

BASELINE REPORT

A SURVEY OF SPECIAL ECONOMIC ZONES

President's Office, Planning and Investment
Dodoma, May, 2024

BASELINE REPORT A SURVEY OF SPECIAL ECONOMIC ZONES



President's Office, Planning and Investment, Tanzania

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ABBREVIATIONS AND ACRONYMS

AfCFTA	Africa Continental Free Trade Area
AU	African Union
DAWASA	Dar es Salaam Water Supply and Sanitation Authority
EAC	East African Community
EACCMR	The East African Community Customs Management Regulations
EPZ	Export Processing Zone
EPZA	Export Processing Zone Authority
FDI	Foreign Direct Investment
FGD's	Focus Group Discussions
GDP	Gross Domestic Product
IP	Intellectual Property
KII's	Key Informant Interviews
KPIs	Key Performance Indicators
kVA	Kilo-volt-amperes
LED	Light-emitting diode
LGAs	Local Government Authority
MIT	Ministry of Industry and Trade
MLHSD	Ministry of Lands, Housing and Human Settlements Development
POPI	President Office- Planning and Investment
PO-RALG	President Office- Regional Administration and Local Government
PPP	Public Private Partnership
SEZs	Special Economic Zones
TANESCO	Tanzania Electric Supply Company Limited
TIC	Tanzania Investment Centre
ToC	Theory of Change
ToR	Terms of References
TPDC	Tanzania Petroleum Development Corporation



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EXECUTIVE SUMMARY

Executive Summary

This report presents the findings and recommendations of a baseline study of Special Economic Zones (SEZs) for the Government of the United Republic of Tanzania. The study was conducted between April to May 2024. The survey assessed the performance of SEZs to establish baseline information regarding their level of development and performance, type of sectors, availability of supportive infrastructure, and legal and regulatory framework governing SEZs among others. The study covers two regions namely Dar-es-Salaam and Coast. Additionally, other SEZs located outside Dar-es-Salaam and Coast were covered through an online self-administered survey using the Kobo toolbox targeting operators and developers of SEZs across the country

Objective of the Survey

This survey examined twelve specific objectives covering all aspects of Tanzania's SEZs to assess their effectiveness and identify opportunities for improvement. The survey covered a wide range of topics including SEZ locations, types, specializations, development stages, occupancy rates, challenges faced by businesses, incentive schemes, government contributions, private-public partnerships, sectoral cooperation, pricing of land and utilities, regulations, and the current development stage of each SEZ. This data will be used to develop recommendations for attracting more investment and fostering economic growth through Tanzania's SEZs.

Methodology

This study used a mixed-method approach combining surveys, interviews, stakeholder engagement meetings, and document reviews to collect data. Quantitative data came from surveys, while qualitative data came from interviews, document reviews of government documents, and stakeholder meetings held on 4th June 2024. The researchers looked at SEZ locations, types, specializations, development stages, land acquisition, plot prices, incentive schemes, and governing laws to assess factors affecting SEZ performance. The study targeted SEZ developers, operators, regulators, and public utility companies. They used purposive sampling for interviews and focus groups, and cluster sampling for selecting SEZs in Dar-es-Salaam and Coast regions. An online survey was sent to SEZ developers and operators across the country. A total of 118 people participated in the study, covering companies operating in the government and privately owned SEZ, government and non-government stakeholders.

Key Findings

(i) Type and Development SEZ

Distribution of SEZs: The study found that a significant number of Tanzania's Special Economic Zones (SEZs) are located in Dar es Salaam and the Coastal



Region compared to other regions. This concentration suggests a potential focus on development in these areas. EPZA has 34 declared public and privately owned SEZs throughout the country, indicating a wider national distribution beyond the two coastal regions.

Public vs. Private Development: The findings show for the past 16 years, the Government through the Export Processing Zone Authority has registered 34 Special Economic Zones. Out of 34 SEZ, seventeen (17) are publicly owned through EPZA, eleven (11) are owned by Private entities, four (4) owned by Local government and two (2) owned by the National Social Security Fund (NSSF) and Tanzania Ports Authority (TPA) respectively.

The development of SEZs in Tanzania varies considerably: Some zones like Benjamini Wiliam Mkapa boast well-developed infrastructure, including reliable power grids, transportation networks, and efficient administrative processes. In contrast, others are in earlier stages of development, lacking some of these crucial elements. Understanding this disparity is essential for prioritizing investments and ensuring all SEZs.

(ii) Need for One-Stop Services in SEZs

- The Tanzania Export Processing Zones Authority (EPZA) and the Tanzania Investment Centre (TIC) established one-stop service centers to simplify the investor experience.
- These centers offer a range of services under one roof, including guidance on establishing businesses in SEZs, assistance with securing land or factory space, and aftercare services.
- An additional strategy gaining traction is the physical co-location of officers from various investment support agencies.
- This eliminates the need for investors to visit multiple locations, further enhancing convenience and efficiency.
- However, implementing this strategy presents challenges like securing physical space within each SEZ and ensuring consistent staffing from various agencies.

(iii) Marketing and Promotion of SEZ in Tanzania: Current Strategies and Opportunities for Improvement

- **Countrywide Strategy Needed:** The study identified a gap in the form of a missing nationwide marketing and promotion strategy for Tanzania's SEZs. Developing a comprehensive national strategy could significantly enhance the visibility and appeal of these zones to a wider audience
- **Sectors targeted promotion:** Research suggests that sectors targeted by specific investment promotion campaigns receive significantly more foreign direct investment (FDI) compared to those without targeted efforts. This highlights the positive impact of strategic marketing in attracting investment.



- **Marketing Matters for Success:** The absence of effective marketing and investment promotion activities can hinder attracting high-quality investments to SEZs. Even well-developed zones with strong infrastructure, legal frameworks, and investor services may struggle without a strong promotional strategy.

(iv) **Occupancy Rate and Challenges in Tanzania's SEZs**

Government-Owned SEZ

- **High Occupancy with Complete Infrastructure:** Government-owned SEZs with fully developed infrastructure, including roads, electricity, and water supply, tend to have high occupancy rates. A prime example is the Benjamin William Mkapa SEZ, which boasts 100% occupancy likely due to its well-established infrastructure.
- **Lower Occupancy in Developing SEZs:** Conversely, government-owned SEZs under development and lacking complete infrastructure, such as Bagamoyo SEZ, Manyara SEZ, and Mara SEZ, experience lower occupancy rates. Investors are understandably hesitant to locate in zones where essential infrastructure is not yet fully operational.

Private-Owned SEZs

- **Low Occupancy with High Costs:** Private-owned SEZs with complete infrastructure face challenges with occupancy. High rental fees or purchase costs associated with these facilities, driven by the owners' need for return on investment, may deter some businesses. These contrasting trends highlight the importance of infrastructure development and pricing strategies in attracting and retaining businesses within Tanzania's SEZs.

(v) **Incentive Schemes in Tanzania's SEZs**

Fiscal Incentives

- **Uncertainty and Complexity:** Investors face uncertainty about the specific tax exemptions available and the process for claiming them. Navigating separate tax laws alongside the SEZ Act can be complex and time-consuming for investors in the SEZ scheme.
- **Potential Delays:** The disconnect between the SEZ Act and the tax regime can lead to delays in obtaining tax benefits. This can negatively impact investment decisions, as businesses may prioritize locations with a more streamlined process.
- **Limited Applicability:** If promised tax benefits are not part of the EAC Customs Management Act, they may only apply to domestic Tanzanian operations within



the SEZ. This reduces the attractiveness of the zone for businesses targeting a broader East African market.

- **Impact on Investor Decisions:** these challenges can act as a significant deterrent for businesses considering establishing operations within Tanzanian SEZs. Uncertainties and potential delays in accessing tax benefits can outweigh the potential advantages offered by the zone.
- **Harmonization:** Aligning the tax benefits outlined in the SEZ Act with the EAC Customs Management Framework to streamline access for investors targeting the regional market.
- **Clear Communication:** Providing clear and comprehensive information to investors regarding the tax benefits available within SEZs and the process for claiming them.

Non-Fiscal Incentives and Streamlined Procedures

- Both EPZA and TIC recognize the importance of a smooth investor experience. To this end, they've established a one-stop facilitation center that offers a range of non-fiscal incentives. This center functions as a central hub, eliminating the need for investors to navigate multiple agencies and saving them valuable time and resources. The center provides a comprehensive suite of services to support potential and existing SEZ investors. Facilitation services include; -
- **Business Setup Assistance:** The centers simplify the initial stages of business establishment within a Tanzanian SEZ and industrial parks. This includes offering detailed guidance on SEZ regulations, assisting with securing factory space or serviced land (considering both existing industrial parks and alternative locations), and streamlining company registration.
- **Ongoing Investor Support:** The center's commitment extends beyond initial setup. It offers ongoing assistance to investors in navigating critical areas such as:-
 - ← **Workforce Management:** The center assists with navigating visa and work permit applications, ensuring a smooth process for attracting and retaining skilled personnel.
 - ← **Customs Control:** Onsite hosting of necessary customs personnel including customs documentation and inspection on site.
 - ← **Investment:** Unrestricted investment by foreigners with a broad range of investment activities and promotions.
 - ← **Logistics and Trade Support:** The center simplifies import and export operations by providing logistical support for clearing and forwarding merchandise through Tanzanian ports.



(vi) Government Investment in Tanzania's SEZs

- **National development plans prioritize industrialization in Tanzania:** In National Five-Year Development Phase III (FYDP III), SEZs are viewed as a key driver of industrial growth.
- **Government plans for SEZs:** include land allocation and essential infrastructure development (roads, electricity, water) to address investor needs.
- **Limited government investment:** Insufficient funding for land acquisition and infrastructure development in most SEZs.
- **Budget constraints for EPZA:** The Export Processing Zones Authority lacks resources to develop SEZs.

(vii) Examining Public-Private Collaboration in Developing Tanzania's SEZs

- **Legal Framework for PPPs:** Tanzania has established a Public-Private Partnership Act to facilitate collaboration between government and private entities in SEZ development.
- **Global Trend of PPP Models:** Three main PPP models exist for SEZ development: foreign-led, government-foreign developer partnerships, and government-to-government partnerships.
- **Although Tanzania currently lacks SEZs operating under Public-Private Partnerships (PPPs), the government demonstrates strong interest in this model.** Between 2013 and 2020, discussions with China Merchants Ports Holding (CMPorts) and the Reserve Fund for the Sultanate of Oman (SGRF) regarding Bagamoyo SEZ's PPP development proved unsuccessful. Now, the government actively promotes the zone to attract other private sector developers for a PPP venture.

(viii) Building Bridges Between SEZs and Key Sectors in Tanzania

- **SEZs go beyond manufacturing:** While traditionally viewed as industrial hubs, SEZs can foster connections between various sectors like agriculture, mining, and tourism. This collaboration can lead to mutual growth and a more robust economy.
- **Tanzania's economic shift:** Agriculture's contribution to GDP has decreased significantly, while service and industry sectors are growing. However, agriculture remains crucial for employment, food security, and raw materials.
- **SEZs for sector linkages:** SEZs can create upward linkages by providing a market for agricultural and mineral products within the zone. Additionally, backward linkages can be established by housing facilities producing agricultural inputs or tourism supplies within the SEZ.
- **Missed opportunities for collaboration:** The report highlights a lack of strong collaboration between different sectors within Tanzanian SEZs. Initiatives



exist (e.g., apprenticeship programs), but their impact seems limited. This hinders the full potential of SEZs for economic development.

- **Reasons for limited linkages:** Several factors contribute to the limited collaboration: focus on attracting foreign investors over local businesses, inadequate infrastructure for value chains beyond the SEZ zone, and a gap in knowledge sharing and capacity building for local businesses to integrate into SEZ-driven activities.

(ix) Land Acquisition and Industrial Plot Pricing in Tanzania's SEZs

- **EPZA Land Acquisition:** The official procedure involves collaboration between multiple government agencies. Local authorities identify suitable land, conduct valuations, and compensate landowners. EPZA then secures the land title. This process can be slow due to surveying and development delays.
- **Private Investor Acquisition within EPZA:** Investors apply to EPZA for land within existing zones. If approved, a lease agreement is signed for up to 33 years.
- **Private Standalone SEZs:** Private entities acquire land directly (purchase or lease) from local authorities or other private entities. They then submit ownership proof and project proposals to EPZA for registration under the SEZ scheme.
- **Limited Master Plans:** 28 councils out of 184 available in the mainland Tanzania had land use Master Plans by the end of year 2023. Master plans, which streamline land use and development, are only available in some cities and municipalities.
- **Village Land Act Applies:** In areas lacking master plans, and not under general land, land acquisition falls under village land governed by Act No. 5 (1999).
- **Lengthy Approval Process:** Acquiring village land requires navigating a lengthy bureaucratic process involving approval from the village assembly up to the national level, with final authorization by the President.
- **Land Use Plan Requirement:** Granting permission for land use further hinges on the existence of a land use plan for the specific village land, adding another layer of complexity.
- **Benefits for Local Investors:** Wholly local or majority local ownership allows investors to keep land ownership and enjoy all SEZ benefits.
- **Benefits for Foreign Investors:** EPZA takes ownership of the land and issue a derivative right for investment, a SEZ license and investor enjoy all SEZ benefits.



Rise of Private SEZs: The growing trend of private SEZs emerging due to:

- Delays and challenges in obtaining serviced land within EPZA zones.
- Availability of suitable sized land with existing infrastructure near private zones.
- The existence of private SEZs presents both opportunities and challenges

Opportunities

- Faster SEZ development and broader implementation of the SEZ strategy.
- Potential for accelerated economic growth and job creation.

Challenges

- Ensuring essential infrastructure development for geographically dispersed private zones.
- **Scattered SEZs:** Private land acquisition arrangements lead to geographically dispersed SEZs. This makes it expensive for the government to provide essential infrastructure (on-site and off-site) in a timely manner, hindering the effectiveness of the SEZ policy.
- Mobilizing resources for on-site and off-site infrastructure (transportation, utilities, waste management) across these zones.
- Pricing of land under private zones are relatively high compared to land near zones, so enticing investor to purchase land and encourage standalone SEZ.
- Moderation of land size offered to investors and adhere to performance audit against the contract based on the license granted.

(x) Utility Costs and Reliability in Tanzania's SEZs

- **Unreliable and Costly Utilities:** A lack of standardized pricing, complex electricity tariffs, and unreliable power supply (with rationing and quality fluctuations) create challenges for SEZ businesses. These issues increase costs due to the need for backup generators.
- **Disadvantageous Water Pricing:** Flat rate pricing structures (like DAWASA's in Dar es Salaam) for water don't consider the higher consumption needs of industrial users within SEZs.
- SEZs face a two-tiered tariff system for electricity, with both service charges and per-unit costs. These tariffs can be further complicated by the **"Maximum Demand Rule"** based on kVA (kilovolt-ampere). This rule can lead to additional charges for businesses, even during periods of low power consumption.



(xi) A Review of Regulatory Frameworks in Tanzania's SEZs

- **Historical Context:** The rise of SEZs in Tanzania (early 2000s) coincided with global trends in trade liberalization and the establishment of the Export Processing Zone Authority to promote exports and economic growth.
- **East African Community (EAC) Integration:** Tanzania's SEZs are linked to the EAC framework. The EAC's focus on a common market and customs union allows Partner States to trade and negotiate as a single entity, including on SEZ matters.
- **EAC SEZ Policy and AfCFTA:** The EAC has adopted an SEZ policy with regulations under development. Additionally, the EAC's participation in the African Continental Free Trade Area (AfCFTA) offers opportunities for SEZs, with Ministerial guidance established for goods originating from these zones.
- **Domestic Law and Incentives:** Under Tanzanian domestic law, developers and operators of SEZs under the Export Processing Zone (EPZ) scheme enjoy fiscal incentives outlined in various legal documents. These SEZs also benefit from non-fiscal incentives like one-stop centers.
- **Disadvantage for Non-EPZ SEZs:** SEZ schemes other than EPZs currently lack access to the listed fiscal incentives because they are not yet recognized under EAC protocols. This inconsistency between domestic law and the EAC Customs Management Act discourages investors in non-EPZ SEZs, who cannot secure these benefits during project development.

Conclusion and Recommendations

(i) On SEZs development

- **Challenges in SEZs:** Bureaucracy, lack of skilled workers, and unreliable utilities hinder SEZs. Investment in streamlining regulations, training, and infrastructure can make them more attractive.
- **Underinvestment in SEZs:** Poor infrastructure, limited utilities, and inadequate skilled labor make SEZs unattractive. Increased public or private investment is needed to create a better environment for businesses.
- **Disjointed Regulatory Bodies:** Inconsistent regulations, slow processing times, and inadequate communication between regulatory bodies create hurdles for businesses. Collaboration is key to streamlining the process.

(ii) On a need for One-Stop Services in SEZs

- **Improve One-Stop Shops:** Expand services offered at EPZA and TIC centers, including tax breaks, visas, and permits. Streamline internal procedures to speed up investor approvals.
- **Automate Processes:** Invest in online applications and approvals across



agencies. This eliminates physical visits and speeds up turnaround times, similar to the Tanzania Ports Authority's system.

- **Promote Investor Support:** Raise awareness of EPZA and TIC services through targeted outreach programs and information campaigns. Offer workshops to educate investors on streamlined procedures and available support.

(iii) On the marketing and promotion of SEZ in Tanzania

- **National Marketing Strategy:** Develop a unified plan to attract investors. This plan should target specific sectors, use clear messaging, and avoid conflicting promotions between agencies.
- **Targeted Promotion:** Focus marketing efforts on priority sectors aligned with Tanzania's development goals. Develop targeted campaigns to attract investors in those specific areas.
- **Highlight Investor Support:** Promote the comprehensive support services available in SEZs, including business registration, licensing, and tax incentives. Showcase the ease of doing business to attract investors.

(iv) On occupancy rate and challenges in Tanzania's SEZs

- **Prioritize Infrastructure Development in Government-Owned SEZs**
- Allocate resources to expedite infrastructure development (roads, electricity, water) in government-owned SEZs currently experiencing low occupancy rates.
- Consider public-private partnerships (PPPs) to leverage private sector expertise and financing for infrastructure projects within SEZs.
- **Review Pricing Strategies in Private SEZs**
- Encourage private SEZ developers to adopt competitive rental fees and land sale prices to attract and retain businesses.
- Explore incentive programs to offset initial investment costs for private developers, potentially lowering occupancy costs for tenants.
- **Targeted Marketing and Investor Outreach**
- Develop targeted marketing campaigns highlighting the specific advantages of each SEZ, emphasizing available infrastructure and competitive pricing structures.
- Proactively engage with potential investors, addressing their concerns and showcasing the long-term benefits of operating within Tanzanian SEZs.



- **Streamline Regulatory Processes**
- Review and simplify regulatory procedures for business registration, licensing, and permitting within SEZs to create a more efficient and investor-friendly environment.
- **Establish a Performance Monitoring Framework**
- Implement a system to track occupancy rates, investment levels, and job creation within SEZs. Regularly analyze this data to identify areas for improvement and inform future policy decisions related to SEZ development.
- **Streamlining national regulations**
- Streamline national regulations within the EAC regulatory framework to reduce ambiguities associated with the EPZ and SEZ.

(v) On incentive Schemes in Tanzania's SEZs

- **Harmonize:** Align SEZ Act tax benefits with EAC Customs Management Act for regional market access.
- **Improve Communication:** Provide clear information on available tax benefits and claiming procedures.

(vi) On Government Investment in Tanzania's SEZs

- **Increase government SEZ investment:** Allocate more resources for land acquisition and infrastructure development.
- **Explore alternative funding options:** Consider public-private partnerships or innovative financing mechanisms.
- **Prioritize EPZA budget allocation:** Ensure EPZA has enough funds for operations and development initiatives.

(vii) On Public-Private Collaboration in Developing Tanzania's SEZs

- **Promote PPPs as a Viable Option:** Encourage private sector participation in SEZ development through targeted policies and incentives
- **Streamline PPP Approval Processes:** Simplify procedures and regulations for establishing PPPs in SEZs, reducing bureaucratic hurdles for investors.
- **Develop PPP Expertise:** Build government capacity to effectively negotiate and manage PPP agreements in SEZ development.
- **Diversify Partnership Options:** Explore partnerships with various private sector entities (domestic and foreign) beyond traditional models.

(viii) On building bridges between SEZs and key sectors in Tanzania

- **Prioritize Local Business Integration:** Develop programs to connect local businesses in agriculture, mining, and tourism with SEZ opportunities. This



could involve matchmaking events, supplier development initiatives, and preferential procurement policies for SEZs to source from local players.

- **Invest in Value Chain Infrastructure:** Expand SEZ infrastructure development beyond internal logistics. Build transportation links and supporting infrastructure (storage facilities, processing plants) to improve connectivity between SEZs and surrounding areas, ensuring smooth movement of raw materials and finished goods.
- **Bridge the Local Business Support Gap:** Implement knowledge sharing and capacity building programs. Offer training workshops and technical assistance specifically designed to equip local businesses, especially small-scale farmers, with the skills and resources needed to participate in SEZ value chains.
- **Support local comparative advantage sector:** Support and incentive SEZ that integrate into local production economy especially in sectors of comparative advantage.

(ix) On Land Acquisition and Industrial Plot Pricing in Tanzania's SEZs

- **Target Incentives for Strategic Private SEZ Development:** Offer incentives (tax breaks, subsidies) to private developers who locate SEZs in designated areas with existing or planned infrastructure. This promotes cost-effective integration.
- **Moderate Land Size & Implement Performance Audits:** Limit the amount of land offered to private SEZ developers. Conduct performance audits based on licenses granted to ensure efficient land use and adherence to development goals.
- **SEZ Master Plan Development and Adherence: Implementing a well-developed SEZ Master Plan can promote**
 - **Industrial Clustering:** Grouping similar industries together fosters collaboration and knowledge sharing.
 - **Value Chain Development:** Locating complementary industries within the SEZ creates a supportive ecosystem.
 - **Spillover Effects:** Benefits like job creation and technology transfer extend beyond the SEZ boundaries.
- **Cost-Effective Infrastructure Development:** Concentrated development allows for efficient and lower-cost infrastructure provision (utilities, waste management, transportation).
- **Zoning:** Designating specific areas within the SEZ for different purposes optimizes infrastructure usage and reduces costs (e.g., shared waste treatment facilities).



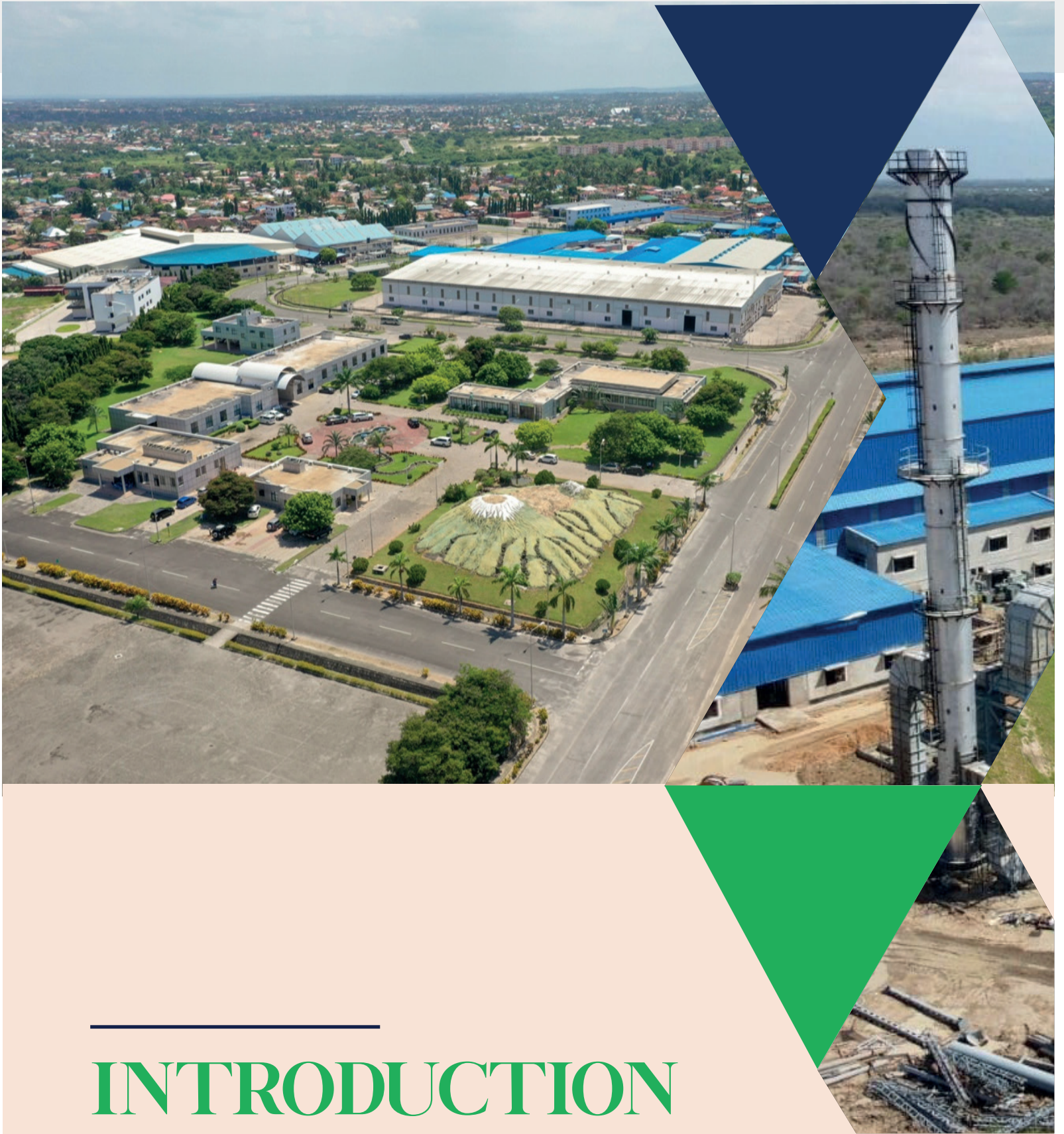
(x) On Utility Costs and Reliability in Tanzania's SEZs

- **Standardize Utility Pricing:** Implement consistent pricing structures across regions, especially for water, to ensure fairness and predictability for SEZ businesses.
- **Simplify Electricity Tariffs:** Review and revise the current two-tiered system with service charges and kVA-based maximum demand rules to create a more transparent and cost-effective pricing model for SEZs.
- **Invest in Power Reliability:** Prioritize infrastructure improvements and generation capacity expansion to ensure a reliable and consistent electricity supply within SEZs.
- **Explore Renewable Energy:** Tap into Tanzania's potential for solar, wind, and geothermal energy to create a more sustainable and efficient energy mix for SEZs.
- **Public-Private Partnerships:** Encourage private sector investment in renewable energy development through public-private partnerships to leverage expertise and resources.

(xi) On Regulatory Frameworks in Tanzania's SEZs

- **Streamlining Regulations:** Review and streamline regulations within Tanzania's SEZs to improve transparency, consistency, and efficiency for businesses.
- **Harmonize Domestic Law and EAC Protocols:** Ensure consistency between Tanzanian domestic law and the EAC framework to eliminate disincentives for non-EPZ SEZs and create a more level playing field for all investors.
- **Finalize EAC SEZ Regulations:** Expedite the finalization and implementation of the EAC SEZ Regulations to establish a clear legal framework for SEZs within the East African Community.
- **Promote Non-EPZ SEZs:** Increase awareness and promote the benefits of non-EPZ SEZs alongside efforts to harmonize regulations and provide greater access to incentives.





INTRODUCTION

1.INTRODUCTION

The report presents the findings of the baseline study to assess and gather baseline information on the performance of special economic zones (SEZs) in the mainland Tanzania. The survey was coordinated and supervised by the Presidents' Office, Planning and Investment in collaboration with other Ministries, Department and Agencies. These includes Presidents' Office, Regional Administration and Local Government Authority, Ministry of Land, Ministry of Finance, Ministry of Industry. Other agencies and authorities are Export Processing Zone Authority (EPZA), Tanzania Investment Centre (TIC) and Tanzania Revenue Authority. The study was supported and funded by TradeMark Africa (TMA) through its Tanzania Office through facilitation of individual consultant to guide the process of study design, data collection and report writing.

1.1. Background of Study

Special Economic Zones (SEZs) in Tanzania is referred as a geographical area that has more liberal economic laws than the country's typical laws used as an economic development tool to promote rapid economic growth by using fiscal and business incentives to attract investments and technology. It covers a wide range of economic activities which include: (i) export processing zones; (ii) free ports; (iii) free trade zones; iv) industrial parks; (v) regional headquarters; (vi) science and technology parks; (vii) agricultural free zones; (viii) tourism development zones; and (ix) business incubation centres.

The Government established the Export Processing Zones Authority (EPZA) in February 2006. The decision was implemented through the amendment of legislation No. 11 of 2002 passed by the Parliament of the United Republic of Tanzania to manage the implementation of the Export Processing Zone (EPZ) program. Along with that responsibility, in 2008, the Government added to EPZA the responsibility of managing the implementation of the Special Economic Zone (SEZ) program. On that basis, EPZA manages the implementation of Export Processing Zone (EPZ) and Special Economic Zone (SEZ) programs. In addition to the EPZA, the Tanzania Investment Centre (TIC) coordinates investment in its totality and facilitates investments in different sectors and at different locations including registration of industrial parks. The EPZA registers investors who intend to invest in special zones only, that is, EPZs and SEZs.

After sixteen years of successful implementation of the SEZs policy, the government of Tanzania, through President's Office, Planning and Investment wishes to undertake an assessment to determine its impact, scalability and lessons learnt for informed policy decisions. I confirm that I am committed researchers to conduct this study, and that I have the necessary qualifications and will set aside sufficient time to engage in this important assignment. The



task will be performed in a collaborative approach, whereas a consultant will lead a team of technical staff from the President's Office, Planning and Investment and other implementing government ministries and agencies to conduct this important study.

The ToC states that: A geographically defined area within a country that benefits from a more liberal economic regime. This includes simplified regulations, tax breaks, and improved infrastructure to attract foreign direct investment (FDI) and boost domestic economic activity. Key Elements: Deliberate Policy; Government establishes SEZs with specific economic goals (e.g., export-oriented growth, technology transfer), Business-Friendly Environment: Streamlined regulations, reduced bureaucracy, and simplified procedures for business operations; Infrastructure Development: Improved transportation, logistics, communication, and utilities within the SEZ; and Investment Incentives: Tax breaks, duty-free imports, and other financial benefits to attract businesses.

The key assumption is that SEZ operate within a Stable political and economic environment, skilled workforce available or trainable to meet the needs of businesses within the SEZ, availability of soft and hard supportive infrastructure, efficient and transparent management of the SEZ and a Strong linkage between the SEZ and the broader national economy. All together provides a necessary support to attract targeted investments, boost exports and foreign exchange, stimulate domestic production and linkages, job creation and skill development, infrastructure development. Ultimately, create a diversified and export-oriented economy in Tanzania, leading to increased national income, poverty reduction, and improved livelihoods. Thus, the objective of the study is to provide both quantitative and qualitative lessons resulting from the baseline survey to inform the progress of the policy implementation and recommendations for improvement and develop learning products consisting of reports (baseline and industrial parks development guideline).

1.2. Contextual framework and analytical understanding of SEZs

Special Economic Zone (s) are geographically defined area within a country that benefits from a more liberal economic regime. This includes simplified regulations, tax breaks, and improved infrastructure to attract foreign direct investment (FDI) and boost domestic economic activity. Key Elements includes a deliberate policy that a government establishes with specific economic goals (e.g., export-oriented growth, technology transfer). This approach entails providing a business-friendly environment through streamlined regulations, reduced bureaucracy, and simplified procedures for business operations. Moreover, ensure improved transportation, logistics, communication, and utilities within the SEZ and provision of investment Incentives such as tax breaks, duty-free imports, and



other financial benefits to attract businesses. The goal is to achieve sustainable economic development through increased trade, investment, and job creation.

Among the intermediate outcomes is that they attract foreign direct investment, SEZs entice foreign companies to set up operations, bringing capital, technology, and expertise, boost exports when businesses within the zone can produce goods at a lower cost, increasing exports and foreign exchange earnings, stimulate domestic investment attracting domestic companies to invest and participate in the zone's activities, promote technology transfer where foreign companies introduce advanced technologies that can be adopted by domestic businesses. SEZs also create demand for skilled labor, fostering training opportunities and workforce development. Additionally, Development within the zone leads to improved infrastructure that benefits the surrounding areas. Understanding their impact requires a robust monitoring and evaluation to track investment levels (domestic and foreign) within the SEZ, monitor job creation and changes in average wages within the zone, analyze the growth of exports and foreign exchange earnings, proper evaluation of the effectiveness of skills development programs and assess the impact of SEZ infrastructure on surrounding areas. By monitoring these factors, policymakers can assess the effectiveness of SEZs in achieving their intended goals and make adjustments as needed.

The importance of Special Economic Zones (SEZs) has gained attention in both developing and developed countries, an expansion which is partially rooted in development policy theory and structural transformation framework (Zeng, 2016; Rodríguez-Pose, Bartalucci, Frick, Santos-Paulino, & Bolwijn, 2022). Special Economic Zones (SEZs) are typically established with four main goals is attract foreign investment, most SEZs, from traditional Export Processing Zones to large-scale ones, aim to draw in foreign capital, create jobs and function primarily as job creation zones, even if they haven't led to broader economic changes (Zeng, 2015; Farole, 2011; & Bost, 2019). In addition, SEZs can be used to boost exports by reducing barriers for export-oriented businesses, SEZs can help countries diversify and increase their exports. China, South Korea, Mauritius, and Taiwan are examples of countries using SEZs for this purpose. Moreover, SEZs can be used to experiment new policies, serve as testing grounds for new policies, like those implemented in China's large-scale zones, before they are applied nationwide (Frick & Rodríguez-Pose, 2019).

Internationally, the period around 1970s and 1980s marked significant changes for industrial policy development. Many of the zones established in the 1970s and 1980s in East Asia's "tiger economies" were critical in facilitating their industrial development and upgrading processes. Similarly, the later adoption of the model by China, which launched SEZs on a scale not seen previously,



provided a platform for attracting FDI and not only supported the development of China's export-oriented manufacturing sector, but also served as a catalyst for sweeping economic reforms that later were extended throughout the country (Balassa, 1988; Lall, 1997 & World Bank, 2011).

Globally, the effectiveness of SEZs in achieving their goals has been inconsistent. Some zones have seen investments in infrastructure go to waste, with businesses primarily using tax breaks without generating significant jobs or exports. While traditional Export Processing Zones might create jobs and attract investment initially, they often struggle to maintain success as labor costs rise or trade advantages diminish (World Bank, 2011).

Since its independence in 1961, attracting and mobilizing private sector investment, both domestic and foreign, has always been reflected in most government's major policies, strategies, and plans of the Government of Tanzania. The aim is to spur growth, productivity, employment and economic development of the country. The Government established the Export Processing Zones Authority (EPZA) in February 2006. The decision was implemented through the amendment of legislation No. 11 of 2002 passed by the Parliament of the United Republic of Tanzania to manage the implementation of the Export Processing Zone (EPZ) program. Along with that responsibility, in 2008, the Government added to EPZA the responsibility of managing the implementation of the Special Economic Zone (SEZ) program. On that basis, EPZA manages the implementation of Export Processing Zone (EPZ) and Special Economic Zone (SEZ) programs. In addition to the EPZA, the Tanzania Investment Centre (TIC) coordinates investment in its totality and facilitates investments in different sectors and at different locations including registration of industrial parks. The EPZA registers investors who intend to invest in special zones only, that is, EPZs and SEZs.

1.3. Purpose of the Baseline Study

The purpose of this baseline study was to assess the extent to which SEZ program and its resultant industrial parks have contributed towards attracting investment, what worked, what did not work and why? Moreover, provide evidence to inform policy dialogues, future programming and integrated system to monitor ongoing SEZ and industrial parks implementation. Additionally, baseline study provides an insight and learnings to determine if and how the SEZ is impacting the implementation of the industrial and investment policy to inform future programming and policy guidance.

1.4. Objectives of the Baseline Study

The objectives of this study are:-



- (i.) **Examining Available SEZs:** This objective involves a comprehensive assessment of all existing SEZs in Tanzania. It analyzed their locations, types, specialization areas (if any), and current stage of development (operational, under development, planned);
- (ii.) **One-Stop Services:** The survey assessed the current availability and identify the need for one-stop services within SEZs. Aimed to streamline administrative processes for investors, making it easier and faster to set up and operate businesses within the SEZs;
- (iii.) **Marketing and Promotion:** The objective aimed to understand the current marketing and promotional strategies for each SEZ and identify areas for improvement. Exploring the possibility of joint initiatives by all SEZs or specific strategies tailored to each zone's unique strengths;
- (iv.) **Occupancy Rates and Challenges:** Understanding the occupancy rates of current SEZs and also delve into the challenges faced by SEZ operators and businesses, such as supportive infrastructure limitations, bureaucratic hurdles, or talent shortages;
- (v.) **Incentive Schemes:** This objective analyzes the existing incentive schemes offered by SEZs and recommending potential improvements. These incentives included offering tax breaks, simplified regulations, or other benefits;
- (vi.) **Government Contributions:** The survey assessed the extent and nature of government contributions to SEZs program, including land allocation, equity participation, subsidies, and other incentives. The aim was to provide insights into the level of government commitment to this development strategy;
- (vii.) **Private-Public Partnerships:** The survey analyzes the role of private-public partnerships (PPPs) in developing and managing SEZs. It examined the initiatives such as entrepreneurship programs, linkage programs that connect SEZ businesses with local suppliers, and other forms of collaboration;
- (viii.) **Sectoral Cooperation:** The survey aimed to identify the level of collaboration between SEZs and various sectors like education, research, technology, agriculture, and mining. This collaboration can provide resources, training, and opportunities for innovation within the SEZs;
- (ix.) **Pricing of Industrial Plots:** This objective aimed at understanding the cost



of acquiring land (industrial plots) within each SEZ for potential investors. This information allowed for informed decision-making when comparing different investment locations;

- (x.) **Cost of Utilities:** The survey assessed the cost and reliability of essential utilities within each SEZ, such as electricity, gas, access roads, telecommunication facilities, water, and waste disposal. This information aimed to assess estimate business operational costs;
- (xi.) **Understanding Regulations:** The survey analyzes the current legal and regulatory framework governing SEZs, identifying any discrepancies or complexities that may hinder investment. This helped in proposing potential regulatory reforms for improved efficiency and transparency; and
- (xii.) **Development Stages:** Finally, the survey classify all SEZs based on their current stage of development, whether they are planned, established, under development, or fully operational. The aim was to provide a clear picture of the overall progress of Tanzania's SEZs and identify areas requiring further focus.

By gathering information on above specific objectives, the baseline survey provided valuable insights into the effectiveness of Tanzania's SEZs and pave the way for improvements that attract further investment and contribute to economic growth.

1.5. Organization of Report

This report is organized into two main parts. The first part (Sections 1 & 2) establishes the groundwork. Section 1 dives into the study's introduction and background, including the context, analysis of SEZs, and the baseline study's purpose and objectives. Section 2 then details the methodology used, covering the study area, population, sampling approach, data collection and analysis methods, ethical considerations, quality assurance, the survey team's structure, and any limitations encountered during the research.

The second part of the report (Sections 3-6) presents the results and additional information. Section 3 delves into the study's findings based on the twelve objectives outlined in the Terms of Reference (TOR). Section 4 presents global experience on SEZ development and highlight key lessons. Section 5 summarizes the conclusions and offers recommendations based on those findings. Section 6 provides a summarized list of references used throughout the report. Finally, Section 7 includes all relevant appendices, such as data collection tools (interview guides, questionnaires), list of consulted stakeholders and a matrix table detailing available SEZs and their development levels.



2.METHODOLOGY

The study used a mixed approach and an action-research approach. The baseline study analyzed a set of data collected from a variety of sources. Quantitative data were collected through surveys and qualitative data were gathered through desk reviews, interviews, and focus group discussions. Specifically, qualitative data were gathered through secondary data from official government documents, key informant interviews with SEZ regulators, SEZ operators, SEZ developers and focus group discussions with public utility companies.

The approach to this study was developed in such a way that it fits with the Theory of Change (ToC) in relation to the specific objectives provided in the TOR to establish the effectiveness of Tanzania's SEZs and pave the way for improvements that attract further investment and contribute to economic growth. Secondary data were collected through a review of documents and an analysis of information related to the specific objective to examine the policies, strategies, and plans for SEZ development. The consultants and the team assessed various issues SEZ locations, types, specialization areas, and current stage of development (operational, under development, planned), land acquisition, plot price, incentive schemes, laws, and regulations governing SEZ development to establish what factors might affect the performance of the SEZ and why.

An in-depth systematic review of the policies, strategies, and guidelines was carried out; it covered three key things. The consultants reviewed relevant studies and reports from government and non-governmental organizations. The literature review also involved identifying SEZ success stories and lessons based on programs and initiatives taken at national, regional, and international levels.

2.1. Study Areas and Population

The consultants and the team of government experts interacted with SEZ developers, operators, regulators, and staff from public supporting companies. The study covers two regions namely Dar-es-Salaam and Coast. Additionally, other SEZs located outside Dar-es-Salaam and Coast were covered through an online self-administered survey using the Kobo toolbox targeting operators and developers of SEZs across the country. A total of 118 respondents, covering 24 SEZ developers, 24 SEZ operators, 2 SEZ business services providers, 7 employees from SEZ regulators, and 61 stakeholders from public and non-public organizations participated in the study.

2.2. Sampling Strategy

Non-probability sampling techniques were employed in this study. For the Key Informants Interview and focus group discussions, purposeful sampling techniques were used to select the respondents based on criteria, such as an



individual's knowledge and experience on SEZ development and operation in Tanzania.

Cluster sampling was used to select 13 SEZs from Dar-es-Salaam and Coastal region. These two regions were selected because they represent majority of active SEZs available in the main land Tanzania (See appendix 1). This technique was important to this study because it helped to ensure that a large portion of the SEZ characteristics represented. A Self-administered survey questionnaire covering all SEZs were provided and a total 26 respondents. This approach enabled the study to ensure greater precision and accuracy of the findings.

On the basis of the assumption, a sample of 69 respondents was drawn and took part in the baseline study. One of the advantages of this strategy enabled a study to use smaller groups of people to make inferences about larger groups that would be prohibitively expensive to study.”¹ In addition, purposeful sampling techniques were used to ensure greater representation of the population and gain a deeper understanding of the performance of SEZ in Tanzania. The distribution of respondents is shown in Table 1 below.

Table 1: Distribution of Sample and Respondents

Type of Respondents	Sample size	Methods	Key Issues to be Captured
At National Level			
EPZA (4) & TIC (3)	7 Participants in Total	KII	<ul style="list-style-type: none"> ← Experience on SEZ development, key achievements, possibilities for improvements ← Structure and implementation of SEZ Program ← Perspectives on SEZ implementation, strategies and guidelines ← Coordination among key Sectoral Ministries in SEZ implementation ← Financing of SEZ implementation ← Challenges ← Area for improvements
At Local Level			

¹ Refer to Holton, E. F., & Burnett, M. F. (2005:71). The basics of quantitative research. Research in organizations: Foundations and methods of inquiry, 29-44.



Local government officials Land Officer (2), trade officer (2), Representatives from TANESCO (2), Repre- sentative from TARU- RA (2), Representa- tive from DAWASA (2), Presentative from TPDC (2),	2 per each Or- ganization =12 participants in Total	FGD's	<input type="checkbox"/> Knowledge, attitudes and understand- ing of SEZ concepts <input type="checkbox"/> Coordination of different actors in provi- sion of supportive infrastructure in SEZ services ← Demand for supportive infrastructures in SEZ services <input type="checkbox"/> Experiences in SEZ service provision ← Community efforts in supporting SEZ services ← Challenges <input type="checkbox"/> Improvement needed in the provision of supportive infrastructures in SEZ
Type of Respon- dents	Sample size	Methods	Key Issues to be Captured
At Local Level			
SEZ owner SEZ operator	Participants in each SEZ, 24 Total	KII	<input type="checkbox"/> Knowledge, attitudes and understand- ing of SEZ concepts <input type="checkbox"/> Coordination of different actors in provi- sion of supportive infrastructure in SEZ services ← Demand for supportive infrastructures in SEZ services <input type="checkbox"/> Experiences in SEZ service provision ← Challenges ← Improvement needed in the provision of supportive infrastructures in SEZ - Util- ities <input type="checkbox"/> Plot and rental price
Survey questionnaire	26 Respon- dents in Total	Question- naires	<input type="checkbox"/> Knowledge, attitudes and understand- ing of SEZ <input type="checkbox"/> Prevailing SEZ practices <input type="checkbox"/> Local mechanisms to support SEZ ser- vices <input type="checkbox"/> Access to SEZ services <input type="checkbox"/> Demand for SEZ services <input type="checkbox"/> Key challenges
TOTAL	69		

2.3 Data Collection Methods

The data collection methods included a survey, key informant interviews (KIIs), focus group discussions (FGDs), and desk review of secondary data. The study involved a total of 69 respondents. Data collection was done from 16th to 20th April, 2024. FGDs data were collected during stakeholder engagement meeting that took place on 13th May, 2024.



Qualitative information: The consultant and the team of government technical officers conducted interviews and focus group discussions with the SEZ regulator, SEZ developers and SEZ operators, public utility companies for water, gas, electricity, sewage, railway, road and telecommunication. Semi-structured questions were asked during interviews and focus group discussions to allow the interviewees and participants to freely discuss issues and express their ideas about SEZ.

Document review: The consultants reviewed and analyzed various policy documents obtained from the government. These documents include but are not limited to Special Economic Zones Act-Revised Edition of 2012, EAC Custom Management Act, 2004, National Investment Promotion Policy – 1996 Tanzania Investment Act – 2022, The Land Act – 1999, Village Land Act – 1999, EAC Treaty, EAC Customs Union Protocol, EAC Customs Management Act, 2004, EACCMR, 2010, AfCFTA Trade in Goods Protocol, AfCFTA SEZ Regulation, Special Economic Zone Act, EPZA Act. In addition, the team reviewed academic articles and other grey reports on SEZ performance reports from EPZA, from governmental and non-governmental sources. The information obtained was triangulated with data from the field to determine the differences and similarities between them in an effort to understand the performance of SEZs as well as the socio-economic context against the objectives of the study.

Key Informant Interviews: The interviews were conducted face to face in Dar es Salaam and Coastal region to cover all thirteen (13) SEZs. A total of 31 interviews were conducted (see Table 2 below). All the participants in the focus group discussions were given codes to hide their identities. Males and females were coded M and F, respectively.

Table 2: Distribution of Key Informants

Informant Type	Gender	
	Male	Female
Regulatory Authority from EPZA	3	
Representative from TIC	4	
SEZ Developers	13	1
SEZ Operators	10	
Total	30	1
Grand Total	31	



Stakeholders engagement meeting: Like other policy studies, this study conducted stakeholder engagement meeting with respondents from both public and private organization to gain more insight on the plans and perception on SEZ. The stakeholder meeting and discussions enabled the consultants and team to determine perception and attitudes of SEZ developers, operators, public utility companies, key government sectors toward SEZ development without asking them direct questions. Appendix 3 show 61 participants in the stakeholders engagement meeting.

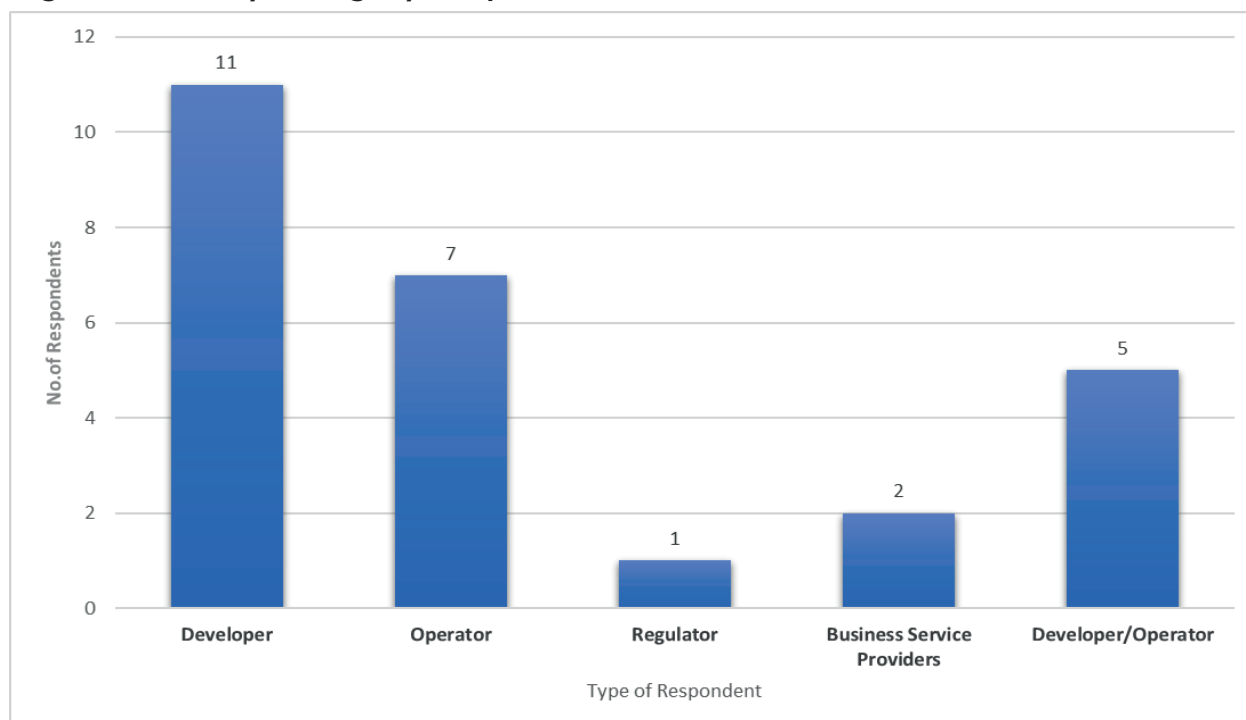
Quantitative data: Quantitative data was collected using a self-administered survey questionnaire. The questionnaire was intended to capture information related to but not limited to land acquisitions processes and its related costs, licensing, permits, promotion strategies, incentives, contracts, plot and utility pricing, perception of and feelings about related services and availability of on-site and off-site infrastructure. Furthermore, the survey enabled the consultant and team to validate several SEZs performance indicators, as well as to look at how indicators reflected the context of the SEZs in Mainland Tanzania compared to global experiences.

Questionnaire: The questionnaire included both structured and semi-structured, cover 328 questions so as to obtain information to the specific baseline objectives indicators. A series of questions was asked to capture regulator, operators and developers perception and practices related to SEZs. The instrument was developed after a careful review of related literature. Some of the questions were matched with those used in previous studies on assessing SEZs performance both nationally and internationally for the purpose of making comparisons. The questionnaire was internally and externally pre-tested with ten participants drawn from among all category of respondents (SEZ regulator, developers, operators, Developer/Operator, business service providers at Benjamini William Mkapa Special Economic Zone to check feasibility, timeliness, consistency and accuracy of the questions. In addition, the team and consultant collaboratively reviewed all the questions for consistence and quality check.

The study used an online and face-to-face survey to obtain a holistic picture of the SEZs in the Mainland Tanzania. Online self-administered survey was done to target all SEZs other than those available in Dar-es-Salaam and Coastal Region. This allows the study to provide a comprehensive and holistic picture and informed recommendations covering all SEZs in Tanzania. Figure 1 provides a summary of respondents.



Figure 1: Survey Category Respondents



Source: Survey data, 2024

2.4 Data Analysis

Data were downloaded from Kobo toolbox and exported to Microsoft Excel, which was used to clean it to ensure consistency and validity of the responses. Thereafter, the data were exported from Microsoft Excel to SPSS Version 20 for further analysis, which started with descriptive exploratory statistics to determine data summary, identify pattern for further analysis. Due to the nature of the questions and the answers provided, table summaries, charts and figures were used to convey key messages from the aggregated responses (Babbie, 2010, 2020).

Triangulation of data and pattern analysis: The consultants and the team triangulated qualitative and quantitative data, and information from different sources, including the national sectoral policies and acts governing SEZ. A pattern analysis of the data was the first and most important step in testing the results. The data collected from the FGDs and KIIs were audio-recorded, transcribed. The transcripts were coded; key themes were identified in the transcripts and analyzed.

2.5 Ethical Considerations and Quality Assurance

The research team observed certain ethical considerations before undertaking the study. This enabled the research team to collect data smoothly. The team



obtained the consent of the participants before the survey, and the KII and FGD sessions. During data collection, the respondents were allowed to answer or not to answer any questions, or to withdraw from the study any time. The research team also promised to maintain confidentiality of the information. The research team were trained in how to collect data and in the importance of maintaining confidentiality of information before they went to the field.

Recognizing that even a qualified team can encounter errors, the consultants prioritized data quality throughout the research process. Quantitative data underwent rigorous checks for completeness and adherence to study protocols. Questionnaires were meticulously reviewed for omissions or inconsistencies during collection and analysis. Daily monitoring ensured all questions were addressed and emerging issues identified for further exploration. To minimize information loss, all key informant interviews were recorded and transcribed, while technical and stakeholder meetings were comprehensively documented. Furthermore, this report has also benefited from guidance and peer review by inputs from NAME ORGANIZATION two experienced independent reviewers for editorial and quality check before it was launched.

2.6 Survey Team and Organization

The research team comprised two main groups: a lead researcher (1) and research assistant (1) and sixteen (14) technical experts from Presidents' Office, Planning and Investment (6), Presidents' Office, Regional Administration and Local Government Authority (1), Ministry of Finance (1), Ministry of Land (1), Ministry of Industry (1), Export Processing Zone Authority (1), Tanzania Revenue Authority (1) and Tanzania Investment Centre (1). The training of team was based on in-depth information about principles of interviewing, research ethics and confidentiality, our sampling methodology, protocols and procedures, and use of mobile devices. The team had an opportunity to review the questionnaire and later use it.

2.7 Limitations

There were certain limitations during the data collection process:

Limitations in data collection: The research focused on SEZs in Dar-es-Salaam and Coast regions. Including data from additional regions in future studies could provide a more comprehensive national perspective. Despite limitations, the research team employed a combination of methods including focus groups, key informant interviews, and online surveys to gather insights from relevant stakeholders (government bodies, developers, operators) in the chosen regions.



- Future research efforts could benefit from expanding field visits to encompass SEZs in other regions. To reduce the impact of limited regional coverage, the consultant and the team used online survey link, using the Kobo Toolbox and stakeholder engagement meeting inviting participation of key stakeholders from other regions and increases the response rate. Although these limitations hindered data collection to some extent, their effects on the findings are insignificant.



3. FINDINGS

This section delves into the key findings of the SEZ survey study. The analysis addresses the twelve specific objectives outlined in the Terms of Reference (TOR), offering insights into various aspects of the SEZs.

3.1 Tanzania's SEZs: Location, Type, and Development

This subsection focuses on establishing a baseline understanding of Tanzania's Special Economic Zones (SEZs). We'll explore their geographical distribution across the country, delve into the different types of SEZs established, and assess their current development status. This information provides a crucial foundation for understanding the overall landscape of SEZs in Tanzania.

Distribution and Types: The study identified SEZs located in various regions across Tanzania. These zones cater to different industries, with some specializing in manufacturing and light assembly, while others focus on activities like tourism, agriculture, and trade. This diversification highlights the government's strategic approach to attracting investment in various sectors.

Currently, the country has 34 Special Economic Zones which have been officially declared by EPZA. Out of the 34 SEZs, Seventeen 17 are public owned full-fledged SEZs; thirteen (13) owned by EPZA, three are under Local Government Authority. SEZs under EPZA includes Benjamin William Mkapa SEZ, Bagamoyo SEZ, Kwala SEZ, Manyara SEZ, Mara SEZ (Bunda), Mtwara Sea Port Zone, Shinyanga (TPL) SEZ, Mbeya (TPL) SEZ, Mkata Sawmill SEZ, Nachingwea (Cashewnut) SEZ, Nachingwea (Mafuta Ilulu) SEZ, Mwanza Tannery SEZ and Chang'ombe National Steel SEZ. SEZs under Local Government Authority are Nyaishimbi SEZ (Kahama), Buzwagi SEZ (Kahama) and Kigoma SEZ. SEZ owned by Public Institution other EPZA and LGAs, namely Hifadhi SEZ.

Furthermore, there eleven (11) private owned SEZs, these are Star City (Star Infrastructure Development (T) Limited) -Morogoro; Vigor Special Economic Zone- Coast region; Magnis Technologies (T) Limited (Nachu SEZ)- Ruangwa, Ming Xin Company Limited- Mlandizi Coast region, Kamal Industrial Estate- Bagamoyo, Kilwa Business Park- Kilwa, Mkinga SEZ-Tanga, Kigamboni SEZ- Kigamboni and Kilimanjaro SEZ-Kigamboni. Furthermore Tanzania Investment Center (TIC) has registered 31 Industrial parks across the country.

Development Status: The development of SEZs in Tanzania varies considerably. Some zones like Benjamin Wiliam Mkapa boast well-developed infrastructure, including reliable power grids, transportation networks, and efficient administrative processes. In contrast, others be in earlier stages of development, lacking some of these crucial elements. Understanding this disparity is essential for prioritizing



investments and ensuring all SEZs reach their full potential. Appendix 1 and 2 provides a detailed information of all SEZs registered by EPZA.

Absence of Robust Monitoring and Evaluation

Currently, there isn't a well-established system for tracking the performance of SEZs against set Key Performance Indicators (KPIs). Without a strong monitoring framework, it's difficult to gauge progress and identify areas where interventions are needed. Moreover, the absence of a centralized electronic database for SEZ information makes data collection and analysis cumbersome. This hinders transparency and makes it challenging for Tanzanian authorities to obtain a clear picture of whether KPIs are being met across the various zones.

These limitations pose a major obstacle for Tanzanian authorities in effectively judging the success of SEZs. Implementing a robust monitoring and evaluation system alongside an electronic database are crucial steps to bridge this gap and ensure the SEZs are achieving their intended objectives.

Key Findings:

- **Distribution of SEZs:** The study found that a significant number of Tanzania's Special Economic Zones (SEZs) are located in Dar es Salaam and the Coastal Region compared to other regions. This concentration suggests a potential focus on development in these areas. EPZA having 26 declared public and privately owned SEZs throughout the country, indicating a wider national distribution beyond the two coastal regions.
- **Public vs. Private Development:** The findings show a mix of public and private entities involved in SEZ development. The Tanzania Export Processing Zones Authority (EPZA) is managing thirteen (13) of the listed public zones, while one (1) is owned and managed by NSSF and three (3) are managed by Local Government Authorities.

On the other hand, the Private developers are responsible for several others, including the Kamal Industrial Estate, Mkinga SEZ, Kilwa Business Park, Ruangwa SEZ, Kilimanjaro (IP) SEZ, Ming Xin SEZ, Star City SEZ, Vigor SEZ & Kigamboni Industrial Park. This approach could contribute to a diversity of approaches and development models in the SEZs, but also presents a challenge for regulatory bodies in making sure that private SEZs and Industrial parks aligned and function towards the aspired national industrial development goal against purely private motives.



- **Industrial Park Registration:** 31 industrial parks registered under the Tanzania Investment Centre (TIC). While they present an opportunity for exploring potential development model for SEZs in the country, it also suggests a potential overlap, competition or close relationship between the two types of zones administered by TIC and EPZA. It is also important to note that many of these industrial parks are reportedly foreign-owned, highlighting the involvement of international investment in Tanzania's development efforts.
- **Infrastructure Needs:** Inadequate supportive infrastructure, particularly for privately owned SEZs. The study also found that there is insufficient infrastructure development in some zones. Additionally, the limitations noted regarding clustering or zoning, value chain development, and spillover effects due to weak infrastructure and lack of coordination between SEZ operators. These findings highlight the importance of prioritizing infrastructure development and creating a more integrated approach to SEZ planning and management across the country.
- **Monitoring and Evaluation system:** The lack of a robust monitoring and evaluation system with a centralized electronic database hinders the Tanzanian authorities' ability to assess if the SEZs are meeting their Key Performance Indicators (KPIs).

Implications:

- **Challenges and Opportunities:** The baseline study also revealed some key challenges faced by SEZs in Tanzania. These include bureaucratic hurdles, limited access to skilled labor, or unreliable utilities. However, the study also identified significant opportunities. Streamlining regulations, strengthen planning, fostering training programs, and improving infrastructure can significantly enhance the attractiveness of these zones for domestic and foreign investors.
- **Inadequate Investment in SEZs:** Underinvestment in SEZs cripple their ability to attract businesses and foster economic activity. This might manifest as inadequate infrastructure, limited access to utilities, or a inadequate skilled labor within the zone. As a result, companies may be hesitant to invest due to high initial costs or operational hurdles. To address this challenge, increased public or private investment is crucial to create a more attractive and functional environment for businesses within SEZs.
- **Coordination and Collaboration Amongst Regulatory Bodies:** Disjointed efforts between regulatory bodies create a bureaucratic maze for businesses operating in SEZs. Inconsistent regulations, overlapping approvals, or slow processing times significantly hinder investment and slow down business growth.



Strengthening communication and collaboration between regulatory bodies is vital to streamline the process and create a more efficient operating environment within SEZs.

- **Low Awareness of SEZ Opportunities:** Limited public awareness about the benefits and incentives offered by SEZs can hinder their effectiveness. Without understanding the advantages, businesses may overlook these zones as potential locations for their operations. Targeted outreach programs, information dissemination campaigns, and success stories could significantly raise awareness and attract more investment to SEZs.
- **Clear Policy/Guidelines on Local Content:** Uncertain local content requirements create confusion and discourage investment. Businesses may be hesitant to establish operations if they are unsure about the level of local sourcing or employment mandated within the SEZ. Developing clear and well-defined local content policies can promote transparency and encourage investment while fostering the development of domestic industries and skills.
- **Comprehensive Monitoring and Evaluation system:** Implementing a comprehensive monitoring and evaluation system with a centralized electronic database for SEZ information is crucial for transparently tracking progress, identifying areas for improvement, and ensuring the SEZs achieve their intended goals.

3.2 **Enhancing Investor Experience: Assessing the Need for One-Stop Services in SEZs**

This subsection delves into the question of investor experience within Tanzania's SEZs. The baseline study examines the current procedures for business registration, licensing, and obtaining permits within the zones. The analysis will assess the potential benefits of implementing a "one-stop shop" approach to streamline these processes and enhance investor experience.

Conceptual Framework of One Stop Facilitation Centre

Industrial parks and SEZs host a wide range of stakeholders. Efficient and coordinated operation of the industrial parks is often a challenge in this context, due to the diversity of these actors and their interests, and their different levels of involvement in the industrial park. An industrial park one-stop shop with proper decision-making power is a good solution for providing a single point of contact to facilitate the various stakeholders' requirements, particularly for regulatory compliance. It improves administrative efficiency in obtaining necessary services and government approvals, as well as simplifying the associated procedures. If the park operator is a private entity, it is usually unable to provide these services,



beyond a “front office” facilitation function. The types of services provided by one-stop shops, and the type of institutions represented, vary depending on national laws and the characteristics of each industrial park.

Around the world, the following services may be provided by an industrial park’s one-stop shop centre; Business registration and licensing, Investment incentives information, Employment permits, Planning and construction, Social security registration and account management, Tax and custom services, Port or airport cargo clearances, Access to publicly-funded innovation and start-up promotion services, Quality control services (e.g. lab testing), Utilities (electricity, telecom, water and gas) account management, Environmental approvals, Legalisation and notarization, Tourism information services, Land administration, Access to banking services (provided by commercial banks located on-site or in separate premises) and access to housing within the park.

Tanzania experience on One Stop Facilitation Centre

The Tanzania Export Processing Zones Authority (EPZA) recognizes the importance of a smooth investor experience. To this end, they’ve established a one-stop service center offering a comprehensive range of support services under one roof. This centralized approach eliminates the need for investors to navigate multiple agencies, saving them valuable time and resources.

The center provides a wealth of resources for potential and existing SEZ investors. This includes detailed guidance and information on establishing a business within a Tanzanian SEZ. Additionally, the center assists with securing factory space or serviced land, whether within existing industrial parks or alternative locations that may better suit an investor’s specific needs. The process of company registration is also streamlined through the center’s support.

Beyond the initial setup phase, the one-stop service center offers ongoing assistance to investors. This includes facilitating access to valuable tax incentives, navigating visa and work permit applications, and even providing logistical support for clearing and forwarding merchandise through Tanzanian ports. The center also connects investors with key public and private organizations relevant to their operations, fostering valuable networking opportunities.

Centralized Regulation for Consistency

It’s important to note that Tanzanian law mandates all SEZs to be declared, licensed, and have their development plans approved by EPZA. This centralized approach ensures consistent regulatory practices across all zones, providing greater predictability and transparency for investors. Furthermore, EPZA issues



licenses to SEZ users, allowing them to conduct authorized activities beyond just export-oriented manufacturing or processing. This broader scope allows for a more diverse range of businesses to benefit from the advantages offered by Tanzania's SEZs.

Streamlined Support for SEZ Investors in Tanzania

Building on the comprehensive one-stop service center offered by the Tanzania Export Processing Zones Authority (EPZA), it's worth noting a similar initiative undertaken by the Tanzania Investment Centre (TIC). Recognizing the importance of investor experience, the TIC has established the Tanzania Electronic Investment Window (TEIW) - another one-stop service center aimed at streamlining business registration and approval processes. Similar to the EPZA's center, the TEIW connects investors with relevant authorities such as the National Identification Authority (NIDA), the Business Registration and Licensing Authority (BRELA), Immigration services, land, and the Labour Office and other. This centralized approach allows investors to navigate various administrative hurdles efficiently under one roof.

While both the EPZA and TIC offer one-stop service centers, there's an additional strategy gaining traction: the physical co-location of officers from various investment support agencies. This approach eliminates the need for investors to visit multiple locations, further enhancing convenience and efficiency. However, implementing this strategy does present some challenges. Securing physical space within each SEZ and ensuring consistent staffing from various agencies could be resource-intensive.

The most promising solution for streamlined and efficient service delivery lies in automation and integration. Examples the Tanzania Ports Authority's (TPA) Electronic Single Window for port clearance demonstrate the effectiveness of digital solutions. By automating processes and integrating systems across different agencies, investors could access services and approvals remotely, regardless of location. This approach offers significant potential for enhancing accessibility and efficiency within Tanzania's SEZs. Both the EPZA and TIC play crucial roles in facilitating investment within Tanzania's SEZs. While their one-stop service centers offer valuable support, further exploration of automation and integrated systems could unlock even greater efficiency for investors.

Key Findings:

- **One-stop service centers:** The Tanzania Export Processing Zones Authority (EPZA) and the Tanzania Investment Centre (TIC) have established one-stop service centers to simplify the investor experience. These centers act as central hubs, offering a range of services under one roof. This includes guidance on



establishing businesses in SEZs, assistance with securing land or factory space, and facilitating company registration.

- **Challenges remain:** Despite the convenience of one-stop centers, navigating multiple government agencies and obtaining various permits can still be a hurdle for investors. The process may involve interacting with different authorities, each with potentially complex procedures and timelines. Simplifying and streamlining these interactions across different agencies could significantly enhance investor experience.
- **Co-location of support agencies:** An alternative approach gaining traction is the physical co-location of officers from various investment support agencies directly within SEZs. This eliminates the need for investors to visit multiple locations for approvals or assistance. However, implementing this strategy presents logistical challenges. Securing dedicated space within each SEZ and ensuring consistent staffing from various agencies could be resource-intensive.
- **Automation and integration:** Digital solutions offer the most promising path towards streamlined and efficient service delivery. Examples like the Tanzania Ports Authority's Electronic Single Window for port clearance demonstrate the effectiveness of automation. By automating processes and integrating systems across different agencies, investors could access services and approvals electronically, regardless of location. This approach could significantly enhance accessibility and expedite the overall investment process within Tanzania's SEZs

Implications:

- **Strengthen existing one-stop shops:** To maximize their effectiveness, existing one-stop service centers offered by EPZA and TIC should undergo continuous improvement. This could involve ensuring a comprehensive range of services are available under one roof, including support with tax incentives, visas, and work permits. Additionally, streamlining internal operations and procedures within these centers can further enhance efficiency and reduce processing times for investors.
- **Explore automation and integration:** Investing in digital solutions for approvals and processes holds significant potential. By automating tasks and integrating systems across different government agencies, investors could submit applications and receive approvals electronically. This would eliminate the need for physical visits and expedite turnaround times. Tanzania's Ports Authority's Electronic Single Window for port clearance serves as a successful example of how automation can streamline processes.



- **Promote awareness of available support:** Many investors may not be fully aware of the extensive support services offered by EPZA and TIC. Implementing targeted outreach programs and information campaigns can raise awareness about the benefits of SEZs and the resources available to facilitate business establishment within these zones. This could include clear communication channels, online resources, and workshops to educate potential investors on the streamlined procedures and support mechanisms offered.

3.3 Promoting Tanzania's SEZs: An Assessment of Current Strategies and Opportunities for Improvement

This subsection dives deeper into Tanzania's strategies for promoting its Special Economic Zones (SEZs). We'll assess the effectiveness of current approaches and identify opportunities for improvement. The analysis will explore how effectively Tanzania is attracting domestic and foreign investment to these zones, and suggest potential strategies to enhance their visibility and appeal to a wider audience.

National marketing and promotion strategy for SEZ

The baseline study revealed that the current SEZ marketing and promotion efforts lack a unified national strategy. Individual companies managing SEZs have their own strategies. For government-owned SEZs, the Export Processing Zones Authority (EPZA) collaborates with private companies for promotion and works with the Tanzania Investment Centre (TIC). While EPZA doesn't have a separate marketing strategy, it's included in their current three-year strategic plan. Large planned SEZs, like Bagamoyo, have specific marketing strategies within their feasibility studies. Despite the lack of a national strategy, some marketing activities are undertaken. These include targeted marketing efforts, roadshows, participation in national and international trade forums, media advertising, and the creation of promotional materials like brochures.

Limited infrastructure and inconsistency SEZ policy

The findings from key informants suggests several challenges hinder effective marketing and promotion. Limited availability of serviced land within SEZs, unreliable utilities like power and water, inconsistent policy implementation, overlapping responsibilities between EPZA and TIC, and poor infrastructure (electricity, roads, and water) all create obstacles to attracting investment within SEZs.

Empirical evidence

Research suggests that sectors targeted by specific investment promotion campaigns receive significantly more foreign direct investment (FDI) compared to those without targeted efforts. This highlights the positive impact of strategic marketing in attracting investment in SEZs (UNIDO 2019). The absence of



effective marketing and investment promotion activities can hinder attracting high-quality investments to SEZs. Even well-developed zones with strong infrastructure, legal frameworks, and investor services may struggle without a strong promotional strategy (UNIDO 2019).

The baseline study identified a gap in the form of a missing countrywide marketing and promotion strategy for Tanzania's SEZs. Developing a comprehensive national strategy could significantly enhance the visibility and appeal of these zones to a wider audience. The findings emphasize the importance of establishing a clear and effective marketing strategy. This strategy should focus on promoting the comprehensive package of tailored investor support services offered by the SEZ program, showcasing the valuable assistance available to businesses considering establishing operations within these zones.

Key Findings:

- **Targeted Promotion is Effective:** Research suggests that sectors targeted by specific investment promotion campaigns receive significantly more foreign direct investment (FDI) compared to those without targeted efforts. This highlights the positive impact of strategic marketing in attracting investment.
- **Marketing Matters for Success:** The absence of effective marketing and investment promotion activities can hinder attracting high-quality investments to SEZs. Even well-developed zones with strong infrastructure, legal frameworks, and investor services may struggle without a strong promotional strategy.
- **Countrywide Strategy Needed:** The study identified a gap in the form of a missing countrywide marketing and promotion strategy for Tanzania's SEZs. Developing a comprehensive national strategy could significantly enhance the visibility and appeal of these zones to a wider audience.
- **Highlighting Investor Support:** The findings emphasize the importance of establishing a clear and effective marketing strategy. This strategy should focus on promoting the comprehensive package of tailored investor support services offered by the SEZ program, showcasing the valuable assistance available to businesses considering establishing operations within these zones.

Implications:

- **Develop a National Marketing and Promotion Strategy:** A unified national strategy is crucial to attract investment. This strategy should clearly define target sectors, key messages, and promotional channels. It should



also ensure consistency and avoid duplication of efforts between different entities promoting SEZs.

- **Targeted Sector and/or Zone Promotion:** Research suggests the effectiveness of targeted promotion campaigns. The national strategy should identify priority sectors/zone for investment, aligning them with Tanzania's overall development goals. Targeted campaigns can then be developed to attract investors in these specific sectors.
- **Highlight Investor Support Services:** Marketing materials should emphasize the comprehensive package of investor support services offered by the SEZ program. This includes assistance with business registration, licensing, access to utilities, tax incentives, and other relevant services. Showcasing the ease of doing business within SEZs can be a significant advantage in attracting investment.
- **Improve Coordination and Collaboration:** Streamlining communication and collaboration between EPZA, TIC, and individual SEZ management companies is essential. A centralized approach can ensure consistency in messaging and avoid confusion for potential investors.
- **Address Underlying Challenges:** Marketing efforts can only be truly effective if underlying challenges within SEZs are addressed. Limited serviced land, unreliable utilities, and poor infrastructure all create hurdles for investors. Addressing these issues through policy reforms and infrastructure development will enhance the overall attractiveness of Tanzania's SEZs.

3.4 **Beyond Location: A Look at Occupancy Rates and Challenges in Tanzania's SEZs**

This subsection shifts our focus to occupancy rates within Tanzania's Special Economic Zones (SEZs). We have analyzed the current state of occupancy and identify the key challenges that may be hindering businesses from establishing operations within these zones. Understanding these occupancy rates and challenges is essential for developing strategies to improve the overall attractiveness and utilization of Tanzania's SEZs.

Occupancy rates within Tanzania's Special Economic Zones (SEZs) vary considerably. A key factor influencing investor decisions appears to be the availability of pre-built infrastructure. Many investors favor SEZs with ready-made industrial buildings, reliable utilities, and well-developed transportation networks (roads and railways). It's important to note that most SEZs in Tanzania



are still under development and lack complete infrastructure package. The Benjamin William Mkapa SEZ stands out as a notable exception, boasting a 100% occupancy rate likely due to its well-developed infrastructure. Understanding these preferences and occupancy variations will be crucial for informing future SEZ development strategies.

Government-Owned SEZs

Government-owned SEZs with fully developed infrastructure, including reliable roads, electricity, and water supply, tend to have high occupancy rates. A prime example is the Benjamin William Mkapa SEZ, boasting 100% occupancy likely due to its well-established infrastructure and affordable rental price. However, government-owned SEZs still under development, such as Bagamoyo SEZ, Manyara SEZ, and Mara SEZ, experience lower occupancy rates. Investors are understandably cautious about locating in zones where essential infrastructure is not yet fully operational. Investors are understandably cautious about locating in zones where essential infrastructures are yet developed due to fear of increasing production costs.

Hifadhi SEZ, a government-owned facility, is completely full despite only having one tenant officially registered as an Export Processing Zone (EPZ) licensee. This means the remaining companies are using the SEZ for storage without the tax breaks and other advantages associated with EPZ status. This raises concerns that the SEZ's intended purpose of attracting export-oriented businesses might not be fully realized.

The survey revealed that while basic infrastructure exists within the Benjamini William Mkapa SEZ, it falls short of optimal functionality. There is a pressing need for investment in maintenance and upgrades to ensure smooth operations and attract potential businesses. The current road network requires minor renovations and rebuilds to address existing issues. This could involve improvements to the road surface, addressing drainage problems, and enhancing signage. Further, replacing outdated streetlights with energy-efficient LED fixtures is crucial. This will enhance nighttime visibility, improve safety, and potentially reduce energy consumption within the SEZ.

Private-Owned SEZs

Private-owned SEZs with complete infrastructure also face occupancy challenges. High rental fees or purchase costs associated with these facilities, driven by the owners' need for return on investment, may deter some businesses. Examples include Kamal Industrial Park and Global Industrial Park.



These contrasting trends highlight the importance of a two-pronged approach for attracting and retaining businesses within Tanzania's SEZs. Firstly, ensuring adequate infrastructure development in government-owned zones is crucial. Secondly, encouraging private zone developers to adopt competitive pricing strategies can help address occupancy challenges within their SEZs.

Key Findings:

Government-Owned SEZ

- **High Occupancy with Complete Infrastructure:** Government-owned SEZs with fully developed infrastructure, including roads, electricity, and water supply, tend to have high occupancy rates. A prime example is the Benjamin William Mkapa SEZ, which boasts 100% occupancy likely due to its well-established infrastructure.
- **Lower Occupancy in Developing SEZs:** Conversely, government-owned SEZs under development and lacking complete infrastructure, such as Bagamoyo SEZ, Manyara SEZ, and Mara SEZ, experience lower occupancy rates. Investors are understandably hesitant to locate in zones where essential infrastructure is not yet fully operational.

Private-Owned SEZs

- **Low Occupancy with High Costs:** Private-owned SEZs with complete infrastructure face challenges with occupancy. High rental fees or purchase costs associated with these facilities, driven by the owners' need for return on investment, may deter some businesses. These contrasting trends highlight the importance of infrastructure development and pricing strategies in attracting and retaining businesses within Tanzania's SEZs.

Regional Competition

- **Competition from Other Locations:** Private Industrial parks face competition from other industrial zones, business parks, or manufacturing clusters within the country and in the EAC region. If competing locations offer better incentives, infrastructure, or logistical advantages lead to lower occupancy rates for Tanzania's SEZs.

Implications:

Prioritize Infrastructure Development in Government-Owned SEZs

- Allocate resources to expedite infrastructure development (roads, electricity, water) in government-owned SEZs currently experiencing low occupancy rates.



- Consider public-private partnerships (PPPs) to leverage private sector expertise and financing for infrastructure projects within SEZs.

Review Pricing Strategies in Private SEZs

- Encourage private SEZ developers to adopt competitive rental fees and land sale prices to attract and retain businesses.
- Explore incentive programs to offset initial investment costs for private developers, potentially lowering occupancy costs for tenants.

Targeted Marketing and Investor Outreach

- Develop targeted marketing campaigns highlighting the specific advantages of each SEZ, emphasizing available infrastructure and competitive pricing structures.
- Proactively engage with potential investors, addressing their concerns and showcasing the long-term benefits of operating within Tanzanian SEZs.

Streamline Regulatory Processes

- Review and simplify regulatory procedures for business registration, licensing, and permitting within SEZs to create a more efficient and investor-friendly environment.

Establish a Performance Monitoring Framework

- Implement a system to track occupancy rates, investment levels, and job creation within SEZs. Regularly analyze this data to identify areas for improvement and inform future policy decisions related to SEZ development.

Streamlining national regulations

- Streamlining national regulations within the EAC regulatory framework to reduce ambiguities associated with the EPZ and SEZ

3.5 Attracting Investment: An Analysis of Incentive Schemes in Tanzania's SEZs

Investment incentives play a crucial role in attracting businesses to establish operations within Special Economic Zones (SEZs). These incentives can take various forms, offering financial benefits, streamlined regulations, or other advantages to entice investors. In this section, we have provide an analysis of the current incentive schemes offered to Tanzania's SEZ schemes, assess their effectiveness in attracting investment, and identify potential areas for improvement.



In Tanzania, the SEZ are regulated by various laws including; the East African Community Customs Management Act, 2004, Regulation 16 of Annex VII of the EAC Protocol on the Establishment of East African Community Customs Union (Export processing Zones Regulations), East African Community Customs Management Regulations, 2010, EPZ Act and the SEZ Act and their Regulations respectively through the Export Processing Zones Authority (EPZA). Also includes other Fiscal laws such as Income Tax Act, Value Added Tax Act, Stamp Duty Act, Excise (Tariff and Management) Act just to mention few. The EPZA is an autonomous Government Agency under the Presidents' Office, Planning and Investment mandated for licensing, promotion and supervision of SEZ schemes in the country.

EPZA was established by Act of Parliament (EPZ Act, 2006) with a view to creating an industrial sector which focuses on International Competitiveness for Export-led Growth. However, in 2006 its mandate was expanded to oversee the SEZ Act and in that regard, EPZA is now mandated to initiate, plan, develop and manage the operations of Export Processing Zones ("EPZ") and Special Economic Zones ("SEZ").

Part VI of the Tanzanian SEZ Act outlines a range of potential benefits for SEZ developers and operators. However, a closer look reveals a potential barrier for investors, particularly concerning tax-related exemptions. Subsection 38 of the SEZ Act clarifies that all tax exemptions are ultimately governed by separate tax laws. This separation creates a challenge for investors, especially when the promised tax benefits are not explicitly included within the East African Community (EAC) Customs Management Framework.

- **Uncertainty and Complexity:** Investors face uncertainty about the specific tax exemptions available and the process for claiming them. Navigating separate tax laws alongside the SEZ Act can be complex and time-consuming to investors in the SEZ scheme.
- **Potential Delays:** The disconnect between the SEZ Act and the tax regime can lead to delays in obtaining tax benefits. This can negatively impact investment decisions, as businesses may prioritize locations with a more streamlined process.
- **Limited Applicability:** If promised tax benefits are not part of the EAC Customs Management Act, they may only apply to domestic Tanzanian operations within the SEZ. This reduces the attractiveness of the zone for businesses targeting a broader East African market.
- **Impact on Investor Decisions;** these challenges can act as a significant deterrent for businesses considering establishing operations within Tanzanian SEZs. Uncertainties and potential delays in accessing tax benefits can outweigh the potential advantages offered by the zone.



- **Harmonization:** Aligning the tax benefits outlined in the SEZ Act with the EAC Customs Management Framework to streamline access for investors targeting the regional market.
- **Clear Communication:** Providing clear and comprehensive information to investors regarding the tax benefits available within SEZs and the process for claiming them.

Also under TIC Act, the authority conferred upon it by Part III, Section 20-24 of Tanzania Investment Act, 2022 offers a package of tax incentives to the Industrial Park investors. The holders of certificate of incentives are entitled to various investment incentives as stipulated in the Investment Act, 2022.

Non-Fiscal Incentives and Streamlined Procedures

Both EPZA and TIC recognizes the importance of a smooth investor experience. To this end, they've established a one-stop facilitation center that offers a range of non-fiscal incentives. This center functions as a central hub, eliminating the need for investors to navigate multiple agencies and saving them valuable time and resources. The center provides a comprehensive suite of services to support potential and existing SEZ investors (refer to Section 3.2 for one stop facilitation services). Facilitation services includes;-

- **Business Setup Assistance:** The centers simplifies the initial stages of business establishment within a Tanzanian SEZ and industrial parks. This includes offering detailed guidance on SEZ regulations, assisting with securing factory space or serviced land (considering both existing industrial parks and alternative locations), and streamlining company registration.
- **Ongoing Investor Support:** The center's commitment extends beyond initial setup. It offers ongoing assistance to investors in navigating critical areas such as:
 - **Workforce Management:** The center assists with navigating visa and work permit applications, ensuring a smooth process for attracting and retaining skilled personnel.
 - **Customs Control:** Onsite hosting of necessary customs personnel including customs documentation and inspection on site.
 - **Investment:** Unrestricted investment by foreigners with broad range of investment activities and promotion.



- **Logistics and Trade Support:** The center simplifies import and export operations by providing logistical support for clearing and forwarding merchandise through Tanzanian ports.
- **Networking Opportunities:** The center fosters valuable partnerships and business growth by connecting investors with key public and private organizations relevant to their industry and operations.
- **Foreign Exchange:** Liberalized foreign exchange regime where repatriation of profits is allowed.

Key Findings:

- **Current System:** The SEZ Act offers a range of non- fiscal incentives for developers and operators, but tax exemptions are governed by separate fiscal laws.
- **Challenge for Investors:** This separation creates uncertainty, delays, and limited applicability for tax benefits, especially those outside the EAC framework.
- **Impact:** These challenges can deter investment in Tanzanian SEZs.

Implications:

- **Harmonize:** Align SEZ Act tax benefits with EAC Customs Management Act for regional market access.
- **Improve Communication:** Provide clear information on available tax benefits and claiming procedures.

3.6 Beyond Policy: A Look at Government Investment in Tanzania's SEZs

The establishment of a well-defined legal framework is a critical first step for Special Economic Zones (SEZs) development. However, government investment is another crucial pillar for fostering a thriving SEZ ecosystem. This section leverages the findings of the baseline study to analyze government investment in Tanzania's SEZs. We'll explore the current level of investment, how these resources are allocated, and assess their impact on SEZ development. By gaining a deeper understanding of these factors, we can identify strategic investment opportunities that will further enhance the attractiveness and effectiveness of Tanzania's SEZs.



The Benjamin William Mkaopa Special Economic Zone (BWM SEZ) which is the first government policy demonstration on SEZ. It is strategically located in Mabibo External, Ubungo District, Dar es Salaam Region, Tanzania. It is conveniently situated adjacent to the EPZ Authority offices, facilitating seamless administrative interactions. The zone encompasses an area of 25 hectares (equivalent to 62 acres) and is entirely owned by the government.

The establishment of the BWM SEZ stemmed from a comprehensive feasibility study conducted in collaboration with the Japanese government through the Japan International Cooperation Agency (JICA). This initiative was initiated at the behest of the President of the United Republic of Tanzania (Phase III), seeking expert guidance on industrial development strategies. The meticulous study crafted a nationwide industrial development plan, aptly named “Tanzania Mini-Tiger 2020.” This plan drew inspiration from the successful industrialization trajectories of Asian nations that had effectively leveraged SEZs to propel their economic growth. A pivotal recommendation emanating from this study was the establishment of a pilot SEZ to serve as a tangible demonstration of the SEZ model’s viability. Consequently, the government embarked on the development of the BWM SEZ, positioning it as a “proof of concept” project.

The development of the BWM-SEZ commenced in 2005 with the laying of essential infrastructure, including roads, clean water and wastewater systems, electricity, and telecommunications. The construction of this critical infrastructure was completed in 2010 at a total cost of US\$29.862 million, equivalent to Tanzanian Shillings 36.4 billion. The entire funding for the development of the BWM-SEZ was provided by the Tanzanian government. To date, this zone remains the only one fully developed and completed by the government.

Furthermore, the government has continued to invest in SEZ policy, through acquisition of land and payment of compensation to newly declared SEZs, supporting EPZA recurrent and development budget. The development and management of SEZ schemes is one of the basic responsibilities of the Export Processing Zones Authority in accordance with the Law. In carrying out this responsibility, the Authority acquires land areas by paying compensation, undertakes pre-development activities including feasibility study, Strategic Environmental Impact Assessment-SEIA, preparation of a Masterplan, preparation of a detailed design of the onsite Infrastructure, and finally, development/construction of the basic onsite infrastructure that includes the roads network, water and sewage systems and electricity such that the areas are ready for investment and become serviced land (EPZA, 2023). Table 4 show the a summary of investors application received, new investors, amount of capital invested, number of employment generated and export value from 2018-2023.



Table 3: EPZ/SEZ licensed Investors 2018/19-2022/23 (Up to March 2023)

DESCRIPTION	2018/2019	2019/2020	2020/2021	2021/2022	2022 To March 23
Applications	25	10	22	33	28
New Investments	11	5	17	23	6
Capital Invested (US\$ Million)	180.06	59.86	89.3	75.64	16.6
Employment	620	415	4919	4883	1,297
Export (US \$Million)	17	75	96.41	118.34	10.5

Source: EPZA, 2024

Unlocking Potential: How Budget Shortfalls Hinder SEZ Alignment with National Goals

Despite the proven potential and attractiveness of SEZs and its benefits, several designated areas, including Bagamoyo SEZ, Kigoma SEZ, Tanga SEZ, Ruvuma SEZ, Manyara SEZ, Mara SEZ, Mtwara SEZ, Nala SEZ, and Singida SEZ, remain in the land acquisition phase with minimal supportive infrastructure. This process necessitates the allocation of substantial compensation.

This delay in land acquisition hinders the effectiveness of the Export Processing Zones Authority (EPZA) in developing these designated SEZs. A significant portion of the EPZA's recurrent budget relies on revenue generated through license fees and land leases. Unfortunately, these sources prove inadequate to sustain day-to-day operations when SEZs are still in the land acquisition phase and cannot yet attract a substantial number of businesses.

Driving Industrial Growth Through SEZs in Tanzania

Tanzania's national development plans prioritize industrialization, and the concept of Special Economic Zones (SEZs) aligns perfectly with this objective. Three key documents showcase how these zones are positioned to propel industrial growth through concrete actions.

CCM Election Manifesto 2020-2025; This manifesto takes a strategic approach to SEZ development. It calls for actively allocating and acquiring land for SEZs/ Export Processing Zones (EPZs). Significantly, it emphasizes the development



of critical infrastructure within these zones, including roads, electricity, and water lines (page 57). By prioritizing infrastructure creation, the manifesto directly addresses a major hurdle for industrial investors, making SEZs more attractive and ready for immediate business operations.

President Dr. Samia Suluhu Hassan's Inaugural Speech.....

“In addition, we intend to designate industrial zones based on the crops that are grown in those areas. Furthermore, another approach to accelerate industrialization in the country is to designate and develop special economic zones, with a focus on border areas or areas with strong transportation infrastructure, such as railways, ports, and roads that connect us to neighboring countries. And in this regard, the issue of Industrial Parks is of great importance in stimulating the construction of industries and also enabling our country to better benefit from business opportunities, including through various protocols such as the EAC, SADC, and the African Free Trade Area....”.

This reinforced the government's commitment to industrialization. It's possible that President Samia Suluhu Hassan actively championed SEZs as a crucial tool to achieve this goal. Publicly advocating for SEZs in this way sends a strong signal of the government's ongoing support for this development strategy.

National Five-Year Development Plans: Tanzania is currently implementing its Third National Five-Year Development Plan (2021/22-2025/26). The baseline study revealed the concrete steps the government is taking to leverage SEZs as a springboard for propelling industrialization.

“....The Government will continue to strengthen the infrastructure in designated Special Economic (SEZ) and Export Processing Zones (EPZ). Further, the Government intends to establish new EPZ and SEZs in Singida (Manyoni), Pwani, Kigoma, Tanga, Manyara, Mara, and Ruvuma. The private sector will be encouraged to invest in these zones”.... (Ref: Page 130-131 of the National Five-Year Development Plan 2021/2022- Flagship Project 16: Development of SEZs/EPZs).

Land allocation, infrastructure development, and potentially further initiatives outlined in the national development plans Tanzania demonstrates its active use of SEZs to unlock its industrial potential and achieve its national development goals.



Key Findings:

- **National development plans prioritize industrialization in Tanzania;** SEZs are viewed as a key driver of industrial growth.
- **Government plans for SEZs;** include land allocation and essential infrastructure development (roads, electricity, water) to address investor needs.
- **Limited government investment:** Insufficient funding for land acquisition and infrastructure development in most SEZs.
- **Budget constraints for EPZA:** The Export Processing Zones Authority lacks resources to develop SEZs.

Implications:

- **Increase government SEZ investment:** Allocate more resources for land acquisition and infrastructure development.
- **Explore alternative funding options:** Consider public-private partnerships or innovative financing mechanisms.
- **Prioritize EPZA budget allocation:** Ensure EPZA has enough funds for operations and development initiatives.

3.7 Beyond Investment: Examining Public-Private Collaboration in Developing Tanzania's SEZs

Despite the fact government investment is crucial for laying the groundwork, it's not the only factor determining the success of Tanzania's SEZs. This subsection delves beyond just financial resources and explores the concept of public-private collaboration (PPC). We examined how effective partnerships between the public sector and private entities can play a transformative role in propelling SEZ development and achieving Tanzania's industrialization goals.

Recognizing the importance of collaboration, Tanzania has established a legal framework to facilitate Public-Private Partnerships (PPPs). The Public-Private Partnership Act, 2018 (as amended in 2023) and its accompanying public-private partnerships regulations, 2020 provide a clear path for government and private entities to work together. This approach acknowledges the valuable role the private sector, both domestic and foreign, can play in financing, developing, and operating SEZs, fostering a more efficient and successful development model.



PPP Scheme in SEZ Development: Global Experience

Reflecting a global trend in Public-Private Partnerships (PPPs) for SEZ development, there are three main models: 1) foreign-led development where foreign companies directly invest in or partner with local businesses (as private Foreign Direct Investments) to establish and manage SEZs, 2) partnerships between the government and foreign developers where both share investment and development responsibilities, and 3) government-to-government partnerships for joint SEZ development and management.

SEZ developed by foreign developers or through joint ventures with local companies as private FDIs

In this partnership, a foreign developer enters a Joint Venture with a public or private local company. In most cases, the foreign developer becomes the manager of the zone or a partner in the management company. Examples of such partnership are Amata City Bien Hao, developed by Amata (Thailand) in Viet Nam (1994) through a joint venture with Viet Nam's State-owned enterprise Sonadez and Pearl River SEZ developed by New South (China) in Kenya (2017) through a joint venture with African Economic Zone (1000 acres).

SEZ developed through public-private partnerships with foreign developers

These are Special Economic Zones developed through a joint venture between private companies and Governments. Examples of such partnership are Savan-Seno SEs Democratic Republic (2003), developed through a joint venture between Malaysian private companies and the Government; Free Industrial developed by Hualing Group (China) in Georgia (2015), based on a memorandum of understanding with the Ministry of Economy and Sustainable Development of Georgia; and Lekki FTA developed by Chinese consortiums in Nigeria (2006) through a joint venture with the Lagos State Government.

Zones developed as government-government partnership projects

Government-to-government partnership SEZs have become popular in recent years. They are underpinned by a bilateral agreement to jointly develop SEZs, setting up the cooperation framework, the division of responsibilities, and the development and management mechanism of the zones. Government partnership zones can be built and managed by host-economy developers, home-country developers, joint ventures, or third-country developers, to benefit from their capital or expertise in development. Examples of such partnerships are Suzhou Industrial Park developed by China and Singapore; Batamindo Industrial Park developed by Singapore and Indonesia; Sihanoukville SEZS developed by China and Cambodia and Sittwe SEZ developed by India and Myanmar



Government partnership zones are being established at the initiative of both the host country and the partners. A mixture of development assistance, economic cooperation and strategic considerations is encouraging the development of partnership zones initiated by investor home-country governments. Major ODA donors and multilateral development institutions have included development of SEZs as part of development assistance. The World Bank, along with the U.S. Agency for International Development and the European Investment Bank, supported the establishment of the Gaza Industrial Estate in 1999 to increase employment and GDP, for example. Japan added industrial park development to its menu of industrial development assistance in the early 2000s and through the Japan International Cooperation Agency helped build SEZs in the Middle East and Africa.

Although Tanzania currently lacks SEZs operating under Public-Private Partnerships (PPPs), the government demonstrates strong interest in this model. Between 2013 and 2020, discussions with China Merchants Ports Holding (CMPorts) and the Reserve Fund for the Sultanate of Oman (SGRF) regarding Bagamoyo SEZ's PPP development proved unsuccessful. Now, the government actively promotes the zone to attract other private sector developers for a PPP venture.

Key Findings:

- **Limited Reliance on Sole Government Investment:** Government funding is crucial for SEZ development, but not the only factor for success.
- **Importance of Public-Private Collaboration (PPC):** Effective partnerships between public and private sectors can significantly contribute to SEZ development.
- **Legal Framework for PPPs:** Tanzania has established a Public-Private Partnership Act to facilitate collaboration between government and private entities in SEZ development.
- **Global Trend of PPP Models:** Three main PPP models exist for SEZ development: foreign-led, government-foreign developer partnerships, and government-to-government partnerships.



Policy Implications:

- **Promote PPPs as a Viable Option:** Encourage private sector participation in SEZ development through targeted policies and incentives.
- **Streamline PPP Approval Processes:** Simplify procedures and regulations for establishing PPPs in SEZs, reducing bureaucratic hurdles for investors.
- **Develop PPP Expertise:** Build government capacity to effectively negotiate and manage PPP agreements in SEZ development.
- **Diversify Partnership Options:** Explore partnerships with various private sector entities (domestic and foreign) beyond traditional models

3.8 Beyond Manufacturing: Building Bridges Between SEZs and Key Sectors in Tanzania

Despite the fact Special Economic Zones (SEZs) are often viewed as catalysts for industrial development, their potential extends far beyond manufacturing. This subsection delves into the crucial connections between SEZs and other key sectors in Tanzania's economy. We'll explore how SEZs can act as bridges, fostering collaboration and mutual growth between industries. By strategically integrating these sectors, Tanzania can unlock the full potential of SEZs and create a more robust and diversified economic landscape.

Manufacturing sector enable the restructuring of existing sectors and allow enterprises to become more efficient, diversify the economy into new industrial sectors, integrate enterprises into global value chains, as well as to lead to gains in technology, know-how and production methods. As such, industrial policy is a cross-disciplinary and seeks to ensure coordinated action in many different policy areas with linked objectives, including through investment, trade, fiscal, financial, R&D and innovation, education, labour, agriculture, infrastructure, transportation, energy and environmental policy measure.

Tanzania's Economic Diversification: A Two-Sided Story

Tanzania's economy has undergone a significant shift over the past five decades. The contribution of agriculture to GDP has steadily declined, dropping from around 50% in the 1970s to roughly 26-28% today. This trend reflects a growing emphasis on industry and services. Despite this diversification, agriculture remains a vital sector for Tanzania's socio-economic development. It employs a large portion of the population, ensures food security, supplies raw materials for industries, and generates a significant share of GDP and



foreign exchange earnings. Additionally, as agriculture's direct contribution to GDP shrinks, its role in upstream value chains is expanding, creating new job opportunities. On the overall, agriculture productivity in Tanzania is still very far from the frontiers of high productivity. Most agriculture production is undertaken by small holder farmers operating about 2 hectares applying very little external inputs.

Conceptual framework

Special Economic Zones (SEZs) can play a crucial role in strengthening linkages between agriculture, mining, and tourism sectors in Tanzania, fostering a more integrated and productive economy through upward and backward linkage of various key sectors that Tanzania has comparative advantage. These sector may include but not limited to agriculture, mining and tourism.

Upward Linkages (SEZs as a Market for Raw Materials)

Agriculture: SEZs can create a guaranteed market for high-quality agricultural products by establishing agro-processing facilities within the zone. This incentivizes farmers to invest in improved practices and technology, leading to increased productivity and income. **Mining:** SEZs can create demand for minerals used in manufacturing processes located within the zone. This provides a reliable market for mining companies, encouraging investments in exploration and responsible mining practices.

Backward Linkages (SEZs Providing Inputs to Other Sectors)

Agriculture: SEZs can house facilities that produce agricultural inputs like fertilizers, pesticides, and improved seeds. This provides farmers with easier access to these resources, reducing costs and improving agricultural efficiency. **Tourism:** SEZs can manufacture supplies and equipment needed by the tourism industry, such as textiles for uniforms, furniture for hotels, and souvenirs. This creates a local source for these products, potentially reducing costs and promoting local businesses.

Infrastructure Development: SEZs can act as catalysts for infrastructure development in surrounding areas, improving access to markets and resources for agricultural producers, miners, and tourism businesses. **Technology Transfer:** SEZs can attract companies with advanced technologies, facilitating knowledge and skills transfer to local farmers, miners, and tourism service providers.

Skilled Workforce Development: Training centers within SEZs can equip



the workforce with skills needed for jobs in agro-processing, mining support services, and tourism-related manufacturing. While Tanzania's agricultural sector is dominated by small-scale farmers, SEZs can still create positive spillover effects. Improved infrastructure and access to

technology can benefit these farmers by lowering input costs and facilitating integration into value chains.

Limited Sector Linkages within Tanzania's SEZs: Missed Opportunities

A key finding suggests a concerning inadequate robust collaborative efforts and linkages between various sectors within Tanzania's Special Economic Zones (SEZs). This presents a missed opportunity to unlock the full potential of SEZs in driving economic growth and diversification.

The report highlights several initiatives aimed at fostering collaboration, but their impact seems limited. Examples include the review of the SEZs master plan between EPZA and Ardhi University, EPZA and Economic and Social Research Foundation (ESRF) feasibility study. Collaboration between EPZA and various stakeholders, TARURA, DAWASA, TANESCO, and Port Authority. While collaboration across these agencies is crucial for infrastructure development within SEZs, the focus seems primarily on foundational aspects.

Initiatives like the Prime Minister's Office- Labour - SEZ Apprenticeship program and the MoU between EPZA and Financial Sector Deepening (FSD) Africa point towards efforts to unlock and support sustainable financing solutions for implementing various industrial infrastructure development projects including Special Economic Zone infrastructure compliant with sustainable development with green technology, skills development and technical expertise for product development while the focus on capital mobilization. However, the broader picture of sector linkages remains unclear. The mention of a potential off-taker relationship between MAHASHREE and an agro-processing company in Morogoro offers a glimpse of what could be achieved, but such examples appear to be isolated incidents rather than a systemic approach.

Limited Linkages: Why is Collaboration Lagging

Several factors hindering robust sector linkages within Tanzania's SEZs. The focus heavily skewed towards attracting large foreign investors to establish manufacturing units within the zones. This approach unintentionally neglect fostering connections with local businesses, particularly those in agriculture, mining, tourism and other sectors. Additionally, while infrastructure development receives attention within SEZs, the focus is restricted to internal logistics and utilities. Building infrastructure that facilitates seamless connections between



SEZs and surrounding areas is crucial. This will enable a smooth flow of raw materials from agricultural producers and miners to SEZ-based processors, and finished goods back to local markets and ports for export.

Furthermore, there is a gap in knowledge sharing and capacity building initiatives. Equipping local businesses, especially small-scale farmers, with the skills and resources necessary to integrate into SEZ-driven value chains is critical. This involve training programs on adopting improved agricultural practices, adhering to quality standards, and navigating the logistics of supplying to SEZ-based processors. Moreover, absence of national-wide zoning/cluster based region's comparative advantage Zones hinders sector linkages.

Key Findings:

- **SEZs go beyond manufacturing:** While traditionally viewed as industrial hubs, SEZs can foster connections between various sectors like agriculture, mining, and tourism. This collaboration can lead to mutual growth and a more robust economy.
- **Tanzania's economic shift:** Agriculture's contribution to GDP has decreased significantly, while service and industry sectors are growing. However, agriculture remains crucial for employment, food security, and raw materials.
- **SEZs for sector linkages:** SEZs can create upward linkages by providing a market for agricultural and mineral products within the zone. Additionally, backward linkages can be established by housing facilities producing agricultural inputs or tourism supplies within the SEZ.
- **Missed opportunities for collaboration:** The report highlights a lack of strong collaboration between different sectors within Tanzanian SEZs. Initiatives exist (e.g., apprenticeship programs), but their impact seems limited. This hinders the full potential of SEZs for economic development.
- **Reasons for limited linkages:** Several factors contribute to the limited collaboration: focus on attracting foreign investors over local businesses, inadequate infrastructure for value chains beyond the SEZ zone, and a gap in knowledge sharing and capacity building for local businesses to integrate into SEZ-driven activities



Implications:

- **Focus on attracting foreign investment:** The primary focus on attracting large foreign investors to establish manufacturing units within the SEZs. This lead to a neglect of fostering connections with local businesses, particularly those in agriculture, mining, and tourism.
- **Inadequate infrastructure for value chains:** While infrastructure development within SEZs receives attention, the focus is limited to internal logistics and utilities. Building infrastructure that facilitates seamless connections between SEZs and surrounding areas, enabling smooth flow of raw materials and finished goods is lacking.
- **Limited knowledge sharing and capacity building:** There is a gap in knowledge sharing and capacity building initiatives aimed at equipping local businesses, particularly small-scale farmers, with the skills and resources necessary to integrate into SEZ-driven value chains.
- **Absence of national zoning/clusters based SEZs on region's comparative advantage;** hinders sector linkages.

3.9 Land Acquisition Costs: Understanding Industrial Plot Pricing in Tanzania's SEZs

Investment incentives are a critical factor in attracting businesses to Special Economic Zones (SEZs), although another crucial consideration is land cost. This subsection explores into the findings of an SEZ survey, specifically focusing on industrial plot pricing in Tanzania. We explored how land acquisition procedures and costs impact SEZ development and identify potential strategies for ensuring affordability and accessibility for a wider range of investors. By understanding these dynamics, Tanzania can optimize land use within SEZs and create a more attractive environment for businesses of all sizes.

According to the Tanzania National Land Policy statement Paragraph 4.2.8 (ii), it has been explicitly stated that, investors will be granted land that they be able to develop and that the indigenous interest will be safeguarded. In that context, the areas for investment in the country under the programme of Special Economic Zones (SEZ) are acquired by EPZA on behalf of the



Government in regards to Section 3 of Export and Processing Zone Act. The acquisition of land is one of basic requirement of EPZA as per section 13(2) (a) of EPZ Act read together with section 14 (2) of Special Economic Zone Act.

Moreover, Section 29 of EPZ Act of 2002 Cap. 323, as amended 2012 highlight procedures to be adhered to in the process of identifying and acquiring land. This section has directed EPZA to adhere to the Constitution of the Republic of Tanzania and the Land Acquisition Act of 1967. Prior to Land acquisition, valuation has to be carried out according to Section 3(1)(g) of the Land Act No. 4 of 1999 and section 3(1)(h) of the Village Land Act No.5 of 1999 with regulations of 2001. In addition, Section 8 (1)-(4) of SEZ Act provides a procedure for establishment of special Economic Zones, land occupancy by a person other than EPZA, and section 9 (1-3) on land under occupancy by a person other than the Authority specifically private entities.



In accordance with the relevant legal provisions, the Export Processing Zones Authority (EPZA) follows these procedures for land acquisition:

Step 1: Land Request and Identification

- The Ministry responsible for Industry or the EPZA itself writes to the Regional Governments requesting them to set aside areas of not less than 2000 hectares for investment under the EPZ and SEZ systems.
- Regional Governments, in collaboration with the relevant Local Government Authorities, recommend areas they consider suitable for investment under the EPZ and SEZ systems.

Step 2: Land Valuation and Compensation

- Once an area is identified, the relevant Local Government Authority is responsible for land acquisition procedures, including demarcation of the area, valuation, and ultimately participation in the payment of compensation in the respective area. In some cases, the Authority has been using experts from the Office of the Chief Valuer of the Government.
- Compensation payment schedules approved by the Chief Valuer of the Government are used by the EPZA to request funds from the Treasury. Additionally, the Government approves and allocates compensation funds in the annual budget.
- Compensation payments are made by the Government through the EPZA as funds become available from the Treasury.

Step 3: Land Survey and Title Registration

- After the completion of compensation payments, the area is surveyed (cadastral survey) and the survey map is approved by the Director for Surveys and Mapping.
- Procedures for land ownership by the EPZA are carried out (Land Title Deed).



Notes:

- The process involves collaboration between multiple government agencies, including the EPZA, Regional Governments, Local Government Authorities, the Ministry responsible for Industry, the Office of the Chief Valuer of the Government, and the Department of Surveys and Mapping.
- Compensation payments are made from government funds allocated in the annual budget.
- Land ownership is transferred to the EPZA once the land acquisition process is complete

Box 1: Land acquisition process for SEZ in Tanzania

In accordance with the relevant legal provisions, private investors who want to invest within EPZ or SEZ scheme using land owned by Export Processing Zones Authority (EPZA) follows these procedures for land acquisition:

- (i) Investor both local or foreign writes to the EPZA requesting land for investment purpose indicating a place and size of land requested under the EPZ or SEZ scheme. The letter must be accompanied with relevant project proposal/business plan for that matter.
- (ii) Once the request received by EPZA, they internally consider the application using key performance indicators (KPI), specifically on employment level, export, investment capital and expected export value depending the project proposal.
- (iii) Once it is approved, the applicant (both local or foreign) will sign a lease agreement of a period not more than 33 years for the time.

Box 2: Land Acquisition Process for Private Investor applying land owned by EZPA

In accordance with the relevant legal provisions, Private Standalone EPZ/ SEZ adapt the following procedures for land acquisition:

- (i) Private entities liaise with relevant local government authority or private entities to secure land for investment purpose, they may either buy or lease for specified period of time based on party's agreements.
- (ii) Once they acquire land (either buy or lease), they submit proof of ownership and project proposal to EPZA indicating the intention for registering under SEZ or EPZ scheme.
- (iii) Once EPZA internal scrutinization is done and approved, and if the investment is considered as local (wholly owned by local or a joint venture where majority shareholders are local, 51%:49%) EPZA will issue an appropriate licence (developer licence as appropriate) and investor enjoy all benefits listed in the EPZ or SEZ Act.
- (iv) If the investment is considered foreign, the ownership of land shall be transferred to EPZA. Foreign investor will be issued a derivative right for investment and licence under the requested scheme and investor enjoy all benefits listed in the EPZ or SEZ Act.

Notes:

The process involves collaboration between multiple government agencies, including the Attorney General Office and Minister responsible for EPZ/SEZ to declare and land area is officially gazetted

Box 3: Land Acquisition Process for Private Standalone SEZ/EPZ

The Rise of Private SEZs: A Response to Delays and Infrastructure Challenges

The report highlights a significant trend that the emergence of standalone or privately owned SEZs and EPZs. This phenomenon can be attributed, in part, to delays and challenges associated with obtaining serviced land within zones managed by the Export Processing Zones Authority (EPZA). Obtaining plots within EPZA-owned SEZs is known for being a relatively streamlined and cost-effective process compared to other land acquisition methods for SEZ and



EPZ investments. However, the report suggests that the process within EPZA zones might be hampered by slow development and surveying procedures for EPZA owned land. This can lead to significant delays for investors eager to begin operations.

Furthermore, the findings indicate that readily available land of suitable size, often accompanied by existing supportive infrastructure near the area, is a major factor driving the growth of private SEZs. These readily available plots with existing infrastructure offer a clear advantage for investors, allowing them to bypass the potentially time-consuming procedures and potential delays associated with EPZA-managed zones. This accessibility and existing infrastructure create a more attractive environment for investors seeking to establish operations swiftly and efficiently.

In essence, the rise of private SEZs reflects a response to the limitations of the current system within EPZA zones. The findings reveals that most private registered SEZ charge relatively high price for plot compared to EPZA plots. The lease price is 1:7 US dollar for EPZA and private owned SEZ respectively. Investors seeking a faster and smoother path to establishing their operations are opting for readily available land in privately managed SEZs, often accompanied by the benefit of onsite infrastructure such as road, electricity and water. This trend underscores the need for EPZA to address these challenges and potentially streamline their land developments.

The existence of private standalone SEZs or EPZs presents a unique opportunity and challenge for the government's SEZ policy. On the one hand, these private zones offer a chance to accelerate the implementation of the SEZ strategy by expanding the number of operational zones. This can potentially lead to faster economic growth and job creation. However, the government also faces the challenge of mobilizing essential infrastructure for these zones. Unlike government-managed SEZs where infrastructure development can be centralized, geographically dispersed private zones make it more complex to ensure they have the necessary on-site and off-site infrastructure, such as transportation networks, utilities, and waste management systems. Effective coordination and strategic planning between the government and private SEZ developers will be crucial to ensure these zones are well-integrated and function smoothly within the broader SEZ landscape.

While implementing a well-developed SEZ Master Plan can unlock significant benefits like industrial clustering, value chain development, and cost-effective infrastructure, the challenge lies in widespread absence of such plans. Many regions and councils, besides Dar es Salaam, Bagamoyo and Kibaha, lack



Land Use Master Plans, making it difficult to strategically develop SEZs that promote collaboration, efficient resource allocation, and positive spillover effects across the economy.

Currently, master plans are only in place for cities, municipalities, and some town councils. 28 councils out of 184 available in the mainland Tanzania had land use Master Plans by the end of year 2023. This means land acquisition in areas without general planning schemes may fall under village land governed by Act No. 5 (1999). However, this act necessitates a change of land category, requiring approval from the village assembly all the way up to the national level, with final approval granted by Her Excellency, the President of United Republic of Tanzania. Furthermore, granting permission is contingent upon the village land having a land use plan, which also requires its own process.

- **EPZA Land Acquisition:** The official procedure involves collaboration between multiple government agencies. Local authorities identify suitable land, conduct valuations, and compensate landowners. EPZA then secures the land title. This process can be slow due to surveying and development delays.
- **Private Investor Acquisition within EPZA:** Investors apply to EPZA for land within existing zones. If approved, a lease agreement is signed for up to 33 years.
- **Private Standalone SEZs:** Private entities acquire land directly (purchase or lease) from local authorities or other private entities. They then submit ownership proof and project proposals to EPZA for registration under the SEZ scheme.
- **Limited Master Plans:** 28 councils out of 184 available in the mainland Tanzania had land use Master Plans by the end of year 2023. Master plans, which streamline land use and development, are only available in some cities and municipalities.
- **Village Land Act Applies:** In areas lacking master plans, and not under general land, land acquisition falls under village land governed by Act No. 5 (1999).
- **Lengthy Approval Process:** Acquiring village land requires navigating a lengthy bureaucratic process involving approval from the village assembly up to the national level, with final authorization by the President.



- **Land Use Plan Requirement:** Granting permission for land use further hinges on the existence of a land use plan for the specific village land, adding another layer of complexity.
- **Benefits for Local Investors:** Wholly local or majority local ownership allows investors to keep land ownership and enjoy all SEZ benefits.
- **Benefits for Foreign Investors:** EPZA takes ownership of the land and issue a derivative right for investment, a SEZ license and investor enjoy all SEZ benefits.
- **Rise of Private SEZs;** The growing trend of private SEZs emerging due to: Delays and challenges in obtaining serviced land within EPZA zones.

Policy Implications

The existence of private SEZs presents both opportunities and challenges Opportunities

- Faster SEZ development and broader implementation of the SEZ strategy.
- Potential for accelerated economic growth and job creation.

Challenges

- Ensuring essential infrastructure development for geographically dispersed private zones.
- **Scattered SEZs:** Private land acquisition arrangements lead to geographically dispersed SEZs. This makes it expensive for the government to provide essential infrastructure (on-site and off-site) in a timely manner, hindering the effectiveness of the SEZ policy.
- Mobilizing resources for on-site and off-site infrastructure (transportation, utilities, waste management) across these zones.
- Pricing of land under private zones are relatively high compared to land near zones, so enticing investor to purchase land and encourage standalone SEZ.
- Moderation of land size offered to investors and adhere to performance audit against the contract based on the license granted



Lessons:

Coordination and Planning

- Effective coordination and strategic planning between the government and private SEZ developers are crucial for successful integration of these zones into the broader SEZ landscape.
- The government may need to explore ways to incentivize private SEZ development in strategically designated locations to optimize infrastructure investment.

SEZ Master Plan Development and Adherence: Implementing a well-developed SEZ Master Plan can promote

- **Industrial Clustering:** Grouping similar industries together fosters collaboration and knowledge sharing.
- **Value Chain Development:** Locating complementary industries within the SEZ creates a supportive ecosystem.
- **Spillover Effects:** Benefits like job creation and technology transfer extend beyond the SEZ boundaries.
- **Cost-Effective Infrastructure Development:** Concentrated development allows for efficient and lower-cost infrastructure provision (utilities, waste management, transportation).
- **Zoning:** Designating specific areas within the SEZ for different purposes optimizes infrastructure usage and reduces costs (e.g., shared waste treatment facilities).

3.10 Beyond Infrastructure: A Look at Utility Costs and Reliability in Tanzania's SEZs

Ensuring a reliable and cost-effective supply of utilities like electricity, water, telecommunications and waste management services is crucial for the smooth operation of any industrial zone. Acquiring a serviced plot with access to utility connections is easier in the industrial park than it is outside the industrial park. This subsection delves into the findings of an SEZ survey, specifically focusing on utility costs and reliability within Tanzania's Special Economic Zones (SEZs). We'll explore how these factors impact SEZ development and identify potential strategies for ensuring a competitive utility landscape that attracts and sustains businesses. By understanding these challenges, Tanzania



can create a more attractive environment for investors seeking reliable and affordable utilities within their SEZs.

The findings suggest that, one key issue is the lack of standardized pricing. Water tariffs vary by region, with some providers like DAWASA in Dar es Salaam charging a flat rate for both residential and industrial users. This can be disadvantageous for SEZ businesses, which typically have higher water consumption needs.

Electricity presents another set of complexities. SEZs face a two-tiered tariff system for electricity, with both service charges and per-unit costs. These tariffs can be further complicated by the “Maximum Demand Rule” based on kVA (kilovolt-ampere). This rule can lead to additional charges for businesses, even during periods of low power consumption.

These complexities are compounded by underlying challenges within the Tanzanian utility sector. SEZs grapple with issues like unreliable power supply, frequent rationing, and fluctuations in power quality. These un-reliabilities necessitate investment in backup generators for businesses, adding significant costs to their operations. Overall, the current utility landscape in Tanzania’s SEZs presents a barrier to attracting and retaining businesses seeking a reliable and cost-effective environment.

Despite the forementioned challenges, Tanzania boasts a diverse and promising energy mix for powering its Special Economic Zones (SEZs). Hydropower currently reigns supreme, with state-owned TANESCO overseeing its generation, transmission, and distribution. This dominance is set to receive a significant boost with the nearing completion of the colossal Rufiji Hydro Dam, generating over 2,000 MW and solidifying Tanzania’s path towards energy independence.

Beyond hydropower, Tanzania possesses vast potential in natural gas and renewable sources like solar, wind, and geothermal. The country is leveraging its natural gas reserves with a robust pipeline running from Mtwara to Kinyerezi, and even harbours ambitions for an LNG project with international energy companies. Renewable energy development is also gaining momentum, attracting private investment through public-private partnerships. This multi-pronged approach to energy generation positions Tanzania to create a sustainable and reliable energy landscape that can power the growth of its SEZs.



- **Unreliable and Costly Utilities:** A lack of standardized pricing, complex electricity tariffs, and unreliable power supply (with rationing and quality fluctuations) create challenges for SEZ businesses. These issues increase costs due to the need for backup generators.
- **Disadvantageous Water Pricing:** Flat rate pricing structures (like DAWASA's in Dar es Salaam) for water don't consider the higher consumption needs of industrial users within SEZs.

Policy implication:

- **Standardize Utility Pricing:** Implement consistent pricing structures across regions, especially for water, to ensure fairness and predictability for SEZ businesses.
- **Simplify Electricity Tariffs:** Review and revise the current two-tiered system with service charges and kVA-based maximum demand rules to create a more transparent and cost-effective pricing model for SEZs.
- **Invest in Power Reliability:** Prioritize infrastructure improvements and generation capacity expansion to ensure a reliable and consistent electricity supply within SEZs.
- **Explore Renewable Energy:** Tap into Tanzania's potential for solar, wind, and geothermal energy to create a more sustainable and efficient energy mix for SEZs.
- **Public-Private Partnerships:** Encourage private sector investment in renewable energy development through public-private partnerships to leverage expertise and resources

3.11 Navigating the Maze: A Review of Regulatory Frameworks in Tanzania's SEZs

A clear and efficient regulatory framework is vital for any Special Economic Zone (SEZ) to thrive. This subsection of the SEZ survey findings delves into the complexities of navigating the regulatory environment within Tanzania's SEZs. We'll explore the perspectives of SEZ businesses on the current regulatory framework, including its transparency, consistency, and effectiveness in facilitating business operations. By understanding these challenges, policymakers can identify areas for improvement and streamline regulations to create a more business-friendly environment that fosters investment and growth within Tanzania's SEZs.



The rapid growth of SEZs and their success in contributing to export-led growth is due in part to an unprecedented era of globalization of trade and investment that took place during the 1980s and 1990s, with the rise of global production networks (GPNs). In Tanzania, SEZ was introduced in early 2000 as a response of the market liberalization policy where trade and investment opening through Foreign Direct Investment took shape. The move was enhanced with the establishment of Export Processing Zone Authority, to spearhead the export processing zone to promote exports through manufacturing to support the economy in job creation and foreign exchange earnings.

Special Economic Zones (SEZs) in Tanzania find their roots in the East African Community (EAC) Treaty. Tanzania, along with Kenya and Uganda, are original members of the EAC with a long history, marked by a revival in 2000. The EAC's focus on regional economic cooperation is hailed as one of the most advanced Custom Unions, achieved through its Common External Tariff agreement on trade. This culminated in the EAC Customs Protocol in 2005, paving the way for the enactment of the East African Community Customs Management Act. This act allows for the operationalization of customs under a common framework amongst the partner states. Furthermore, the EAC Customs Union Protocol enables EAC Partner States to trade and negotiate as a single market with the rest of the world, including on SEZ matters.

The East African Community (EAC) SEZ Policy has been adopted, and its accompanying regulations are currently in advanced stages of consultation for approval among Partner States. The EAC SEZ scheme, as outlined in Draft Regulation 10, encompasses various programs. Furthermore, the EAC negotiated as a regional block representing its Partner States within the African Continental Free Trade Area (AfCFTA). The approval of the EAC's tariff offer on trade in goods paved the way for official trading by EAC Partner States within AfCFTA in 2023. The AfCFTA Council of Ministers approved Ministerial guidance on the treatment of goods under SEZs. This guidance considers rules of origin to apply to goods originating from SEZs, granting them origin status according to the Rules of Origin stipulated in Annex 2 of the AfCFTA's Trade in Goods Protocol.

In Tanzania, under domestic laws, both developers and operators of Special Economic Zones (SEZs) under the Export Processing Zone (EPZ) scheme enjoy fiscal incentives. These incentives are outlined in various legal and regulatory documents, including: Tax Laws, The East African Community Customs Management Act (EACCMA), 2004, The East African Community Customs Management Regulations (EACCMR), 2010, The East African Community SEZ Policy, Draft Regulations for the East African Community Customs Management



Act 2004, The Value Added Tax Act, 2014 and The Income Tax Act. SEZs in Tanzania also benefit from non-fiscal incentives, such as a one-stop center to streamline administrative processes.

However, SEZ schemes other than the Export Processing Zone (EPZ) currently do not enjoy the fiscal incentives listed above. This is because these schemes are not yet recognized under the East African Community (EAC) protocols. This inconsistency between domestic law and the EAC Customs Management Act creates disincentives for investors. Under current domestic laws, investors in non-EPZ SEZs cannot secure the listed fiscal benefits during the project preparation stage.

Key Findings:

- **Crucial Role of Regulations:** A clear and efficient regulatory framework is essential for SEZs to function smoothly and attract investment.
- **Historical Context:** The rise of SEZs in Tanzania (early 2000s) coincided with global trends in trade liberalization and the establishment of the Export Processing Zone Authority to promote exports and economic growth.
- **East African Community (EAC) Integration:** Tanzania's SEZs are linked to the EAC framework. The EAC's focus on a common market and customs union allows Partner States to trade and negotiate as a single entity, including on SEZ matters.
- **EAC SEZ Policy and AfCFTA:** The EAC has adopted an SEZ policy with regulations under development. Additionally, the EAC's participation in the African Continental Free Trade Area (AfCFTA) offers opportunities for SEZs, with Ministerial guidance established for goods originating from these zones.
- **Domestic Law and Incentives:** Under Tanzanian domestic law, developers and operators of SEZs under the Export Processing Zone (EPZ) scheme enjoy fiscal incentives outlined in various legal documents. These SEZs also benefit from non-fiscal incentives like one-stop centers.
- **Disadvantage for Non-EPZ SEZs:** SEZ schemes other than EPZs currently lack access to the listed fiscal incentives because they are not yet recognized under EAC protocols. This inconsistency between domestic law and the EAC Customs Management Act discourages investors in non-EPZ SEZs, who cannot secure these benefits during project planning.



Policy implications:

- **Streamlining Regulations:** Review and streamline regulations within Tanzania's SEZs to improve transparency, consistency, and efficiency for businesses.
- **Harmonize Domestic Law and EAC Protocols:** Ensure consistency between Tanzanian domestic law and the EAC framework to eliminate disincentives for non-EPZ SEZs and create a more level playing field for all investors.
- **Finalize EAC SEZ Regulations:** Expedite the finalization and implementation of the EAC SEZ Regulations to establish a clear legal framework for SEZs within the East African Community.
- **Promote Non-EPZ SEZs:** Increase awareness and promote the benefits of non-EPZ SEZs alongside efforts to harmonize regulations and provide greater access to incentives

3.12 Mapping Progress: A Look at the Development Stages of Tanzania's SEZs

Understanding the current development stages of Tanzania's Special Economic Zones (SEZs) is crucial for assessing their potential and pinpointing areas for improvement. Providing a clear picture of various stages of SEZ development in Tanzania and their current state is important for informed decisions making. To offer a comprehensive understanding, a detailed tables are appended to this report. These tables provide a granular breakdown of Tanzania's SEZs, categorized by their development stage. By reviewing the tables, valuable insights into the current landscape of SEZs in Tanzania explains/ reflects the underlying status of growth and practices of SEZ. Equally, Location, Type, and Development stages of SEZs in Tanzania are intrinsically linked to the regulatory environment. This subsection on development stages complements the information presented earlier section 3.1 which offer more holistic perspective on Tanzania's SEZs.

Key Findings:

Development of Public SEZ

- The public owned SEZ are 17 in total. Out of it three [3] were at operational stage. The full developed SEZ include Benjamin William Mkapa, NSSF Zone and Mtwara Free port Zone. Again, two [2] SEZs were concurrently at the stage of acquisition and development. Ten (10) were at planning stage and two (2) were at refurbishment stage.



Development of private SEZ

- The study showed that there were 9 private SEZs, out of one (1) SEZ was operational and eight [8] were at planning and development stage.

Industrial parks

- The TIC has registered thirty-one (31) industrial parks for different sectors.

Policy Implications:

- The government should consider reviewing policies and laws guiding development of SEZ in Tanzania.

Policy Implications:

- In terms of funding, the government should provide unrestricted rules for sourcing of funds to develop the SEZ.
- Adequate funding needs to be provided to stimulate the development of SEZ



4. LOOKING BEYOND BORDERS: GLOBAL SEZ PRACTICES FOR TANZANIA'S INSPIRATION

Tanzania's Special Economic Zones (SEZs) hold immense potential for driving economic growth and attracting foreign investment. However, to maximize their effectiveness, it's crucial to learn from the successes and shortcomings of SEZs around the world. This subsection delves into global experiences in SEZ development, highlighting best practices and valuable lessons that Tanzania can adapt to its specific context. By examining how other countries have addressed challenges and leveraged opportunities within their SEZs, Tanzania can identify strategies to enhance its own SEZ program. We'll explore successful models from various regions, focusing on aspects particularly relevant to Tanzania's development goals and economic landscape.

Dedicated Industrial Park Legislation

Because they are governed as often as not by a patchwork of national laws and policies, not all industrial park programmes have dedicated or specific enabling legislation. When they do, some of the areas' industrial park legislation may cover includes the following;

- (i) Efficient industrial park location selection for production and trade;
- (ii) Improving transportation and communication facilities and connections between industrial parks and markets;
- (iii) Improvement of physical infrastructure and brownfield superstructure in industrial parks, including through planning and development control frameworks;
- (iv) Rights with respect to the establishment, use and operation of infrastructure facilities within industrial parks;
- (v) Investor qualifications and plot allocation;
- (vi) Investment incentives;
- (vii) Cluster support programmes within industrial parks;
- (viii) Environmental (i.e., pollution and energy) obligations of industrial park developers, operators and users;
- (ix) Enhancing co-operation among enterprises in industrial parks, as well as between industrial parks and research centres; and
- (x) Designation and organization of the industrial park governance framework and responsible institutions, including the operation, management and supervision organs, along with their duties and powers, and administrative support mechanisms such as 'one-stop shops'.



Viet Nam: The enactment of Viet Nam's Law on Investment in 2005 contributed considerably to the rapid development of the nation's industrial and economic processing zones. Under the Law, investors in these zones enjoy preferential taxes, including as regards the country's enterprise tax, import tax and land use tax. According to the Ministry of Planning and Investment (MPI), Viet Nam now has 326 industrial and economic zones, offering 94,900 ha of serviced industrial land. On May 22, 2018, the Vietnamese government issued Decree No.82/2018/ND-CP ("Decree 82") to regulate the management of industrial and economic zones. The Decree provides a framework for the planning, establishment and operation of the zones, as well as for investment therein. Under the Decree, the MPI assumes primary responsibility for, and collaborates with relevant central and municipal government institutions, in securing the Prime Minister's approval for the planning and development of industrial parks.

Ethiopia: Ethiopia's Growth and Transformation Plan (GTP I and GTP II) identifies industrial parks as one means for the country's industrialization and promotes the establishment of industrial parks for the following priority national sectors: **textiles and garments, leather and leather products, sugar, cement, metals and engineering, chemicals, pharmaceuticals and agro-processing.** Ethiopia plans to increase the number of operational industrial parks from the current five to about 30 by 2025, as part of its efforts to make the country an industrial hub over the same period. To support this program, the Industrial Park Proclamation No. 886/2015 was adopted to provide a framework for the establishment, development, administration and supervision of industrial parks. Under the Proclamation, industrial parks must be designated by the Investment Board but can, in principle, be developed by the federal or regional governments, through PPPs with the IPDC, or by private developers. Additional investment laws, including the Investment Proclamation 769/2012, provide a wide-ranging incentives package for investments in priority sectors with high export potential. The government has also restructured three important institutions to drive investment and competitiveness. These include the Ethiopian Investment Board (EIB) that serves as a policy and strategy formulation and oversight body; the Ethiopian Investment Commission (EIC) responsible for attracting and regulating foreign investors; and the IPDC, responsible for the planning, development and operation of public industrial parks, including pre-built and fully-serviced factory shells.

One Stop Facilitation Centre

One-stop shop to offer a seamlessly-integrated administrative services package to investors. Whether such enabling legislation is adopted or such one stop shops are established through sub-statutory and administrative means, such as inter-agency memoranda of understanding and service-level agreements and their usefulness and importance to investors are certain.



Industrial parks host a wide range of stakeholders. Efficient and coordinated operation of the industrial park is often a challenge in this context, due to the diversity of these actors and their interests, and their different levels of involvement in the industrial park. An industrial park one-stop shop with proper decision-making power is a good solution for providing a single point of contact to facilitate the various stakeholders' requirements, particularly for regulatory compliance. It improves administrative efficiency in obtaining necessary services and government approvals, as well as simplifying the associated procedures. If the park operator is a private entity, it would usually be unable to provide these services, beyond a "front office" facilitation function. The types of services provided by one-stop shops, and the type of institutions represented, vary depending on national laws and the characteristics of each industrial park.

Around the world, the following services may be provided by an industrial park's one-stop shop include but not limited to business registration and licensing, Investment incentives information, Employment permits, Planning and construction, Social security registration and account management, Tax and custom services, Port or airport cargo clearances, Access to publicly-funded innovation and start-up promotion services, Quality control services (e.g. lab testing), Utilities (electricity, telecom, water and gas) account management, Environmental approvals, Legalization and notarization, Tourism information services, Land administration, Access to banking services (provided by commercial banks located on-site or in separate premises) and access to housing.



Thilawa Special Economic Zone in Myanmar, for instance, is equipped with a one-stop shop to ensure quick and easy tenant registration and business compliance environments. It is staffed by representatives of various ministries, who are fully-authorized to grant the necessary approvals and registration services to investors. Some of the institutions represented in the Thilawa SEZ one-stop shop include

- Commerce and Consumer Department, Ministry of Commerce;
- Department of Customs, Ministry of Finance;
- Department of Revenue, Ministry of Finance;
- Department of Immigration and National Registration, Ministry of Immigration and Population;
- Labour Department, Ministry of Labour;
- Department of Human Settlement and Housing Development, Ministry of Construction;
- General Administration Department (GAD), Yangon Southern District;
- Myanmar Port Authority;
- Directorate of Investment and Companies Administration (DICA)

Box 4: Thilawa Special Economic Zone in Myanmar,

Suzhou Industrial Park (SIP)’s one-stop shop in China, occupies 5,000 square meters, with 61 counters and nearly 100 employees. The SIP one-stop shop accepts and processes 85% of applications on the spot, 10% in under two working days, and 5% in under seven working days. In addition to online and offline inquiry services, it also has an online platform for the evaluation and approval of import and export applications. Its future plans include building a corporate database, promoting information-sharing platforms, and further improving the quality of online services

Box 5: Suzhou Industrial Park (SIP)’s one-stop shop in China



Suzhou Industrial Park (SIP), whose development started in 1994, is located in Suzhou City, Jiangsu Province in China. After 25 years of development, it has now been transformed into a high-tech and eco-friendly industrial zone consisting of thousands of enterprises and innovative start-ups focused on information and communication technologies, medical equipment manufacturing, cloud computing and artificial intelligence, etc. Quality control facilities, especially testing and inspection services, have

been constantly developed and provided within the park as one-stop services, to support quality assurance, R&D, innovation, and business linkage within the park, as well to the local and international markets.

SIP established a testing laboratory, the so-called Suzhou IP Converged Communications Open Laboratory. It was accredited in 2011 by the China National Accreditation Service for Conformity Assessment (CNAS), the laboratory accreditation authority in China⁸⁶. The laboratory was authorized to provide testing services for electronics and electronic products under various high and low temperature, moisture, and vibration conditions. Moreover, the laboratory is allowed to use the CNAS logo and issue internationally-recognized test reports. The Laboratory also offers comprehensive public services in product testing, industrial consulting, and staff training in the fields of R&D, production, integration, and application

Box 6: Quality Control Services in Industrial Parks in China

Integrated Agro-Industrial Parks (IAIPs) are a geographical cluster of independent firms grouped together to gain economies of scale and positive externalities by sharing infrastructure roads, power, communication, storage, packaging, by-product utilization, effluent treatment, logistics and transport, laboratory facilities, etc. The programme has been under development by the Ethiopian Government with support from UNIDO and the Food and Agricultural Organization (FAO), to accelerate the agro-industry sector in Ethiopia. The IAIPs in Ethiopia will develop and establish specialized quarantine facilities, quality control labs, quality certification centres, etc. in order to provide quality assurance and quality control over various agricultural products.

Box 7: Quality Control Services in Industrial Parks in Ethiopia



Key Lessons Tanzania Can Learn to Improve its SEZs

- **Review SEZ Legislation and issue guideline:** Outlining procedures for zone location, infrastructure development, investor qualifications, investment incentives, and governance frameworks. This can streamline processes and improve efficiency.
- **One-Stop Shop Facilitation:** Establish a one-stop shop with representatives from various government agencies to simplify business registration, licensing, permit acquisition, and other administrative tasks for investors. This can save time and reduce bureaucratic hurdles.
- **Successful Models:** Learn from successful examples like Vietnam and Ethiopia. Vietnam's Investment Law offers tax breaks for SEZ investors, while Ethiopia has a well-defined plan for industrial park development with dedicated institutions for investment promotion and zone management.
- **Quality Control Services:** Integrate quality control services like testing labs within SEZs. This can support quality assurance, research & development, and business linkages for enterprises operating in the zone.
- **Focus on Priority Sectors:** Identify and prioritize sectors aligned with Tanzania's development goals (e.g., agriculture, manufacturing, leather) and tailor SEZ development and incentives to attract investment in those areas



5. CONCLUSION AND RECOMMENDATIONS

The baseline study sought to establish the relevant information and performance of SEZs in Tanzania in relation to the level SEZ locations, types, specializations, development stages, occupancy rates, challenges faced by businesses, incentive schemes, government contributions, private-public partnerships, sectoral cooperation, pricing of land and utilities, regulations, and the current development stage of each SEZ. The purpose was to provide evidence that will be used to develop recommendations for attracting more investment and fostering economic growth through Tanzania's SEZs.

Recommendations

Following the findings of the study, the following recommendations are made to government of Tanzania.

- (i) **Improve Data Collection and Analysis:** Upgrade information systems to track performance data. This will allow for better evaluation of SEZ effectiveness and inform future policy decisions.
- (ii) **Promote Research and Knowledge Sharing:** Support research initiatives within SEZs to generate evidence for policy development and improvements.
- (iii) **Develop Clear Codes and Automate Services:** Establish clear codes of conduct and guidelines for SEZ regulators, developers, and operators. Integrate and automate one-stop services within and outside the SEZs to reduce bureaucratic delays.
- (iv) **Measure Socioeconomic Impact:** Create a database with clear criteria to accurately measure the social and economic impacts of SEZs. This will allow for online tracking of progress by relevant government agencies and development partners.
- (v) **Leverage Existing Structures:** Design SEZ development activities around existing government mechanisms for industrial park formation. This will streamline stakeholder engagement, secure government buy-in, and promote sustainable SEZ performance.



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7. APPENDICES

Appendix 1

A DETAILED INFORMATION OF ALL SEZS REGISTERED BY EPZA

No.	Name of the Industrial Park	Promoter/ Developer	Registered / Approved Date	Sector	Sub Sector	Activity	Jobs	
(A) Government Own Special economic Zones								
1	Benjamin Mkapa SEZ	EPZA	2010	Industrial	Mixed	Development of	9459	
2	Bagamoyo SEZ	EPZA	2013	Mixed	Mixed	Development of	611	
3	Manyara SEZ	EPZA	2017	Industrial	Mixed	Development of	N/A	
4	Mara SEZ	EPZA	2017	Industrial	Mixed	Development of	N/A	
5	Kwala SEZ	EPZA	2023	Industrial	Mixed	Development of	N/A	
6	Mtwara FPZ	EPZA	2012	Free Port	Oil & Gas Services	Development of	60	
7	Nachingwea Cashewnut	EPZA	2023	Industrial	Agro Processing	Development of	N/A	
8	Mafuta Ilulu (Nachingwea)	EPZA	2023	Industrial	Agro Processing	Development of	N/A	
9	Mkata Sawmill	EPZA	2023	Industrial	Meat & agro Processing	Development of	N/A	
10	TPL Shinyanga	EPZA	2023	Industrial	Agro Processing	Development of	N/A	
11	TPL Mbeya	EPZA	2023	Industrial	Agro Processing	Development of	N/A	
12	Mwanza Tannery	EPZA	2023	Industrial	Mining	Development of	N/A	
13	National Steel	EPZA	2023	Industrial	Mixed	Development of	N/A	
14	Kigoma SEZ	RAS=Kigoma	2013	Industrial	Mixed	Development of	301	
15	Nyashimbi (Kahama)	Kahama T.C	2022	Mixed	Mixed	Development of	N/A	
16	Buzwagi SEZ	Kahama T.C	2024	Industrial	Mixed	SEZ Development	N/A	
17	Hifadhi EPZ (Industrial Park)	NSSF	19.10.2004	Industrial	Mixed	Development of	315	



	Capital (USD million)	Region	District	Majority Share	Size -Area (Ha)	% of Developed Area	Occupancy Rate	Number of Factory Spaces	Land Title availability	Stage of Development
	29	DSM	Ubungo	EPZA	25	100%	100%	25	Yes	operational Stage
	12	Pwani	Bagamoyo	EPZA	9800	1%	9%	142	N/A	Acquisition/ Development stage
	N/A	Manyara	Simanjiro	EPZA	406.3	N/A	N/A	N/A	N/A	Planning Stage
	N/A	Mara	Bunda	EPZA	1269	N/A	N/A	N/A	N/A	Planning Stage
	N/A	Coast	Bagamoyo	EPZA	40.5	N/A	N/A	N/A	N/A	Planning Stage
	1	Mtwara	Mtwara	EPZA	10	100%	86%	7	Yes (TPA)	Operational
	N/A	Lindi	Nachingwea	EPZA	4.035	100%	100%	1	Yes	Refurbishment
	N/A	Lindi	Nachingwea	EPZA	3.91	100%	100%	1	Yes	Refurbishment
	N/A	Tanga	Handeni	EPZA	14.63	N/A	N/A	N/A	Yes	Planning Stage
	N/A	Shinyanga	Shinyanga	EPZA	477.5	33%	N/A	N/A	Yes	Planning Stage
	N/A	Mbeya	Mbalizi	EPZA	102	N/A	N/A	N/A	N/A	Planning Stage
	N/A	Mwanza	Ilemela	EPZA	1.96	N/A	N/A	N/A	Yes	Planning Stage
	N/A	DSM	Ilala	EPZA	3.4	N/A	N/A	N/A	N/A	Planning Stage
	N/A	Kigoma	Kigoma-Ujiji	KISEZ	691	10%	50%	310	Yes	Development stage
	N/A	Shinyanga	Kahama	Kahama T. C	809.71	N/A	N/A	N/A	N/A	Planning stage
	N/A	Shinyanga	Kahama	Kahama T.C	1333.5	30%	N/A	N/A	N/A	Planning stage
	1	DSM	Ubungo	NSSF	4.8	100%			Yes	Operational Stage



No.	Name of the Industrial Park	Promoter/ Developer	Registered / Approved Date	Sector	Sub Sector	Activity	Jobs	
(B) Private Owned SEZ								
1	Kamal Industrial Estate	Kamal Industrial Estate (EPZ) Co. Ltd	23.07.2009	EPZ	Industrial	Development of Industrial Park	75	
2	Mkinga SEZ	Signon logistics (E.A) Limited	11/9/2015	Industrial	Mixed	Development of Special Economic Zone	5000	
3	Kilwa Business Park	Signon logistics (E.A) Limited	11/9/2017	Industrial	Mixed	Development of Special Economic Zone	100	
4	Ruangwa SEZ	Magnis Technologies (T) Ltd	19/05/2017	Mining	Mineral Processing	Graphite mineral	700	
5	Star City SEZ	Star Infrastructure Development (T) Ltd	10/9/2015	Mixed	Mixed	Development of Special Economic Zone	3000	
6	Kigamboni SEZ	Kigamboni SEZ Co. Ltd	09.11.2017	Industrial	Textile	Textile	4500	
7	Vigor SEZ	Coast	15/02/2018	Industrial	Mixed	Development of SEZ Infrastructure	1500	
8	Kilimanjaro (IP) SEZ	Kilimanjaro (IP) SEZ	2024	Industrial Park	Mixed	Developer	153	
9	Ming Xing	Ming Xin Company Ltd	11/9/2017	Industrial	Mixed	Development of Special Economic Zone	12360	
No.	Name of the Industrial Park	Promoter/ Developer	Registered / Approved Date	Sector	Sub Sector	Activity	Jobs	
(C) Operators Located in BWM-SEZ								
1	Somani Agro Export Limited	Somani Agro Export Limited	30/01/2014	EPZ	Agro Processing	Processing cereal for export	13	
2	I Steel Limited	I Steel Limited	16/08/2017	SEZ	Metal Fabrication	Manufacture prefabricated steel products	170	
3	Tanzania Tooku Garments (T) Ltd	Tanzania Tooku Garments (T) Ltd	12/6/2012	EPZ	Garments	Manufacture Garments & Kids clothes)	4500	
4	Karibu Kilimo Ltd+B38:R41	Karibu Kilimo Ltd	03/19/2023	EPZ	Agroprocessing	Processing Agro products	146	
5	Yihai Kerry-Hyseas International Limited	Yihai Kerry-Hyseas International Limited	07.04.2013	EPZ	Agroprocessing	Processing Pulse & Sesame	14	



	Capital (USD million)	Region	District	Majority Share	Size -Area (Ha)	% of Developed Area	Occupancy Rate	Number of Factory Spaces	Land Title availability	Stage of Development
	6	Pwani	Bagamoyo	Foreign (India/ Dubai)	111.6	100%	100%	1	Yes	Development Stage
	10	Tanga	Mkinga	Tanzanian	20	N/A	N/A	N/A	Yes	Development stage
	10	Lindi	Kilwa	Tanzania	8.06	N/A	N/A	N/A	Yes	Development stage
	270	Lindi	Ruangwa	Australia	82	0%	0%	1	Yes (Under process)	Development
	10	Morogoro	Morogoro	Tanzania	2,125	N/A	N/A	N/A	Yes	Development
	8	DSM	Kigamboni	Tanzania	20Ha	N/A	N/A	N/A		Development
	9	Pwani	Kisarawe	Tanzanian	203Ha	100%	100%	1	Yes	Development
	118	DSM	Kigamboni	Tanzanian	92.7	N/A	N/A	N/A		
	27	Pwani	Kibaha	China	120	N/A	N/A	N/A	Yes	Development
	Capital (USD million)	Region	District	Majority Share	Size -Area (Ha)	% of Developed Area	Occupancy Rate	Number of Factory Spaces	Land Title availability	Stage of Development
	1	DSM	Ubungu	Tanzania	0.5	100%	100%	1	Yes (lease)	Operational Stage
	6	DSM	Ubungu	Canada	0.9	100%	100%	1	Yes (lease)	Opearational Stage
	500	DSM	Ubungu	China	6.1	100%	100%	7	Yes (Lease)	operation
	3	DSM	Ubungu	Tanzania	1.1	100%	100%	2	Yes (Lease)	Refurbishment/ Operation
	1	DSM	Ubungu	China	0.6	100%	100%	1	Yes, (Lease Agreement)	operation



6	Queensway (T) EPZ Limited	Queensway (T) EPZ Limited	10/12/2013	EPZ	Industrial Shed	developer	N/A	
7	Prevented Ocean Plastics	Prevented Ocean Plastics	Jul-25	EPZ	Plastic recycling	Making compressed Plastics for export	52	
8	Turia Garments Ltd (New)/ (LENA Holdings & Investments (T) Ltd)	Turia Garments Ltd (New)	4/27/2012	EPZ	Textile	Garments	3000	
9	Afriport Apparel Ltd (New)/(Paper kraft International Ltd0	Afriport Apparel Ltd (New)	28/07/2011	EPZ	Textile	garments	1,206	
10	Asmara Ltd (New)/(Quality Pulse Exporter Ltd)	Asmara Ltd (New)	12/22/2010	EPZ	Agroprocessing	Processing Pulse	100	
11	Rajani Agro Export Ltd	Rajani Agro Export Ltd	21.06.2022	EPZ	Agroprocessing	Processing Pulse	100	
12	Harvest Africa Tanzania Ltd	Harvest Africa Tanzania Ltd	21/08/2017	EPZ	Agroprocessing	Packaging of Coffee	12	
13	Mining Ltd/GIPA Foods & Supplies Ltd (New)	GIPA Foods & General Supplies Ltd	11/15/2024	EPZ	Agroprocessing	Production of cassava Starch	50	
14	DZ Card (Africa) Ltd	DZ Card (Africa) Ltd	12/2/2014	SEZ	Technology	Manufacturing electronic cards	96	
	Operators Located in Bagamoyo SEZ							

No.	Name of the Industrial Park	Promoter/ Developer	Registered /Approved Date	Sector	Sub Sector	Activity	
(D)							
1	African Dragon Enterprises Ltd	African Dragon Enterprises Ltd	2/3/2017	EPZ	Metal	Color-coated steel coils	
2	Huateng Metallurgical Company Limited	Huateng Metallurgical Company Limited	27/03/2022	EPZ	Manufacturing	Steel and Iron rods	
3	Siparcoci International Limited	Siparcoci International Limited	27/12/2021	EPZ	Cosmetics	Manufacture of Perfumes	
4	Tanzindia Engineering Limited	Tanzindia Engineering Limited	1/4/2022	SEZ	Manufacturing	Manufacture of machines products	
5	Phiss Tannery Limited	Phiss Tannery Limited	10/24/2017	EPZ	Leather	Leather Processing	
6	Ramky Tanzania Limited	Ramky Tanzania Limited	16/09/2013	SEZ	Medical	Biomedical incinerator	



	2	DSM	Ubungo	UK/UAE	0.3	100%	100%	1	Yes, (Lease Agreement)	Development
	1	DSM	Ubungo	Foreign (Turkey)	0.2	10%	0%	1	Yes, (Lease Agreement)	Development
	1	DSM	Ubungo	British, Virgin, Island 7 China	1.279	100%	100%	1	Yes, (Lease Agreement)	Refurbishment
	9	DSM	Ubungo	Ireland	1.557	100%	100%	1	Yes, (Lease Agreement)	Refurbishment
	2	DSM	Ubungo	Tanzania & India	0.7	100%	100%	1	Yes, (Lease Agreement)	Under Refurbishment
	2	DSM	Ubungo	Tanzania/ India	0.87	100%	100%	1	Yes, (Lease Agreement)	Operation
	2	DSM	Ubungo	Tanzania	0.2	100%	100%	1	Yes, (Lease Agreement)	Operation
	0	DSM	Ubungo	Tanzania	0.3	100%	100%	1	Yes, (Lease Agreement)	Refurbishment
	18	DSM	Ubungo	Sweden/ Thailand	0.6	100%	100%	1	Yes, (Lease Agreement)	Operation

	Jobs	Capital (USD million)	Region	District	Majority Share	Size -Area (Ha)	% of Developed Area	Occupancy Rate	Number of Factory Spaces	Land Title availability	Stage of Development
	50	5	Pwani	Bagamoyo	China	1.92	100%	100%	1	Lease Agreement	Operation
	135	5	Pwani	Bagamoyo	China	2.06	80%	0%	1	Lease agreement	Delayed Development
	70	5	Pwani	Bagamoyo	Senegal	3.04	100%	100%	1	Lease agreement	Operation
	68	5	Pwani	Bagamoyo	India	2.44	20%	100%	1	Lease agreement	Development
	50	1	Pwani	Bagamoyo	China	6.4	50%	25%	1	Lease agreement	Development/Operation
	50	2	Pwani	Bagamoyo	India	1.33	100%	100%	1	Lease agreement	Operation (Processing Permits from GOT)



7	Tanfroz Limited	Tanfroz Limited	29/09/2014	EPZ	Food processing	Meat Factory	
8	Zheng Long Technology Co. Ltd	Zheng Long Technology Co. Ltd	15/09/2017	EPZ	Manufacturing	Recycling of batteries	
No.	Name of the Industrial Park	Promoter/ Developer	Registered / Approved Date	Sector	Sub Sector	Activity	
(E) Operators Located in Hifadhi (EPZ) Industrial Park							
1	One Belt Electrtrical Technology Groug Limited	NSSF	10/2/2020	EPZ	Manufacturing	Electrical Equipments	
2	Abi Agro Products Limited	NSSF	10/9/2020	EPZ	Agro processing	Sesame and pulses	
3	Al Sultan Establishment Ltd	NSSF	6/4/2021	EPZ	Agro processing	Processing of spices	
(F) Operators Located in Kamal (EPZ) Industrial Park							
1	Kamal Acetylene Limited	Kamal Industrial Estate (EPZ) Co. Ltd	11/26/2010	EPZ	Gas	Manufacture Acetylene gas	
2	Kamal Agro Limited	Kamal Industrial Estate (EPZ) Co. Ltd	11/9/2010	EPZ	Agroprocessing	Processing cashewnuts	
3	Kamal Refinery Limited	Kamal Industrial Estate (EPZ) Co. Ltd	6/5/2010	EPZ	Oil	Recycling of used oil	
No.	Name of the Industrial Park	Promoter/ Developer	Registered / Approved Date	Sector	Sub Sector	Activity	
(G) Operators Located in Mtwara Free Port Zone							
1	Bahari Oilfield Services FPZ Limited	Bahari Oilfield Services FPZ Limited	21/09/2016	FPZ	Oil & Gas	Offer Services to Oil & Gas Exploration Companies	
2	Petroleum Equipments & Supplies FPZ	Petroleum Equipments & Supplies FPZ	13/06/2014	FPZ	Oil & Gas	Offer Services to Oil & Gas Exploration Companies	



	60	1	Pwani	Bagamoyo	Tanzania/ Netherlands	2.03	100%	100%	1	Lease Agree- ment	Operation/Trials
	128	2	Pwani	Bagamoyo	China	1.11	100%	100%	1	Lease Agree- ment	Operation
	Jobs	Capital (USD million)	Region	District	Majority Share	Size -Area (Ha)	% of Devel- oped Area	Occupancy Rate	Number of Factory Spaces	Land Title availability	Stage of Devel- opment
	120	5	DSM	Ubungu	China	0.19	100%	100%	1	Lease Agree- ment	Operation
	120	5	DSM	Ubungu	Tanzania	0.025	100%	100%	1	Lease Agree- ment	Operation
	50	2	DSM	Ubungu	Tanzania & Yemen	0.03	100%	100%	1	Lease Agree- ment (Unit)	Operation
	2	0	Pwani	Bagamoyo	India	0.32	100%	100%	1	Yes, (Lease Agree- ment)	Operation
	2000	6	Pwani	Bagamoyo	India	4.8	100%	100%	1	Yes, (Lease Agree- ment)	Closed Operations
	34	300	Pwani	Bagamoyo	India	2	100%	0%	1	Yes, (Lease Agree- ment)	Development
	Jobs	Capital (USD million)	Region	District	Majority Share	Size -Area (Ha)	% of Devel- oped Area	Occupancy Rate	Number of Factory Spaces	Land Title availability	Stage of Devel- opment
	43	4.3478	Mtwara	Mtwara	Tanzania/ Singapore/ Malaysia	1.72	100%	100%	1	Yes, (Lease Agree- ment)	Operation
	12	8.5785	Mtwara	Mtwara	India	3.47	100%	100%	1	Yes, (Lease Agree- ment)	Stopped Operations due to temporary suspension of Oil & Gas Exploration Ac- tivities



3	Alistair Free Ports Ltd	Alistair Free Ports Ltd	16/12/2015	FPZ	Oil & Gas	Offer Services to Oil & Gas Exploration Companies	
4	Magnis Technologies (T) Ltd	Magnis Technologies (T) Ltd	5/19/2017	EPZ	Mining	Processing & Packaging Graphite for Export	

(H) Operators Located in Kigoma SEZ

1	Jepsi Organic Oil (T) Limited	Jepsi Organic Oil (T) Limited	9/6/2022	SEZ User	Processing	Processing Palm Oil, Soap & Animal feeds	
2	Next Gen Solawazi Limited	Next Gen Solawazi Limited	6/2/2022	SEZ User	Renewable Energy	Slora Power Generation	
3	SGC Investments Limited	SGC Investments Limited	21/04/2018	SEZ User	Agro processing	Processing Palm Oils, Maize and Rice	
4	Third Man Limited	Third Man Limited	13/03/2019	EPZ	Forestry	Production of Honey & Wax	

No.	Name of the Industrial Park	Promoter/ Developer	Registered / Approved Date	Sector	Sub Sector	Activity	
Stand Alone EPZ/SEZ Operators							
1	Dekker Christen Tanzania Limited	Dekker Christen Tanzania Limited	1/18/2011	EPZ	Agriculture	Horticulture (flower cuttings)	
2	Eliya Food Overseas Limited	Eliya Food Overseas Limited	21/08/2020	EPZ	Processing	Meat Factory	
3	Fides Tanzania Limited	Fides Tanzania Limited	24/10/2017	EPZ	Horticulture	Floriculture (flower)	
4	Hortanzia Limited	Hortanzia Limited	23/09/2014	EPZ	Horticulture	Horticulture (flowers & green beans)	
5	Keys East Africa Limited	Keys East Africa Limited	29/06/2022	SEZ User	Horticulture	Maize & cooking oil	
6	Mimea Estates Limited	Mimea Estates Limited	29/06/2022	EPZ	Horticulture	Seed production, vegetables & cooking oil	
7	Rijk Zwaan Q-Sem Limited	Rijk Zwaan Q-Sem Limited	2/11/2018	EPZ	Horticulture	Vegitable & fruits Seeds production	
8	Red Earth Limited	Red Earth Limited	5/26/2021	EPZ	Textile	Fabrics and garments	
9	Africado Limited	Africado Limited	14/01/2013	EPZ	Horticulture	Fresh Avocado	
10	African Vegetables Limited	African Vegetables Limited	7/8/2020	EPZ	Horticulture	Horticulture products	



25	1	Mtwara	Mtwara	Tanzania/USA	1.41	100%	100%	1	Yes, (Lease Agreement)	Stopped Operations due to temporary suspension of Oil & Gas Exploration Activities
N/A	N/A	Mtwara	Mtwara	Australia	3.02	0%	0%	1	Yes, (Lease Agreement)	Yet to Start Development
50	0	Kigoma	Kigoma-Ujiji	Poland	1.39	N/A	N/A	1	Yes	Development
60	9	Kigoma	Kigoma-Ujiji	British & U.S.A	10.045	100%	100%	1	Yes	Operation
57	9	Kigoma	Kigoma-Ujiji	Tanzania	2.8	100%	100%	1	Yes	Development
134	11	Kigoma	Kigoma-Ujiji	China & Australia	4.2	100%	100%	1	Yes	Operation

Jobs	Capital (USD million)	Region	District	Majority Share	Size -Area (Ha)	% of Developed Area	Occupancy Rate	Number of Factory Spaces	Land Title availability	Stage of Development
1,084	13	Arusha	Arumeru	Netherlands/Tanzania	50	100%	100%	1	Yes	Operation
70	2	Arusha	Longido	Tanzania/Oman	8Ha	100%	100%	1	Yes	Operation
252	2	Arusha	Arusha	Netherlands	10	100%	100%	1	Yes	Operation
241	1	Arusha	Arumeru	Netherlands/Tanzania	93	100%	100%	1	Yes	Operation
50	1	Arusha	Longido	USA/Kenya	8.1	N/A	N/A	1	Yes	Development
200	1	Arusha	Arumeru	Netherlands	19.6	#####	####	1	Yes	Development
407	13	Arusha	Arumeru	Netherlands/Tanzania	28	100%	100%	1	Yes	Operation
1900	9	Arusha	Arusha	Kenya/Britain	2.6	100%	100%	1	Yes	Operation
350	5	Kilimanjaro	Siha	Mauritius/British/USA	500	100%	100%	1	Yes	Operation
250	1	Kilimanjaro	Hai	Netherlands	122.8	100%	100%	1	Yes	Operation



11	Afridamia Limited	Afridamia Limited	29/06/2022	EPZ	Horticulture	Macadamia nuts	
12	Bahati Boma Company Limited	Bahati Boma Company Limited	24/07/2015	EPZ	Horticulture	Decorations items	
13	Blue Nile Essentials Ltd	Blue Nile Essentials Ltd	Jan-24	EPZ	Processing	Essential oil production	
14	Elven Agri Company Limited	Elven Agri Company Limited	5/22/2017	EPZ	Processing	Dried fruits	
15	Futan Mining International Limited	Futan Mining International Limited	7/6/2022	EPZ	Manufacturing	Aluminium products	
16	Future Agro Pro Limited	Future Agro Pro Limited	6/4/2022	EPZ	Agroprocessing	Cashew nuts & pulses	
17	Afrikana Pharmaceuticals Limited	Afrikana Pharmaceuticals Limited	3/10/2016	EPZ	Pharmaceutical	Pharmaceutical products	
18	Tan Choice Limited	Tan Choice Limited	4/24/2020	EPZ	Processing	Meat	
19	Gravita Tanzania Limited	Gravita Tanzania Limited	11/9/2017	EPZ	Manufacturing	Lead and Aluminium products	
20	Octavian Mshiu Trust Limited	Octavian Mshiu Trust Limited	25/05/2022	EPZ	Real Estate	Industrial Park Development	
21	Tanso Investment Limited	Tanso Investment Limited	7/6/2022	EPZ	Mineral	Mineral processing	
22	H and J Fibre (T) Company Limited	H and J Fibre (T) Company Limited	20/08/2019	EPZ	Plastic recycling	Plastic Bottles & Polythene Fabrics	
23	Hester Biosciences Africa Limited	Hester Biosciences Africa Limited	10/10/2020	EPZ	Pharmaceutical	Animal vaccines	
24	Wande Printing Packaging Limited	Wande Printing Packaging Limited	19/08/2011	EPZ	Manufacturing	Packaging material	
25	Msufini Tanzania Limited	Msufini Tanzania Limited	20/08/2018	EPZ	chemical	Chemical (Chlorine Alkali, chlorine gas, Caustic Soda and Sodium Hypochlorite)	
26	Akofa East Africa Limited	Akofa East Africa Limited	6/4/2022	EPZ	Agroprocessing	Cashew nut	
27	Solar Nitro Chemicals Limited	Solar Nitro Chemicals Limited	12/11/2021	EPZ	Manufacturing	Salt	
28	Polytex Africa Limited	Polytex Africa Limited	25.03.2014	EPZ	Textile	Textile Processing	
29	Nuts Depots and Plus Company Limited	Nuts Depots and Plus Company Limited	22.05.2017	EPZ	Real Estate	Development of Industrial Park	
30	Tanzania Huafeng Agriculture Development Limited	Tanzania Huafeng Agriculture Development Limited	24.09.2021	EPZ	Manufacturing	Production of bags	
31	Tembo Mfalme Limited	Tembo Mfalme Limited	22/03/2019	EPZ	Manufacturing	Bottles & packaging stripes	
40	Tan-Ko Mirae Green Ltd	Tan-Ko Mirae Green Ltd	11/2/2022	EPZ	Agroprocessing	Cashewnut	



242	7	Kilimanjaro	Siha	Mauritius,British,Australia,Norway & Tanzania	700	100	100%	1	Yes	Development
70	0	Kilimanjaro	Hai	Germany	0.0062	100%	100%	1	Yes	Operation
115	1	Manyara	Babati	India	0.423	100%	100%	1	Yes	Operation
50	8	Pwani	Bagamoyo	Tanzania	4.6628	100%	100%	1	Yes	Operation
200	10	Pwani	Kibaha	China	0.898	100%	100%	1	Yes	Development
60	1	Pwani	Kibaha	India	7	100%	100%	1	Yes	Development
70	1	Pwani	Mkuranga	Tanzania	0.7	100%	100%	1	Yes	Development
471	9	Pwani	Kibaha	USA/Tanzania	14.70	100%	100	1	Yes	Operation
140	9	Pwani	Kibaha	China	2.6	100%	100	1	Yes	Operation
30	5	Pwani	Kibaha	Tanzania	83.56	100%	100%	1	Yes	Development
250	1	Pwani	Kibaha	Tanzania	2	100%	100%	1	Yes	Operation
2019	15	Pwani	Kibaha	China	6.808	100%	100%	1	Yes	Operation
153	18	Pwani	Kibaha	India	3.614	100%	100%	1	Yes	Operation
30	2	Coast Region	Kibaha	Tanzania	0.523	100%	100%	1	Yes	Operation
500	113	Pwani	Kibaha	Dubai&UAE/ Tanzania	4.6	25%	100%	1	Yes	Development
502	8	Pwani	Mkuranga	Tanzania	1.912	100%	100%	1	Yes	Operation
58	8	Coast Region	Kisarawe	Mauritius,U.A.E & India	53.52	100%	100%	1	Yes	Operation
500	15	Pwani	Mkuranga	Tanzania	2.08	100%	100%	1	Yes	Development
500	4	Coastal Region	Mkuranga	Canada & Tanzania	0.4	100%	100%	1	Yes	Development
250	6	Pwani	Mkuranga	China	7.8	100%	100%	1	Yes	Development
200	2	Pwani	Mkuranga	India & Tanzania	1.24	100%	100%	1	Yes	Operation
36	3	Pwani	Mkuranga	Korea	2.4	100%	100%	1	Yes	Development



32	Metachem International Ltd	Metachem International Ltd	Oct-23	EPZ	Minerals	mineral processing	
33	China Henan International Cooperation Limited	China Henan International Cooperation Limited	31/01/2013	EPZ	Manufacturing	Explosives	
34	Fuzzy International General Trading Limited	Fuzzy International General Trading Limited	21/11/2019	EPZ	Agroprocessing	Cashew nuts	
35	Hong Fei Investment Limited	Hong Fei Investment Limited	18.05.2021	EPZ	Industrial	Industrial Park Development	
45	TT Investment Limited	TT Investment Limited	15/10/2014	EPZ	Processing	Meat	
36	Metallord Multi Industries Ltd	Metallord Multi Industries Ltd	Oct-23	EPZ	Manufacturing	Iron sheets, nails, cables fence and plastic pipes	
37	Lucky Umbrella Co. Ltd	Lucky Umbrella Co. Ltd	Oct-23	EPZ	Agroprocessing	Sesame, cassava, beans and soya	
38	ZhongLian Biotechnology Limited	ZhongLian Biotechnology Limited	17.05.2021	EPZ	Processing	Production of Powder using	
39	Neways Tanzania Limited	Neways Tanzania Limited	29/06/2022	EPZ	Agroprocessing	Cooking oil	
40	Green Bridge Commodities Limited	Green Bridge Commodities Limited	21/02/2022	EPZ	Agroprocessing	Pulses	
41	Kriishi Green Limited	Kriishi Green Limited	1/29/2021	EPZ	Agroprocessing	Pulses	
42	NB Industries Limited	NB Industries Limited	16/02/2022	EPZ	Manufacturing	Packaging materials	
43	Diamond Foods Limited	Diamond Foods Limited	26.07.2022	EPZ	Food processing	Dry foods (snarks)	
44	Apeck Export Group Limited	Apeck Export Group Limited	11/2/2022	EPZ	Agro processing	Pulses	
45	Green World Metals Ltd	Green World Metals Ltd	Oct-23	EPZ	Manufacturing	Lead ingots	
46	Gaia Eco Solutions (T) Limited	Gaia Eco Solutions (T) Limited	26/09/2011	EPZ	Agro processing	Batteries	
47	Apex PET Plastic Limited	Apex PET Plastic Limited	20/10/2016	EPZ	Manufacturing	Plastics products	
48	Balaji Tanzania Limited	Balaji Tanzania Limited	14/09/2008	EPZ	Manufacturing	Candles	
49	Honey Care Africa (Tz) Company Limited	Honey Care Africa (Tz) Company Limited	15/01/2008	EPZ	Pxnci bee beeeey	Honey and bee wax	
50	LV DI International Enterprises Limited	LV DI International Enterprises Limited	28/06/2021	EPZ	Agro-processing	Plastic bottles	
51	Power Recyclers Limited	Power Recyclers Limited	23/03/2018	EPZ	Food processing	Plumpy nut and nutritious food	
52	Rifty Valley Tea Solutions Limited	Rifty Valley Tea Solutions Limited	13.08.2015	EPZ	Agro-processing	Tea	
53	SB Plastics Limited	SB Plastics Limited	21/05/2013	EPZ	Plastic recycling	Plastic bottles	
54	Spincast Engineering Ltd	Spincast Engineering Ltd	12/05/2017	EPZ	Manufacturing	Assembly automotive parts and spear	



	211	1	Pwani	Mkuranga	India	0.55	100%	100%	1	Yes	Operation
	27	3	Pwani	Bagamoyo	China	0.979	#####	100%	1	Yes	Development
	286	1	Pwani	Mkuranga	India	1.4	100%	100%	1	Yes	Operation
	500	3	Pwani	Mkuranga	China	0.753Ha	100%	100%	1	Yes	Development
	25	1	Pwani	N/A	China	N/A	N/A	N/A	1	Yes	Development
	61	2	DSM	Temeke	India	3,792Sqm	100%	100%	1	Yes	Development
	40	1	DSM	Kigamboni	Tanzania	1.02	100%	1005	1	Yes	Development
	70	1	DSM	Kinondoni	China	0.3	100%	100%	1	Yes	Development
	55	1	DSM	Kigamboni	Tanzania	0.4	100%	100%	1	Yes	Development
	90	3	DSM	Temeke	Tanzania/ India	0.41	100%	100%	1	Yes	Operation
	120	5	DSM	Ilala	Tanzania	0.25	100%	100%	1	Yes (Lease)	Development
	30	5	DSM	Ilala	India	0.45	100%	100%	1	Yes (Lease)	Operation
	40	1	DSM	Ilala	India	0.08	100%	100%	1	Yes (Lease)	Operation
	180	3	DSM	Ubungu	Tanzania	0.2107	100%	100%	1	Yes	Development
	185	4	DSM	Ilala	Tanzania	1	100%	100%	1	Yes(Lease)	Operation
	100	3	DSM	Ilala	Tanzania	1.343Ha	100%	100%	1	Yes (Lease)	Operation
	80	4	DSM	Temeke	Tanzania	0.6778	N/A	N/A	1	Yes (Title)	Planning
	65	1	DSM	Ubungu	India	0.03Ha	100%	100%	1	Yes (Lease)	Operation
	46	1	DSM	Ilala	Tanzania & British	0.05Ha	100%	100%	1	Yes (Lease)	Operation
	105	1	DSM	Temeke	China	0.8	100%	100%	1	Yes (Lease)	Operation
	105	1	DSM	Ilala	Tanzania/ Lebanon	1.99	100%%	100%	1	Yes (Lease)	Operation
	24	2	DSM	Ilala	Mauritius and Tanzania	0.24	100%	100%	1	Yes (Lease)	Operation
	100	2	DSM	Temeke	Tanzania and India	0.526	100%	100%	1	Yes (Lease)	Operation
	102	1	DSM	Ilala	Tanzania	0.2	100%	100%	1	Yes (Lease)	Operation



55	Tanfor Investment Limited	Tanfor Investment Limited	22/12/2018	EPZ	Plastic recycling	Plastic Materials	
56	Xin LI Packaging Material Company Limited	Xin LI Packaging Material Company Limited	06.10.2021	EPZ	Manufacturing	Pet Straps	
57	East Africa zhenyuan Group Company Ltd	East Africa zhenyuan Group Company Ltd	27/07/2022	EPZ	Forestry	Wood & timber	
58	Kibidula Farm Limited	Kibidula Farm Limited	14/06/2022	EPZ	Horticulture	Avocado	
59	Briquette Energy Solutions Tanzania Ltd	Briquette Energy Solutions Tanzania Ltd	Aug-23	EPZ	Forestry	Charcoal briquettes	
60	MKS Global Trading Ltd	MKS Global Trading Ltd	Oct-23	EPZ	Mineral Processing	Copper ingots	
61	King Charcoal Africa Ltd	King Charcoal Africa Ltd	Jan-24	EPZ	Forestry	Charcoal briquettes	
62	Olivado Tanzania Limited	Olivado Tanzania Limited	27.12.2019	EPZ	Horticulture	Avocado	
63	El-Fatel Enterprises Company Limited	El-Fatel Enterprises Company Limited	07.08.2022	EPZ	Forestry	Wood Products	
64	Rungwe Avocado (Korongo 3)	Rungwe Avocado (Korongo 3)	15/02/2018	EPZ	Horticulture	Avocado	
65	T. Masasi Agro Industry Limited	T. Masasi Agro Industry Limited	16/07/2020	EPZ	Agroprocessing	Cashew nuts, ground nuts and apple	
66	Unicarb Industrial Minerals Limited	Unicarb Industrial Minerals Limited	11/26/2020	EPZ	Mining	Graphite & copper	
67	Jabari Investment Limited	Jabari Investment Limited	11.06.2021	EPZ	Agro-processing	Cashew nuts	
68	Coastal Nuts Tanzania Limited	Coastal Nuts Tanzania Limited	24.09.2021	EPZ	Agroprocessing	Cashew nuts	
69	A.J. Quality Timber Exporters Limited	A.J. Quality Timber Exporters Limited	9/11/2017	EPZ	Forestry	Timber products	
70	Kokoa Kamili Limited	Kokoa Kamili Limited	15/11/2013	EPZ	Agroprocessing	Cocoa	
71	Mahashree Agro Processing Limited	Mahashree Agro Processing Limited	5/8/2019	EPZ	Agroprocessing	cereals (pulse)	
72	Mambo Coffee Company Limited	Mambo Coffee Company Limited	31/10/2016	EPZ	Agroprocessing	Coffee	
73	Mazava Fabrics and Production E.A. Limited	Mazava Fabrics and Production E.A. Limited	4/9/2012	EPZ	Garments	Sports-wear garments	
74	Milama Processing Company Limited	Milama Processing Company Limited	29/09/2014	EPZ	Horticulture	Horticulture (fruits and vegetables)	
75	Nguru Hills Ranch Limited	Nguru Hills Ranch Limited	14/03/2018	EPZ	Ranch	Meat processing for export	
76	Tanite Minerals Limited	Tanite Minerals Limited	2022	EPZ	Minerals Processing	Graphite	



	105	4	DSM	Ubungo	Tanzania	0.25	100%	100%	1	Yes (Lease)	Operation
	26	12	DSM	Ilala	China	0.3	100%	100%	1	Yes (Lease)	Operation
	1000	10	Iringa	Mufindi	China	16.7	100%	100%	1	Yes	Operation
	500	3	Iringa	Mufindi	Tanzania/USA	800	100%	100%	1	Yes	Operation
	113	1	Iringa	Mufindi	British	3.146Ha	100%	100%	3.146Ha	Yes	Development
	80	1	Iringa	Iringa	England	0.159Ha	100%	100%	1	Yes	Operation
	240	8	Iringa	Mufindi	Tanzania	19.09Ha	100%	100%	1	Yes	Development
	208	2	Njombe	Wang-ing'ombe	Kenya	12.03	100%	100%	1	Yes	Operation
	74	0	Ruvuma	Songea	Tanzania	2Ha	100%	100%	1	Yes	Operation
	25	1	Mbeya	Rungwe	Tanzania/ British	2.8	100%	100%	1	Yes	Development
	167	24	Lindi	Lindi	Tanzania/ German/So- malia	7.76	N/A	N/A	1	Yes	Development
	43	2	Lindi	Ruangwa	Tanzania & India	12Ha	100%	100%	1	Yes	Development
	438	2	Mtwara	Tandahim- ba	Tanzania & Sweden	8Ha	100%	100%	1	Yes	Development
	400	3	Mtwara	Mtwara	Tanzania/ Uganda/ Mauritius/ Ireland	0.45Ha	100%	100%	1	Yes	Development
	70	5	Morogoro	Ulanga	Tanzania & India	2.4 Hact	100%	100%	1	Yes	Operation
	47	1	Morogoro	Ifakara	USA/India	2.7 Acres	100%	100%	1	Yes	Operation
	50	2	Morogoro	Morogoro	India/Aus- tralia	8.76Ha	100%	100%	1	Yes	Development
	50	2	Morogoro	Morogoro	Tanzania	0.972	100%	100%	1	Yes	Operation
	1556	4	Morogoro	Morogoro	Mauritius/ Philippines	0.075	100%	100%	1	Yes	Operation
	317	2	Morogoro	Mvomero	South Africa & Tanzania		100%	100%	1	Yes	Operation
	350	6,2	Morogoro	Mvomero	Britain/Tan- zania	2450.85Ha	100%	100%	1	Yes	Development
	55	1	Morogoro	Morogoro	U.A.E,India & Tanzania	0.0007	100%	100%	1	Yes	Development



77	Teak Resources Tanzania Limited	Teak Resources Tanzania Limited	14/06/2022	EPZ	Forestry	Timber products	
78	Teak Tanzania Limited	Teak Tanzania Limited	20/11/2017	EPZ	Forestry	Timber products	
79	Mwanza Precious Metal Refinery Limited	Mwanza Precious Metal Refinery Limited	30/04/2021	EPZ	Minerals	Mineral Refinery	
80	GG Refinery Limited	GG Refinery Limited	5/8/2021	EPZ	Minerals	Mineral Refinery	
81	Fang Hua Investment Company Limited	Fang Hua Investment Company Limited	19/06/2017	EPZ	Processing	Meat	
82	Jielong Holdings (T) Company Limited	Jielong Holdings (T) Company Limited	27/09/2013	EPZ	Agroprocessing	Cotton seeds oil and de-oiled cakes	
83	JOC Textile (T) Limited -Dahong Textile(Tanzania)	JOC Textile (T) Limited -Dahong Textile(Tanzania)	2/12/2013	EPZ	Textile	Cotton yarn	
84	Stellar HMS Ltd	Stellar HMS Ltd	Sep-23	EPZ	Mineral Processing	Gold processing	
85	Peponi Minerals Ltd	Peponi Minerals Ltd	29/06/2022	EPZ	Mineral Processing	Mineral	
86	Farmgrow Cashews Tanzania Ltd	Farmgrow Cashews Tanzania Ltd	Oct-23	EPZ	Agroprocessing	Cashew Nut processing	
87	Grand Botanicals Limited	Grand Botanicals Limited	12/4/2018	EPZ	Forestry	Honey	
88	African Flame Logistic Co. Limited	African Flame Logistic Co. Limited	28/04/2022	EPZ	Forestry	Carbonated charcoal	
89	Pics (esa) Tanzania Limited	Pics (esa) Tanzania Limited	17.05.2021	EPZ	Manufacturing	Packaging materials	
90	Sayona Chemical Limited	Sayona Chemical Limited	11/2/2022	EPZ	Minerals	Stone pavements	



	65	1	Morogoro	Ulanga	British & Tanzania	2 Ha	100%	100%	1	Yes	Operation
	45	2	Morogoro	Ulanga	British, Tanzania & India	4.4 Ha	100%	100%	1	Yes	Operation
	34	13	Mwanza	Ilemela	Tanzania & Singapore	0.61	100%	100%	1	Yes	Operation
	100	12	Geita	Geita	Tanzania/USA	4.37	100%	100%	1	Yes	Operation
	135	2	Shinyanga	Shinyanga	China	16Ha	100%	100%	1	Yes	Operation
	344	2	Shinyanga	Shinyanga	China	14	100%	100%	1	yes	Operational
	250	25	Shinyanga	Shinyanga	China	14.9	100%	100%	1	yes	Operational
	20	1	Shinyanga	Shinyanga	Tanzania & India	0.007Ha	100%	100%	1	yes	Development
	54	3	Singida	Iramba	Tanzania	3.28	100%	100%	1	yes	Development
	210	8	Singida	Manyoni	Mauritius/India	16	100%	100%	1	Yes	Operation
	7	1	Tabora	Tabora	Tanzania	0.6437Ha	100%	100%	1	Yes	Operation
	91	1	Tanga	Tanga	Tanzania & Egypt	5.578 Ha	100%	100%	1	Yes	Operation
	320	7	Tanga	Tanga	Mauritius/Kenya/Tanzania	3.96	50%	0	1	Yes	Development
	300	6	Tanga	Tanga	Tanzania	11.685	41%	100%	1	Yes	Operation



Appendix 2

LIST OF STAKEHOLDER'S CONSULTED

S/No.	Name	Institution	Phone number	Region
GOVERNMENT INSTITUTIONS				
1	Rashid Kilambo	Prime Minister's Office	0672- 016 060	Dodoma
2	Gleam Ulungi	Ministry of Energy	0768 775 964	Dodoma
3	Rehema R. Akida	Regional Secretariat – Coast Region	0714-410 779	Pwani
4	Mamba Manjogoro	Small Industry Development Organization- HQ	0767-637 313	Dsm
5	Joshua J. Tenga	Tanzania Rural Road Authority	0735-316 133	Dodoma
6	Stephen M. Mngodo	Ministry of Livestock Fisheries	0716-777 730	Dodoma
7	Florence Kapanga	Vocational Education and Training Authority	0678-435 535	Dsm
8	Baraka J. Soka	Tanzania Communication Regulatory Authority	0758-050 166	Dsm
9	Zubeda S. Masoud	Regional Secretariat – Dar -es-Salaam Region	0715-445 028	Dsm
10	James Maziku	Export Processing Zone Authority	0767-440 907	Dsm
11	Fakhi A. Makunka	Ministry of Work	0678 587 172	Dodoma
12	Aneth Ngowi	Ministry of Industry and Trade	0754-383 170	Dodoma
14	Jacob N. Bulembo	Vice President Office	0757-686 333	Dodoma
15	Adolph L. Msangi	President Office- Regional Administration and Local Government Authority	0715-505 505	Dodoma
16	Gaudance Mmasy	Tanzania Investment Centre	0713-138 944	Dsm
17	Marco G. Mhambo	Ministry of Education	0712-853 949	Dodoma
18	Wiranga Giraguti	President Office- Planning Commission	0769-991 167	Dodoma
19	Dr. Deogratius Macha	Bank of Tanzania	0767-639 271	Dodoma
20	Neema E. Biluzi	Pangani Valley	0612- 697 814	Arusha
21	Lazaro Masasalaga	Tanzania Bureau of Standard	0784-683 080	Dsm
22	Albinus Mugonya	Prime Minister Office- Labour	0676-009494	Dodoma



24	Osward Y.Karadasi	National Economic Empowerment Council	0716 548 154	Dodoma
25	Mohamedi Zuberi	National Ranching Company Ltd	0752-655 060	Dodoma
26	Twahil Bishanga	Ministry of Lands, Housing and Human Settlements Development	0784-661-804	Dodoma
27	Buruhani O. Lugeiyam	Tanzania Petroleum Development Cooperation	0769-812 268	Dsm
28	Nicolaus Mhonyiwa	Ministry of Information, Communication and Information Technology	0765-823 332	Dodoma
29	Mwadawa A. Asibawi	National Social Security Fund	0783-611 014	Dsm
30	Maria A. Mtui	Ministry of Agriculture	0762-185 065	Dodoma
31	Dr.Aloyce Masanja	Public Private Partnership Unit	0754-274 392	Dodoma
32	Herieth Kisimila	Energy and Water Utilities Regulatory Authority	0754-620 785	Dodoma
33	Khalifa Nchimbi	Tanzania Police Force	0766-993 412	Dodoma
34	Bibie O.Nyagali	Ministry of Transport	0716-547 282	Dodoma
35	Nimo Kyando	The Tanzania National Roads Agency	0769-697 169	Dodoma
36	Rebecca Masalu	National Development Corporation	0688-510 761	Dsm
37	Abdallah M. Minduva	Ministry of Home Affairs	0754-589150	Dodoma
38	Lucas Marufu	The Business Registrations and Licensing Agency	0689-031 136	Dsm
39	Ference M. Mniko	Tanzania Revenue Authority		Dsm
40	Partick K. Mavika	Tanzania National Business Council		Dsm
41	Charles Shirima	Capital Market and Security Authority	0754-288 500	Dsm
42	Ramson Mwingila	Tanzania Industrial Research and Development Organization	0713 252 477	Dsm
NON-GOVERNMENT INSTITUTIONS				
1	Tumaini J. Kbenga	KAMAKA SEZ	0756-094 884	Dsm
2	Dr. Hoseana Lunogelo	The Economic and Social Research Foundation (ESRF)	0754-262 887	Dsm



3	Mazen Al-Sultan	AL-SULTAN	0764-889 999	Dsm
4	Elibariki Shammy	Trade Mark Africa		Dsm
5	Anna Kimaro	The Confederation of Tanzania Industries	0755-521 261	Dsm
6	Debora W. Sango	El- Sewedy Development Tanzania	0747-805 007	Dsm
7	Lameck Mavipya	Tanzania Investment Bank	0787-595 684	Dsm
8	Fatma Ubwa	Tanzania Commission for Science and Technology	0784-443 045	Dsm
9	Vedastus L. Timothy	United Nation Industrial Development Organization	0762-223 119	Dsm
10	Josephine Msambichaka	World Bank	0784-785 904	Dsm
11	Vincent Minja	Tanzania Chamber of Commerce, Industry and Agriculture	0715 180 872	Dsm
12	Mercy	Tanzania Chamber of Commerce, Industry and Agriculture	0753 954 027	Dsm
13	Nelson Clevery	Tanzania Women Chamber of Commerce	0756 756 381	Dsm
14	Kennedy Rwehumbiza	Tanzania Private Sector Foundation	0653 528 554	Dsm
15	Mariam E. Maamy	Japan International Cooperation Agency (JICA)		Dsm
16	Yishtomi Kenta	Japan International Cooperation Agency (JICA)		Dsm
17	Toyonaga	Japan International Cooperation Agency (JICA)		Dsm
18	Tanaka	Japan International Cooperation Agency (JICA)		Dsm
19	Stella A. Nyaki	KAMAL SEZ	0768-690 137	Dsm









BASILINE REPORT
A SURVEY OF SPECIAL ECONOMIC ZONES

