PPPC Newsletter
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Public Private Partnership Centre

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PPP Awareness Vital for Growth

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Executive Foreword



By David Zacharia Kafulila
Executive Director
Public-Private Partnership Centre (PPPC)

Dear Readers,

It is my great pleasure to welcome you to the inaugural edition of the Public-Private Partnership Centre (PPPC) Newsletter.

This publication marks an important milestone in our commitment to fostering greater awareness, dialogue and collaboration on Public-Private Partnerships (PPPs) in Tanzania. It is designed to keep our stakeholders and the public informed about the Centre's activities, emerging policy developments, investment opportunities and the critical role that PPPs play in advancing Tanzania's development agenda. This first edition comes at a defining moment in our nation's development journey.

As Tanzania embarks on the implementation of Vision 2050 and the Fourth Five-Year Development Plan (FYDP IV), Public-Private Partnerships have become more important than ever. Achieving our long-term development aspirations will require unprecedented collaboration between the public and private sectors, backed by strong institutions, sound policies and sustained investment.

The scale of the challenge is clear. Over the next five years, Tanzania will require an estimated TZS 477 trillion to finance priority development projects. Nearly 70 percent of these resources are expected to come from the private sector, while PPPs alone are projected to mobilise more than TZS 170 trillion. These figures demonstrate that PPPs are no longer simply an alternative financing mechanism, they are a strategic pillar for delivering the infrastructure, services and investments that will shape Tanzania's future.

The PPP Centre has therefore embraced a broader and more strategic role. Beyond facilitating partnerships, we are strengthening institutions, building professional capacity, improving project preparation, promoting investment dialogue and supporting the development of bankable, transparent and sustainable PPP projects that deliver value for money while safeguarding the public interest.

Since becoming operational, the Centre has made encouraging progress. The value of PPP projects continues to grow, more public institutions are embracing partnership models, and Tanzania now ranks among the world's top ten

countries with the highest number of internationally Certified Public-Private Partnership Professionals (CP3P). These achievements reflect our collective commitment to building a strong, credible and internationally competitive PPP ecosystem. Yet this is only the beginning.

This newsletter has been established as one of our key knowledge-sharing platforms. Through its pages, we will provide updates on policy reforms, showcase investment opportunities, share lessons from ongoing projects, highlight international best practices and feature insights from government leaders, investors, development partners, academics and practitioners who are contributing to Tanzania's PPP journey.

Equally important, this publication aims to deepen public understanding of PPPs. Successful partnerships are built not only on sound contracts and financial structures, but also on informed dialogue, transparency, mutual trust and shared commitment among all stakeholders.

We firmly believe that knowledge is a strategic investment. Every informed institution, every skilled professional and every well-prepared project strengthens Tanzania's ability to attract quality investment, manage risks effectively and deliver infrastructure that improves the lives of our people.

I therefore invite government institutions, local government authorities, the private sector, financial institutions, development partners, academia and the wider public to make this newsletter a platform for learning, collaboration, innovation and constructive dialogue.

Together, we can transform investment opportunities into sustainable development outcomes and ensure that Public-Private Partnerships continue to accelerate Tanzania's journey towards a prosperous, competitive and inclusive economy.

Thank you for joining us on this exciting journey, and welcome once again to the inaugural edition of the PPPC Newsletter.

Editorial

Dear Readers,

It is with great pleasure that I welcome you to the inaugural edition of the Public-Private Partnership Centre (PPPC) Newsletter.

This publication marks the beginning of an exciting journey to inform, inspire and connect everyone with an interest in Public-Private Partnerships (PPPs) and Tanzania's development agenda. Our vision is to make this newsletter a trusted platform where ideas are shared, experiences are exchanged and progress is documented as our country advances towards the aspirations of Vision 2050.

Every major economy that has successfully transformed itself has relied on one fundamental principle: strong collaboration between government and the private sector. For Tanzania, that principle has never been more important. As our nation implements the Fourth Five-Year Development Plan (FYDP IV), PPPs have become central to mobilising investment, improving public services and accelerating sustainable economic growth. This newsletter has been created to tell that story.

In every edition, we will bring you updates on policy reforms, flagship projects, investment opportunities, institutional developments, research, capacity-building initiatives and international best practices. We will also feature insights from government leaders, private sector investors, development partners, academics and technical experts whose ideas and experiences continue to shape Tanzania's growing PPP ecosystem.

Beyond reporting achievements, we hope this publication will encourage meaningful dialogue. Successful PPPs begin long before agreements are signed. They are built through knowledge, trust, innovation and continuous engagement among all stakeholders. By sharing information and promoting informed discussion, we can contribute to better project preparation, stronger institutions and greater confidence among investors and citizens alike.

As Chief Editor, I extend my sincere appreciation to everyone who made this inaugural edition possible. My heartfelt thanks go to the Executive Director of the PPPC for his visionary leadership and unwavering support; our contributors and authors for generously sharing their expertise; government institutions, development partners and private sector stakeholders for providing valuable insights; and the editorial and production team whose dedication has brought this publication to life.

Most importantly, I thank you—our readers. Your interest, feedback and continued engagement will shape the future of this newsletter. We encourage you to share your ideas, experiences, research and success stories so that this publication becomes a truly collaborative platform that reflects the diverse voices driving Tanzania's PPP agenda.

We hope you will find this newsletter informative, insightful and inspiring. Together, let us continue building partnerships that transform ideas into investments, investments into infrastructure, and infrastructure into lasting prosperity for all Tanzanians.
Thank you for reading, and welcome to the first edition of the PPPC Newsletter.

Happy reading!

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“this is only the beginning”



David Zacharia Kafulila
Executive Director
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Public Private Partnership Centre

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THE PPP JOURNEY: FROM POLICY IDEA TO NATIONAL DEVELOPMENT ENGINE (2010–2026)

By PPP Centre

The evolution of Tanzania's Public-Private Partnership (PPP) programme has been one of gradual institutional transformation rather than overnight reform. Over nearly two decades, the country has moved from treating PPPs as an alternative financing option to positioning them at the centre of its long-term development strategy.

The Foundation: Recognising a Financing Challenge (2010)

Tanzania's PPP journey formally began in 2010 with the enactment of the Public-Private Partnership Act (Cap. 103). The legislation acknowledged a growing reality confronting many developing economies: government budgets alone could no longer finance the infrastructure needed to sustain rapid economic growth.

Initially, PPP implementation was coordinated through a PPP Unit within the Ministry of Finance. While this arrangement established the legal framework, the institutional capacity required to prepare, negotiate, and oversee complex PPP transactions remained limited.

Consequently, the early years focused largely on developing regulations, creating implementation guidelines, and introducing the PPP concept across government institutions.

Institutionalisation: Establishing the PPP Centre (2014)

Recognising international best practice, Tanzania amended its institutional approach in 2014 by legally establishing the Public-Private Partnership Centre (PPPC).

Countries with successful PPP programmes, including South Africa, India, Indonesia, and Colombia, have demonstrated that specialised and semi-autonomous institutions improve coordination, strengthen technical expertise, and enhance investor confidence.

Although the Centre was legally created in 2014, it was not immediately operational. Limited financial resources, staffing constraints, and the need for additional legal reforms meant that the institution spent nearly a decade in a capacity-building phase.

Building Human Capital (2010–2023)

Rather than focusing solely on projects, the government invested heavily in developing institutional knowledge. Between 2010 and 2023, approximately 8,570 stakeholders from ministries, government agencies, local authorities, and the private sector received PPP training.

These programmes aimed to address one of the country's biggest constraints—not financing itself, but the shortage of professionals capable of preparing bankable PPP projects, negotiating contracts, and managing long-term partnerships. This investment in human capital laid the foundation for future expansion.

A Turning Point: Full Operationalisation (2024)

The PPP journey reached a major milestone in January 2024, when the PPP Centre became fully operational.

For the first time, the institution possessed a dedicated operational budget, professional technical staff, transaction advisory services, legal and financial expertise, and a clear statutory mandate to coordinate national PPP implementation. Its impact became immediately visible.

During its first full year of operation, the Centre trained an additional 4,797 stakeholders from 447 public and private institutions, significantly expanding technical capacity across government. The transition marked the shift from institution-building to project delivery.

Legal Reforms Accelerate Implementation

The PPP programme received further momentum following the 2023 amendments to the PPP Act, which simplified procurement procedures and introduced more flexible investment mechanisms.

Key reforms included: direct negotiations for eligible projects, special procurement, arrangements, viability Gap Funding (VGF), government guarantees, including Minimum Revenue Guarantees (MRGs) and payment guarantees, international arbitration provisions, and faster approval procedures.

Key reforms included: direct negotiations for eligible projects, special procurement, arrangements, viability Gap Funding (VGF), government guarantees, including Minimum Revenue Guarantees (MRGs) and payment guarantees, international arbitration provisions, and faster approval procedures.

These reforms significantly improved Tanzania's competitiveness in attracting long-term infrastructure investors.

Here are Reuters-style analytical quotes that could be attributed to **Agustino Saibull, PPP Expert and Director of Projects at the Ministry of Finance**. They focus on institutional reforms rather than promotion.

Agustino Saibull, Director of Projects and PPP Expert at the Ministry of Finance said the evolution of the PPP Centre reflected a broader understanding that successful public-private partnerships require specialised institutions rather than conventional government structures.

"When Tanzania enacted the PPP law in 2010, the objective was to establish a legal framework for attracting private investment into public infrastructure. However, experience quickly showed that legislation alone was not enough. PPP transactions are highly technical and require expertise in engineering, finance, law and commercial negotiations. That is why countries that have succeeded in PPP implementation have established dedicated institutions to coordinate the process."

Saibull said the establishment of the PPP Centre marked a shift from simply regulating partnerships to actively preparing projects that could attract long-term investors.

"The Centre was created because government recognised that infrastructure projects do not become bankable automatically. They require proper feasibility studies, financial modelling, risk allocation and transaction advisory services before investors are willing to commit capital. Our role is to ensure projects are developed to international standards."

He said the Centre's operationalisation in 2024 filled a critical institutional gap that had existed for nearly a decade after the law establishing the Centre was enacted.

"For many years, the legal framework existed, but the institutional capacity was still developing. Today, the Centre provides a single focal point for coordinating PPP projects across ministries, public institutions and local government

authorities. That coordination is essential because infrastructure projects typically involve multiple agencies working under one investment framework."





David Zacharia Kafulila
Executive Director



PPP - Centre Staff

Expanding the National Project Pipeline

With stronger institutions and improved legislation, the PPP programme began expanding rapidly. By March 2026, Tanzania had assembled one of the region's largest PPP investment pipelines, with 129 active PPP projects at different stages of preparation and implementation, and 410 additional potential projects identified across all 26 regions and 184 Local Government Authorities.

The portfolio spans transport, ports, logistics, energy, water supply, urban infrastructure, healthcare, and industrial development. Flagship projects include: USD 1.4 billion TAZARA Railway Rehabilitation, Dar es Salaam Bus Rapid Transit (DART), Dar es Salaam Port concessions, Kariakoo One-Stop Business Complex, and Kibaha–Chalinze–Morogoro Expressway.

These projects demonstrate the government's growing confidence in mobilising private capital for strategic infrastructure.

From Financing Alternative to Economic Necessity

Perhaps the most significant transformation has been conceptual rather than institutional. During the Third Five-Year Development Plan (FYDP III), PPPs were one of several financing options available to the government. Under FYDP IV (2026–2031), PPPs have become a central pillar of development financing. The plan requires TZS 477 trillion in investment, with approximately 70 percent expected from the private sector.

Applying previous financing ratios means the PPP Centre will help mobilise nearly TZS 170 trillion over five years, around **TZS 34 trillion annually**, compared with approximately TZS 1.7 trillion annually under FYDP III. The scale of this transition illustrates how PPPs have evolved from supporting government investment to becoming indispensable for achieving national development goals.

Looking Towards DIRA 2050

The next phase of Tanzania's PPP journey will depend less on legislation and more on execution.

Strengthening project preparation funding, expanding technical advisory services, operationalising PPP desks across ministries and local governments, and maintaining investor confidence will determine whether Tanzania can deliver infrastructure at the scale required. As the country pursues its ambition of becoming a USD 1 trillion economy by 2050, the PPP Centre is increasingly emerging as more than a coordinating institution.

It represents the bridge between public policy and private capital, transforming development plans into investable projects and positioning PPPs as one of the country's most important instruments for sustainable economic transformation.



Jackson Musiba
Director of Procurement Management Unit



Shoma Kibende
Director of Corporate Affairs

Why Tanzania created the PPPC



"The question was not simply about creating another government institution"

Agustino Saibull

Director of Project Development and Appraisal - PPP-CENTRE

When Tanzania approved its Public-Private Partnership (PPP) law in 2010, policymakers believed the legislation would encourage private investment in roads, ports, railways, and other public infrastructure. But passing the law proved easier than attracting capital.

For more than a decade, the country had a legal framework but lacked a specialised institution capable of transforming government infrastructure priorities into projects that private investors could finance.

That institutional gap explains why the Public-Private Partnership Centre (PPPC), which became fully operational only in January 2024 despite being established by law a decade earlier, is now assuming a much larger role in Tanzania's economic strategy.

Its emergence comes at a time when the government's infrastructure ambitions have expanded far beyond what public finances alone can support.

The Fourth Five-Year Development Plan (FYDP IV), covering 2026 to 2031, requires approximately TZS 477 trillion in investment. Government projections show that nearly 70percent, or TZS 334 trillion, is expected to come from the private sector. More than TZS 170 trillion is projected to be mobilised through Public-Private Partnerships.

Those figures illustrate why the debate surrounding the PPPC has shifted from institutional reform to economic necessity. "The question was not simply about creating another government institution," said Agustino Saibull, Director of Projects and PPP expert at Tanzania's Ministry of Finance.

"It was about establishing an institution capable of coordinating PPP implementation, preparing projects, and providing specialised technical advisory services. International experience shows that countries with successful PPP programmes have autonomous or semi-autonomous institutions dedicated to these responsibilities."

His assessment reflects a broader challenge facing many developing economies. Large infrastructure projects require financial modelling, engineering analysis, environmental studies, procurement expertise, legal structuring, and long-term contract management before investors are willing to commit capital.

While sector ministries identify infrastructure priorities, they rarely possess all the specialised skills required to structure complex investment transactions.

Saibull said Tanzania's earlier arrangement, where PPP functions operated as a unit within the Ministry of Finance, provided policy oversight but limited operational flexibility.

The PPP Act of 2014, therefore, required the establishment of a dedicated PPP Centre.

Although the Centre existed in law, it took nearly ten years before it became fully operational with its own budget, technical staff, and transaction advisory capacity.

"The establishment of the Centre fulfilled an important legal requirement that had remained outstanding for years," Saibull said.

Since becoming operational, the Centre has expanded technical support to ministries, government agencies, and local authorities responsible for developing PPP projects.

Its role is not to originate projects but to help public institutions prepare, evaluate, and procure them according to international standards. The Centre's growing project portfolio illustrates how Tanzania's PPP programme has evolved.

As of March 2026, it was coordinating 129 projects at different stages of development, from concept preparation to implementation, while another 410 potential projects had been identified across all 26 regions and 184 local government authorities.

Among the largest is the USD 1.4 billion rehabilitation of the Tanzania-Zambia Railway Authority (TAZARA), one of the country's biggest PPP transactions. Other projects include the expansion of Dar es Salaam's Bus Rapid Transit system, expressway developments, port concessions, and strategic energy infrastructure.

The expansion reflects a sharp increase in the scale of private investment expected under FYDP IV.

During FYDP III (2021–2026), PPP investments were expected to mobilise approximately TZS 21.3 trillion. Under FYDP IV, the annual pace of mobilisation must increase almost twenty-fold, from around TZS 1.7 trillion a year to approximately TZS 34 trillion annually.

Economists say the shift reflects the growing mismatch between infrastructure demand and public financing capacity. Tanzania's tax-to-GDP ratio remains below the Sub-Saharan African average, limiting fiscal space for capital expenditure.

Although foreign direct investment reached a record USD 6.6 billion in 2024, it still falls short of the country's estimated annual infrastructure financing gap of USD 11 billion to USD 15 billion, while much of that investment flows into commercially attractive sectors rather than public infrastructure.

Against that backdrop, PPPs have become one of the government's main financing instruments rather than simply an alternative procurement model.

The PPPC has also invested heavily in institutional capacity. Between 2010 and 2023, more than 8,570 public and private sector stakeholders received PPP training. During its first full year of operation, the Centre trained another 4,797 participants from 447 institutions, while also introducing internationally recognised Certified PPP Professional (CP3P) programmes in partnership with development organisations.

Saibull said strengthening institutional capacity is as important as mobilising finance because poorly prepared projects rarely attract credible investors.

That challenge remains one of the Centre's biggest constraints. International practice recommends allocating around 2 percent of investment value to project preparation, including feasibility studies, engineering designs, and financial advisory services.

Tanzania's FYDP IV investment programme, that would require approximately TZS 680 billion annually. Current funding remains well below that level.

PPP estimates suggest that every TZS 1 billion not invested in project preparation can result in between TZS 50 billion and TZS 100 billion in lost investment because projects fail to reach financial close.

The experience illustrates a broader lesson for Tanzania's development strategy. Passing legislation created the legal framework for public-private partnerships. Establishing the PPP Centre created the institutional framework.

Whether Tanzania achieves its infrastructure ambitions under FYDP IV and its longer-term goal of becoming a USD 1 trillion economy by 2050 may depend less on the availability of private capital than on the country's ability to prepare projects that investors consider commercially viable.

For that reason, the PPPC is increasingly being viewed not as an administrative office, but as the institution responsible for connecting Tanzania's development priorities with global private capital.

PPP gains momentum as 129 projects advance Tanzania's development agenda

By PPP Centre

Tanzania's Public-Private Partnership (PPP) framework has entered a new phase of growth, with a total of 129 projects reaching various stages of preparation and implementation, demonstrating the country's growing capacity to leverage private sector investment to accelerate socio-economic development.

For the first time since the Public-Private Partnership Act was amended in 2023, a number of projects have progressed beyond the preparation stage into implementation, signalling a significant shift in the way the Government is delivering major development projects in collaboration with the private sector.

The Executive Director of the Public-Private Partnership Centre (PPPC), David Kafulila, said the achievements demonstrate that the PPP framework has become an increasingly important vehicle for delivering Tanzania's national development agenda.

"Since the establishment of the Public-Private Partnership Centre in 2024, marking ten years since the PPP Act first came into force in 2014, we have witnessed a significant increase in the number of projects being pursued under the PPP framework. By July 2026, we had reached a total of 129 projects at various stages of development, a milestone made possible largely by the amendments to the PPP Act in 2023," said Kafulila.

According to PPPC statistics, nine (9) projects have already reached the implementation stage. Some of these include the construction of the One Stop Business Complex, the operation and management of the Port of Dar es Salaam through DP World, and the rehabilitation, operation, management and financing of the Tanzania-Zambia Railway (TAZARA).

In addition to these projects, three (3) are currently at the negotiation stage between the Government and private sector partners, while another three are undergoing the procurement process to secure implementation partners.

At the project preparation stage, twenty one (21) projects are undergoing full feasibility studies, while forty four (44) are at the pre-feasibility stage. A further forty nine (49) projects have reached the Concept Note stage,

an important step that enables investment opportunities to be identified and assessed before detailed project preparation begins.

410 projects identified across the country

Kafulila said another major achievement has been the identification of 410 projects from all 26 regions of Tanzania and their 184 local government authorities, reflecting the growing integration of the PPP agenda across all levels of government. He said the projects will undergo various stages of assessment to determine their suitability for implementation under the PPP framework.

"Today, every region and almost every local authority has begun to view PPPs as an effective instrument for accelerating development. The identification of 410 projects demonstrates that public institutions are shifting away from relying solely on government funding towards attracting private sector investment," he said.

Private sector investment to underpin FYDP IV

Kafulila said the importance of PPPs continues to grow in response to the substantial financial resources required to implement the country's development plans.

He explained that during the implementation of the Third Five-Year Development Plan (FYDP III), financing requirements amounted to TSh114.9 trillion, of which the private sector was expected to contribute TSh40.6 trillion, including TSh21.03 trillion through PPP projects.

According to Kafulila, financing requirements will increase significantly under the Fourth Five-Year Development Plan (FYDP IV), which is estimated to require **TSh477 trillion over the next five years.**

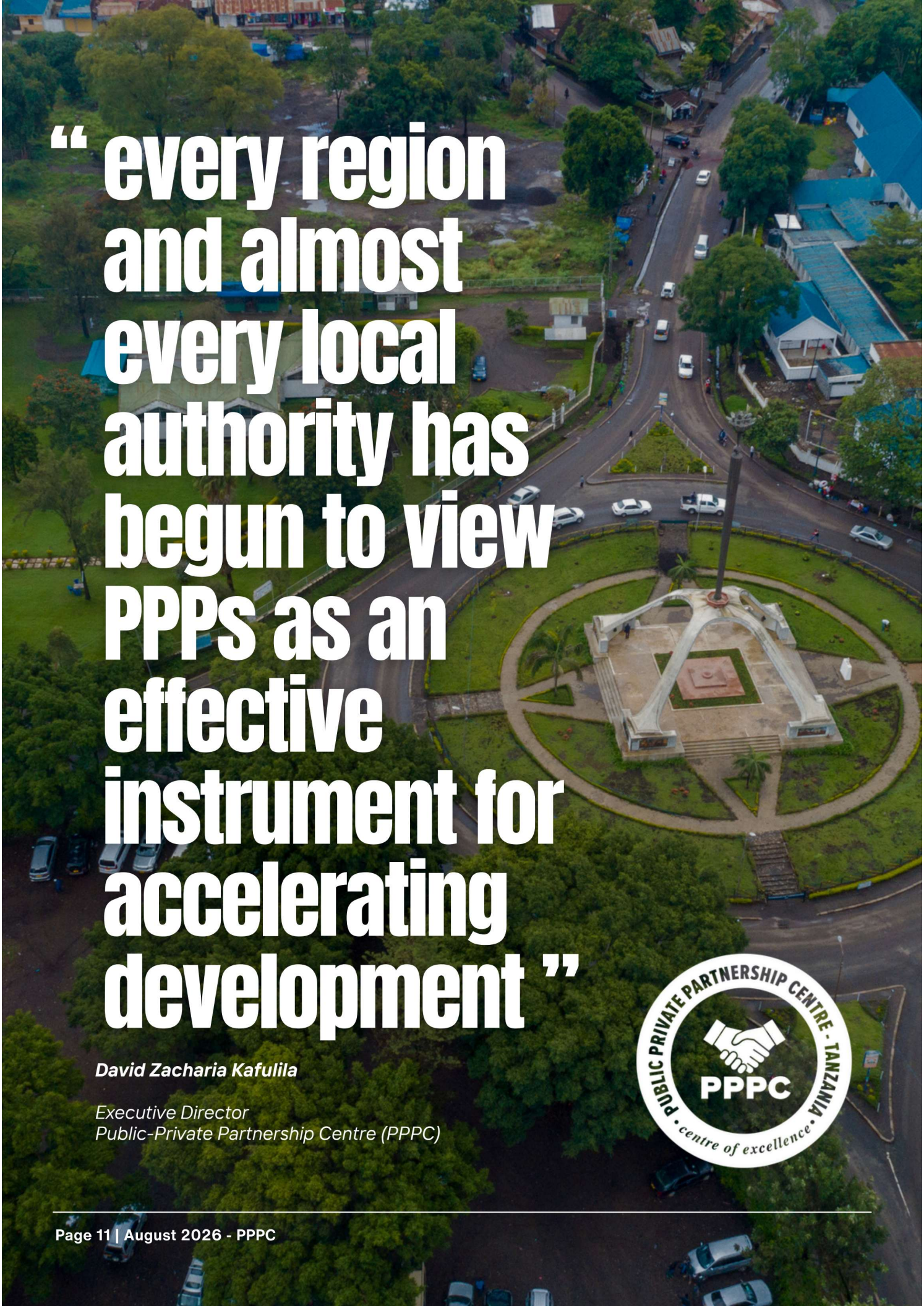
"Of this amount, 70 per cent, equivalent to TSh334 trillion, is expected to come from the private sector. Furthermore, 51 per cent of that contribution, equivalent to TSh170 trillion, is expected to be mobilised through the PPP framework. This clearly demonstrates that PPP is no longer an option; it is a key pillar for implementing the Fourth Five-Year Development Plan," he said.

He added that the implementation of the National Development Vision 2050, which is projected to require approximately TSh1,020 trillion by 2050, will also depend substantially on private sector participation through the PPP framework.

TSh 477 trillion over the next five years



Agustino Saibull
Director of Project Development and Appraisal - PPP Centre



“every region and almost every local authority has begun to view PPPs as an effective instrument for accelerating development”

David Zacharia Kafulila

Executive Director
Public-Private Partnership Centre (PPPC)

Capacity building delivers tangible results

Beyond identifying projects, PPPC has invested heavily in strengthening the capacity of public institutions and the private sector to improve the preparation and management of PPP projects.

Kafulila said more than 5,127 participants from all 184 local government authorities, 123 ministries, departments and agencies, and 70 private sector companies have received PPP training.

In addition, ministers, Members of Parliament and Tanzanian ambassadors serving in African, European and Middle Eastern countries have also been trained to enhance their understanding of the role of PPPs in advancing the country's development agenda.

To strengthen professional expertise, PPPC, in collaboration with the United Kingdom (UK) and the World Bank, coordinated the internationally recognised Certified PPP Professional (CP3P) programme delivered by KPMG, through which 160 public officials from various government institutions benefited.

At the same time, the PPP Centre is working to establish, in partnership with universities, a Master of Business Administration (MBA) programme focused on PPPs, aimed at increasing the number of local professionals with the expertise required to prepare and manage PPP projects.

Budget analysis identifies projects with PPP potential

In fulfilling its statutory responsibilities, PPPC, working alongside experts from higher learning institutions, conducted an analysis of Government budgets covering the four financial years from 2021/22 to 2024/25.

The assessment identified 593 projects across various ministries in the priority sectors of health, education, infrastructure, agriculture and water. Of these, 190 projects, representing 32 per cent, were found to be suitable for implementation through the PPP framework.

Government sets a new pace for PPP implementation

Kafulila said the Government is now moving into a new phase of strengthening the enabling environment for PPP implementation by preparing comprehensive Master Plans for strategic sectors, including energy, transport, construction and water.

In addition, every sector ministry will be required to develop a PPP Strategy, prepare a pipeline of strategic PPP projects and establish dedicated PPP Units to coordinate project preparation and implementation within their respective sectors.

The Government has also directed all local government authorities to identify at least three projects suitable for implementation under the PPP framework, while making PPP implementation one of the Key Performance Indicators (KPIs) for ministries and public institutions.

"We want PPP to become part of Tanzania's culture of planning and delivering development. That is why the Government has directed every ministry, institution and local authority to identify bankable PPP projects, establish dedicated PPP units and ensure that PPP implementation becomes part of institutional performance measurement. This is the most effective way of ensuring that Tanzania mobilises the resources required to achieve the objectives of the National Development Vision 2050," Kafulila said.

He added that, alongside the operationalisation of the One Stop Centre as provided for under the PPP Act, these measures will accelerate project preparation, reduce bureaucratic procedures and attract greater private sector investment into Tanzania's development projects.

"We want PPP to become part of Tanzania's culture of planning and delivering development"

David Zacharia Kafulila - *Executive Director - Public-Private Partnership Centre (PPPC)*

Tanzania makes history in global PPP rankings, breaks into the world's top 10

Surge in certified PPP professionals boosts Tanzania's global standing

By Our Correspondent

Tanzania has achieved a major milestone in the field of Public-Private Partnerships (PPPs), earning a place among the world's top 10 countries with the highest number of internationally certified PPP professionals through the Certified PPP Professional (CP3P) programme.

According to the 2026 APMG International Global CP3P Rankings, Tanzania is ranked ninth globally and is among Africa's top three countries with the largest pool of CP3P-certified professionals.

The achievement also makes Tanzania the leading country in East Africa in developing PPP expertise, marking remarkable progress in strengthening the country's capacity to prepare, structure, negotiate and manage complex partnership projects. The global rankings are led by Brazil, followed by Indonesia, South Korea, Saudi Arabia, Nigeria, the United States, South Africa, the Philippines, Tanzania, and Kenya.

The recognition comes as Tanzania continues implementing legal, institutional and policy reforms aimed at creating a more attractive investment climate and positioning PPPs as a key mechanism for financing and delivering strategic national development projects.

Building a new generation of PPP professionals

Tanzania's achievement is the result of a deliberate government strategy to invest in human capital while strengthening the institutions responsible for PPP project development and oversight.

David Kafulila, Executive Director of the Tanzania Public-Private Partnership Centre (PPPC), says that when he assumed office in 2024, the country had only five internationally certified PPP professionals. Today, that number has grown to more than 200.

He says demand for PPP specialists is increasing rapidly as Tanzania prepares more large-scale infrastructure projects requiring advanced expertise in project preparation, financial modelling, contract negotiations and implementation oversight.

To meet this demand, the PPP Centre has launched an ambitious capacity-building programme targeting universities, government institutions and the private sector through training delivered in partnership with APMG International, the global accreditation body responsible for the CP3P certification programme.

"It is impossible for the PPP Centre alone to employ every specialist the country needs. That is why we have invested in building capacity across universities and government institutions, creating a broad pool of professionals who can be called upon whenever their expertise is required," Kafulila said.

According to him, the long-term objective is to expand the programme further and establish Tanzania as a regional centre of excellence for PPP expertise in East Africa.

Why CP3P matters

The Certified PPP Professional (CP3P) programme is the world's leading certification framework for PPP practitioners. Developed through collaboration among leading international development institutions, the programme equips professionals with internationally recognised competencies in preparing, structuring, procuring and managing PPP projects.

Certification is offered in three progressive levels covering the fundamentals of PPPs, project preparation and project implementation, providing practitioners with comprehensive knowledge of the entire PPP project lifecycle.

Professionals credit the programme for Tanzania's progress

Tanzania's success in the Global CP3P Rankings is reflected not only in international statistics but also in the growing technical capacity of professionals directly involved in preparing and managing PPP projects.

Dr. Bravious Kahyoza, one of the CP3P-certified professionals, says the achievement demonstrates that Tanzania has laid a solid foundation for implementing PPP projects according to internationally accepted standards.

He notes that PPP is a highly specialised discipline governed by established principles, procedures and technical standards. As the number of CP3P-certified professionals grows, Tanzania is becoming better equipped to prepare high-quality projects, undertake rigorous financial analysis and negotiate effectively with both domestic and international investors.

Kahyoza attributes the achievement to the strategic decision by the PPP Centre, under the leadership of Executive Director David Kafulila, to prioritise investment in people rather than relying on a small number of existing specialists.

"This is a significant national achievement. It shows that Tanzania is steadily building the professional capacity required to manage PPP projects at international standards," he said.

He added that the country's growing pool of internationally recognised professionals enhances investor confidence by demonstrating that PPP projects will be prepared, negotiated and managed professionally and transparently.

"In today's highly competitive global economy, investment in knowledge and expertise is essential. Tanzania is increasingly being viewed as a credible destination for investors seeking PPP opportunities," he said.

Creating a national pool of PPP expertise

Director of Project Development and Appraisal, Agustino Saibull, says the Centre alone cannot provide all the expertise required for the large number of projects expected under Tanzania's development agenda.

For that reason, the Centre has established a broad network of specialists drawn from universities, government institutions and the private sector to create a national reservoir of PPP expertise. According to Saibull, these professionals will contribute to project feasibility studies, financial modelling, preparation of procurement documents, contract negotiations and project implementation.

"Having a large pool of highly qualified professionals allows Tanzania to negotiate confidently with investors, protect national interests and improve the quality of PPP projects delivered," she said.

Universities becoming centres of PPP excellence

The PPP Centre has also placed strong emphasis on partnerships with universities to ensure long-term development of PPP expertise. Mzumbe University is among the institutions participating in the programme, with several lecturers and researchers receiving CP3P training and now contributing to professional short courses.

Vice Chancellor Professor William Mwegoha says the collaboration has significantly strengthened the university's capacity to teach PPP-related subjects and prepare graduates with skills demanded by the labour market.

He says the partnership is also helping increase awareness among institutions and the public about the opportunities created by PPPs and their contribution to economic development.

Professor Mwegoha added that Mzumbe University is working with the PPP Centre to expand professional short courses while also developing a Master's degree programme in Public-Private Partnerships, aimed at producing more internationally qualified specialists.

International partnerships strengthen institutional capacity To sustain this momentum, the PPP Centre continues working closely with the International Finance Corporation (IFC) to strengthen technical capacity within government institutions.

The collaboration includes advisory support in project preparation, training in contract negotiations, drafting PPP agreements and developing financial models for complex infrastructure projects.

The objective is to ensure that PPP projects developed in Tanzania meet international best practices, safeguard national interests and attract experienced investors capable of delivering transformative infrastructure investments.

As Tanzania accelerates implementation of its Vision 2050 agenda, the country's growing base of internationally certified PPP professionals is expected to play a critical role in structuring bankable projects, mobilising private investment and ensuring that public-private partnerships deliver sustainable economic growth.

PPP and public perception:

Why awareness matters for Tanzania's development

By Goodluck Samuel

Public officials trained: **5,127**

Local government authorities covered: **184**

Public institutions engaged: **123**

Private companies trained: **70**

PPP projects identified: **410**

Tanzania faces an enormous task in expanding roads, railways, ports, hospitals, schools, water systems and energy infrastructure to keep pace with rapid economic growth and a rising population.

Although the country has established a Public-Private Partnership (PPP) framework that enables government to collaborate with private investors in financing these projects, many infrastructure investments continue to rely primarily on taxpayer funding and public borrowing.

The challenge is not the absence of legislation or policy. According to PPP experts, one of the biggest obstacles has been limited understanding of the PPP model and persistent misconceptions about its role in national development.

Tanzania faces an enormous task in expanding roads, railways, ports, hospitals, schools, water systems and energy infrastructure to keep pace with rapid economic growth and a rising population.

Although the country has established a Public-Private Partnership (PPP) framework that enables government to collaborate with private investors in financing these projects, many infrastructure investments continue to rely primarily on taxpayer funding and public borrowing.

The challenge is not the absence of legislation or policy. According to PPP experts, one of the biggest obstacles has been limited understanding of the PPP model and persistent misconceptions about its role in national development.

In other words, Tanzania's PPP challenge is not simply about financing. It is equally about how well the model is understood and accepted by government institutions, the private sector and the public. In other words, Tanzania's PPP challenge is not simply about financing. It is equally about how well the model is understood and accepted by government institutions, the private sector and the public.

David Kafulila, Executive Director of the PPPC, says these misconceptions prompted the government to place greater emphasis on public education.

Through training programmes, workshops and professional forums, the PPP Centre has worked to build the capacity of both public officials and private sector stakeholders, enabling them to identify suitable PPP opportunities and understand the legal framework governing partnership projects.

According to Kafulila, successful PPPs do not begin when contracts are signed. They begin when decision-makers understand the model, institutions can identify viable partnership opportunities and the public moves beyond the misconception that PPPs are simply another form of privatisation.

One of the most common misunderstandings, he says, has been the belief that the PPP Centre is responsible for creating PPP projects. He stresses that the Centre's role is not to originate projects but to help public institutions identify projects suitable for PPP delivery, undertake technical assessments and ensure compliance with the law.

Every ministry, public institution and local government authority, he argues, should proactively identify projects capable of attracting private investment instead of waiting for allocations through government budgets or public borrowing.

That is why coordination among the Ministry of Finance, the Planning Commission and implementing institutions is essential in assessing whether projects are suitable for PPP financing before they are included in the national budget.

Another persistent misconception is that PPP procurement takes significantly longer than conventional procurement. Kafulila says this perception reflects the previous legal framework rather than the current one.

Recent amendments to Tanzania's PPP legislation and regulations have streamlined procurement procedures, allowing greater flexibility—including direct negotiations where permitted by law—and significantly reducing project preparation timelines.

These reforms have been accompanied by substantial investment in institutional capacity. Rather than waiting for implementation challenges to emerge, the PPP Centre has made awareness and capacity building the first pillar of its PPP strategy. The results are beginning to emerge.

To date, 5,127 public officials from 184 local government authorities, 123 public institutions and 70 private companies have received PPP training. The objective is to equip them with the skills to identify partnership opportunities, prepare bankable projects and oversee implementation effectively.

According to Kafulila, these efforts have already contributed to the identification of 410 potential PPP projects, while public understanding of the partnership model continues to improve.

He also credits the government's strong political commitment to expanding the use of PPPs as an important factor behind this progress.
Nevertheless, he cautions that the journey is far from complete.

As Tanzania's infrastructure requirements continue to grow, sustained investment in public awareness, institutional capacity and stronger collaboration between government and the private sector will become even more important. These efforts are closely aligned with the government's ambition to position PPPs as one of the key instruments for implementing Tanzania's National Development Vision 2050.

he government believes that achieving faster economic growth and addressing the country's expanding infrastructure needs will require Tinnovative financing models that provide the private sector with a much larger role in national investment.

The Minister of State in the President's Office for Planning and Investment, Professor Kitila Mkumbo, has emphasised that transforming Tanzania into a US$1 trillion economy by 2050 will require substantial private sector participation in financing and implementing development projects. In his view, that ambition cannot be achieved through government revenues and borrowing alone.

Other experts agree that financing is only one part of the equation. Professor Yunus Mgaya argues that Tanzania also needs stable policies and regulatory frameworks capable of withstanding political transitions, while Professor William Mwegoha, Vice Chancellor of Mzumbe University, stresses the importance of continuously investing in professionals capable of preparing, negotiating and managing PPP projects according to international standards.

Their views reinforce the PPP Centre's long-term strategy of strengthening technical capacity across government and the private sector.

As awareness grows, more institutions are becoming capable of identifying viable partnership opportunities and attracting private investment into sectors that previously depended almost entirely on public funding.

Ultimately, the success of Tanzania's PPP programme will not be measured solely by the number of contracts signed or the value of investments mobilised. It will also depend on how well government officials, investors and citizens understand and trust, the PPP model. Where misconceptions prevail, even economically sound projects can face delays or fail altogether.

Where understanding grows, institutions identify better projects, investors gain greater confidence and citizens increasingly view public-private partnerships as part of the solution to Tanzania's development challenges rather than a threat to public assets.

Tanzania has already taken important steps by reforming its PPP legislation, investing in professional capacity, strengthening private sector participation and expanding public education. The remaining challenge is to ensure that this understanding reaches every institution and every community, so that every project suitable for partnership can contribute to the country's development agenda.

As misconceptions continue to fade and awareness among public officials, investors and citizens grows, PPPs are expected to become an even more powerful catalyst for sustainable development, improved public services and shared prosperity for current and future generations.

PROGRESS, CHALLENGES AND THE ROAD TO VISION 2050

By Our Correspondent

PPP Projects Worth:	TZS 8.5 TRILLION
Projects identified: (July 2026)	129
Projects under implementation:	9
Regional and local government PPP projects:	410+
Certified PPP Professionals (CP3P):	200+
Tanzania's global CP3P ranking:	TOP 10

As Tanzania's population continues to grow, so does the demand for quality public services and modern infrastructure. Roads, railways, ports, airports, water supply, healthcare and education all require substantial investment, placing increasing pressure on government finances.

In this environment, public resources alone are no longer sufficient to meet the country's development needs. Like many countries around the world, Tanzania is increasingly turning to Public-Private Partnerships (PPPs) as a strategic approach to mobilise private capital, expertise and innovation to finance and deliver major development projects.

Over recent years, PPPs have become an important instrument for accelerating investment, improving project delivery and enhancing public service provision. The government has strengthened the legal and institutional framework, invested in professional capacity building and expanded collaboration with development partners to maximise the contribution of PPPs to national development.

Despite these achievements, Tanzania's journey to make PPPs a central pillar of development financing is still evolving. Developing bankable projects, strengthening institutional capacity, attracting private investment and ensuring effective implementation remain among the country's top priorities.

According to David Kafulila, Executive Director of the Tanzania Public-Private Partnership Centre (PPPC), the government cannot rely solely on taxation and borrowing to finance the country's development ambitions.

He explains that PPPs enable the private sector to invest in commercially viable infrastructure projects, allowing government to redirect scarce public resources toward essential social services that may not attract private investment.

"For example, government has the responsibility to build roads. But if a private company develops a toll road, the public funds that would have been spent on that project can instead be invested in other priority sectors that are less commercially attractive," Kafulila said. He said the primary objectives of PPPs are to attract private capital, improve efficiency in project delivery and encourage innovation in the provision of public services

PPP achievements

Over the past few years, Tanzania has made significant progress in strengthening its PPP framework. The country's achievements are reflected in the growing value of PPP investments, improved professional capacity, a more attractive investment environment and greater participation by public institutions in developing partnership projects.

According to Kafulila, the total value of PPP projects has increased from TZS 2.5 trillion in the 2021/22 financial year to approximately TZS 8.5 trillion, demonstrating stronger investor confidence and greater use of PPPs to finance strategic infrastructure.

One of the most visible success stories is the modernisation of the Dar es Salaam Port, where vessel turnaround time has fallen dramatically from an average of 30 days to six days, while cargo throughput has increased to 27.7 million tonnes.

One of the most visible success stories is the modernisation of the Dar es Salaam Port, where vessel turnaround time has fallen dramatically from an average of 30 days to six days, while cargo throughput has increased to 27.7 million tonnes.

The improvements have enhanced trade efficiency and reduced cargo handling costs. Beyond infrastructure, Tanzania has also invested heavily in developing human capital.

Through the Certified PPP Professional (CP3P) programme, the number of internationally certified PPP specialists has increased from just five in 2024 to more than 200, placing Tanzania among the top ten countries globally in terms of CP3P-certified professionals.

At the same time, the PPP Centre has continued strengthening the capacity of public institutions to prepare, evaluate and manage partnership projects in line with international standards, making them more attractive to investors.

According to PPPC data, as of April 2026, a total of 129 PPP projects had been identified, with nine projects at various stages of implementation. Meanwhile, more than 410 PPP projects have been identified by regional administrations and local government authorities, expanding the use of PPPs beyond central government to local development initiatives.

Another important achievement has been the growing awareness of PPPs among stakeholders and stronger political commitment to the model. Retired Colonel Simba Kalia says public education remains essential to helping citizens understand the objectives, benefits and responsibilities associated with PPP projects, thereby encouraging public participation and reducing misconceptions.

Remaining challenges

Despite this progress, several challenges continue to limit the full potential of PPPs. One key challenge is that some public institutions continue financing commercially viable projects through government budgets instead of structuring them as PPPs. This limits opportunities to attract private investment while increasing pressure on public finances.

Another challenge is the persistent perception that the government can finance all development projects through taxes and borrowing alone, reducing appreciation of the opportunities offered by PPP financing. There is also a need to further improve awareness among public officials, private sector stakeholders and citizens regarding PPP laws, regulations and investment opportunities in order to strengthen project preparation and attract qualified investors.

To address these challenges, the PPP Centre continues to provide professional training, organise policy dialogues and strengthen partnerships with both local and international institutions to build technical capacity across the sector.

PPP and Tanzania's Vision 2050

As Tanzania prepares to implement its National Development Vision 2050, PPPs are expected to play an even more prominent role in financing large-scale development projects. The Vision aims to transform Tanzania into a US$1 trillion economy by 2050, requiring unprecedented investment in infrastructure, healthcare, education, water, energy and transport.

Under the country's development programme, estimated to require approximately TZS 477 trillion, around 70 percent of the financing is expected to come from the private sector, with the remaining 30 percent provided by government and public institutions. These figures underscore the strategic importance of PPPs in delivering Tanzania's long-term development agenda.

Kafulila believes the success of Vision 2050 will depend not only on tax revenues and public borrowing, but also on Tanzania's ability to attract private capital, strengthen public institutions and continuously develop high-quality, internationally competitive projects.

While Tanzania's PPP journey has already produced measurable results, its long-term success will depend on building stronger institutions, expanding stakeholder awareness, preparing bankable projects and deepening collaboration between the public and private sectors.

If these efforts continue, PPPs will remain one of the most important pillars for achieving Tanzania's Vision 2050 and accelerating sustainable economic development.

Why PPP Matters:

Attracts private sector investment.

Improves efficiency in project implementation.

Promotes innovation in the delivery of public services.



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