

# Navigating Structural Constraints

*A Policy Framework for Tanzanian Enterprise Competitiveness, 2000–2026*

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## ABSTRACT

Tanzanian enterprises face persistent competitiveness challenges, often attributed to structural constraints beyond managerial control. Existing policy has frequently focused on firm-level interventions without adequately addressing the systemic, institutional barriers that shape the business environment. This policy brief aims to develop an integrated framework for enhancing enterprise competitiveness by diagnosing and prioritising the most binding structural constraints. It seeks to move beyond generic prescriptions to offer targeted, actionable policy mechanisms. The analysis synthesises longitudinal data from enterprise surveys, competitiveness reports, and institutional performance indicators. A diagnostic filtering mechanism was applied to distinguish pervasive structural bottlenecks from transient operational challenges. Infrastructural deficits, particularly in energy and logistics, were identified as the most binding constraint, directly affecting operational costs for over 70% of manufacturing firms. A secondary, interconnected theme was the high cost and limited accessibility of formal credit, which disproportionately impacts small and medium-sized enterprises. Enhancing competitiveness requires a sequenced, multi-agency policy approach that directly targets the foundational infrastructural and financial market failures that currently stifle enterprise productivity and growth. 1. Establish a public-private infrastructure delivery unit to fast-track energy and transport projects. 2. Pilot a credit guarantee scheme specifically tied to efficiency gains from improved infrastructure. 3. Implement a regulatory impact dashboard to monitor the cumulative cost of compliance. competitiveness, structural constraints, policy framework, business environment, enterprise development This brief introduces a novel diagnostic filtering mechanism for prioritising structural constraints and proposes a sequenced policy framework that explicitly links infrastructural investment to financial market interventions.

**Keywords:** *Structural constraints, Enterprise competitiveness, Sub-Saharan Africa, Policy framework, Business environment, Tanzanian enterprises, Institutional theory*

### Article Highlights

- Infrastructural deficits in energy and logistics affect operational costs for over 70% of manufacturing firms.
- A diagnostic filtering mechanism distinguishes pervasive structural bottlenecks from transient challenges.
- High cost and limited accessibility of formal credit disproportionately impact SMEs.
- Proposes a multi-agency policy approach targeting foundational market failures.

### Core Policy Recommendation

Establish a public-private infrastructure delivery unit to fast-track energy and transport projects, coupled with a pilot credit guarantee scheme tied to resulting efficiency gains.

*This brief proposes a novel diagnostic mechanism for prioritising systemic barriers to competitiveness.*

## ABSTRACT-ONLY PUBLICATION

This is an abstract-only publication. The complete research paper with full methodology, results, discussion, and references is available upon request.

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