

RECORD OF DISCUSSIONS

FOR

THE PROJECT FOR REVISION OF INTEGRATED NATIONAL TRANSPORT  
MASTER PLAN  
IN  
THE UNITED REPUBLIC OF TANZANIA

AGREED UPON BETWEEN

MINISTRY OF TRANSPORT (MAINLAND)  
AND  
MINISTRY OF INFRASTRUCTURE AND TRANSPORT (ZANZIBAR)

OF

THE UNITED REPUBLIC OF TANZANIA

AND

JAPAN INTERNATIONAL COOPERATION AGENCY

Date: 25 MAY 2026

Based on the minutes of meetings on the Detailed Planning Survey for the “Project for Revision of Integrated National Transport Master Plan” (hereinafter referred to as “the Project”) signed on 9<sup>th</sup> January 2026 between the Ministry of Transport (Mainland) and Ministry of Infrastructure and Transport (Zanzibar) (hereinafter referred to as “the Counterpart”) and the Japan International Cooperation Agency (hereinafter referred to as “JICA”), JICA held a series of discussions with the Counterpart and relevant organizations to develop a detailed plan of the Project.

The purpose of this Record of Discussions (hereinafter referred to as “the R/D”) is to establish a mutual agreement for its implementation by both parties and to agree on the detailed plan of the Project as described in the followings and the Annexes 1, 2 and 3, which will be implemented within the framework of the Agreement on Technical Cooperation signed on November 2, 2004 (hereinafter referred to as “the Agreement”) and the Note Verbales exchanged on 4<sup>th</sup> June, 2025 between the Government of Japan and the United Republic of Tanzania.


The Counterpart will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the United Republic of Tanzania.

Both parties also agreed that the Project will be implemented in accordance with the “Basic Principles for Technical Cooperation” published in January 2022 (hereinafter referred to as “the BP”), unless other arrangements are agreed in the R/D.

The R/D is delivered at Dodoma and Zanzibar as of the day and year first above written. The R/D, except Annexes 4 and 5 may be amended by a minutes of meetings between both parties. The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the R/D.

For

JAPAN INTERNATIONAL  
COOPERATION AGENCY



Mr. KUGE Katsuya  
Chief Representative  
JICA Tanzania Office

For

MINISTRY OF TRANSPORT



Prof. Godius W. Kahyarara  
Permanent Secretary  
Ministry of Transport,  
United Republic of Tanzania

For

MINISTRY OF INFRASTRUCTURE  
AND TRANSPORT



Eng. Ali Said Bakar  
Principal Secretary  
Ministry of Infrastructure and  
Transport, Zanzibar  
United Republic of Tanzania

**Note: Scope of Authority**

- Ministry of Transport (hereinafter referred to as "MoT"): Responsible only for matters that fall within the mandate of MoT.
- Ministry of Infrastructure and Transport (hereinafter referred to as "MoIT"): Responsible only for matters that fall within the mandate of MoIT.

Annex 1 Project Description

Annex 2 Main Points Discussed



- Annex 3 Drafts of TOR for environmental and social considerations studies
- Annex 4 Implementation Structure
- Annex 5 List of Proposed Members of Joint Coordinating Committee
- Appendix Signed Minutes of Meeting (M/M)



## Annex 1

### PROJECT DESCRIPTION

#### (1) Title of the Project

Project for Revision of Integrated National Transport Master Plan.

#### (2) Period of the Project

Twenty-four (24) months from the date on which the first members of JICA missions arrives in the United Republic of Tanzania.

#### (3) Implementing Agency

Ministry of Transport (Mainland), and Ministry of Infrastructure and Transport (Zanzibar).

#### (4) Impact (Long-term Goal) of the Project

All sides agreed that the following statement appropriately describes the long-term impact that this project aims to achieve.

Based on the Master Plan, coordinated planning and development of transport infrastructure including maritime/ports, railways, roads, airports, and pipelines will be realized among the concerned ministries and institutes. This will contribute to enhancing the efficiency of domestic and international logistics and mobility. As a result, internationally competitive corridors and the national transport network will be developed, thereby contributing to the achievement of the Tanzania Development Vision 2050 (hereinafter referred to as the "TDV 2050") and Zanzibar Development Vision 2050 (hereinafter referred to as the "ZDV 2050") of both Mainland and Zanzibar.

#### (5) The Deliverable of the Project

- Inception report, progress report for the 2<sup>nd</sup> and 3<sup>rd</sup> Joint Coordination Committee (hereinafter referred to as "JCC"), draft final report (draft Master Plan) of the project will be delivered before the completion of the project. The progress report for 2<sup>nd</sup> JCC will incorporate the analytical works including review on the existing transport-related plans.
- "Integrated National Transport Master Plan 2050" (hereinafter referred to as the "the Master Plan") which will include a volume which covers the analysis on the existing transport-related plans and the strategic integration of both Mainland and Zanzibar.

#### (6) Project Inputs (Japanese Side, Counterpart sides, any important inputs)

MoT and MoIT agreed to provide the following:

- 1) Assignment of the Counterpart Personnel
- 2) Salary or incentives for the Counterpart Personnel
- 3) Facilitation for the exemption from custom duties and other local taxes on items such as equipment procured for the project, if necessary. (e.g., photocopiers, projectors)
- 4) Provision of office space with office furniture and utilities such as internet connection, electricity, air conditioner and other utilities in Dodoma (if available) Dar es Salaam, and Zanzibar.
- 5) Necessary data and information for the project implementation
- 6) Facilitation to obtain permission for access to project sites for members of JICA missions
- 7) Preparation of Identification letters for members of JICA missions as necessary
- 8) Operation and maintenance cost after the completion of the project, for equipment or devices provided by Japanese side.

JICA has agreed to provide following inputs for the Project:

- 1) Members of JICA missions
- 2) Expenses related to members of JICA missions' activities
- 3) Expenses related to training program in Japan
- 4) Domestic travel expenses and daily allowance for Counterparts and Technical Working Groups (hereinafter referred to as "TWGs" alluding with Allowance Guideline of JICA in Tanzania Office

As the JICA funded project budget is limited, the necessity and justification for travel expenses and daily allowances for TWGs will be confirmed separately through mutual agreement between the Counterparts and members of JICA missions.

## (7) Activities

**Activity 1:** Analyze the current situation and challenges in Tanzania's national transport sector, and formulate demand forecasts and a national spatial structure framework as the basis for the Integrated National Transport Master Plan 2050.

**Activity 2:** Formulate the Integrated National Transport Master Plan 2050

Main Proposals of the Master Plan

- i. **Development of Hard Infrastructure:** A national-scale transport infrastructure system to facilitate smooth flow of goods and people, taking into account the future spatial structure of Tanzania.
- ii. **Development of Soft Infrastructure:** Institutional and operational development policies to support freight and passenger flows.
- iii. **Strengthening of Institutions and Systems:** Improved coordination frameworks for

planning across each transport mode and strengthened government organizational structures.

- iv. **Strategic Environmental Assessment / Countermeasure for Climate Change:** Strategic Environmental Assessment (SEA) to ensure that natural environmental elements, social conditions, and climate change mitigation and adaptation measures are appropriately considered and integrated into transport planning.

The Master Plan will also emphasize the role of **science, technology, and innovation** in enabling advanced analysis, efficient operations and sustainable transport systems.

**Activity 3:** Capacity development for government officials involved in the formulation and implementation of Master Plan

#### (8) **Environmental and Social Considerations**

Category B

(under the “JICA Guidelines for Environmental and Social Considerations (January 2022)”).

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## MAIN POINTS DISCUSSED

1. All parties agreed on the contents of Annexes 4 and 5, which are categorized as references of the R/D. All parties further agreed that the contents of Annexes 4 and 5 may be modified by mutual confirmation such as determination of minutes of meetings usually after Joint Coordinating Committee.

### 2. Environmental and Social Considerations

With regard to the Section 10.1 of the BP, since the Project is categorized as B under the "JICA Guidelines for Environmental and Social Considerations (January 2022)" (hereinafter referred to as "the Guideline"), the necessary procedures are taken in accordance with the Guideline. Some examples include;

#### (1) Strategic Environmental Assessment

The Project conducts Strategic Environmental Assessment in accordance with the Guideline.

#### (2) Disclosure of the information regarding environmental and social considerations

All parties agreed that JICA discloses the front page of the R/D and drafts of Terms of Reference (hereinafter referred to as "TOR") for environmental and social considerations studies attached as Annex 3 as agreement documents designated by the 3.3.2.7 of the Guideline. The front page of the R/D and drafts of TOR are disclosed on JICA's website promptly after concluding the R/D.

The Project will prepare a draft Integrated National Transport Master Plan 2050, as well as all necessary Strategic Environmental Assessment (SEA)-related documents, and will facilitate all required stakeholder meetings within the two-year project period. If the SEA approval is not obtained within the project timeframe, the Tanzanian side shall take responsibility for any further follow-up including continued communication with the environmental authorities and responding to their comments, submission of revised documents, and covering related costs.

### 3. Project Implementation Structure

All sides agreed the project implementation structure as shown in Annex 4 in the draft R/D.



#### 4. The Structure of Project Management:

All sides have confirmed that the structure of the project management is as follows.

##### (1) Project Steering Committee

This will be a meeting to comprise the two Joint Coordinating Committees including project directors and project managers discussing issues together. A Project Steering Committee may be convened, as necessary, to jointly review, discuss the progress of the project and resolve coordination matters at a high level.

##### (2) The Joint Coordinating Committee (JCC):

Two separate JCCs will be established: one for the Mainland Plan and one for the Zanzibar Plan, since the areas managed under each plan are different. Each JCC will be chaired by the respective Project Director for the Mainland and Zanzibar. The proposed members of each JCC are described in Annex 5 of the draft R/D. The first JCC will be convened within three (3) months of the commencement of the Project. JCC will be held twice a year.

All Parties shared the recognition that the Project is to be implemented in close coordination between Mainland and Zanzibar.

While the establishment of a single JCC covering all sides is desirable to ensure consistency of the Master Plan, it was also noted that the two JCCs may, depending on the arrangements, agenda, and circumstances, be held jointly or separately in Mainland and Zanzibar, as agreed between all parties during the project period.

##### (3) Project Director:

Permanent Secretary of MoT and Principal Secretary of MoIT will serve as Project Directors. They will be responsible for overall supervision of the Project, chairing the Joint Coordinating Committee (JCC) meetings (held twice a year), ensuring commitment from all relevant implementing entities involved in the Project.

##### (4) Project Manager:

Director of Directorate of Policy and Planning (DPP) of MoT and Director of Directorate of Planning, Policy and Research (DPPR) of MoIT will serve as Project Managers. They will manage the Project on a regular basis and be responsible for both administrative and technical matters of the Project.

##### (5) Technical Working Group (TWG) Members:

TWGs will be set up per different issues for effective and successful implementation of the Project. Separate TWGs will be formed for Mainland and Zanzibar respectively. TWGs will serve as working-level platforms for continuous and practical discussions on technical matters and the formulation of work plans. Establishment of a TWG responsible for coordination between Mainland and Zanzibar is essential to facilitate integration and connectivity between the two regions. The TWG for coordination should have equal representation from both Mainland and Zanzibar and will meet

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regularly to ensure integrated planning and interconnectivity. Specific selection of TWG members will be discussed and agreed upon at the first JCC meeting.

5. Reflection of Private Sector Perspectives in the Master Plan:

To ensure the effectiveness and practicality of the Master Plan, both parties agreed on the importance of incorporating the views of private users of transport infrastructure, including transport service providers and investors. Specifically, it is envisioned that the interim outputs approved by the JCC will be presented in three stakeholder workshops—one each in Dodoma, Dar es Salaam, and Zanzibar- and that the feedback obtained will be reflected in the Master Plan.

6. Gender Equality and Women's Empowerment:

According to the Detailed Planning Survey, gender issues are confirmed in the logistics and inter-regional passenger transport sectors covered by the Integrated National Transport Master Plan 2050. These include 1) barriers to women's participation in the logistics industry, which is a critical issue from the perspective of securing and developing future human resources to support the future logistics sector, as well as 2) safety and comfort concerns for diverse users such as women, the elderly, persons with disabilities, and other socially vulnerable groups in the inter-regional mobility. All parties discussed how to address these issues in order to contribute to gender equality and women's empowerment, and finally agreed to implement the following activities in Master Plan:

- (1) Propose institutional frameworks and policies to promote women's participation in the logistics industry.
- (2) Propose institutional frameworks and policies to ensure that diverse users—including women, the elderly, persons with disabilities, and other socially vulnerable groups—can safely and comfortably access and use the inter-regional transport network.

All parties agreed that Master Plan will propose organizational structures, human resource development, and implementation frameworks in transport-related government institutions to promote the active participation of diverse personnel—including women staff—, in order to effectively address gender-related challenges.

7. Target year of Master Plan

In order to position "Integrated National Transport Master Plan 2050" as a means to realize TDV 2050 and ZDV 2050, all sides agreed to set the target year of the Master Plan as 2050, in alignment with the timeline of TDV 2050 and ZDV 2050.

While the Master Plan will be compiled as a single and unified document, separate planning components will be developed for Mainland and Zanzibar, each addressing intra-regional mobility at the national scale. The Master Plan will also address the connectivity between Mainland and Zanzibar, recognizing that they constitute one united country altogether. A provisional version of this analysis will be prepared within six months. This version will be subject to further updates, as necessary, throughout the development process of the Master Plan thereafter, and the strategic integration of both Mainland and Zanzibar which will be completed within a period of two years. The Integrated National Transport Master Plan shall be prepared with distinct volumes/sections for Mainland Tanzania and Zanzibar respectively.

All sides also agreed that the draft Master Plan will be officially endorsed by MoT and MoIT respectively through necessary procedures after the formulation in the Project.

#### 8. Target Transport Modes for Master Plan

All sides agreed that the Master Plan will cover the following transport modes and both freight and passenger transport will be addressed in the Master Plan:

- Road transport (including border facilities)
- Maritime/Ports
- Railways
- Aviation
- Pipelines (for crude oil and natural gas)

The National Transport Master Plan focuses on large-scale, long-distance transport networks such as roads, railways, ports, and airports to support national and international connectivity, economic integration, and trade facilitation. Accordingly, both sides agreed that cable transport, which is generally suited for short-distance urban or tourist mobility, is not included as a core mode in the national plan. However, both sides recognize its potential value in specific local contexts and encourage its consideration at the municipal or regional planning level.

**DRAFT TERMS OF REFERENCE ON  
ENVIRONMENTAL AND SOCIAL CONSIDERATIONS STUDIES  
(JICA Guidelines Item 3 of Section 3.3.2)**

1. Consultant shall conduct Strategic Environmental Assessment in compliance with the Japan International Cooperation Agency (JICA) Environmental and Social Considerations Guidelines (January 2022) (the JICA Environmental Guidelines) for the Project. Emphasis shall be placed on comparing and examining the alternatives at the policy, plan, and program (PPP) levels above the Project. Specifically, after conducting scoping (clarifying the environmental and social impact items that are extremely important in decision-making of policies, plans, programs, etc. and their assessment methods), Consultant shall conduct a comparative study of multiple alternatives, including the impact of environmental and social aspects.
  
2. Specifically, the following studies will be conducted.
  - (1) Examination of objectives and targets of policies, plans, etc. of the Integrated National Transport
  
  - (2) Confirmation of environmental and social consideration systems and organizations of Tanzania (both Mainland and Zanzibar)
    - a. Laws, regulations, standards, etc. related to environmental and social considerations (environmental impact assessment, resident relocation, resident participation, information disclosure and others.)
  
    - b. Gap Analysis between the Tanzanian law/regulation (both Mainland and Zanzibar) and the JICA Environmental Guidelines
  
    - c. Outline of related organizations
  
  - (3) Examination of the contents of policies and plans (development forecasts, lists of countermeasures, maps of routes and future development areas and others.)
  
  - (4) Consideration of alternatives to achieve the purpose within a reasonable range
  
  - (5) Implementation of scoping (clarification of extremely important environmental and social items in decision-making of policies, plans, programs, etc. and their evaluation methods) in both Mainland and Zanzibar
  
  - (6) Confirmation of baseline environmental and social conditions (land use, natural environment, living areas of indigenous peoples, economic and social conditions.) in both Mainland and Zanzibar



- (7) Impact prediction
- (8) Impact assessment and comparison of alternatives (PPP level)
- (9) Consideration of mitigation measures (avoidance, minimization, mitigation and compensation)
- (10) Examination of monitoring methods
- (11) Support for holding stakeholder consultations (examination of the purpose, participants, method and content of discussions and others. See JICA Environmental Guidelines Appendix 5.)

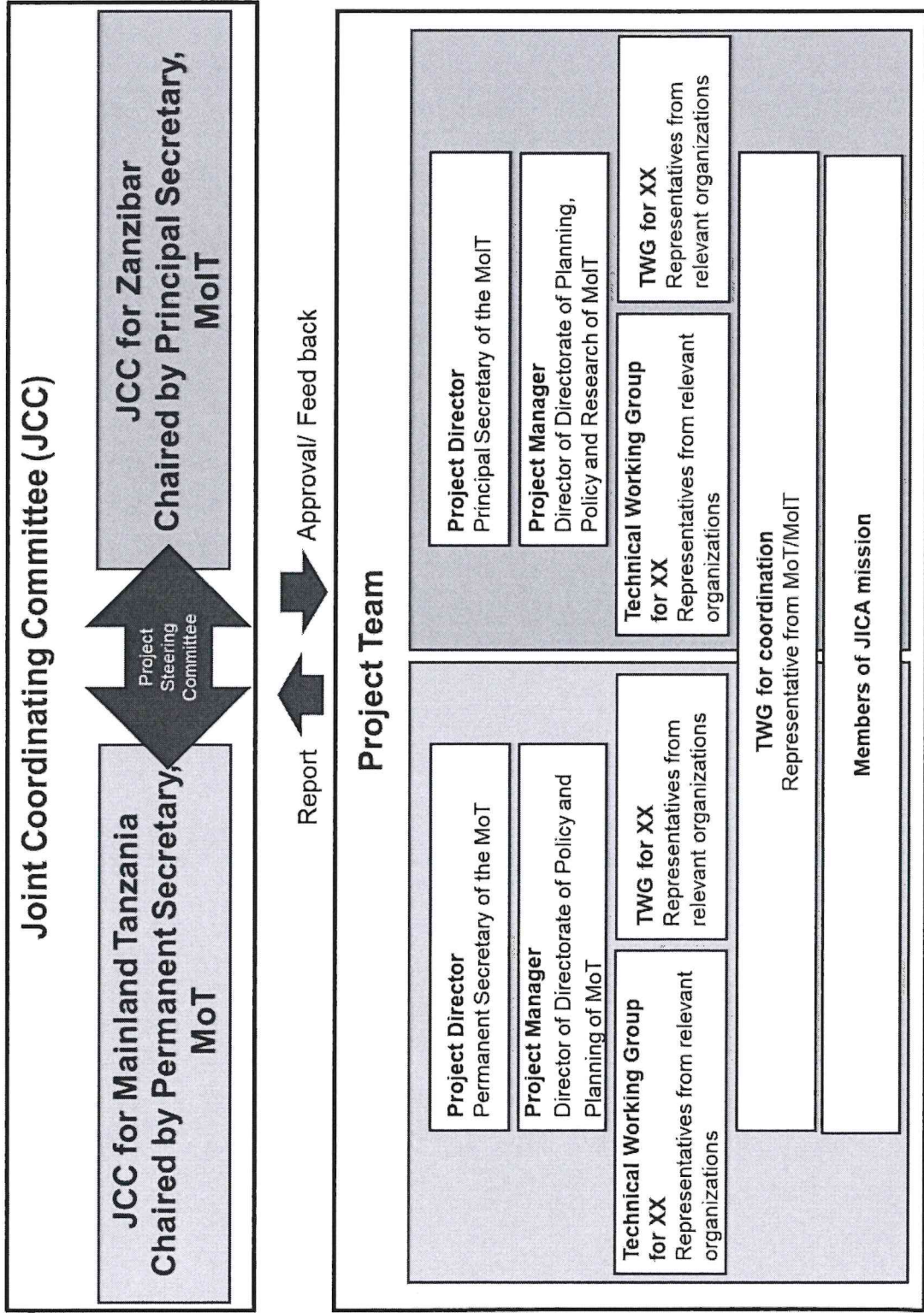
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### Implementation Structure



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**List of Proposed Members of Joint Coordination Committee**

**(1) Chairperson**

Permanent Secretary of the Ministry of Transport, Mainland and Principal Secretary of Ministry of Infrastructure and Transport, Zanzibar

**(2) Committee members**

**(a) Mainland Tanzania side**

<b>Organization</b>	<b>Roles in JCC</b>
Ministry of Transport	Chair and Secretariat of the JCC. Responsible for strategies related to ports, railways, and aviation in the Master Plan.
Ministry of Works	Responsible for strategies related to trunk and regional roads in the Master Plan
President's Office – Regional Administration and Local Government	Responsible for strategies related to district and urban roads in the Master Plan
Ministry of Energy	Provides future plans for crude oil and natural gas pipelines
Ministry of Lands, Housing and Human Settlements Development/National Land Use Planning Commission	Provides perspectives on land use
Ministry of Industry and Trade	Provides perspectives on industrial policies that generate logistics demand
Ministry of Community Development, Gender, Women and Special Groups	Provides perspectives on gender mainstreaming
Tanzania Ports Authority (TPA)	Provides technical and operational advice as an operator, regulator, and research institution for various transport modes
Tanzania Shipping Agencies Corporation (TASAC)	
Tanzania Shipping Company Limited (TASHICO)	
Tanzania National Roads Agency (TANROADS)	
Tanzania Rural and Urban Roads Agency (TARURA)	
Tanzania Railways Corporation (TRC)	
Tanzania-Zambia Railway Authority (TAZARA)	
Tanzania Airports Authority (TAA)	
Tanzania Civil Aviation Authority (TCAA)	
Land Transport Regulatory Authority (LATRA)	
National Institute of Transport (NIT)	

Vice President Office-Blue Economy Unit	
Vice President Office- Environmental Division	
Dar es Salaam Maritime Institute (DMI)	
Tanzania Meteorological Authority - TMA	
Air Tanzania Company Limited (ATCL)	
Ministry of Finance (MoF)	Provides perspectives on financial matters related to the implementation of the Master Plan
Other persons may be added as deemed necessary by the Mainland Tanzania side	-

**(b) Zanzibar side**

<b>Organization</b>	<b>Roles in JCC</b>
Ministry of Infrastructure and Transport	Chair and Secretariat of the JCC. Responsible for strategies related to ports, aviation, and roads in the Master Plan.
Zanzibar Planning Commission	Ensures consistency with ZDV 2050 and advises on reflecting the Master Plan proposals in the Five-Year Development Plan and annual plans
Ministry of Lands and Housing Development	Provides perspectives on land use
Ministry of Trade and Industrial Development	Provides perspectives on industrial policies that generate logistics demand
Ministry of Community Development, Gender, Elderly and Children	Provides perspectives on gender mainstreaming
Ministry of Blue Economy and Fisheries	Provides perspectives on blue economy policies that generate logistics demand
Zanzibar Roads Agency (ZANROADS)	Provides technical and operational advice as an operator, regulator, and research institution for various transport modes
Zanzibar Port Corporation (ZPC)	
Zanzibar Airports Authority (ZAA)	
Zanzibar Maritime Authority (ZMA)	
Shipping Corporation of Zanzibar	
Tanzania Civil Aviation Authority (TCAA)	
Zanzibar Road Transport and Safety Authority	
Zanzibar Environmental Management Authority (ZEMA)	
Disaster Management Commission Zanzibar	
State University of Zanzibar (SUZA)	
KARUME Institute of Science and Technology (KIST)	
Ministry of Water, Energy and Minerals	

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President Office Finance and Planning	Provides perspectives on financial matters related to the implementation of the Master Plan
Other persons may be added as deemed necessary by the Zanzibar side	-

**(c) Japanese side**

1. Members of JICA missions
2. JICA Tanzania Office
3. Representative from Embassy of Japan (Observer)
4. Other persons as deemed necessary by the Japanese side

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