demand side requirements as well as supply side capabilities and the barriers towards achieving the intended results;
9. Need to start early: Making decisions earlier enough helps in realizing bigger impact hence there is a need to develop local capabilities earlier enough in order to facilitate the citizens to take the lead;
10. Need to focus on initiatives that will bring sustainable outcomes;
11. Need for frequent and transparent communication between parties. This is because the stakeholders have to be facilitated to understand the opportunities and requirements in order to participate effectively and meaningfully. There is a need of being very careful that the statements made do not raise very high expectations; precise messages should be delivered to beneficiaries in order to avoid misconceptions and unrealistic expectations.
12. There is a need to learn from other countries that have implemented similar or related initiatives in order to achieve better results. Do not copy everything; implement what is best for your country;
13. Keep regulations simple, the simpler the better;

14. There is a great cost in achieving local content in Tanzania therefore, there is a need to put conducive environment such as creation of special funds/guarantee schemes to facilitate citizens to access capital to boost their businesses;
15. Tanzania cannot operate in isolation as it is a signatory to various global agreements such as World Trade Organization and the East African Community and therefore should ensure compliance to these instruments when making local content laws and policies.

The panelists stressed that local content could be risky if:

- i. Regulations are not comprehensively drafted in terms of definitions , mandate of public bodies and implementation process;
- ii. Governing agencies capacity to monitor National Content policy & regulations is not adequate;
- iii. Politicization of the National Content to favor one business type over others;
- iv. Private Sector National capacity is not investing to support development of required services and production of goods;
- v. Premiums and delays become the norm; which creates delays in tax revenues in Government budget;
- vi. Inadequate workforce skills, low labor productivity will impact international competitiveness of projects;
- vii. Domestic "infant" industries never "grow up" relative to "adult" foreign competitors; as domestic market size is not sufficient to fuel further growth;
- viii. Focus on high value technical goods and services; despite low transferability to other sectors of the economy.
- ix. Compliance of players to the set regulations and standards may be difficult sometimes as some players may look for loopholes in the regulations to avoid compliance;
- x. Irregular/opaque management of LC legislation may create loopholes and non-compliance.

The key rules towards local content legislation were explained by the panelists to be:

- i. Clear and realistic political objectives;
- ii. Public Private sector dialogue prior to setting the Legal framework;
- iii. Policies, Laws, Regulations need strong and detailed definitions ;

- iv. Government resources dedicated to implementation and monitoring ;
- v. Learning curve and step by step approach to allow flexibility; and
- vi. Based on real data and current capabilities of suppliers in country.

The recommendations issued by the participants after the presentations from the panelists were as follows:-

1. COSTECH should be responsible for screening various technologies in order to determine if they fit in Tanzania's context;
2. Local SMEs capacity needs to be improved in order to meet the requirements by investors.

5.5 LESSONS LEARNT (LOCAL INVESTMENTS AND OPPORTUNITIES)

The panel included panelists who have invested in Tanzania which are NAKUMATT, ARIS Group of companies and Tanzania Pipelines Ltd. The panel was moderated by Mr. Edward Kessy a Senior Government Communication Officer at the National Economic Empowerment Council. The panel focused on opportunities of local suppliers and challenges they face.

The opportunities for local suppliers were explained by the panelist from NAKUMATT to include:-

1. Collaborating with private local farmers by improving their products through collaborated brands whereby products qualities are improved in terms of packaging and adherence to international standards;
2. NAKUMATT is ISO certified hence its collaboration with local farmers will help them to improve their products qualities and brands thus fetch reasonable prices and markets;
3. NAKUMATT has frequent training to its staff as regards to products quality, customer service (trustworthy, hard work e.t.c) and therefore increasing their skills.

One of the major challenges facing local suppliers was explained by the panelist from Tanzania Steel Pipes to be that some of the contracts from the Government are awarded to external companies while the local companies have the capacity to supply the same products thus making it difficult for local companies to sell their products and excel in business.

It was stated by the panelist from ARIS that the insurance sector has grown greatly and by December 2014, a total of 30 companies including agents, assessors and brokers had joined the network with 471 insurance agents. He explained that the Insurance Act of 2009 incorporated local content issues by stipulating that in order for insurance companies to be registered in Tanzania at least one third of the controlling interest, whether in terms of shares, paid up capital or voting rights should be owned by Tanzanian citizens. The challenges facing the insurance sector were explained to include the following:

- i. Procurement contracts are mostly not open thus local companies do not easily participate and benefit;
- ii. Absence of a special college to train professionals in the insurance sector hence lack of competent insurance graduates;
- iii. Inadequate investment capital among MSMEs hinders them to participate actively in the sector;
- iv. Low penetration of local insurance sector in the economy due to low awareness among Tanzanians;
- v. Unfriendly laws and regulations hinder active participation of local companies. Such laws include the Insurance Act of 2009, the TANROAD Act of 2007, Public Procurement Act of 2004 and Petroleum Act of 2015.
- vi. Unfair market competition from the foreign owned companies that have registered to operate in the country. These companies have big capital since they have been operating for ages and they come with a strong foreign capital hand. Thus, it makes it difficult for a local company to compete with them especially since the government has a one-fit all policy for insurance industry, which does not favor local ones. In this way, the biggest insurance businesses – especially from foreign companies and extractive industry- go to the foreign owned companies;
- vii. Capital requirements are high and these hinders expansion of local companies;
- viii. VAT to insurance services. Given the low penetration of insurance in the country as well as its quality as a development tool, charging VAT on top of premium may discourage citizens from buying insurance. There will be a need for the government to study the impact of VAT on insurance penetration after 2 years of its introduction.

The recommendations by the participants after the presentations by the panelists were as follows:-

1. The Supermarkets should ensure they increase the number of Tanzanian products they sell.

6.0 GOVERNMENT EFFORTS IN INVOLVING THE PRIVATE SECTOR

Mr Magehema from TNBC presented that the steps taken by the Government in ensuring that the citizens through the private sector participate effectively in investments include:

- Emphasis on local content in various Government strategies and plans since independence to date;
- Whenever we talk about empowering Tanzanians economically we emphasize on local content;
- *Self Reliance* by J.K. Nyerere meant to empower Tanzanians economically;
- Other Government strategies such as *Universal Education* which were geared at building Tanzanian knowledge and skills aimed at empowering Tanzanians economically;

He gave various other examples of efforts taken by the Government in empowering Tanzanians through the private sector and gave an overview of TNBC, its origin, rationale for its establishment, functions, organization structure, strategies and implementation of various strategies geared at empowering Tanzanians through involvement of the private sector.

7.0 WAY FORWARD

Mrs. Beng'i Issa presented the way forward of the forum which comprised of issues raised in the speeches, panels and discussions. She stated that local content is a multisectoral initiative which is implemented by various actors and therefore this calls for the National Economic Empowerment Council to effectively coordinate all local content initiatives so that they produce the intended results.

She stipulated that the challenges highlighted during the forum included amongst others:

- 3.1 Participation of locals in investments in terms of provision of goods and services and employment is insufficient, therefore it requires full involvement of key stakeholders;
- 3.2 Inadequate capacity among Tanzanians to utilize the available investment opportunities in infrastructure, mining, natural gas; agriculture, livestock and fisheries; trade, industries and financial services;
- 3.3 There is skills gaps in terms of the education provided and the requirements in the labour market;
- 3.4 Lack of soft skills (confidence, honesty, ethics,loyalty and communication skills) by most of the labour force entering the market ;
- 3.5 Tanzanians lack sufficient investment capital and therefore are unable to access modern and appropriate technology to produce goods and services that can meet international standards;
- 3.6 Uncoordinated local content initiatives;
- 3.7 High interest rates by Banks and financial institutions hence creating a difficult environment for tanzanians to obtain capital to invest;

- 3.8 Some Policies, legal and regulatory frameworks do not provide an enabling environment for local participation;
- 3.9 Inadequate capacity of Locals to enter into joint ventures with foreign investors;
- 3.10 Unwillingness of foreign investors to list their shares in the Dar es Salaam Stock Exchange;
- 3.11 Negative mindset among Tanzanians towards utilization of locally produced commodities; and
- 3.12 Lack of awareness among Tanzanians about the local content concept.

In order to to remove the challenges Mrs. Issa stated that the following measures shall be taken:-

1. Development of a National Local Content Strategy;
2. Strengthening Coordination of Local content initiatives on local content issues;
3. The Ministries, Departments and Agencies and LGAs should appoint local content coordinators to enable accurate and timely reporting of local content issues;
4. To put in place a Monitoring, Reporting and Evaluation Framework to enable effective coordination of Local content initiatives;
5. To undertake baseline studies on local content in all lead economic sectors and provide recommendations to the government for the review of policies, legal and regulatory frameworks to create an enabling environment for local companies;
6. To conduct local content dialogues with various stakeholders to identify the opportunities in investments being done in Tanzania, the challenges facing local enterprises and to come up with concrete plans to improve local participation;
7. The government through NEEC will conduct an Annual Economic Empowerment Forum whereby Local Content shall form part of the agenda items;
8. To develop a suppliers database to link local suppliers of goods and services with investors;
9. Identify skills gaps in the existing education system and provide recommendations to improve the employability of Tanzanians;
10. Strengthening collaborations and networks among local content players to raise awareness among Tanzanians on local content issues; and

11. Evaluating the National Economic Empowerment Policy of 2004 with the aim of reviewing it to incorporate local content issues.

8.0 CLOSING OF THE FORUM

The forum was closed by the Permanent Secretary from the Prime Ministers' Office-(Parliamentary Affairs) Mr. Mussa Uledi who before officially closing the forum explained about various challenges that hinder Tanzanians from participating effectively in investments. Such challenges included amongst others:-

- Poor quality of local products;
- Presence of more products from outside the country in the market;
- Negative perception among Tanzanians as regards to using local products. He explained that most Tanzanians find it prestigious to buy foreign products;
- Lack of practical skills among Tanzanian entrepreneurs that hinder them from competing well in the international markets;
- Negative mentality among Tanzanians as regards to importance and value of professionalism.

He further explained that in order for local content to have a positive effect in Tanzania there is a need of building capacities of citizens in order to instill hard work and productivity. He emphasised that most Tanzanians currently do not require investment capital (in terms of cash) but rather they need to change their attitudes towards productivity as they lack entrepreneurial spirit and skills.

He urged NEEC to work closely with with other stakeholders to ensure that the recommendations made in the forum are worked upon and the Governement shall follow up on their implementation.

ANNEXES

ANNEX I

MODERATORS AND PANELISTS

MINISTERIAL PANEL		
Panelist	Designation	Institutions
Prof. Elisante Ole Gabrielle	Permanent Secretary	Ministry of Information, Culture, Arts and Sports
Eng. Joseph M. Nyamhanga	Permanent Secretary	Ministry of Works, Transport and Communication.
Dr. Juliana Pallangyo	Deputy Permanent Secretary	Ministry of Energy and Minerals
Mr. Joseph S. Nganga	Director for Labour and Employment	Prime Minister's Office -Policy Coordination, Parliamentary Affairs, Labour, Employment, ,Youth and People with Disabilities
DEVELOPMENT PARTNERS & INVESTORS PANEL		
Amb. Roeland Van De Geer (Panel Moderator)	Head of the EU Delegation to Tanzania	EU
Awa Dabo	Country Director	UNDP
Simon Shayo	Vice President-Sustainability	AGA GGM
Juliet Tibaijuka	Leader Sustainability	Statoil
HOST COMMUNITY ENGAGEMENT PANEL		
Mr. Godfrey Simbeye (Panel Moderator)	Executive Director	TPSF
Mr. Geoffrey Kirenga	Chief Executive Officer	SAGCOT
Mr. Semkae Kilonzo	Coordinator	Policy Forum
Dr. Aikande Kwayu	Management Consultant	BUMACO LTD
Ms. Rose John Tesha	Secure Livelihood Programme Manager	VSO

LOCAL CONTENT (PRROUREMENT AND EMPLOYMENT) PANEL		
Mr. Salum Shamte (Panel Moderator)	Managing Director	Katani Limited
Dr.Samwel Nyantahe	Chairman	CTI
Eng.Chisawillo	President	TCCIA
Dr. Aggrey Mlimuka	Executive Director	ATE
Mr.Awadhi Suluo	Director Capacity Building and Advisory Services	PPRA
LESSONS LEARNT (INTERNATIONALLY)		
Ms. Neema Lugangira (Panel Moderator)	Local Content Expert	Freelance
Mr. Jeff Giepel	Mining Shared Value Venture Leader	MSV(EWB) Canada
Mr. Ricardo Aboud	East Africa Director	General Electric Oil and Gas
Mr. Peter Boon	Africa Business Development Manager	Fugro Services
Mr. Cyril Putz	Consultant	BKP
LESSONS LEARNT ON INVESTMENT AND LOCAL PARTICIPATION (OPPORTUNITIES AND CHALLENGES)		
Mr. Edward Kessy (Panel moderator)	Senior Investment and Facilitation Officer (Government Communication)	NEEC
Mr. Andrew Milimo	Country Director	Nakumatt Supermarket
Mr. Charles Siara	Asst.General Manager	ARIS
Mr. Nicholas Loh	Director	Tanzania Steel Pipes

ANNEX II

LIST OF PARTICIPANTS:

LOCAL CONTENT FORUM - VENUE BOT –KILIMANJARO AUDITORIUM 21-22 JULAI, 2016

No	Name	Gender	Title	Institution
1	Hon. Jenista Mhagama (M.P)	Female	Minister of State Prime Minister's Office (Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled)	Prime Minister's Office (Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled)
2	Uledi Mussa	Male	Permanent Secretary (Parliament Affairs)	Prime Minister's Office (Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled)
3	Dr. Hamis Mwinymvua	Male	Permanent Secretary (Policy Coordination)	Prime Minister's Office (Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled)
4	Dr. Reginald Mengi	Male	Chairman	Tanzania Private Sector Foundation (TPSF)
5	Prof. Elisante Ole Gabriel Mollel	Male	Permanent Secretary	Ministry of Information, Culture Arts and Sports
6	Eng. Joseph. Nyamuhanga	Male	Permanent Secretary (Works)	Ministry of Works, Transport and Communications
7	Dr. Paulina Pallangyo	Female	Deputy Permanent Secretary	Ministry of Energy and Minerals
8	Beng'i M. Issa	Female	Executive Secretary	National Economic Empowerment Council
9	Ambasador Roeland Van De Geer	Male	Head of Delegation	European Union (EU)
10	Awa Dabo	Female	Country Director	United Nations Development Programme (UNDP)
11	Simon Shayo	Male	Vice President	AngloGold Ashanti – Geita Gold Mining Limited
12	Godfrey Simbeye	Male	Executive Director	Tanzania Private Sector Foundation
13	Sanjay Suchack	Male	Group Managing Director	African Risk and Insurance Services (ARIS)
15	Geoffrey Kirenga	Male	Chief Executive Officer	SAGCOT
16	Dr. Samuel Nyantahe	Male	Chairman	Confederation of Tanzania Industries
17	Jean Van Wetter	Male	Tanzania Country Director	Africa Private Sector Development Advisor

No	Name	Gender	Title	Institution
				VSO International
18	Juliet Tibaijuka	Female	Leader Sustainability	Statoil
19	Semkae Kilonzo	Male	Coordinator	Policy Forum
20	Dr. Aikande Kwayu	Female	Consultant	BUMACO LTD
21	Dr. Aggrey Mlimuka	Male	Executive Director	Association of Tanzania Employers
22	Awadhi Suluo	Male	Director Capacity Building and Advisory Services	Public Procurement Regulatory Authority (PPRA)
23	Neema K. Lugangira	Female	Local Content Expert	Freelancer
24	Jeff Giepel	Male	Venture Leader	MSV (EWB) Canada Mining Shared Value Engineers Without Borders Canada
25	Ricardo Aboud	Male	Sales Director	East Africa General Electric Oil and Gas (Tanzania)
26	Peter Boon	Male	Business Development Manager Africa	FUGRO
27	Cyrill Putz	Male	Consultant	BKP
29	Nicholus Loh	Male	Director	Tanzania Steel Pipes
30	Joseph S. Nganga	Male	Director for Labour and Employment	Prime Minister's Office -Policy Coordination, Parliamentary Affairs, Labour, Employment, , Youth and People with Disabilities
31	Victor Mwainyekule	Male	Assistant Director - MUSB	Prime Minister's Office (Policy, Parliamentary Affairs, Labour, Employment, Youth and the Disabled)
32	Frederick S. Ringo	Male	Director General	Fair Competition Commission
33	Clifford Tandali	Male	Ag. Director General	Tanzania Investment Centre
34	Jumbe Omary Ngutto	Male	Treasury	Vikondo Society
	Elizabeth Tagora	Female	DPP	Ministry of Works, Transport and Communication
35	Mary S. Mniwasa	Female	Legal Counsel	DSE -PLC
36	Aisha Bade	Female	Advocate	TAWLA
37	Constantin Njalambaya	Male	Translator	
38	Pili Athuman Makwaya	Female	Mineral Processing Engineer	State Mining Company
39	Dr. Arnold Kihawe	Male	Ag. Director Planning and Development	Ardhi University
40	Frank Kanyus	Male	CEO	Business Registration and Licensing Agency (BRELA)
41	Bhoke L. Magira	Female	Research Officer	Contractors Registration Borad (CRB)

No	Name	Gender	Title	Institution
42	Danford Mbilinyi	Male	CEO	Umoja Switch
43	Thomas Samkyi	Male	Managing Director	Tanzania Agricultural Development Bank (TADB)
44	Abid Mallick	Male	Country director	Aga Khan Foundation-Tanzania
45	Eng. William Bocco	Male	Trustee/member –TACECA	Civil Engineering Contractors Association (TACECA) - DSM
46	Fredy Swai	Male	Managing Director	Miyombo Golden Resource Company LTD
47	Araf Sykes	Male	Country Manager	General Electric Tanzania
48	Gladness Salema	female	Lecturer	UDSM
49	Ezekiel L.Mpanda	Male	Director Policy and Planning	Ministry of Lands Housing and Human settlements Developmet
50	Catherine Njuguma	female	Communications Officer	IITA-Tanzania
51	Ally Daud	male	Information Officer	MAELEZO
52	Mark Gachara Irura	Male	Project Manager Consultant	Jackson Group
53	Glabb Kwela	Male	Software Engineer	Jackson Group
57	Tatu Mhando Mwaruka	Female	Ag.Livelihoods Enhancement Manager	TASAF
58	Sebastian Joseph	Male	Driver	MALF
59	Mshindi Ole Isaya	Male	Business Development Service Provider	SIYB
60	Magweiga Munanka Samo	Male	Director	Munanka Enterprises(1991) LTD
62	Modest Mohamed Myovela	Male	Project Manager	Namaingo
63	Sam Kamanga	Male	CEO	ATI/NIC
64	Nicolaus J Matende	Male	Manager	Nyalumono Amcos
65	Humphrey Mangosongo	Male	Senior Driver	TNBC
66	Noel B.Shiyo	Male	Associate Partner	CBL Law Offices
67	Zubeda Salum	Female	Marketing Officer	National Housing, Building and Research Agency (NHBRA)
68	Francis Felix Mollay	Male	Principal Economist	Ministry of Industry, Trade and Investment
69	Siraji Abdul	Male	Mwenyekiti	Binafsi
70	Frank Kitomari	Male	Head of PPP	National Development Corporation (NDC)
71	Edward Saguda Maduhu	Male	Director	Edosama Hardware LTD

No	Name	Gender	Title	Institution
72	Samson K.Keenja	Male	Head of Operations	CRDB
73	Tahira Nizan	Female	Senior Program Officer	Aga khan Foundation
74	Silvanus A.Okudo	Male	Wildlife Officer	Maliasili na Utalii
75	Innocent J.Umbulla	Male	Analyst Resource Mobilization	Presidential Delivery Bureau
76	Gertrude Angeel Ngw'eshemi	Female	Senior Business Officer	TANTRADE
77	Cecilia E.Mwandepa	Female	Trade Officer	TANTRADE
78	Albert Ngusaru	Male	Director of Treasury & funding	TADB
79	Lucian A.Msambichaka	Male	Professor	UDSM
80	Gaston Kikuwi	Male	Chairman	VIBINDO SOCIETY
81	Gili Teri	Male	Director of Policy	TPSF
82	Job A.Geleja	Male	Principal Planning & Investment Officer	NHIF
84	Gossaji Iddi Massoud	Male	Interpreter	PI&TS
85	Rosemary Muze	Male	Asst. Executive Secretary	NACTE
86	Abertus A. Paschal	Male	Secretary –Deputy	Rumanyika Youth Foundation
87	Maria N.Kabeho	Female	Manager Credit Department	DCB commercial bank PLC
88	Rosemary R.Mkemangwa	Female	SME, Manager	DCB commercial bank PLC
89	Ishengoma Prudence	Female	Student	IAT
90	Ulrich Juhudi	Male	Policy Officer	Netherlands Embassy
91	Sylvia Ezekiel Kaungamno	Female	Research Officer	Institute of tax Administration
92	Erick Kimasha	Female	PPP Specialist	Tanzania Gatsby Trust (TGT)
93	Salum Shamte	Male	Managing Director	Katani LTD
94	Fikili M.Ali	Male	Planning Analyst	Swala Oil & gas (T) PLC
95	Frans U Aardy	Male	Counselor Economic	South African High Commision
96	Julieth M.Tibaijuka	Female	Leader Sustainability	Statoil Tanzania
97	Charles S.Omujuni	Female	Director of Natural Gas	EWURA
98	Omari K. Mwin'dadi	Male	Financial Manager	Williamson Diamonds Limited
99	Eng. Raymond Mbilinyi	Male	Executive Secretary	Tanzania National Business Council (TNBC)
100	Elia Paul Kajiba	Male	Director of Licensing & Marketing Conduct Supervision	Tanzania Insurance Regulatory Authority (TIRA)

No	Name	Gender	Title	Institution
101	Rosada Msoma	Female	Chief Executive Officer	National College of Tourism
103	Innocent Lugha Bashungwa	Male	Member of Parliament	Karagwe
104	Kudra Mwambusi	Male	Advocate	
105	Ally Khalifa Mnzava	Male	Economist	Ministry of Agriculture, Livestock and Fisheries
106	Amanda L.Msengi	Female	Project Manager	Emredo
107	Fasili M.Boniphace	Male	Director	EBI Consulting LTD
108	Emma R. Kawawa	female	CEO	New Face New Voice
109	Patricia Mhondo	Female	External Relations Manager	BG-Tanzania
110	Adham. M.Abdulkadir	Male	M.D	A to Z Supermarket
112	Albert Munuo	Male	Asst. Registrar Technical	Architect and Quantity Surveyors Registration Board (AQRB)
113	Ally Thabit	Male	Mwandishi wa Habari	Radio Jogoo Fm
114	Dr.William Lumwaga	Male	Economics-Advocacy & Research	ATE
115	Kinemo M.Momoka	Male	Chairman	Tanzania Seafarers`Union (TASU)
116	Mchafu Ahmed Chakoma	Male	General Secretary	Tanzania Seafarers`Union (TASU)
117	Stanley Nyamle	Male	Administrator	Asas Daires LTD
118	Godluck Wambura	Male	Head of Operation	
119	Prof.Preksedis M.Ndomba	Male	Principal	Dar es Salaam Institute of Technology (DIT)
120	Kelvin Twissa	Male	Consultant	Jackson Group
121	Lawrence Cheyo	Male	General Manager	Jackson Group
122	Rose John Tesha	Female	Secure Livelihood Programme Manager	VSO
123	Timothy Marko	Male	Journalist	Mwanaharakati kwanza BGOG
124	Richard Nathaniel Mkumbo	Male	Chairman	Maluga AMCOS LTD
125	Lilian Mnengo	Female	Principal Planning Officer	NIT
126	Heriard S.Mwallow	Male	Journalist	Majira
127	Heri Mnyamisi	Male	Ag.Head of Design & Costing	National Housing, Building and Research Agency (NHBRA)
128	Ephata L.Mlani	Male	Senior Engineer	TANROAD
129	Hussein H.Shamdas	Male	Survey Officer	Rural Energy Agency (REA)

No	Name	Gender	Title	Institution
130	Julius P. Mjelwa	Male	Market Research	VETA
131	Gift Kudema	Female	Director, Business Development	Self Microfinance
132	Vivian L.Ngowi	Female		ILO
133	Sia Beatrice Mrema	Female	Principal State Attorney	Attorney General's Chambers
134	Imelda P.Ukugani	Female	Economist	Vice President's Office
135	Omari Nyuda	Male	Chairman	SIFCU
136	Germame Ijiko	Female	Environmental Officer	National Environmental Management Council (NEMC)
137	Lidya Maika	Female	Project Officer	Tanzania Youth Coalition (TYC)
138	Twaha Farijala	Male	Administrator	Tanzania Youth Coalition (TYC)
139	Mathew P.Mgeleka	Male	Chairman	Nyalumono Amcos LTD
140	Justa T.Kahwa	Female	Economist	Kinondoni
141	Gloria V.Temba	Female	Admin&marketing Lead	True Maisha Training Co.
142	Mapinduzi A.Kisaka	Male	Senior Economist	Tume ya Umwagiliaji
143	Gaspar K.Munyagi	Male	M.D	Engineering & Distributors Ltd
144	Andrew Milimo	Male	Country Director	NAKUMATT Tanzania Ltd
145	Peter Mungai	Male	Manager	NAKUMATT Tanzania LTD
146	Edwin K.Katiso	Male	Marketing Manager	NAKUMATT Tanzania LTD
147	Erick Crispin Nyonyi	Male	Programm officer	Tanzania Youth Coalition (TYC)
149	Halima Michael	Female	Communications Officer	VSO
150	Charles Zanny	Male	Asst.G.M	ARIS
151	Christopher Siara	Male	Asst.G.M	ARIS
152	Dr. Hilderbrande .S	Male	Manager Planning & Research	TIB Bank
153	Grace B. Matiko	Female	PFMO	PMO
154	Pavel Alferov	Male	First Secretary	Embassy of Russia
155	Samuel M.Chopa	Male	CEO	ATI
156	Eng. Steven Mlote	Male	Registrar	Engineers Registration Board (ERB)
157	Helen Masele	Male	Program Officer	JICA-Tanzania
158	Filbert Sanka	Male	Sales Manager	Honey King Ltd
159	Dr Godwine Kaganda	Male	Dean of Faculty of Economics and Management	IFM
160	Deogratias A. Maneno	Male	Director of Business Support Services	Weights and Measures Agency (WMA)
161	Holellawilly Magehema	Male	Manager Business Environment	Tanzania National Business Council (TNBC)

No	Name	Gender	Title	Institution
162	Patricia Manonga	Male	Programme Officer	Ministry of Natural Resources and Tourism
163	Frida Kundy	Male	Beekeeping	Tanzania Forest Services (TFS)
164	Adrian R.Nzamba	Male	Head of Programs	True maisha Training Company
165	Castory Mchele	Male	Accountant	VICOBA-FETA
166	Daud M.Msangi	Male	Director General	Government Employees Pension Fund (GEPF)
167	Thomas Mgimba	Male	Rural& Micro Finance Specialist	PMO-MIVARF
168	Ally Khalifa Mnzava	Male	Economist	MALF
169	John Paul	Male	Base Manager	FUGRO
170	Margaret Ngianaeli	Female	Hon. Secretary	Tanzania Association of Civil Engineering Contractors (TACECA)
171	Karim H. Ali	Male	Chairman	DARSFA
172	Mendes Mhuribid	Female	Council Member	TIBA
173	Mohamed Jaffer	Male	President	TIBA
174	Stanley Bituro	Male	Executive Secretary	Tanzania Insurance and Brokers Association (TIBA)
175	Esther Daniel Muyenjwa	Female	Monitoring & Evaluation Officer	VICOBA Sustainable Development Agency
176	Lioba Ramadhan Mdoe	Female	Legal Officer	VICOBA Sustainable Dev. Agency
177	Edmund Mariki	Male	Executive Secretary	Tanzania Milk Processors Association (TAMPA)
178	Abdulrahim Juma	Male	Outreach and External Affairs Manager	TECC
179	Devota Likokola	Female	Chief Executive Officer	VICOBA
180	Samuel Young	Male	Private Sector Development Advisor	Restless Development Tanzania
181	Naomi Norah Makota	Female	Sr. Social Performance	STATOIL
182	Kheri Mahimbali	Male	Consultant Supply Chain Management	STATOIL Tanzania
183	Mariam A. Nkumbi	Female	Executive Director	Agricultural Inputs Trust Fund (AGITF)
184	Mary Kirama Kinyawa	Female	Asst. Director Public Service Management	Preseident's Off. Public Service Management
185	Prof. George S. Oreku	Male	Director of ICT & Technology Transfer	Viwanda na Biashara Uwekezaji (TIRDO)
186	Gerald B. Mturi	Male	Interim Executive Secretary	Tanzania Chamber of Minerals and Energy
187	Resty Gombo		Snr. Supply Chain Mngt.	STATOIL Tanzania AS

No	Name	Gender	Title	Institution
188	Martha Maro	Female	Planning Officer	Ministry of Works, Transportation and Communication
190	Deepa Pandya	Male	PA to The Group Managing Director	African Risk & Insurance Services
191	Salome Jackson Kaluzi	Female	Senior Accounts Executive	African Risk & Insurance Services Ltd (ARIS)
192	Hawa N. Adam	Female	Statistician	Min. of Information, Culture, Arts & Sports
193	Specioza Lugazia	Female	Trade Commissioner	High Commission of Canada
194	Zephania Darema	Male	Lead Consultant	New Faida Business Consultants Ltd
195	Francisca Elias Ng'wendesha	Female	Community Development Officer	Ministry of Health, Community Development, Gender, Elderly and Children
196	Laibai laiboni Kallaghe	Male	Vice Chairman	TAWOFE
197	Waibi Frederick M.	Male	Chairman	Tanzania Woodworking Federation
198	Evaline Rweikiza	Female	Research Officer	TPDC
199	Fidelis Madaha	Male	Business Developer	SIYB Association of East Africa
200	Beatrice Ibrahim Daniely	Female	Assistance Accountant	VICOBA FETA
201	Ruperto Mkumbah Mboya	Male	Economist	Temeke Municipal Council
202	Esther Peter Riwa	Female	Asst. Director (Youth Mobilization & Economic Empowerment)	PMO – LEYD
203	Louis Ndesingo	Male	Commercial Specialist	GE Oil & Gas
204	Ramadhan Ahungu	Male	Chairman & ED	Tanzania Informal Microfinance Association of Practitioners (TIMAP)
205	Vedastus Manumbu	Male	Principal Economist	Prime Minister's Office
206	Antonio Luis	Male		Embassy of Angola in Tanzania
207	Solomon Nweke	Male	MR	Nigeria High Commission
208	Philon Phabian Kyetema	Male	Sen.Superintendent	Immigration (Ministry of Home Affairs)
209	Ezekiel Petro Maro	Male	Registration Officer	Tanzania Meat Board
210	Jackson Matandu	Male	Economist	Tanzania Meat Board
211	Nicholai Chiweka	Male	Marketing Research Officer	Tanzania Meat Board
212	Augustino William Mbulumi	Male	Managing Director	Tanzania Warehouse Licensing Board

No	Name	Gender	Title	Institution
213	Elisante Alfred Marir	Male	Marketing Manager	Tanzania Postal Bank (TPB)
214	Muondakweli Kaniki	Male	Chief Manager Strategic Planning	Tanzania Postal Bank (TPB)
215	Shainul Bhanji	Female	CEO of GICC	GICC/FINBIZ
216	Salvator Ntomola	Male	Vice President Business Development & Govt. Relations	Wentworth Gas Ltd (Member of OGAT)
217	Emmanuel J. Miselya	Male	Principal Trade Officer (Policy)	TANTRADE
218	Eng. Pascal Ncheye	Male	IP-Chairperson	TACECA
219	Prof. Ninatubu M. Lema	Male	Chairman	Engineers Registration Board
220	Sylvia Meku	Female	Manager for Social and Demographic Statistics	National Bureau of Statistics
221	Bhwai Nicodemus N.	Female	Principal Financial Analyst	Tanzania Minerals and Auditing Agency (TMAA)
222	Eva J. Kaluwa	Female	Economist	Ministry of Foreign Affairs
223	Dismas M. Chilala	Male	Statistician & M & E Expert	Ministry for Constitution and Legal Affairs
224	Dr. Sekubwabo S. Ngendabanka	Male	Local Authority Coord. TFDA Functions	Tanzania Food & Drugs Authority (TFDA)
225	Pili Athuman Makwaya	Female	Mineral Processing Engineer	State Mining Corporation
226	Focus L. Mauki	Male		Tanzania Ports Authority (TPA)
227	Prof. Lazaro S..P Busagala	Male	Deputy Principal Planning, Finance and Administration	College of Business Education (CBE)
228	Mrs. Joyce K. Mwakisyala	Female	Principal Economist	Ministry of Natural Resources and Tourism HQ
229	Paschal B.N. Mallya	Male	Senior Officer Policy and Planning	Tanzania Revenue Authority
230	Anna E. Shayo	Female	Senior Investment Officer	PPF Pensions Fund
231	Francis Bernard Mndolwa	Male	Ambassador-Consultant	Viettel- Halotel
232	Do Manh Hung	Male	Managing Director	Halotel- Viettel
233	Do Tran Phan	Male	Legal Expert	Halotel
234	Malima M. Nkiliwando	Male	Assistant Director	Ministry for Constitution and Legal Affairs
235	Minnie Adolf Kibuta	Female	Associate Partner-Head, East Africa Practice & Relations	Letsema Consulting & Advisory
236	Zablon Yebete	Male	Head of Operations	Tanzania Women's Bank PLC

No	Name	Gender	Title	Institution
237	Prisca David Mwalukasa	Female	Marketing Director	Namaingo Business Agency Ltd.
238	Biubwa Ibrahim Maingo	Female	Executive Director	Namaingo Business Agency Ltd.
239	Haigath Benjamin Kitala	Female	Executive Director	Presidential Trust Fund
240	Riziki Michael Nyello	Male	Quality Assurance Manager	Institute of Social Work
241	Egid Beatus Mubofu	Male	Ag. Director General	Tanzania Bureau of Standards (TBS)
242	Peter Chisawillo	Male	President	Tanzania Chamber of Commerce, Industry & Agriculture (TCCIA)
243	Fulgence Bube	Male	Regional Logistics Manager	Superdoll
244	Dominic Osumo	Male	Executive Director & Group CEO	ARIS
245	Issa Isihaka	Male	Director	Mwado-Civil Society Organization
246	Paul Mandele	Male	Operations & Technical manager	BUNI HUB
247	Baraka I. Peter	Male	Trade Officer (Research & Planning)	Tanzania Trade Development Authority (TANTRADE)
248	Renatus Mbamilo	Male	Policy Analyst	Agricultural Council of Tanzania
249	Luciana E. Mshana	Female	Principal Economist	TFS-Min. of Natural Resources & Tourism
250	Amina Akida Bohero	Female	Forest Officer	Tanzania Forest Services
251	Reward Nkondo Tenga	Male	Local Business Development Specialist	Anglogold Ashanti:Geita Gold Mine 532, Geita
252	Ephygenia Julius Woisso	Female	Project Officer –Coordination	Tanzania Social Action Fund (TASAF)
253	Teddy Juma Mwaijumba	Female	Senior Economist (Ag. ADP)	Ministry of Water and Irrigation
254	Peter Mgelwa Kingu	Male	Assistant Director	Ministry of Agriculture, Livestock and Fisheries
255	Fika Burton Mwakabungu	Female	Director, Centre of Curriculum Training	Tanzania Insitute of Education
256	Bahati Kamwela	Male	Treasurer – TIMAP	Tanzania Informal Microfinance Association Practitioners
257	Joseph Migunda	Male	Business Consultant	Tanzania Association of Professional BDS Providers Co. Ltd.
258	Neema Mwingu	Female	Private Sector Specialist	World Bank
259	Benson Eliamini	Male	Driver	Presidential Trust Fund
260	Joyce K. Mwakisyala	Female	Principal Economist	Ministry of Natural Resources and Tourism
261	Emma Kawawa	female	Chief Executive Officer	Entango Investment Limited
262	Omar P. Seif	Male	Principal Stastician	Tanzania Minerals and Auditing Agency
263	Leah Yoseph Mtuma	Female	Assistant Industrial Director	SUMA JKT

No	Name	Gender	Title	Institution
264	David B. Magabe	Male	Planning Officer	Capital Market and Security Authority
265	Luciana E. Mshana	Female	Principal Economist	Tanzania Forest Services
266	Salim J. Manji	Male	Economist Assistant	Political & Economic Section, US Embassy
267	Samson L. Mpogole	Male	Senior Driver	University of Dodoma
268	Christopher L. Chilyawanhu	Male	Senior Driver	Ministry of Agriculture, Livestock and Fisheries
269	Patrick John	Male	Driver	Prime Minister's Office
270	Joseph Mushi	Male	Senior Driver	VICOBA
271	Philip Kundy	Male	Driver	Tanzania Private Sector Foundation
272	Mark Beare	Male	Principal Consultant	Oxford Policy Management
273	Girson L Ntimba	Male	Principal Economist	Prime Minister's Office
274	Ian Shanghvi	Male	Researcher	Economic Social Research Foundation
275	Abdulrahman Milandu	Male	Principal Engineer	Tanzania Minerals Audit Agency
276	Yisambi E. Shiwa	Male	Senior Engineer	Tanzania Minerals Audit Agency
277	Mwesigwa Nipikamulali	Male	Engineer	EM Consultants Ltd/Engineering & Distributors Ltd
278	William Frank Kiwara	Male	Marketing & Sales Executive	Asas Daires Ltd
279	Esther B. Mmbaga	Female	Ag. Director Local Content	National Economic Empowerment Council
280	Anna Dominick Lyimo	Female	Director Empowerment and Facilitation	National Economic Empowerment Council
281	Edwin Chrisant	Male	Director Empowerment Fund	National Economic Empowerment Council
282	Samwel Kiondo	Male	Ag. Director Policy, Planning, Research and Monitoring	National Economic Empowerment Council
283	Anna Mtaita	Female	Director Finance and Administration	National Economic Empowerment Council
284	Oswald Y. Karadisi	Male	Principal Investment and Facilitation Officer (Local Content)	National Economic Empowerment Council
285	Flora Kajela	Female	Manager Evaluation and Monitoring	National Economic Empowerment Council
286	Isaac Dirangw	Male	Manager Information, Communication and Technology	National Economic Empowerment Council
287	Gwakisa Bapala	Male	Manager Planning and Research	National Economic Empowerment Council

No	Name	Gender	Title	Institution
288	Suleiman Malela	Male	Senior Internal Auditor	National Economic Empowerment Council
289	Edward Kessy	Male	Senior Government and Communication Officer	National Economic Empowerment Council
290	Adangson Mwaigomole	Male	Principal Procurement Officer	National Economic Empowerment Council
291	Erad Mushi	Male	Principal Investment and Facilitation Officer (Economic Groups)	National Economic Empowerment Council
292	Sarah J. Lupembe	Female	Ag. Chief Accountant	National Economic Empowerment Council
293	Andrew R. Kajuna	Male	Information, Communication and Technology Officer	National Economic Empowerment Council
294	Athuman Kingu	Male	Accountant	National Economic Empowerment Council
295	Janeth Shija	Female	Human Resource Officer	National Economic Empowerment Council
296	Winfred Nchimbi	Male	Office Supervisor	National Economic Empowerment Council
297	Aisha Nkya	Female	Registry Management Assistant	National Economic Empowerment Council
298	Zubeda Chombo	Female	Principal Telephone Operator	National Economic Empowerment Council
299	Lucy Sirikwa	Female	Cashier	National Economic Empowerment Council
300	Cecilia Masumbuko	Female	Personal Secretary	National Economic Empowerment Council
301	Sintike Mwakisyala	Female	Personal Secretary	National Economic Empowerment Council
302	Tusekelege Mbonile	Female	Volunteer	National Economic Empowerment Council

ANNEX: III

RAPPORTEURS – NEEC STAFF

1. Mrs. Beng’i Issa – Executive Secretary (Overall Supervisor)
2. Ms. Esther B. Mmbaga Ag. Director of Local Content (Coordinator)
3. Mr. Suleiman Malela – Ag. Director of Finance and Administration
4. Mr. Gwakisa Bapala – Manager Planning and Research
5. Ms. Flora Kajela – Monitoring and Evaluation Manager
6. Mr. Erad Mushi – Principal Investment and Facilitation Officer (Economic Groups)
7. Mr. Oswald Karadisi - Principal Investment and Facilitation Officer (Local Content)

**ANNEX: IV
LOCAL CONTENT
SPONSORS**



FORUM



ASAS
GROUP OF COMPANIES



**AFRICAN DEVELOPMENT
BANK GROUP**
Building today, a better
Africa tomorrow



ExxonMobil



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National Economic Empowerment Council
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