



**THE REVOLUTIONARY GOVERNMENT OF ZANZIBAR**

**ZANZIBAR DEVELOPMENT PLAN (ZADEP)  
2021– 2026**

*Blue Economy for Inclusive Growth and Sustainable Development*

*ZANZIBAR PLANNING COMMISSION (ZPC)*

**MARCH, 2022**



## KEYNOTE BY ZANZIBAR PRESIDENT

Zanzibar remains strongly committed to the pursuit of sustainable economic and social development through economic transformation as envisioned in the Zanzibar Development Vision (ZDV) 2050. In this sense, I feel extremely privileged to introduce the Zanzibar Development Plan (ZADEP) 2021 – 2026 with a theme of “Blue Economy for Inclusive Growth and Sustainable Development”. This important national development document entails the first Five Year Plan to guide the implementation of Zanzibar Development Vision 2050.

My fellow Zanzibaris, as you may recall, during my inaugural address to the 10<sup>th</sup> House of Representatives on 11<sup>th</sup> November 2020, and one-year inauguration speech on November 6, 2021, I explicitly outlined the roadmap to be employed by the current phase of the Revolutionary Government of Zanzibar (RGoZ) for shared prosperity for all Zanzibaris. These speeches presented a strong signal articulating which strategic sectors will be utilized to position Zanzibar on the right trajectory towards its medium-term development ambitions in line with long term development targets. It is worth noting that this Development Plan is a blueprint to guide the efforts to allocate public resources and attract private sector investment in the coming five years with a focus on national development targets.

A robust foundation for attaining economic development has been laid and several crucial initiatives were taken through multiple investments towards key economic and social sectors such as Energy, Health, Education, Infrastructure and Information and Communication Technology (ICT). Since the Eighth Phase of RGoZ recognizes the need to identify new sectors where resources can be directed to enable Zanzibaris to have decent livelihood, the Blue Economy has been selected as a pathway for attaining rapid and inclusive economic growth. The accomplishment of this particular objective will undoubtedly transform the lives of people and strengthen the country’s comparative advantage and competitiveness regionally and globally.

Although the current economic outlook of Zanzibar seems positive, it is vital to remember that our economy was shocked by the Covid-19 pandemic, which negatively affected the volume of trade, Foreign Direct Investments (FDI) and tourism. As the world continues to recover from the social and economic impacts of Covid-19, it is expected that our economy will manage to reach the targets set prior to the start of the pandemic outbreak. Lessons from this experience have amplified the need for establishing resilient systems and national plans to ensure efficiency in the use of our natural endowed marine resources in a productive and

sustainable manner so that current and future generations can equally benefit.

The content of ZADEP 2021-2026 largely focuses on enhancing value addition in key growth opportunities through strategic sectors which include: blue economy, agriculture, tourism, human capital, social development and governance. It is important to highlight the fact that adequate investment in these strategic sectors will help to generate substantial employment and bring positive multiplier effects on other sectors. As a result, ZADEP 2021-2026 covers the projects and initiatives that urgently need to be pursued in the next five years, according to the long term development vision. By the end of this five years development plan, effective implementation of these programs is expected to increase the average economic growth, income per capita, and to lower the poverty rate, reduce income inequality, and improve health and education outcomes of our people.

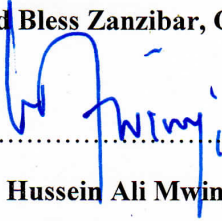
The RGoZ acknowledges that the process of achieving the ZDV 2050 aspirations is a difficult task, which needs to be supported by collective efforts from all assemblages within the societies. It is against this premise that I urge my fellow Zanzibaris including the Diaspora community, private sector, non-governmental organizations (NGOs) and the community at large to grasp the investment opportunities presented in the ZADEP 2021-2026. Accordingly, the RGoZ under my leadership will continue to encourage the private sector engagement by empowering the local enterprises, maintaining and developing productive infrastructure, and creating an enabling business environment. These projects and initiatives will be given unique attention because of their potential roles in reducing the cost of doing business, increasing productivity, facilitating economic inclusiveness and boosting the well-being of all Zanzibaris.

With assurance of sustained peace which contributed by the formulation of RGoZ based on the national unity, stability and good governance which are essential in the development of any Nation, it is my sincere belief that the effective implementation of this Plan is a cornerstone for Zanzibar to achieve its long term development vision. Our positive mindset towards the Plan will definitely enable our Nation to realize the successful implementation of the Plan.

Lastly, I wish to conclude by emphasizing the importance of everyone's contribution to the implementation of this Plan. Indeed, if all of us, from the public sector and the private sector, place our continued commitment and robust accountability towards the implementation of this Plan, I am convinced that the impetus to unlock the opportunities associated with the Blue Economy for achieving the development targets set by ZDV 2050 will be possible.



**God Bless Zanzibar, God Bless Tanzania, and God Bless Africa.**



.....

**Dr. Hussein Ali Mwinyi,**

**The President of Zanzibar and Chairman of the Revolutionary Council.**

**March, 2022**

## PREFACE

The Medium Term Development Strategy of any country should aim at creating a resilient, comprehensive and inclusive economy for its people. Zanzibar has continued to achieve a sustained high growth rate of economy, with signs of economic transformation emerging. These positive developments have, however, not substantially facilitated poverty reduction, creation of enough quality jobs and increased the productivity levels as stipulated in Zanzibar Development Vision (ZDV) 2020 and the previous four medium-term strategies.

The Zanzibar Development Plan (ZADEP) 2021 - 2026 whose theme is *Blue Economy for Inclusive Growth and Sustainable Development* intends to align society's efforts towards realization of the development aspirations as articulated in ZDV 2050. This will only be achieved through economic transformation that will lead to realization of seven important goals including: the fostering of growth, enhancing forward and backward linkages between and within the sector and ensuring positive spill-over effects of skills development and technology innovation. Others are promotion of good governance, creation of decent jobs, ensuring environmental sustainability and active participation of the private sector in economic activities.

Similar to any other economy, Zanzibar needs to manage the unfolding challenges with a new set of values to guide how it conducts public and private business, particularly in the public sector. These values include the urge to foster more efficient measures in macroeconomic management, promote inclusive growth, add value to products, promote and support private sector development and engagement; ensure policy and procedural predictability and coherence, show high level of responsiveness and responsibility, ensure cost efficiency, sustain initiatives undertaken and promote local development initiatives.

The six chapters elaborating this Plan start with the introduction, which includes background information, ZADEP orientation, theme, objectives, pillars and overall aspirations, salient features, methodology used in developing ZADEP and structure of the document. Chapter two is the review of the implementation of MKUZA III which includes the overall macroeconomic situation and the achievements and challenges of implementation of Key Result Areas (KRAs). Chapter three is the Strategy itself, which includes Zanzibar Development Vision 2050 aspiration, key targets, strategic interventions and key actions of the strategy. Chapter four presents the financial action plan for the strategy. Chapter five is about the implementation modality of the Strategy, while Chapter six presents the monitoring and evaluation for the Strategy.

The strategy forecasts future developments for the 2021-2026 timeframe and proposes economic philosophy based on market economy. The amount that

is required for the implementation of the strategy will be mobilized from both the government, private sector sources and development partners. In order to implement the intervention mentioned within the Strategy and to achieve its targets, the Government intends to facilitate the enhancement of domestic resource mobilization from current sources as well as through the expansion of the tax bases. Investment promotion has been emphasized with a view to improving project identification and preparation to persuade private capital, both through direct participation and in partnerships.

The ZADEP will be evaluated at the mid-term and end of period preferably by an independent evaluator outside of Government machinery in order to observe transparency and objectivity. Given the strategic priority areas earmarked and the implementation effectiveness machinery laid out; coupled with the visionary leadership of the Eight-phase Government, Zanzibar is self-assured to excel as an emerging Upper-Middle Income Country.

As a nation, therefore, we should overcome governmental bureaucracy, particularly at the decision-making level. It is also critical to control corruption and reduce its impact so building the economy progresses at a proper and decent pace. A new governmental approach to implement this development Plan will help to overcome challenges and allow this plan to succeed.



.....  
**Dr. Saada Mkuya Salum,**  
**Minister of State President’s Office- Finance and Planning,**  
**Zanzibar.**

## ACKNOWLEDGMENTS

The development of this Plan would not have been possible without the belief in the vital importance of a national mission that determines the course of the country's development. We must therefore begin by acknowledging, appreciating and thanking His Excellency Dr. Hussein Ali Mwinyi, the President of Zanzibar and Chairman of the Revolutionary Council for his leadership and guidance throughout the preparation of this important document. His Visionary leadership set the foundation for this Plan to be developed the way it is.

The Zanzibar Planning Commission (ZPC) would also like to thank the members of the Revolutionary Council, the Inter-Ministerial Technical Committee, the Zanzibar Development Plan Technical Team and the Directors for Planning, Policy and Research for their technical insights and expertise during the preparation and presentation of the Plan. The Commission also extends sincere thanks and gratitude to the UN, especially UNDP, UNICEF and UN WOMEN – Zanzibar office for invaluable assistance and extensive technical and logistical support during the development of the Plan.

The ZPC is indebted to the members of Drafting Team for the Plan, comprising Dr. Said Seif Mzee, Dr. Masoud Rashid Mohamed and Dr. Mahmoud Abdulwahab Alawi, Ms. Maryam Dhahir Khamis and Mr. Makame Salum Ali for their diligence, patriotism and creativity in verbalizing the Plan. Special thanks to the former Commissioner of National Planning Sectoral Development and Poverty Reduction Mr. Ahmed Makame Haji as well as the current Commissioner Ms. Siti Abbaas Ali, and Commissioner for Monitoring and Evaluation, Ms. Mashavu Khamis Omar, for their dedication and close cooperation with the drafting team at every stage.

Finally, this Plan would not have been possible without the engagement of all key stakeholders, including our Countrymen, Ministries, Departments and Agencies, Local Government Authorities, the Private Sector, Development Partners, Civil-Society Organizations, Faith-Based Organizations, Academia, the United Nations and Zanzibar National Chamber of Commerce and Sector Experts. We thank you for your active involvement throughout the process, thereby ensuring that the Plan is by Zanzibaris and for Zanzibaris.

We hope this national effort shown by all stakeholders forms a comprehensive Plan that moves Zanzibar to an advanced developmental phase and lays the foundation for future strategic planning based on principles that combine justice, efficiency, and sustainability.



.....  
**Dr. Rahma Salim Mahfoudh,**  
**Executive Secretary,**  
**Zanzibar Planning Commission.**

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## LIST OF ABBREVIATIONS

4IR	Fourth Industrial Revolution
AAKIA	Abeid Amani Karume International Airport
ADP	Annual Development Plans
AIDS	Acquired Immune Deficiency Syndrome
ANGOZA	Association of Non-Government Organizations of Zanzibar
API	Application Programming Interfaces
BE	Blue Economy
CCM	Chama Cha Mapinduzi
DPPR	Directors of Planning, Policy and Research
ENR	Environment and Natural Resources
FDI	Foreign Direct Investment
FEZ	Free Economic Zone
GDP	Gross Domestic Product
HBS	Household Budget Survey
HIV	Human Immune Deficiency Virus
HoR	House of Representatives
ICT	Information and Communication Technology
IMTC	Inter-Ministerial Technical Committee
IPSAS	International Public Sector; Accounting Standards
KRA	Key Result Areas
LGA	Local Government Authorities
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MKUZA	Mkakati wa Kukuza Uchumi na Kupunguza Umasikini Zanzibar
MSME	Micro, Small and Medium Enterprises
MVA	Manufacturing Value Added
NCD	Non-Communicable Diseases
NGOs	Non-Governmental Organizations
NSA	Non-State Actors
O&G	Oil and Gas
OCGS	Office of Chief Government Statistician
OSH	Occupational Safety and Health
PFMRP	Public Finance Management Reform Program
PPP	Public-Private Partnership
PWD	People With Disabilities
R&D	Research and Development
RGoZ	Revolutionary Government of Zanzibar

SDGs	Sustainable Development Goals
STI	Science, Technology and Innovation
TDHS – MIS	Tanzania Demographic Health Survey – Malaria Indicator Survey
URT	United Republic of Tanzania
VNR	Voluntary National Review
ZADEP	Zanzibar Development Plan
ZAECA	Zanzibar Anti-corruption and Economic Crime Authority
ZAFICO	Zanzibar Fisheries Company
ZCT	Zanzibar Commission for Tourism
ZDV	Zanzibar Development Vision
ZEIMS	Zanzibar Environmental and Information Management System
ZIPA	Zanzibar Investment Promotion Authority
ZNCC	Zanzibar National Chamber of Commerce
ZPC	Zanzibar Planning Commission
ZSGRP	Zanzibar Strategy for Growth and Reduction of Poverty
ZSSF	Zanzibar Social Security Funds

# CHAPTER ONE

## INTRODUCTION

### 1.1 BACKGROUND

Zanzibar has implemented its Development Vision 2020 starting with the Zanzibar Poverty Reduction Plan (ZPRP) in 2002-2005, followed by the Zanzibar Strategy for Growth and Reduction of Poverty I (ZSGRP/MKUZA I) from 2007-2010; MKUZA II in 2010-2015 and then MKUZA III in 2016-2020. The Zanzibar Development Plan (ZADEP), 2021-2026 is a successor Plan for MKUZA III. It follows the inauguration of the Zanzibar Development Vision (ZDV) 2050 in October 2020. The development of this Plan takes into account issues addressed in Zanzibar Development Vision 2050, CCM Election Manifesto of 2020-2025, the pledges and vows of the President of Zanzibar and Chairman of the Revolutionary Council His Excellency Dr. Hussein Ali Mwinyi during and after the 2020 Election Campaign and in his inaugural speech at the House of Representative. The plan also takes cognizance of the national Strategic program and projects by the rational utilization of financial and human resources.

The theme for the previous Five Year Development Plan (ZSGRP III) was “Economic Growth and Social Development for the Well Being of All”. On the other hand, the theme for this Five Year Development Plan is ***Blue Economy for Inclusive Growth and Sustainable Development*** which reflect the intention to transform the livelihoods of the people through the comparative advantages of Zanzibar as an island nation. ZADEP 2021-2026 outlines new interventions to enable the economy of Zanzibar to transform into a blue economy without letting go of its green existence and industrialization. It also incorporates the completion of unfinished interventions from the predecessor plan, deemed critical for realization of the aspirations of ZDV 2050 that aspires to transform Zanzibar into an Upper Middle-Income Economy, free from extreme poverty by 2050. This target is to be achieved through sustainable and inclusive human development, characterized by: (i) Economic Transformation (ii) Human Capital and Social Services; (iii) Infrastructural Linkages; and (iv) Governance and Resilience.

ZADEP 2021-2026 is aligned with the United Nations’ Sustainable Development Goals which aim at ending poverty, protecting the planet and enjoying peace and prosperity for all people. Of particular emphasis to this plan is Goal 14 (SDG 14) titled ‘life below water’, which recognizes coordinated actions to sustainably manage, protect and preserve our ocean for the sake of present and future generations. The blue economy pursued by this Plan goes beyond simply treating or exploiting the ocean solely as a mechanism for economic growth. It covers a wide range of interlinked established and emerging sectors such as sustainable fisheries, aquaculture, seaweed farming, establishment of strategic infrastructure such as fish

ports and related fish processing and storage facilities; enhancement of sustainable coastal and marine tourism, transformation of maritime trade infrastructure and services; development of modern multipurpose ports; marine vessels construction, maintenance and repair facilities, warehousing and water projects. Oil and gas development, mainstreaming of desalination technology, climate change adaptation and environmental protection, harnessing of offshore renewable energy such as wind and wave energy and exploring multitude of options in mainstreaming blue bio-trade and the potential opportunities on marine based biotechnology are also included in this Zanzibar Development Plan.

Some industrialized nations have seen the development of their ocean economies through the exploitation of maritime domain such as intercontinental shipping services, commercial fishing, petroleum and mining, more often without considering the harmful effect of their activities on the health of the planet or sustained productivity of the ocean based resources. These unsustainable practices have resulted in environmental degradation, depletion of marine resources and also exacerbated the impact of climate change. Similarly, many Small Island Developing States (SIDS) are exposed the brunt of these climate and environmental impacts and have been forced to address these challenges to restore the environmental state of the ocean while exploring the economic potentials associated with the blue economy.

Analogous to the ‘Green Economy’, the envisaged blue economy model aims at sustainable use of our ocean through innovation, empowerment and social equity, while significantly reducing the impact of climate change, environmental and ecological risks. It provides for an inclusive model in which coastal and island states - which sometimes lack the capacity to manage their rich ocean resources - can begin to extend the benefit of those resources to all. Realizing the full potential of the blue economy means inclusion and participation of all affected social groups and sectors. In this context, small islands like Zanzibar have vast ocean resources at their disposal presenting a huge opportunity for boosting their economic growth for sustainable development, by tackling unemployment, ensuring food security and ending poverty. On the other hand, they also have the most to lose from the degradation of marine resources. This Plan aims at nothing short of those prospects.

As of 2019, the worldwide ocean economy was valued at around USD1.5 trillion per year. About 80% of the global trade by volume is carried by sea and 350 million jobs world-wide are linked to fisheries. Aquaculture is the one of the fastest growing food sector and provides about 50% of fishery products for human consumption across the world. These facts justify Zanzibar’s informed decision to have a blue economy as the main theme of its ZADEP 2021 - 2026.

Implementation review of ZDV 2020 conducted in the year 2020 revealed several challenges that hindered the achievement of some development goals. List of the



identified challenges included low linkages between important strategic sectors of the economy as well as low quality of education to interpret and organize a learning society. Consequently, the ZDV 2050 has repositioned itself strategically to mitigate the constraints associated with the implementation of previous development vision while simultaneously pursuing the targeted milestone. Those previous implementation areas that were identified under the ZSGRP III/MKUZA III evaluation included uneven or inequality in poverty alleviation especially in rural areas, growth of trade and industrial sectors, average tourist's spending per night, and other projects and programs that were not implemented in the previous Plan.

## 1.2 ORIENTATION OF THE PLAN

ZADEP 2021-2026 intends to address issues pertaining to growth and economic transformation based on the blue economy, poverty reduction and improvement of livelihoods. The aim is to facilitate mainstreaming of the poverty reduction agenda into the core of the nation's development planning framework; improve coordination with respect to prioritization, program designing, sequencing, implementation, monitoring, evaluation and reporting. It also aims to enhance resource mobilization and utilization by articulating clear national Key Result Areas (KRAs) while focusing more on domestic resources rather than foreign resources for implementation of national priorities; align national priorities with sector strategies through MTEFs and ensure consistency of public expenditure with national priorities.

## 1.3 THEME, PILLARS AND OBJECTIVES OF PLAN

The theme of *Blue Economy for Inclusive Growth and Sustainable Development* assigned to ZADEP 2021-2026 emphasizes on transforming the livelihoods of the people through sustainable and inclusive human development. This Plan is based on the four pillars of ZDV 2050 namely Economic Transformation, Human Capital and Social Services, Infrastructural Linkages and Governance and Resilience. More specifically, during its implementation period, the Plan aspires to:

1. Build a base for transforming Zanzibar into upper middle-income country by 2050;
2. Foster development of sustainable production and export capacities;
3. Position Zanzibar as a trade and logistic hub;
4. Improve the environment of doing business;
5. Promote industrial skills and service delivery;

6. Reduce poverty, accelerate inclusive economic growth and shared benefits among its people through increased productive capacities of youth, women, people with disability and job creation;
7. Improve quality of life, inclusive human development and environmental protection;
8. Promote transparency, accountability and good governance;
9. Promote peace, security and National Unity; and
10. Ensure international and regional agreements such as SDGs, Africa Agenda 2063 and others are adequately mainstreamed into mid-term development planning and implementation frameworks for the benefit of the country.

#### **1.4 SALIENT FEATURES OF THE PLAN**

ZADEP 2021-2026 has the following key features:

- i. Imbedding the policy and institutional reforms required for enabling its implementation with the private sector spearheading investments in industrialization, while the Government playing a facilitation role by ensuring a conducive policy setting, a quality regulatory framework, allocation of land and securing a supportive infrastructure for industrial development;
- ii. Promotion of innovations and strategic partnerships with the private sector by facilitating its development and competitiveness through upgrading and creating conducive environment to achieve sustainability with an emphasis on strengthening government's corporate culture;
- iii. Recognition of Development Partners (DPs) and Civil Society Organizations (CSOs) the contribution in the ongoing efforts to attain social and economic development. As such the implementation of the interventions outlined in this Plan requires effective coordination and collaboration of these complementary efforts;
- iv. Synchronization of interventions for improved good governance (transparency and efficiency), effective coordination and sequencing implementation to achieve higher scores on those significant areas; and
- v. Encouraging gender responsive and inclusive programs/projects that promote environmental sustainability and mitigation of impacts of climate change.

#### **1.5 METHODOLOGY USED IN DEVELOPING ZADEP**

In 2020, the Revolutionary Government of Zanzibar (RGoZ) reviewed implementation progress of ZDV 2020 and MKUZA III. The aim was to assess progress made in relation to the set objectives and targets, while identifying major

challenges and their respective remedies to inform formulation of ZADEP. The reviews of the above two national documents were to ensure that useful lessons learned are carried forward, challenges are addressed, and new efforts and socioeconomic dynamics are put into a proper perspective.

The process of developing the Plan has been inspired from a rich experience and recommendations drawn from consultations with key stakeholders from different Ministries, Departments and Agencies (MDAs) and private sector. Also, peer reviews were made at various stages. The consultations were aimed at ensuring shared understanding and enriching contextual substance of the implementation Plan and they were done in two phases. The first phase sought opinions and inputs especially on aspirations developed by ZDV 2020 from targeted stakeholders (e.g., Senior Government Officials from all MDAs, high level decision makers in government and politicians; as well as representatives from the academia, research institutions and CSOs). The second phase targeted the private sector and business practitioners for their views and opinions on what was included in the new ZDV 2050 as interventions for ZADEP 2021-2026. At all phases of consultations, broader representation was observed to ensure that the Plan benefited from inputs of all levels of the society and balanced varying interests. The overall aim of those consultations was to achieve national consensus on the Plan.

## **1.6 STRUCTURE OF THE DOCUMENT**

ZADEP 2021-2026 has six chapters organized as follows:

- i. Chapter one provides introduction part which includes background information, ZADEP 2021-2026 orientation, theme, objectives, pillars and overall aspiration, salient features, methodology and structure of the document;
- ii. Chapter two contains review of the implementation of MKUZA III which includes overall macroeconomic situation, implementation of Key Result Areas (KRAs) lessons learned and recommendations from MKUZA III Evaluation report;
- iii. Chapter three is the core of the Plan which includes key areas of interventions, key targets, strategic interventions and key actions for the implementation;
- iv. Chapter four presents the financing plan of the Plan;
- v. Chapter five provides implementation of the Plan; and
- vi. Chapter six presents the monitoring and evaluation modality for the Plan.

## CHAPTER TWO

### REVIEW OF THE IMPLEMENTATION OF MKUZA III

#### 2.1 OVERVIEW

This chapter provides the outline of the socio-economic status of Zanzibar. It also highlights results from the evaluation of ZSGRP III implementation and provides insights on achievements, challenges, lessons learned and recommendations for informing the strategic interventions prescribed in this Plan.

#### 2.2 OVERALL MACROECONOMIC SITUATION

**GDP growth rate:** During the implementation of ZSGRP III, Zanzibar's economy recorded positive results in terms of economic growth with an annual average growth rate that ranged between 5.8 and 7.7 % between 2016 and 2019. In 2019, the GDP growth rate was 7.0 % which was below target. The slow rate of growth of 1.3 % observed in 2020 was caused by the outbreak of the global COVID 19 pandemic which adversely affected productivity in all economic sectors. Throughout the entire period of ZSGRP III implementation, the target of increasing the economic growth rate to 9 % has not been realized. The figure below shows the trend of the GDP growth rate for the period under review.

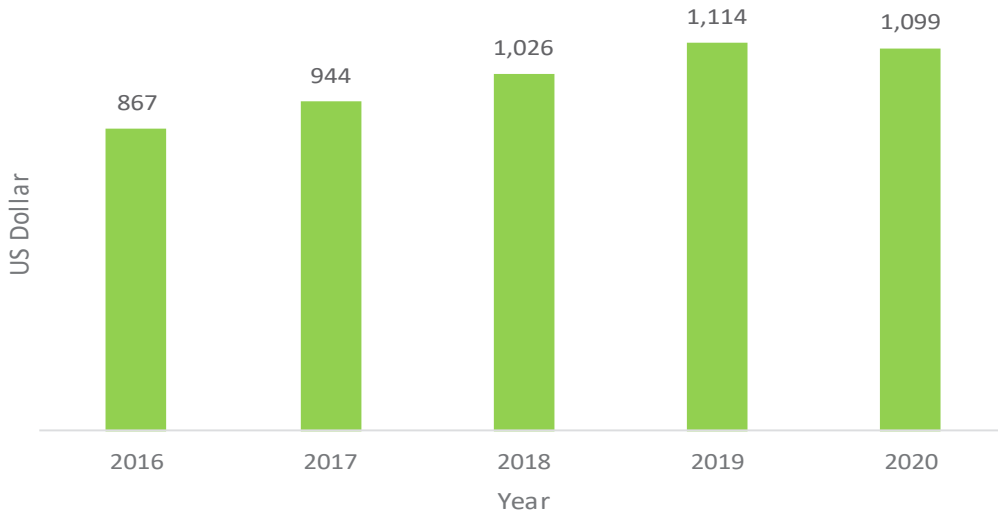
Figure 2.1: The GDP Growth Rates (%) at Constant Price, Zanzibar, 2016-2020



*Source: MKUZA III Evaluation Report, 2020*

**GDP per capita:** Encouraging developments have been noted during the implementation of ZSGRP III with per capita income rising to USD 1,115 in 2019 up from USD 834 in 2015. This enabled Zanzibar to cross the low middle-income country threshold of per capita income of USD 1,045 (2019) and successfully achieved one of the main targets of the Vision 2020 of becoming a Middle Income Status Economy.

Figure 2.2: The GDP per Capita in US\$, Zanzibar, 2016 -2020

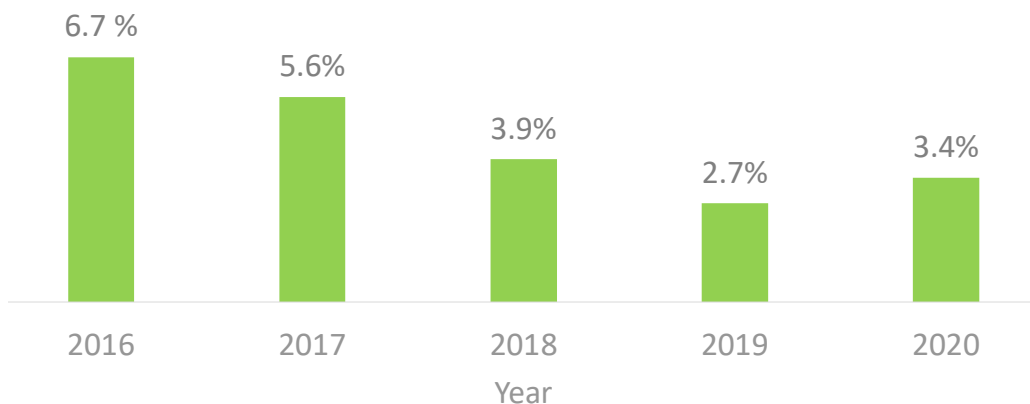


Source: MKUZA III Evaluation Report, 2020

**Annual headline inflation rate:** The macroeconomic environment of Zanzibar remained relatively stable with a declining rate of inflation for the entire period of ZSGRP III implementation. The highest rate of inflation was 6.7 % recorded in 2016 and dropped to 3.4 % in 2020. Hence the target of reducing annual inflation rate to 5 % has been achieved as shown in Figure 2.3 below.

Figure 2.3: Annual Inflation Rate, 2016-2020

Zanzibar Annual Inflation Rate



Source: MKUZA III Evaluation Report, 2020

**Reduction of Poverty:** The ZSGRP III target was to reduce basic needs poverty from 30.4 % in 2015 to 10.2 % in 2020. According to the 2019/20 Zanzibar Household Budget Survey (ZHBS), the percentage of people living below basic needs poverty line has declined from 30.4 % in 2015 to 25.7 % in 2020. Child basic needs poverty experienced a similar decline from 34.7 % to 30.1 % and child food poverty dropped from 13.7 % to 11.4% . Despite these declines, basic needs and food poverty in rural areas is significantly higher than in urban areas. Meanwhile, there is some improvement towards the target, with larger absolute decreases in rural poverty and slightly decrease of poverty levels in urban areas. Furthermore, the information from ZSGRP III evaluation further indicates that poverty rate in rural areas remains to be a major challenge that requires relentless efforts.

## 2.3 ACHIEVEMENTS AND CHALLENGES THROUGH KEY RESULTS AREAS

### 2.3.1 Key Results Area A: Enabling Sustainable and Inclusive Growth

In this key results area, the ZSGRP III implementation focused on improving competitiveness of the services sector, particularly across the value chain of the tourism and hospitality sector; modernization of agriculture sector to increase productivity; and to enhance productivity in industrial sector for sustainable as well as inclusive growth. The RGoZ has made several efforts to strengthen the conducive business environment by implementing projects and initiatives as indicated in ZSGRP III. These allowed the private sector and investment to thrive responsibly and create decent work for youth, women and men. For the latter, a total of 13,196 employment opportunities to youth were created outside and inside the country from 2015/16 to 2019/2020 (8,553 and 4,643 inside and outside). The establishment of online business registration reduced time from 28 days in 2010 to 10 days in 2020. These programs resulted in uplifting the position of Zanzibar in global rank in ‘Doing Business’ from 155 in 2010 to 101 in 2020. Despite these achievements, the current business and investment environment needs further improvement to make the private sector the core engine of growth, poverty reduction and the driver of economic transformation.

On the other hand, the ZSGRP III evaluation informs that during the past five years of its implementation, the agricultural sector made significant progress in various areas whereby the percentage share of agriculture, forestry and fishing sector to GDP had reached 22.8 % in 2020 compared with 21.9 % recorded in 2016. Moreover, the fishing sub sector has been advancing whereby the construction of Hatchery facilities at “Bait el Ras” was designed to produce about 9,000<sup>1</sup> sea cucumber, 11,600<sup>2</sup> milkfish fingerlings and 143<sup>3</sup> crab lets for distribution in pilot

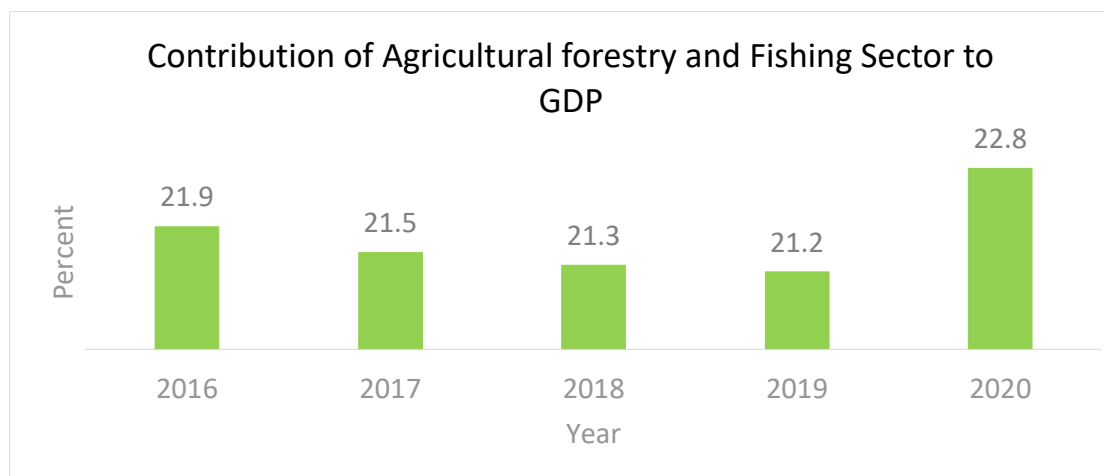
<sup>1</sup> Ufuatiliaji wa Mpango wa Maendeleo wa Mwaka 2018/19

<sup>2</sup> Ibid

<sup>3</sup> Ibid

fish farming areas. Zanzibar Fisheries Company (ZAFICO) was established in 2017; two fishing vessels and a refrigerated truck with capacity to store 10 tons were procured in 2019. The fish catches increased to 36,728 tons<sup>4</sup> in 2019 from 33,892 tons<sup>5</sup> in 2016.

Figure 2.4: Contribution of Agricultural, forestry and fishing to GDP



*Source: MKUZA III Evaluation Report, 2020*

Similarly, the transport sector (land, marine and air transport) has expanded significantly during the entire period of ZSGRP III implementation. Paved roads infrastructure increased from 701.4km in 2016 to 794.4km in 2019, thereby facilitating easy access of products to the markets. This includes construction, upgrading and rehabilitation of various roads including Bububu-Mahonda-Mkokotoni road (34 km), Fuoni-Kombeni road (8.6 km) and Ole-Kengeja road (35 km) to bituminous standard, to mention few. The construction of Terminal III passenger building and the extension of the apron at Abeid Aman Karume International Airport has been successfully completed improving flight and passenger traffic volume as well as increasing the number of passengers handled at the terminal. Maintenance and extension of Pemba Airport included the improvement of the airport infrastructure such as the extension of the runway, installation of runway lights and renovation of terminal building all of which have been completed. However, infrastructure gaps still exist mainly in power and transport sectors. Given the importance of adequate infrastructure to support industrialization and to foster the desired economic transformation by the government, these gaps need to be well addressed to satisfy growing infrastructural demands for the implementation of this Plan.

With regards to tourism, the sector remains to be the key contributor of the country's GDP by which the accommodation and food service contribution to GDP alone is 20.2 % in 2019. Among the achievement attained in this sector include promotion

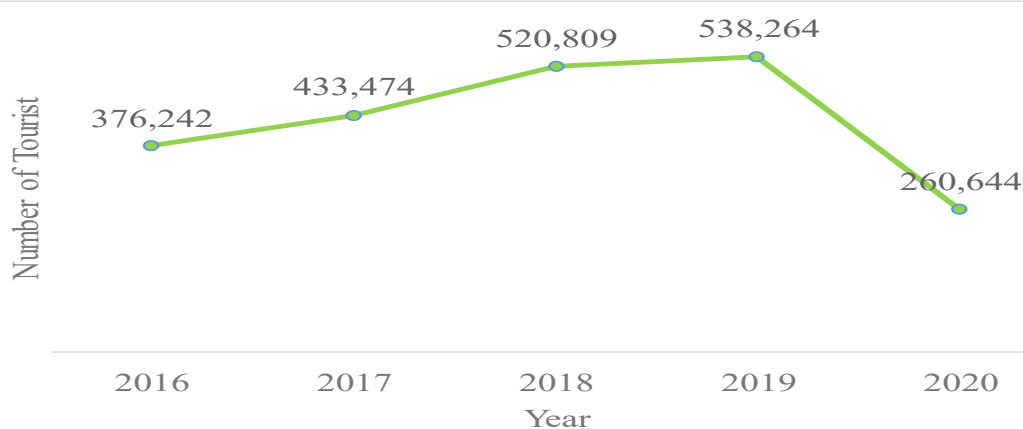
<sup>4</sup>Zanzibar Statistical Abstract 2019, OCGS, 2020

<sup>5</sup> Ibid



of coastal and marine tourism, development and high value tourism resorts and related infrastructure and renovation of historical buildings sites such as Kwa Bikhole, Palace of Mwinyimkuu Dunga, Mkamandume, Fukuchani, etc.; and the promotion of ecotourism practice for ocean conservation and biodiversity hotspots (Masingini, Ngezi, and Jozani). These initiatives contributed to an increase in the number of visitors by 43.1 % from 376,242 recorded in 2016 to 538,264 in 2019. The sharp decline in visitors' flow in the year 2020 was highly attributable to the outbreak of global COVID 19 pandemic. Accordingly, the number of Hotels/Guest Houses increased from 452 in 2016 to 608 in 2019. The tourism sector accounted for 7.1 % of GDP, 10 % of total employment and 8.4 percent of investment in 2017. However, the amount of tourist spending per night remains relatively low.

Figure 2.5: Number of International Visitors Arrival by year



*Source: MKUZA III Evaluation Report, 2020*

On the other hand, the percentage share of the manufacturing sector to GDP declined slightly to 6.8 in 2019 compared to 7.1 recorded in 2016. There was an increase in the value of trade in manufacturing sector from TZS 152.7 million in 2015 to TZS 180 million in 2019. The target was to increase the value of trade in the manufacturing products to TZS 200 million in 2020. Similarly, the growth rate of the manufacturing industry has increased dramatically over and above the target of 16%. It has increased from 8.0 % in 2016 to 20.5 % in 2019. The main challenges that need to be addressed to promote industrialization include inadequate financial, human and technical resources, a low intensity business and investment environment, low productivity, poor and inadequate infrastructure facilities, limited linkages between economic sectors, limited macro-micro linkages and weak implementation of national and sector development plans and subsequent activities.



### **2.3.2 Key Results Area B: Promoting Human Capital Development**

The RGoZ has established a human capital development system in order to meet the socioeconomic and governance needs of the country. This is a gender responsive approach to human capital development that has reduced gender gaps in knowledge, skills development and competitiveness between women and men has also been emphasized during the implementation of ZSGRP III. Consequently, the employability of Zanzibar youth as well as enhancing the entrepreneurial capacity have been increased significantly during the implementation of ZSGRP III.

During the implementation of ZSGRP III the RGoZ has managed to empower a total of 21,444 young entrepreneurs by granting them interest free loans through the Empowerment Fund to entice them to engage themselves in self-employment and employ other youths in different sectors including agriculture, livestock and embroidery.

Similarly, a total of 1,668 youths were provided with six-month vocational training courses and were offered agricultural inputs, livestock and fishing gears, tailoring equipment, carpentry tools, welding tools and material for embroidery after training. Likewise, a total of 300 youth received special job training through a special programme to equip them with employability skills needed in the tourism and hospitality sector. The entrepreneurial incubator at Mbwani, Unguja produced a total of 1,069 (253 males and 816 females) entrepreneurs. These graduates successfully managed to establish their own businesses and companies.

### **2.3.3 Key Results Area C: Providing Quality Services for All**

The RGoZ made significant achievements in improving access to quality services for most of the sub sectors involved in this key results area. Public service sector emphasizes on health and sanitation services, safe and clean water; quality education; access to decent and affordable housing; prevention and response to violence against women and children; and food security and nutrition for all. The following are the documented key achievements:

- a) Mnazi Mmoja Hospital was upgraded and became a referral hospital and officially recognized as among the teaching hospitals in the East African Community (EAC). The upgrading included the construction of new buildings, establishment of new health departments/sections like neurology, cancer etc. and procurement of state of the art health equipment such as CT scan machines, MRI machine, DNA tests facilities etc.
- b) For its part, the Abdullah Mzee hospital in the island of Pemba was upgraded to a regional hospital after a major renovation drive. Moreover, other hospitals such as Kivunge, Makunduchi and Micheweni were upgraded to district hospitals, while 15 PHCUs became PHC+ with additional services

including working 24 hours and providing more services including delivery services. The construction of the modern KMKM Hospital at Kibweni also contributed to the key health development objectives of the government. The private hospitals have also played a critical part in addressing health development objectives in the country.

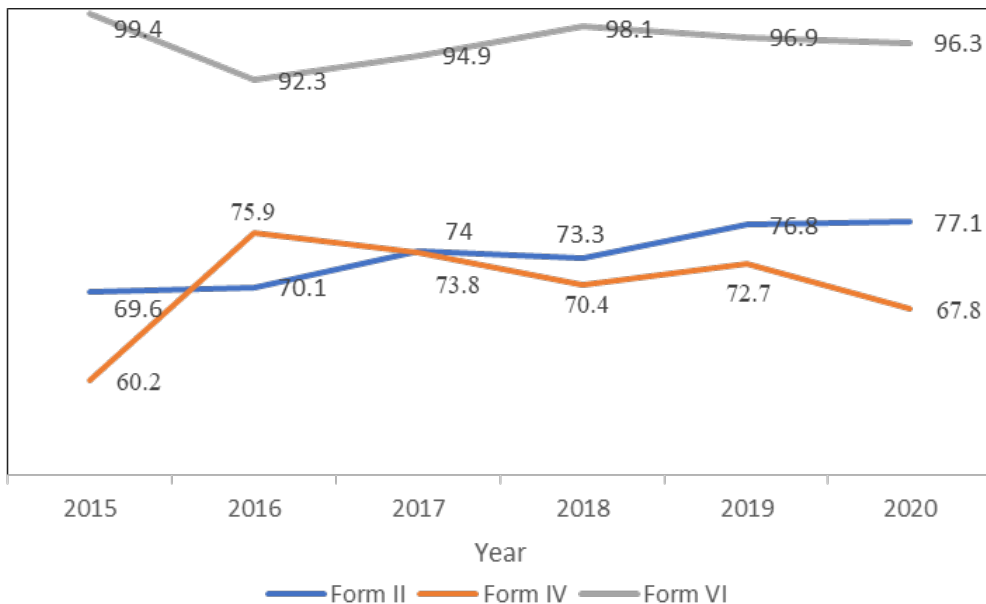
- c) There are now four major hospitals such as Al-Rahma, Tasakhtaa Global Hospital, Mina Hospital and Tawakkal Hospital. Procurement of boat ambulances has been done which will provide services for the patients living in small and remote islets in Pemba (Fundo, Kisiwa Panza, and others). Other health supporting infrastructure including construction of Chief Government Chemist Laboratory Agency with the state-of-the-art equipment and construction of medical stores with large capacities was completed in Unguja and Pemba.
- d) Significant progress in reducing morbidities and mortalities such as child and maternal mortality, combating malaria, HIV and AIDS and addressing non-communicable diseases, among others has been made. However, the progress must be consolidated and sustained because in some areas, progress has been slow, particularly on maternal, neonatal and perinatal mortality. Similarly, emphasis should be on strengthening the health service delivery system with service delivery geared<sup>6</sup> towards improving the quality of health of mothers and children; addressing commonly prevalent illnesses and triple burden of malnutrition which are major causes of deaths as well as addressing the issue of sustainable health financing and quality of human resource in the health sector.
- e) The Childhood Mortality level from TDHS – MIS 2016 shown that Neo-Natal mortality rate reduced to 28/1000 live births, Post Neo-Natal mortality rate to 17/1000 live births and Infant mortality rate 45/1000 live births, Child mortality rate 11/1000 live births and under five mortality rate 56/1000 live births. Maternal mortality: Institutional Maternal Mortality Rate has been declining, from 277 in 2016 to 155 in 2018 (per 100,000 live births), but the rate is still high.
- f) Important progress has also been made with respect to sanitation whereby the proportion of households with improved sanitation facility (flush or pour flush toilets to sewer systems, septic tanks or pits latrines, ventilated improved pits) reached 87.6 % in 2019/20 compared to 83.7 % in 2014/15. Relatively, more improvement has been made in sanitation in urban areas rather than in rural areas. However, this area needs to be further strengthened.
- g) The proportion of households using protected water source for drinking in dry seasons has increased from 90.5 % in 2014/15 to 91.5 % in 2019/20, while the proportion of households within 1 kilometre of drinking water

<sup>6</sup> Ministry of Education, Budget Speech (2019/20)

source in the dry season has also increased from 96.9 % in 2014/15 to 98.8 % in 2019/20.

- h) Significant progress has been realised in improving education including construction of new classrooms and schools as well as school facilities and learning environment. Construction of 24 education hubs for Unguja and Pemba which contain libraries, science laboratories and language laboratory and ICT rooms have been completed. Those efforts increased the literacy rates for the population aged 5 years and above to reach 87.4 in 2019/20 compare to 83.7 % in 2015. The pass rate of standard VI candidates have increased from 84.5% in 2015 to 97.5 percent in 2019<sup>7</sup>. Also, the pass rate for form II and form IV students have considerably increased from 69.6% and 60.2% in 2015 to 77.1% and 67.8 in 2020, respectively. Meanwhile, the pass rates for form VI students has slightly reduced from 99.4% in 2015 to 96.9% in 2020.

Figure 2.6: Form II, Form IV and Form VI Pass Rate, 2015 - 2019



Source: MKUZA III Evaluation Report, 2020

The proportion of schools with access to Electricity (preprimary is 67% in 2015 to 80.2 in 2019, primary is 87.8% in 2015 to 92.7 in 2019, while secondary is 94.3% in 2015 to 97.3 in 2019); Computers (preprimary is 0% in 2015 to 0% in 2019, primary 5.2% in 2015 to 42% in 2020, secondary is 20.7% in 2015 to 65.5% in 2020) and Basic drinking water (preprimary is 89% in 2015 to 89.3 % in 2019, primary 85% in 2015 to 92% in 2019 while secondary is 87.6 % in 2015 to 95.7 in 2019).

The construction of storey housing has been taking place in various parts of Zanzibar. This includes fifteen blocks with 14 apartments each at ZSSF Mbweni Housing Estate and three blocks with 76 houses at Kwahani Mji Mpya. Similarly,

<sup>7</sup> Ministry of Education, Budget Speech (2019/20)

Bakhresa Group of Company has 600 units under construction at Fumba area and CPS Company has constructed 1,500 units at Nyamanzi area which are under the Fumba Free Economic Zone. The proportion of households living in houses with modern walls increased from 77.1% in 2014/2015 to 82.7% in 2019/2020 while the proportion of households living in houses with modern roofs has also increased from 85.4% in 2015 to 91.3% in 2019/2020. Meanwhile, the proportion of households living in houses with modern floors has increased from 77.6 % in 2014/2015 to 82.3% in 2019/2020.

It is also important to note that the proportion of households which were food secured in Zanzibar declined from 51.4% in 2014/15 to 48.5% in 2019/20. Moreover, the proportion of households with food security for the rural areas was 41.0 % whereas for urban areas was 58.9% (HBS, 2019/20).

### **2.3.4 Key Results Area D: Attaining Environmental Sustainability and Climate Resilience**

The RGoZ recognized the importance of the link that exists between sustainable development and the process of economic, social and environmental fields, to ensure sustainable protection of ecosystems and natural resources. This resulted in significant progress being reported in addressing climate impact. The construction of seawalls with a total length of 50 meters and groin walls of the total length of 420 meters was done. Similarly, a total of 237 hectares of mangroves were planted to protect the land from erosion due to sea level rise and ensure resilience and continued protection of coastal assets, settlements, and community livelihoods. Likewise, several dykes of more than 1.8 kilometres have been constructed in coastal areas to minimize the impact of saltwater intrusion into coastal agriculture lowlands. The construction of storm water drainage systems with a total length of 20.7 kilometres has been completed in various places and has managed to reduce the effects of flooding to the general community in the Mjini Magharibi. In addition, 312 meters of Mizingani sea wall and promenade has been constructed to protect the coastline from beach erosion.

### **3.2.5 Key Results Area E: Adhering to Good Governance Principles**

Good governance and accountability are fundamental and prerequisites for sustained economic development and poverty reduction in Zanzibar. To ensure an accountable, transparent and corruption- free governance system, the Zanzibar Public Leaders Ethics Commission was established along with strengthening of Zanzibar Anti-corruption and Economic Crime Authority (ZAECA) and various other legal institutions. Various laws related to ending violence against women and children have been reviewed including the Evidence Act 6/2016; The Kadhi's Court Act 9/2017; The Criminal Procedure Act 7/2018 section 151 (1); The Penal Act 6/2018 and Children Act No 6 of 2011. Similarly, RGoZ considered the issue

of gender sensitivity in its leadership by which the indicators for gender inequality have shown improvements in gender balance in Zanzibar. The Government also embarked on building the capacity of justice institutions and frontline professionals to effectively address violence against women, children and people with disabilities. This significantly increased access to justice, respect for the rule of law, adherence to basic human rights, and greater participation in the democratic process

## **2.4 LESSONS LEARNED FROM ZSGRP III IMPLEMENTATION**

The following are the lessons learned from implementation of ZSGRP III:

- i. Poverty reduction is still a challenge that needs a more inclusive, comprehensive and gender responsive economic development and social protection approach to deal with it. Rural households are more prone to poverty compared to urban households;
- ii. The slow or inadequate growth of industrial sector is a serious problem that needs restless effort to solve;
- iii. Trade sector has been growing rapidly in terms of value and volume but its share to GDP continued to decline over time;
- iv. The share of agricultural sector to GDP has been declining over time despite the fact that large proportion of Zanzibaris especially women are participating in agricultural activities;
- v. Despite progress in the tourism sector in terms of number of tourists arrival and expansion of tourism infrastructure, the average tourist's spending per night has declined;
- vi. Maternal and neonatal mortality are good litmus of health sector performance, the factors leading or contributing to these deaths are multi-dimensional, hence, effective reduction of these mortalities requires multi-sectoral collaboration;
- vii. Data accuracy and availability is still a challenge;
- viii. Unsatisfactory private sector engagement in the economy.

## **2.5 RECOMMENDATIONS FROM ZSGRP III EVALUATION REPORT**

The ZSGRP III evaluation report came up with the following recommendations for ZADEF 2021–2026:

- i. Develop problem oriented, equity based and more focused strategies on poverty reduction;
- ii. Efforts and strategies should be made to raise the average tourist's spending per night. Currently, the average tourist's spending per night is still low;
- iii. Include communication plan and ensure it is well implemented and known to the community;

- iv. Design rigorous strategies to revive the growth of industrial sector and to increase its share to GDP;
- v. Continue to support the transformation of the agricultural sector to enhance more productivity. This the sector employs good number of people in Zanzibar;
- vi. Impressive performance is reported in terms of provision of and access to education services; The challenge now is the quality of education provided. Thus, the Plan should focus on improving the quality of education provided by both public and private schools ensuring the graduates are equipped with the necessary skills to access and compete within the labor market;
- vii. Build stronger entrepreneurial capacity support to the local communities in order to promote trade and industrial sector;
- viii. Complete the implementation of flagship projects and other projects;
- ix. More support and capacity in strengthening data, information and monitoring and evaluation system should be provided;
- x. The Monitoring and Evaluation (M&E) framework for the Plan should make sure that all indicators are provided with their well-defined targets and baseline data.



# CHAPTER THREE

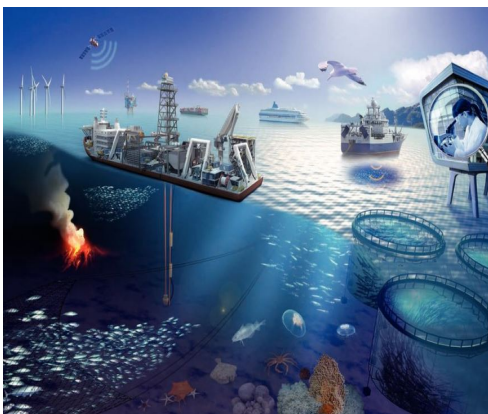
## THE PLAN

### 3.1 OVERVIEW

The ZADEP is the first plan to be developed for the implementation of the ZDV 2050. ZADEP’s theme of *Blue Economy for Inclusive Growth and Sustainable Development* is addressing the development priorities established by the RGoZ. The priority Blue economy thematic areas identified include: the promotion of sustainable coastal and marine tourism, sustainable fisheries and aquaculture including deep sea fishing, seaweed farming, maritime transport, infrastructure, trade and related services, offshore renewable energy. Other key areas of concern are promotion of sustainable tourism; exploration and management of oil and natural gas; strengthening public private sector partnership; infrastructure development; improved public services and good governance; climate adaptation and environmental protection; economic empowerment as well as promoting gender equality and women’s empowerment. ZADEP also articulates the CCM Election Manifesto of 2020-2025, the pledges and vows of the President of Zanzibar and Chairman of the Revolutionary Council His Excellency Dr. Hussein Ali Mwinyi as well as regional and international agreements, treaties and resolutions.

This chapter presents interventions for a five-year development pathway. It highlights the blue economy initiatives as a first priority towards an enabling and transformative environment and infrastructure development; boosting economic diversification; promoting human capital and social development and Governance and Resilience. It also describes the linkages between the blue economy and related enabling factors for a socio-economic transformation of the country.

### 3.2 EXPLORING BLUE ECONOMY POTENTIALS



**Indicative SDGs Targets**  
SDG 8.5, SDG 9.1,  
SDG 9a,  
SDG 14.2, SDG 14.5,  
SDG 14.7, SDG 5.a,  
SDG 5.c,  
Agenda 2063, Aspirations  
1,2,7

The RGoZ recognizes the role of the Blue Economy (BE) in promoting socio-economic development and marine conservation through better

stewardship of the sea and related resources. This aligns with SDG 14 titled “Conserve and sustainably use the oceans, seas and marine

resources for sustainable development”. Blue economy is also aligned with Goal 6 of the African Union Agenda 2063. It involves sustainable utilization of sea and marine resources to support inclusive and socio-economic growth as well as creating new platforms for employment opportunities. This can be done while protecting the marine environment and its constituent biodiversity, adaptive to climate change and promoting resilience.



BE refers to a sustainable ocean-based economy, as means to achieve the economic, social and environmental dimensions of sustainable development. Zanzibar’s Blue Economy policy refers to BE as sustainable use of the sea, coasts and other water bodies as well as related resources, including underground waters, for socio-economic development while preserving the environment. In the implementation of this policy, five priority

areas are recognized, namely (i) fisheries and aquaculture; (ii) maritime trade and infrastructure; (iii) energy; (iv) tourism and (v) Blue governance.

The overarching goals of RGoZ in developing blue economy activities are to maximize value from marine sector through sustainable economic diversification; create high-value onshore and offshore jobs; contribute significantly to food security through sustainable utilization and management of marine resources; and enhance energy security via the development of offshore renewable energy. Although, blue economy offers vast opportunities for the local communities, the concept faces several challenges such as low level of awareness on what blue economy really means; inadequate capacity and innovation in blue economy; shortage of finance and investment capital in implementing BE initiatives, shortage of appropriate tools, equipment, infrastructure and facilities for BE implementation, shortage of expertise and technical capacity for development of the ocean based economies; adverse impact of climate change on the marine ecosystems; Illegal, unreported and unregulated fishing and maritime safety and security issues which can undermine both national and regional efforts to mainstream sustainable blue economy.

### **Vision aspirations**

- (i) A cohesive blue economy captured through sectoral linkages across agriculture, industrialization and trade, tourism and maritime transportation as follows:
  - a. Industrial value addition, including the commercialization of fisheries and aquaculture, in line with domestic and export market demand,



- b. Expansion of sustainable marine tourism to include undeveloped markets for ecotourism to promote job creation,
  - c. Efficient and reliable maritime infrastructure network and services, including seaports and undersea pipelines, to facilitate trade and passenger flows as well as strengthening tourism demand;
- (ii) High expertise in managing blue economy-related technologies through capacity building and investment in R&D to ensure local ownership and greater contribution to the general economy;
  - (iii) Sustainable exploitation of marine-related resources and products within an operational blue economy framework guided by marine spatial planning, environmental preservation and clear investment procedures; and
  - (iv) Continued adherence to and support for regional and international blue economy institutions and initiatives in order to preserve the marine environment and promote economic cooperation.

## **Key Targets**

- i. The blue economy contributes 60% of GDP by 2025; and
- ii. Increase the proportion of total employment in the blue economy sector to reach 60% of the total employment by 2025.

## **Strategic intervention**

### ***Enhance coordination of blue economy activities***

## **Key Actions**

- i. Improve legislative, regulatory and institutional frameworks for blue economy;
- ii. Develop and implement Marine Spatial Planning;
- iii. Strengthen regional cooperation and international advocacy (Blue Diplomacy);
- iv. Raise public awareness on inclusive, environmental friendly and gender responsive blue economy in partnership with CSOs;
- v. Enhance engagement of private sector in blue economy activities;
- vi. Support investment in blue economy and establishment of Blue Fund; and
- vii. Strengthen participation in oceanic associations.

## Priority Sectors in Exploring Blue Economy Potentials

### 3.2.1 Fisheries, Aquaculture and Marine Resources



#### Indicative SDGs Targets

SDG 9.1, SDG 9a,  
SDG 14.2, SDG 14.5,  
SDG 14.7, SDG 5.a, SDG 5.c,  
*Agenda 2063:Aspiration 1,2,7*

Most of the fishing activities in Zanzibar are small-scale (artisanal), taking place along territorial waters using traditional methods. According

to the Zanzibar Fisheries Frame Survey (ZFFS) of 2020, there are 7,919 fishing vessels of which 61% are sail and paddles propelled. The entire value chain of artisanal fishing employs about 63,000 jobs (of which 17.4% for women). The challenges facing artisanal fishing are; inability of fishers to access resources at high water due to lack of proper fishing boats and gears, insufficient fish market infrastructure and services, inadequate fishing skills and knowledge.

Aquaculture sector in Zanzibar is dominated by fish farming, sea cucumbers and mud crabs and offers viable options towards the industrial scales of capture fisheries. In Zanzibar, aquaculture also involves seaweed farming, which is a major industry that supports about 25,000 people of which 80% are women. About 90% of seaweed is cultivated in Pemba. The challenges facing seaweed production are low value addition, absence of innovation and technology in seaweed production, weak capacity and low capital, deficiency of processing industries, unreliable access to market, disease and the impact of climate change.

#### Vision aspirations

- (i) A cohesive blue economy captured through sectoral linkages across agriculture, industrialization and trade, tourism and maritime transportation as follows:
  - a. Industrial value addition, including the commercialization of fisheries and aquaculture, in line with domestic and export market demand,
  - b. Expansion of sustainable marine tourism to include undeveloped markets for ecotourism to promote job creation,
  - c. Efficient and reliable maritime infrastructure network and services, including seaports and undersea pipelines, to facilitate trade and passenger flows as well as strengthening tourism demand;

#### Key Targets

- i. Increase share of fishing to GDP from 4.9% in 2020 to 10% in 2025;
- ii. Increase fish per capita consumption from 22.7Kg/year in 2020 to 30kg/year by 2025 and

- iii. Increase the proportion of total employment in the fisheries sector from 4% in 2020 to 15% in 2025.

## **Strategic Interventions**

### ***1. Enhance development of fishing sector***

#### **Key Actions**

- i. Improve and enforce legal fisheries framework;
- ii. Build capacity for fisheries stakeholders;
- iii. Promote sustainable artisanal fishing, aquaculture and deep-sea fishing;
- iv. Empower fisheries stakeholders along value chain; and
- v. Strengthen development and market for fisheries/and aquatic products.

### ***2. Enhance rational management of Marine resources***

#### **Key Actions**

- i. Improve and enforce legal framework ensuring equitable access, management and control of marine resources and services;
- ii. Conserve the marine and coastal resources;
- iii. Promote decent employment in the maritime sector;
- iv. Develop and promote marine products processing industries;
- v. Improve competent authority and modern laboratory for quality assurance of marine products;
- vi. Establish and implement quality assurance standards at entry and exit points; and
- vii. Empower women, youths and people with different abilities in ocean based economies.

### ***3. Enhance Research & Development for marine resources***

#### **Key Actions**

- i. Strengthen the marine resources research related institutes;
- ii. Enhance use of inclusive and gender responsive research findings in blue economy development activities;
- iii. Enhance research on quality assurance on hygiene and sanitation practices in fisheries products;
- iv. Build capacity for fisheries/marine stakeholders in innovation, access to capital, access to market and product quality demand;
- v. Introduce and implement exhibition of fisheries/marine products; and
- vi. Introduce consumer preference and healthy/nutritional/medicinal benefits research for fisheries/marine products.

### ***4. Strengthen international and regional co-operation***

## Key Actions

- i. Strengthen collaboration with regional and international (fisheries and Maritime) management organization/boards/institutions;
- ii. Maintain links and participate in trans-boundary policy and law making platforms;
- iii. Initiate exchange programs within the region;
- iv. Increase participation in national and international symposia in fisheries/marine resources; and
- v. Participate in implementation of regional and international projects.

### 3.2.2 Tourism

Tourism is one of the key pillars of the Zanzibar economy generating tens of thousands of jobs in the service sector. It represents an important source of government revenue and GDP growth. Zanzibar has seen a significant increase in tourist arrivals, with an average annual growth rate of nearly 18.7% between 2011 and 2019. In 2019 specifically, the number of tourist arrivals was 538,264.



Indicative Targets	SDGs
SDG 8.5, SDG 8.9, SDG 4.4, SDG 14.7	SDG 8.5, SDG 8.9, SDG 5.1, SDG 14.7
<i>Agenda 2063 Aspiration 1,2,7</i>	

It is estimated that there are about 22,000 direct jobs in the tourism sector, of which 76% are employed at one of the 473 hotels (ZCT, 2017; and the Ministry of Information, Tourism and Heritage, 2017). The sector is also poised for more growth as with more tourism expected to come from the emerging markets as people from



these countries are earning higher income that can be used to travel abroad. However, various environmental issues, including pollution, waste and unsustainable use of natural resources, such as coastal and encroachment, coral reef degradation, mangrove deforestation, illegal take of marine product, unsustainable extraction of freshwater and firewood harvesting from coral rage forests, threaten the

sector. With the tourism sector mainly focusing on marine tourism ('sun and sea' holidays, diving, snorkeling, and boat trips), a lack of proper mechanism to manage the growing number of tourism related activities may lead to the degradation of

marine habitats, loss of ocean biodiversity, sea pollution and over-exploitation of marine resources – outcomes that are contrary to the blue economy guiding principles. Sustainable management of the tourism sector will foster the economic benefits associated with tourism as well as supporting the utilization, rehabilitation and restoration of Zanzibar’s marine natural resources.

### Vision Aspirations

(i) A strong, sustainable and resilient market for high-value tourism marked by high average expenditure per tourist through the prioritization of investment in luxury and boutique hotels as well as improving infrastructural links, while bearing in mind the cultural and environmental impact of these economic activities;



(ii) Diversified tourism products in line with Zanzibar’s natural and cultural heritage as well as commercial potential to accelerate market expansion, including the domestic market;

(iii) Strong linkages between tourism and agricultural supply chain actors by incentivizing tourist establishments to purchase and source local products and minimize imports;

(iv) High quality local labor force with decent work, focusing on youth employability, through practical tourism training and apprenticeships; and

(v) Strong local content in the tourism industry, supported by appropriate incentives and awareness programmes for all stakeholders while ensuring corporate social responsibility and investment.

### Key Targets

- i. Increase annual international tourist arrival from 538,264 in 2019 to 700,000 in 2025;
- ii. Increase length of tourist stay from 7 days in 2019 to 8 days in 2025; and
- iii. Increase average tourist spending per day from USD 263 in 2019 to USD 350 in 2025.

### Strategic Interventions

1. *Enhance blue tourism in Unguja & Pemba towards a sustainable coastal and maritime tourism*



## **Key Actions**

- i. Develop and introduce eco-tourism;
- ii. Enhance sustainable investment on small islets; and
- iii. Create new products related to blue tourism with an emphasis on preserving Zanzibar's history, culture and (natural) heritage.

### ***2. Diversify tourism products (sea sports, heritage tourism).***

## **Key Actions**

- i. Implement a program to protect and restore historical sites in Unguja and Pemba;
  - ii. Promote local participation and use of local products;
  - iii. Develop and strengthen marine tourism activities;
  - iv. Promote management of marine heritage.
- ### ***3. Enhance visibility of Zanzibar as an up-market tourist destination in traditional, emerging and new markets.***

## **Key Actions**

- i. Establish and implement a program for aggressive promotion and marketing of Zanzibar as a unique tourist destination;
- ii. Increase participation on national, regional and international tourism exhibition; and
- iii. Establish special programs to promote domestic tourism in Zanzibar.

### ***4. Strengthen capacity building to address shortage of skilled labor.***

## **Key Actions**

- i. Improve inclusive training and skills development for tourism sector including digital skills;
- ii. Develop and implement special programs for tourism service providers including youth, women and PWDs ; and
- iii. Digitalize tourism management system.

### ***5. Enhance excellence in service delivery in tourism sector***

## **Key Actions**

- i. Ensure safety and security for tourists and of communities;
- ii. Conduct tourism satellite account survey;
- iii. Review existing legal framework on tourism; and
- iv. Develop and improve infrastructure to facilitate accessibility to tourism attraction areas.

### 3.2.3 Seaports and Marine Transportation



Indicative SDGs Targets  
SDG 8.2, SDG 9.1, SDG 13.2, SDG 14.7  
*Agenda 2063, Aspiration 1,2,7*

Over 99% of Zanzibar international trade by value is seaborne, and seaports provide a gateway for that. Zanzibar currently has three main commercial ports that handle about 83,000 TEU, and 391,000 tons of general cargoes and processes approximately 2.7 million passengers per year. The evidence suggests that the installed capacity of the existing ports has been exceeded. Thus, persistent congestion at the ports reduces efficiency and increases the operational costs. In order to enhance the competitiveness of Zanzibar ports, there is a great need to improve ports infrastructure and related services.

#### Vision Aspirations

- (i) A safe and secure maritime transportation network in Zanzibar’s area of jurisdiction;
- (ii) Efficient and effective cargo ports that are able to handle modern container ships, with sufficient provision and links to container services, inland depots, storage, dry docking and bunkering services;
- (iii) Specialized ports with adequate facilities, including O&G service centres and dedicated fishing ports;
- (iv) A comprehensive passenger hub at Malindi that integrates ferry and marina services, revitalizing Forodhani Waterfront to leverage linkages with tourism development;
- (v) Reliable and efficient marine transportation facilities in Pemba, including improving cargo and passenger terminals in Mkoani and Wete, for better marine connectivity between islands;
- (vi) Efficient small port services across the islands with all basic services provided; and
- (vii) A regional leader in international ship registration.

#### Key Targets

- i. Increase container terminal capacity from 58% in 2020/21 to 75% in 2025/26;
- ii. Improve container dwelling capacity from 77% in 2020/21 to 85% in 2025/26;

- iii. Increase liner shipping connectivity index from 68% in 2020/21 to 75% in 2025/26; and
- iv. Rise passengers terminal capacity from 76% in 2020/21 to 90% in 2025/26.

**Strategic Interventions**

***1. Strengthening port productivity***

**Key actions**

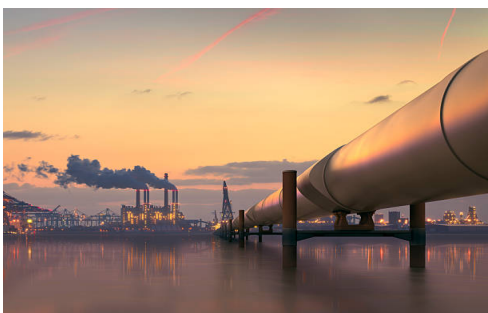
- i. Construct multipurpose ports with modern offshore facilities;
- ii. Support port services with modern equipment and technologies;
- iii. Construct floating dock for repairing and maintenance of local and foreign vessels;
- iv. Oversee the compliance of maritime transport laws and regulations established by International Maritime Organization (IMO);
- v. Encourage private investment for container-based freight forwarding business worldwide and oil and gas strategic storage facility;
- vi. Transform unofficial channels to official ports; a
- vii. Enhance capacity building for port stakeholders and operators, and
- viii. Expand cargo terminal warehouse.

***2. Expand passenger handling capacity and clearance***

**Key actions**

- i. Upgrade Mkoani and Wete ports; and
- ii. Renovate Malindi port.

**3.2.4 Oil and Gas**



Indicative SDGs Targets
SDG 5.b,SDG 8.2, SDG 9.2,SDG 16.6, SDG 14.2,SDG 14.5 <i>Agenda 2063, Aspiration 1,2,7</i>

Zanzibar is committed and prepared for sustainable exploitation of Oil and Gas (O&G) that could be extracted from two sources: onshore and offshore production. However, there are

more indications and prospects for offshore discovery than on land. Certainly, the preliminary scientific evidence indicates the possibility for existence of commercially viable O&G deposits in Zanzibar. Local exposure to and awareness on sustainable O&G development is still low, and for this reason the Government



has embarked on an Oil and Gas awareness program for the local communities.

## **Vision Aspirations**

- (i) A comprehensive mechanism for sustainable O&G exploration and operationalization of O&G-related policies and regulatory frameworks;
- (ii) Substantial infrastructure and investment capacity, human capital and revenue management related to sustainable O&G exploration and commercialization; and
- (iii) Inclusive O&G investment that promotes local community development through technology transfer, training and local content requirements where applicable.

## **Key Target**

- i. Maintain petroleum reserve at 100% by 2025/26;
- ii. Increase proportion of Oil and Gas professions to 5% by 2025/26.

## **Strategic Interventions**

### ***1. Strengthen the Oil and Gas upstream***

#### **Key Actions**

- i. Develop and implement policies and regulatory framework related to oil and gas governance;
- ii. Develop local content framework towards oil and gas investment initiatives;
- iii. Enhance and supervise exploration operations in licensed and open acreage area;
- iv. Build capacity to oil and gas institutions and stakeholders addressing barriers against youths, women and PWD participation;
- v. Establish National Data Repository (NDR) for oil and gas data management;
- vi. Promote public awareness on oil and gas; and
- vii. Develop and implement proper environmental tools and procedures related to oil and gas development.

### ***2. Strengthen the Oil and Gas downstream***

#### **Key Actions**

- i. Enhance import sustainability through bulk procurement system;
- ii. Strengthen petrol stations quality and service to international standards;
- iii. Establish cost reflective tariff;

- iv. Improve oil and gas supply network;
- v. Improve revenue collection from oil and gas sector; and
- vi. Improve health, safety and environment issues in consumption of petroleum products.

### 3.3 ENABLING ENVIRONMENT AND INFRASTRUCTURE DEVELOPMENT



Zanzibar has over the years made significant progress towards providing standard quality and competitive economic infrastructure. Infrastructure development is a key driver and critical enabler for productivity and sustainable economic growth. It contributes significantly to human development and poverty reduction. Given the quick changing environment and fast worldwide development, it is critical to build

quality, modern and accessible infrastructure to increase competitiveness and attain a high standard of life in line with SDG 9 “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”. The port infrastructure needs to have the capacity to support trade growth and to ensure a well-connected inclusive transportation and digital network, reliable and uninterrupted electricity and infrastructure-ready industrial sites.

#### *Priority sectors for Enable environment and Infrastructure Development*

##### 3.3.1 Land Transportation



Indicative SDGs Targets
SDG 3.6, SDG 9.1, SDG 11.2, SDG 13.2 <i>Agenda 2063: Aspiration 2</i>

Having well-connected, reliable and convenient roads can facilitate efficient movement of goods and services as well as people. Hence, a strategic decision to

make significant investment towards land transportation will promote economic growth, increase productivity, and enhance market access and opportunities.

#### **Vision Aspirations**

- (i) High quality and reliable road facilities within and across Zanzibar, where all single lane main roads are upgraded to dual carriageways and new roads, highways, flyovers, bridges, car-parks and street lanes are constructed.

- (ii) Efficient urban road infrastructure that emphasizes the reduction of congestion, improving road safety and connectivity of community roads to feeder roads as well as enhancing pedestrian experience; and
- (iii) Adequate infrastructure for public transportation in key areas, including establishing a rapid bus and rail network as well as upgrading bus (Daladala) routes.

### **Key Targets**

- i. Increase proportion of rural and urban population who live within 1km all-season roads from 50% in 2019/20 to 90% in 2025/26 (disaggregated by age and disability);

### **Strategic Interventions**

#### ***1. Improve road safety significantly***

#### **Key actions**

- i. Improve and enforce legal and regulatory framework;
- ii. Raise public awareness for road safety issues;
- iii. Facilitate provision of safety devices and streetlights; and
- iv. Establish vehicles electronic inspection system.

#### ***2. Improve road network considerably***

#### **Key actions**

- i. Construct, upgrade and rehabilitate main roads and feeder roads (200 km of main roads and 300 km of feeder roads);
- ii. Construct strategic bridges; and
- iii. Facilitate provision of modern equipment for road repair and maintenance.

#### ***3. Encourage private sector participation in road infrastructure projects***

#### **Key actions**

- i. Review and develop inclusive, gender and age responsive transport legal framework; and
- ii. Adopt PPP policy for some infrastructure projects.

#### ***4. Strengthen Government Automobile Service***

#### **Key actions**

- i. Develop legal framework for Government Automobile Service;
- ii. Improve capacity of Government Agency Automobile Workshop Service;

- iii. Construct workshop for heavy duty equipment of road maintenance;
- iv. Improve capacity of Zanzibar Multiplex Company; and
- v. Construct and rehabilitate Government Agency Automobile Workshop Service.

### 3.3.2 Airports and Air Transportation



Indicative Targets	SDGs
SDG 8.2, SDG 9.1, SDG 13.2, SDG 14.7	
<i>Agenda 2063, Aspiration 1,2,7</i>	

Abeid Amani Karume International Airport (AAKIA) and Pemba Airport are two serving airports in Zanzibar. The expanding tourism industry increases pressure on these two airports to handle the passengers.

Among the challenges faced by these two airports are limited passenger terminal capacity with sustained growth in traffic, shortage of smart facilities to simplify passenger clearance procedure, and limited Aircraft rescue and firefighting services. However, the AAKIA Terminal 3 which has been opened recently will enhance the safety and passenger clearance and double the overall annual passenger capacity when fully operated.

#### Vision Aspirations

- (i) Competitive airline services and airport infrastructure that meet appropriate international standards, including continuously upgrading and modernizing AAKIA and Pemba Airport as well as ensuring adequate air links between Zanzibar and the rest of the world;
- (ii) A sustainable airport infrastructure plan with zoned reserve land for air strips and helipads where appropriate; and
- (iii) An operational Airport FEZ supported by the establishment of warehousing facilities to capture spill overs between industry and transport.

#### Key Targets

- i. Increase total annual volume of air cargo from 67% in 2020/21 to 80% in 2025/26; and
- ii. Increase total annual passenger handling capacity from 44% in 2020/2 to 95% in 2025/26.

## Strategic interventions

### 1. *Expand passenger and cargo handling capacity and clearance*

#### Key actions

- i. Upgrade Pemba Airport;
- ii. Renovate terminal II in AAKIA;
- iii. Enhance quality of airports facilities and services;
- iv. Expand cargo terminal warehouse and facilities; and
- v. Upgrade the services of Nungwi airstrip; and
- vi. Construct helipads in Unguja and Pemba.

### 2. *Enhance capacity of handling all emergency related to airport*

#### Key actions

- i. Acquire aircraft rescue and firefighting simulator;
- ii. Improve airport safety and security;
- iii. Improve rescue and firefighting services; and
- iv. Train staff on skills related to all airport emergencies.

## 3.3.3 Energy



Indicative Targets	SDGs
SDG 4.4, SDG 5.4, SDG 7.1, SDG 7.2, SDG 9.5, SDG 13.2	
<i>Agenda 2063, Aspiration 1,2,7</i>	



Zanzibar aims to have adequate supply of electricity and liquid fuels to avoid disruptions on economic activities, transportation, and social services.

The projection is to have 100% of the population enjoy access to electricity within the next 10 years in line with the SDG 7 titled “Ensure access to affordable, reliable, sustainable and modern energy for all”. To realize this, the Zanzibar energy system needs to be supported by policies, institutions, government systems and regulation and, where appropriate, competitive markets. Moreover, the

government of Zanzibar intends to increase the utilization of Renewable Energy (RE) as a priority step to have a reliable sources of energy to meet the demand for electricity in the country. The private sector is also very much welcomed to invest in electricity supply. This will promote competition and reduce the price of energy

services which is currently considered to be expensive.

## **Vision Aspirations**

- (i) Sustainable and diversified energy sources through the exploration and adoption of domestically generated energy, including potential RE and non-RE sources;
- (ii) A reliable power system backed by improvements to the current submarine cable network;
- (iii) High public and private sector investment in RE- centred initiatives, including engagement with RE-focused NGOs; and
- (iv) Modern and innovative RE and non-RE technologies supported by R&D, innovation and training programmes.

## **Key Targets**

- i. Increase electricity supply capacity from 88% in 2019/20 to 100% in 2025/26; and
- ii. Increase electricity connectivity from 57% in 2020/21 to 85% in 2025/26.

## **Strategic Interventions**

### ***1. Ensure security of energy supply***

## **Key actions**

- i. Develop and implement policies and regulatory frameworks related to energy governance;
- ii. Improve access to electricity and other renewable energy sources;
- iii. Strengthen electricity distribution infrastructure;
- iv. Strengthen fuel security, quality, storage and supply;
- v. Promote and enhance energy efficiency product;
- vi. Enhance electricity connection to low-income consumers; and
- vii. Promote use of alternative energy sources.



### 3.3.4 Water, Sanitation and Hygiene



Indicative SDGs Targets  
SDG 6.1, SDG 6.2,  
SDG 6.3, SDG 6.5,  
SDG 14.1, SDG 5.4,  
SDG 5.b,  
*Agenda 2063, Aspiration  
1,2,7*

Adequate safe water, sanitation and hygiene services are crucial to human health and wellbeing. Much has been done to improve water, sanitation and hygiene in Zanzibar, contributing to SDG 6 titled “Ensure

availability and sustainable management of water and sanitation for all”. In the

water sector, huge investment for water resource management and increased water services provisions have been explored and supported by institutional capacity development.

The accessibility to water for many areas in urban and rural areas has significantly improved. For instance, according to the Household Budget Survey (HBS) 2019/20 access to an improved source of drinking is 70.4% (urban areas 70.7% and rural areas 70.2%). However, the quality of water remains a big challenge, and needs several efforts to deal with the reduction of non-revenue water. Further, the access to sanitation and hygiene facilities for many areas is still challenging, for instance the MIS 2017 shows that households accessing improved sanitation are 66%, and open defecation is at 11.7% for the whole of Zanzibar, while in Pemba it is about 28% .

Improvement of the garbage collections, industrial/hazardous waste, and wastewater treatment and disposal require many efforts to create a healthier society. Investing in water, sanitation and hygiene is the basic foundation of health and productive society. Therefore, it is imperative that significant national investment is allocated to ensure adequate and safe WASH services are accessed not only at household level but also in institutions notably schools, health care facilities and offices. Hygienic behavior change is another aspect which needs constant resources for promotion in order to maximize the benefit of improved services.

#### Vision Aspirations



(i) Sustainable access to safe and clean drinking water facilitated by an effective water resource management master plan and associated strategies, focusing on integrated water resources management to protect the water ecosystem;

(ii) Diversified potable water sources reinforced by the exploration of undersea freshwater, rainwater

- harvesting and reuse technologies as well as seawater desalination;
- (iii) Optimal water supply management for agriculture, tourism, industry and other economic activities supported by continuous research and development (R&D) activities on sustainable sources;
  - (iv) Sustainable sanitation service provision through effective sanitation-focused interventions, including the enforcement of the ‘polluter pays’ principle and the construction of sewerage treatment systems for households and industry; and
  - (v) Strong institutional framework for the sustainable and responsible collection, processing and disposal of solid, liquid and hazardous waste that focuses on empowering local government authorities (LGAs) and other relevant institutions.

## **Key Targets**

- i. Increase proportion of households with access to clean and safe water in urban areas from 70.7 % in 2019/20 to 95% in 2025/26;
- ii. Increase proportion of households with access to clean and safe water in rural areas from 70.2% in 2019/20 to 95% in 2025/26;
- iii. Increase proportion of households with improved sanitation facilities by 45% in 2025/26;
- iv. Increase proportion of non-households with improved sanitation facilities by 85% in 2025/26; and
- v. Increase proportion of solid waste collection and disposal facilities by 80% in 2025/26.

## **Strategic Interventions**

### **1. *Improve water infrastructure***

## **Key Actions**

- i. Develop and implement policies and regulatory framework related to water governance;
- ii. Strengthen integrated water resources management;
- iii. Conserve and protect water sources and catchment areas;
- iv. Examine underground water resources;
- v. Develop rain water harvesting infrastructures;
- vi. Control non- revenue water; and
- vii. Construct and improve infrastructure for sustainable and efficient water supply services.



## 2. *Improve provision of water services*

### Key Actions

- i. Enhance community awareness on water usage and minimization of wastage;
- ii. Review regulatory framework related to water;
- iii. Build capacity of water related institutions;
- iv. Establish integrated and gender responsive water resources management planning;
- v. Facilitate water metering to all clients; and
- vi. Strengthen water treatment and quality monitoring.

## 3. *Strengthen sanitation, sewerage systems and infrastructure*

### Key Actions

- i. Promote sanitation with focus to eliminate Open Defecation by prioritizing appropriate; sanitation services to vulnerable population in rural and unplanned communities;
- ii. Establish reliable, affordable and sustainable sewerage services in urban areas;
- iii. Build capacity to manage solid and liquid waste;
- iv. Initiate long-term hygiene behavior promotion interventions for households, Islamic religious schools (Madrassa) and school children as change agents including SWASH strategies; and
- v. Initiate proper solid waste collection, treatment, recycle and disposal.

### 3.3.5 Information and Communications



Indicative Targets	SDGs
SDG 5.b, SDG 9.1, Agenda 2063, Aspiration 1,2	

ICT is a cross cutting issue which impacts each sector of society and each area of service delivery. Zanzibar uses ICT to transform its economic and social activities. ICT

is a critical enabler of economic activity in an increasingly networked world. As a growing sector, ICT may provide important direct opportunities for manufacturing, businesses, public services provision and job creation. Improvements to ICT infrastructure are supportive of the ZADEP objectives in relation to the education, training, and promotion of the digital and

creative economy. Though, the main contribution of ICT to economic development is to enhance communication and information flows that improve productivity and efficiency. ICT needs to simplify the government's processes and reduce unnecessary bureaucracy. To attain this, Zanzibar needs to narrow down the gap between those who have access to ICT services and the demand from those who are excluded by unavailability of prohibitive services cost.

## **Vision Aspirations**

- (i) Accessible and affordable communications services throughout Zanzibar, linking all areas to air, fibre optic and emerging ICT infrastructure;
- (ii) Effective ICT usage in productive sector services to improve efficiency in trading and to reduce transaction costs; and
- (iii) Reliable, accessible, and affordable broadcasting services through an expansion of digital infrastructure, expanding their reach to both local and international audiences.

## **Key Targets**

- i. Increase percentage broadband connected households from 20% in 2020/21 to 50% in 2025/26; and
- ii. Increase integration of the public services system from 20% in 2020/21 to 60% in 2025/26.

## **Strategic Interventions**

### ***1. Strengthen the businesses using emerging ICT infrastructure***

#### **Key actions**

- i. Digitalize the trade using the existing fibre optic submarine line;
- ii. Enhance the business performance of fibre optic cable; and
- iii. Enhance data sharing in the public sector by issuance open Application Programming Interfaces (API) for difference public services;

### ***2. Encourage effective interaction of citizens with Government through user- friendly public e-service***

#### **Key actions**

- i. Develop system for documents verification and certification;
- ii. Develop government portal to offer more responsive, mobile friendly and citizen-centric e-services; and
- iii. Formulate the unified national addressing system.

### ***3. Secure business continuity of government ICT services***

#### **Key actions**

- i. Strengthen and implement digital security framework;
- ii. Construct government Data Disaster Recovering Centre; and
- iii. Improve the existing Data Centre.

### ***4. Enhance accessible, reliable and affordable broadcasting services and information***

#### **Key Actions**

- i. Improve capacity of Government Newspaper Corporation;
- ii. Develop digital television user management system and mobile frequency spectrum monitoring system;
- iii. Improve capacity of Zanzibar Broadcasting Corporation;
- iv. Improve capacity of information delivery bodies;
- v. Improve capacity and infrastructure for Zanzibar Government Printing Press Agency; and
- vi. Promote PWD, youths and women's leadership in the media, information and communications technology fields.

## **3.4 BOOSTING ECONOMIC DIVERSIFICATION**



A key element of economic development in which a country moves to a more diverse production and sector structure. For the past, Zanzibar economy was driven by few sectors to generate revenue and employment. The concentration nowadays emphasizes economic diversification as potential future economic drivers on development of domestic investment, blue economy, trade openness, human capital development, light manufacturing, tourism, transport and logistics. The blue economy and tourism are the most leading sectors to diversify the economy. A well-diversified economy

supported by stable macroeconomic conditions characterized by high growth of inclusive economic activity, moderate inflation and sustainable debt levels will prevent any major shocks associated with significant job losses. Boosting economic diversification therefore is a prerequisite for a sustained and inclusive development in line with both mid-term and long term development plans.

#### **Macroeconomic targets**

- i. Increase GDP growth rate from 7.0% in 2019 to 9% in 2025;
- ii. Increase per capita GDP (at current prices) from of US\$ 1,115 in 2019 to USD 1,500 in 2025;

- iii. Reduce basic need poverty from 25.7% in 2019/2020 to 17% in 2025/26;
- iv. Reduce food poverty from 9.3% in 2019/2020 to 6% in 2025/26;
- v. Maintain inflation rate at below 5 %; and
- vi. Increase Human Development Index from 0.52 in 2018 to 0.54 in 2025.

## Strategic interventions

### 1. *Sound macro-economic management.*

#### Key Actions

- i. Pursue and sustain non- inflationary/ prudent fiscal policies;
- ii. Strengthen productive capacity in order to meet the challenges of imported inflation;
- iii. Improve preparedness in addressing exogenous shocks such as increases in oil prices, food, currency volatility; and
- iv. Improve revenue sources and cash flow forecasting.

### 2. *Improve the livelihood of the extremely poor people*

#### Key Actions

- i. Create special programs for extremely poor communities including female headed households and PWDs;
- ii. Provide cash transfer scheme;
- iii. Establish social benefits for the extremely poor community emphasizing on female headed households and PWDs;
- iv. Facilitate active participation of extremely poor people targeting women, youth and PWDs; and
- v. Strengthen coordination of non-contributory social security funds.

## *Priority sectors for Boosting Economic Diversification*

### 3.4.1 Agricultural Production and Productivity



Indicative Targets	SDGs
SDG 2.1, SDG 2.4, SDG 5.1, SDG 8.2, SDG 15.1,	
<i>Agenda</i>	2063
<i>Aspiration 1,2,7</i>	

A modern agricultural sector is a prerequisite for economic development in any country. This also applies to Zanzibar where a creation of an enabling environment for investments in sustainable agriculture can be effective to promote food

security and address all forms of malnutrition. Likewise, mechanized agriculture can attract labor force other less productive sectors within the economy. The main goal of RGoZ in the agricultural sector is to achieve the four objectives of increasing production, productivity and export revenue through agricultural value added products, production of organic foods, and enhancing eco-tourism through

preservation of the country's unique biodiversity.

## **Vision Aspirations**

- (i) Intensified and diversified production and productivity of high-quality crops, livestock, fisheries, aquaculture as well as marine and forestry products, focusing initially on labor-intensive production and subsequently developing capacity in capital-intensive means of production;
- (ii) Investment in appropriate high quality and facilitative inputs, technologies, research and capacity development to produce quality products for exports and local markets, including tourism, in line with the green and blue economies, focusing on nutrition-sensitive agriculture to achieve high food and nutritional security;
- (iii) A thriving, competitive private sector of agribusinesses, reinforced by effective farmer organizations, focused on improving and expanding production, marketing, value addition and regular access to market information for export and domestic markets;
- (iv) Climate-smart agriculture that builds climate resilience by incorporating appropriate financing strategies, risk management measures and agricultural insurance for agricultural value-chain actors;
- (v) Enhanced agricultural extension services that equip agricultural value-chain actors with appropriate technologies in crop and livestock husbandry practices, aquaculture, marine and natural resource management; and
- (vi) Robust policies and legislation with strong institutions, adequate capacities, financing and coordination for agricultural transformation, reinforced by considerations of sustainability and climate change resilience in the development of agricultural plans.

## **Key Targets**

- i. Increase proportion of households that are food secured from 48.9% in 2019 to 65% in 2026;
- ii. Increase growth of agricultural sector from 2.6% in 2019 to 6% in 2026; and
- iii. Increase the proportion of agriculture sector to total employment from 40% in 2020 to 43% in 2025.

## **Strategic Interventions**

### ***1. Modernize agricultural production and productivity.***

#### **Key Actions**

- i. Improve implementation of program on development of irrigation;
- ii. Improve natural resources management to support agricultural development;
- iii. Advance inclusive and gender responsive agricultural, research and innovation;
- iv. Strengthen agricultural training and extension services;
- v. Enhance production of strategic agricultural value chains;
- vi. Improve the production of food crops and perennial food trees;
- vii. Increase production of high value export crops;
- viii. Operationalize farmers, and livestock keepers insurance schemes including for women, youth and people with disability;
- ix. Reinforce and strengthen animal feed inspectorate services;
- x. Promote organic farming initiatives including appropriate technologies for women, youth and people with different ability; and
- xi. Operationalization of the Agricultural Sector Program.

### ***2. Expand strategic rural services, infrastructure and post harvesting services.***

#### **Key actions**

- i. Enhance agricultural infrastructure facilities, marketing infrastructure and services;
- ii. Develop storage facilities for farmers; and
- iii. Improve Agricultural production and value addition infrastructures and facilities.

### **3. Enhance enabling environment for agricultural transformation**

#### **Key actions**

- i. Improve agriculture sector governance;
- ii. Improve business environment through enhanced policy, financing, regulatory, and institutional frameworks;
- iii. Empower farmers and farmers' organizations, cooperatives and groups including the participation of women, youth and people with disability;
- iv. Up-scaling Agricultural Information System and technology; and
- v. Enhance inclusive and gender responsive Agriculture Sector financing;



## 4. Strengthen climate resilience and sustainable natural resources management

### Key actions

- i. Improve Agriculture Technology and Research;
- ii. Mainstream Resilience for climate variability/change and natural disasters; and
- iii. Improve food security and nutrition status.

### 3.4.2 Industrialization and Trade



Indicative SDGs Targets  
SDG 9.2, SDG 8.2,  
SDG 8.3, SDG 5.a,  
*Agenda 2063 Aspiration 1,2,7*

The RGoZ will continue to create a conducive business environment to leverage and harness the power and innovation of the private sector. In particular, the Government will promote industrialization, by continuing with efforts of creating the necessary conditions, putting in place the right framework and incentives for the private sector to build industrial capabilities, and enhancing economic growth through collaborative action and effective public-private Partnerships (PPPs). Already, the RGoZ has put in place legislation to facilitate the collaboration of the private sector through PPPs. These arrangements will provide the private sector with new areas of investment, while also increasing the capacity of the economy.

In recognition of the pivotal roles trade and industrialization can play in fostering economic development, the commitment to trade and industrial development has recently taken centre stage in the policy debate in Zanzibar. Current plan is to adopt the Long-Term Perspective Plan, which advocates for industry to drive the socio-economic transformation envisioned by ZDV 2050, and this confirms that the Revolutionary Government of Zanzibar conceives trade and industrialization as the main catalyst to transform the economy, generate sustainable growth, and reduce poverty. The main goal of RGoZ in this sector is to make industrial and trade sectors be important engines of growth, and contributing significantly to employment and wealth creation.

## Vision Aspirations



- (i) A well-developed and competitive industrial base for domestic and export markets through import substitution and export orientation respectively where appropriate;
- (ii) Sustainable industrialization programme focused on increasing export volume and manufacturing value added (MVA) through a mix of capital and labor-intensive industry based on comparative advantage as follows:
  - a. A strategic approach to light manufacturing in agro-processing consistent with export demand, targeting all segments of the value-chain for greater commercialization and value addition, A competitive private sector, comprising businesses of all sizes, including suitable multinational corporations, backed by strong business support services with strategies to promote local industry and linkages with agriculture and tourism, the operationalization of heavy industry in oil and gas where applicable;
  - (iii) A dynamic industrial and trade policy framework that regularly reviews targeted industries as well as their export and investment incentives based on emerging sectors, international market trends and shifting comparative advantage;
  - (iv) Streamlined and coordinated mechanisms for trade within Zanzibar, between the RGoZ and URT, in East Africa and the Tripartite Free Trade Area, through the World Trade Organization and others;
  - (v) Strong local investment in industry through established industrial training modules, appropriate incentives, protection and access to finance for local investors;
  - (vi) High quality and volume of locally manufactured products and services attained through the provision of appropriate reciprocal control mechanisms by linking incentives to performance and standards to foster the growth of Micro, Small and Medium Enterprises (MSMEs) to large-scale businesses; and
  - (vii) Favorable internal and external infrastructure for trade and investment in export processing industrial parks, including operationalized FEZs, in line with a cluster approach, prioritizing activities based on regional comparative advantage to maximize competitive advantage.



## **Key Targets**

- i. Increase share of manufacturing to GDP from 7.7% in 2020 to 10% in 2025;
- ii. Increase ratio of trade to GDP from 19.5% in 2019 to 25% in 2025; and
- iii. Increase ratio of export to GDP from 8.3% in 2019 to 14% in 2025;

## **Strategic interventions**

### ***1. Create a friendly environment for private sector development***

#### **Key Actions**

- i. Operationalize Industrial Policy and Plan of 2019;
- ii. Improve inclusive conducive business environment;
- iii. Operationalize competitive tax incentive;
- iv. Strengthen online services for trade;
- v. Resolve tariff and non-tariff barriers to trade; and
- vi. Improve delivery and user-friendly financial services.

### ***2. Strengthen the Special Economic Zones and Export Processing Zones***

#### **Key Actions**

- i. Facilitate appropriate infrastructure on special economic zones and free economic zones;
- ii. Develop transshipment container port and trading hub in Zanzibar; and
- iii. Introduce a duty free system at sea and airports.

### ***3. Promoting MSMEs and local content.***

#### **Key Actions**

- i. Improve the existing business incubator and establish new ones;
- ii. Capacity building for MSMEs to increase productivity and competitiveness;
- iii. Support cooperatives to increase production and expand market;
- iv. Enhance gender and disability responsive property and business formalization;
- v. Strengthen gender and disability responsive MSMEs support system;
- vi. Support local industries and their products to promote Zanzibar brand;
- vii. Support MSMEs to engage in international trade; and
- viii. Strengthening innovative cluster system.

### ***4. Improve local and international trade.***

#### **Key Actions**

- i. Strengthen the multilateral trading system and collaboration among

- agencies;
- ii. Promote export diversification and value addition;
- iii. Enhance the services related to trade;
- iv. Develop and strengthening e-commerce and promote utilization of e-commerce platforms by youths, women and people with disabilities; and
- v. Advance online trading information system.

## 5. Strengthen manufacturing industry.

### Key Actions

- i. Improve physical infrastructure for manufacturing industry;
- ii. Enhance scientific research and innovation on manufacturing process;
- iii. Develop and expand robotics and automation process;
- iv. Attract, develop and retain highly skilled labors including women and PWDs;
- v. Resolve non-tariff barriers to manufacturing industry;
- vi. Launch buy Zanzibar products; and
- vii. Devise plan to protect local industries.

### 3.4.3 Creative and Digital Economy



Indicative Targets	SDGs
SDG 9.3, SDG 8.5, SDG 8.9, SDG 4.4, SDG 5.b, <i>Agenda 2063 Aspiration 1,2,</i>	

The Zanzibar economy depends on contributions from everyone in society. Everyone needs to be creative, participatory and innovative. For the next five years, Zanzibar society needs to be transformed from

information to knowledge-based society where different industries and regions have various adaptations by digitalization, ICT, design, research, tourism, cultural heritage, new media, and connectivity, collaboration, and innovation. The Internet is democratizing innovation, empowering people to create, exchange, and implement new ideas, and to make those ideas available to people all around the world, with minimal barriers to entry. Today, artists and entrepreneurs use the Internet to create fantastic new things. The services such as iTunes, Facebook, Instagram, Twitter and YouTube, which have launched careers and created entirely new markets that reach a huge audience. To reach that goal, Zanzibar needs to strengthen ICT infrastructure and peoples by harnessing fourth Industrial Revolution (4IR) technologies to prepare towards a creative, innovative, and digital economy.

## Vision Aspirations



- (i) High synergy between the creative industries and tourism supported by investment and training in complementary activities, such as handicraft, music and other activities.
- (ii) Solid support and training for human capital development in ICT and entrepreneurship.
- (iii) Commercialized technology-focused innovation in line with developments in ICT and emerging technologies for use in government, business and trade, including the development of e-commerce for domestic, regional and international markets; and
- (iv) A school curriculum incorporating ICT and other relevant developments in science, technology, and innovation (STI) at all levels, with opportunities for students to learn coding from early levels.

## Key Targets

- i. Share of creative and digital economy to total service sector production to 7% in 2025/26;
- ii. Locally produced media contents as a share of total content consumption to 35% in 2025/26;
- iii. Proportion of pupils receiving coding lessons to 10% in 2025/2026.

## Strategic Interventions

### *1. Strengthen ICT ecosystem*

#### Key actions

- i. Establish an ICT incubation center and start-ups ecosystem;
- ii. Promote 4IR technologies;
- iii. Establish an ICT Qualification & Certification Training Centre;
- iv. Establish training on Coding for ensuring participation of female, youth and people with disabilities;
- v. Establish technology parks and ensuring access to youth , women and people with disability; and
- vi. Promote ICT innovation and prevent online harassment especially against women and children.

## 2. Strengthen the Science, Technology, Research and Innovation

### Key Actions

- i. Motivate talents students to specialize in Science, Technology and Innovation;
- ii. Strengthen and upgrading technical academic institutions of science and technology;
- iii. Utilize local experts to improve the inclusive use of science and technology; and
- iv. Establish and develop a specialized electronic maintenance site.

## 3. Improve digital contents copyright issues

### Key Actions

- i. Provide education and awareness on copyright issues;
- ii. Design and Implement the copyright online system;
- iii. Building Capacity for artists, institutional support and create intellect product;
- iv. Enhance copyright related institutions; and
- v. Establish a system for tracking art works.

### 3.4.4 Finance and Investment

The RGoZ recognizes the role of the private sector in bringing about socio-economic



Indicative Targets	SDGs
SDG 1.3, SDG 5.a, SDG 5.c, SDG 8.10, SDG 9.3, SDG 10c, SDG 17.1 <i>Agenda 2063, Aspiration 7</i>	

development through finance and investment. This priority area covers these three main aspects: financial sector and services, investment and public financial management. The financial sector is a major tool needed

to promote development as the economy continues to develop, requiring new financial markets to increase financial security and capital building opportunities. Key areas of focus here include offshore and inshore banking, insurance and capital markets. Extension of the financial inclusion to households is also a key priority development area. About 43% of Zanzibaris remain financially excluded and only 27.7% use banking services as of the fiscal year 2019/20.

Investment covers the creation of a seamless business environment for the private sector. The current investment climate needs better operationalization in areas such as tax regime harmonization to stimulate Foreign Direct Investment (FDI) and private domestic investment. On the other hand, this should be accompanied by a solid public financial management agenda, encompassing domestic resource mobilization and development financing. The cash-based economy would benefit from more mechanisms and tools in place to enforce and improve revenue collection, thereby further reducing institutional dependence on financing from DPs. In terms of modalities, the government has identified PPPs as a viable means of effectively addressing the constraints of financing, management and the maintenance of public goods and services.

## **Vision Aspirations**

### **a) Financial sector and services**

- (i) High financial inclusion catalyzed by effective coordination between the public and private sectors in sustainable credit provision, long-term financing, consumer protection, credit referencing and various financial products; streamlined informal finance and microfinance institutions; improved access to insurance services and a conducive environment for electronic payment methods to reduce cash dependence;
- (ii) Enhanced utilization of financial markets through the introduction of stock exchange, capital markets and offshore banking; and
- (iii) An enabling environment for effective capital flows between Zanzibar and its diaspora marked by formalized remittance procedures;

### **b) Investment**

- (i) An attractive destination for domestic and FDI with harmonized tax laws as well as improved registration and management of business, supported by a regular review of corporate tax exemptions and regular research on optimal rates of taxation.

## **Public Financial Management**

- (i) Efficient revenue collection mechanisms reinforced by a stronger tax regime, the identification of new opportunities and the deployment of modern fiscal technologies;
- (ii) A diversified framework for resource mobilization marked by mutually beneficial cooperation with the developed world through joint ventures, technology transfer and information sharing to reduce aid dependency; and
- (iii) Effective exploitation of new financing windows for investment

through PPP projects, targeting the following areas with support from the diaspora where applicable:

- a. Expanded coverage and modernized infrastructural services,
- b. Reciprocated technology and knowhow between private and public sectors,
- c. Streamlined procurement and operating procedures with innovative financing strategies to attract institutional investors.

## **Key Targets**

- i. Increase domestic revenue to GDP ratio from 19.1% in 2019/20 to 25% in 2025/26;
- ii. Increase the proportion of adults who are financially included from 57% in 2019/20 to 70% in 2025/26;
- iii. Increase proportion of people (per 100,000) with access to Automated Teller Machine (ATM) from 7% in 2019/20 to 30% in 2025/26;
- iv. Increase the flow of FDI from 26.7% of GDP in 2019/20 to 47.3% in 2025/26;
- v. Increase the value of total flow of FDI from USD 358 million in 2019/20 to USD 650 million in 2025/26; and
- vi. Increase the ease of doing business ranking from 101 in 2020 to 60 in 2025.

## **Strategic Interventions**

### ***1. Promote financial inclusion***

#### **Key Actions**

- i. Strengthen the implementation of inclusive and gender responsive program for transformation of financial management;
- ii. Enhance digitalization and expansion of financial services and products;
- iii. Build capacity to financial providers and regulators to implement financial services;
- iv. Raise awareness on financial services especially among youth, women and PWDs;
- v. Establish community development banks;
- vi. Increase access and usage of financial services and products; and
- vii. Establish legal and institutional framework for microfinance services.



## ***2. Enhance development of Islamic financial services***

### ***Key Actions***

- i. Support development of Islamic banking and insurance services and products;
- ii. Create and operationalize Zakat and Hajj fund; and
- iii. Build capacity for Islamic financial services and products.

## ***3. Maintain stability of financial system***

### ***Key Actions:***

- i. Improve regulation and supervision of financial services;
- ii. Strengthen regional and international financial cooperation;
- iii. Strengthen anti-money laundering and terrorism financing; and
- iv. Strengthen financial sector legal and regulatory framework.

## ***4. Improve taxpayer's compliance***

### **Key Actions**

- i. Enhance tax education and awareness;
- ii. Develop e-system for tax compliance;
- iii. Adopt the electronic fiscal system for tax collection; and
- iv. Develop and implement a legal framework for ensuring the tax system effectiveness.

## ***5. Modernized public financial management***

### **Key Actions**

- i. Adopt accrual-based accounting framework consistent with International Public Sector; Accounting Standards (IPSAS) in the public sector;
- ii. Strengthen inclusive and gender responsive public procurement policy;
- iii. Digitize all government transactions;
- iv. Modernize public accounting and auditing system; and
- v. Strengthen implementation of sound fiscal policies.

## ***6. Maintain public sector debt at a sustainable level***

### **Key Actions**

- i. Enhance debt-related parameters on affordability, solvency and liquidity;
- ii. Strengthening the operationalize system for recording, analyzing and reporting public sector debt; and
- iii. Develop and implement debt management policy and plan.

## ***7. Improve investment climate and attract more Domestic and Foreign Direct Investment***

### **Key Actions**

- i. Strengthen the capacity of institutions related to investment;
- ii. Open up Pemba Island to be a specific strategic investment area;
- iii. Review investment related policies, laws and regulations and address inclusive and gender equality gaps;
- iv. Attract large investment from Diaspora community;
- v. Strengthen Free Economic Zone and Export Processing Zone;
- vi. Improve business environment;
- vii. Enhance Public Private Partnerships;
- viii. Enhance infrastructural development for quality investment; and
- ix. Strengthen One Stop Center to provide quick service.

## ***8. Engage private sector in public related investment***

### **Key Actions**

- i. Enhance use of PPP in financing national development projects;
- ii. Enforce the implementation of PPP policy and Act; and
- iii. Build capacity for PPP related institutions including on gender equality and inclusion.

## **3.5 HUMAN CAPITAL AND SOCIAL DEVELOPMENT**



Human capital and social development are recognized as significant factors of growth. Although they present sufficient common characteristics to be conceptualized as one main category distinct from physical capital, it may be better to make more investments in people for greater equity and economic growth. Human capital consists of the knowledge, skills, and health investments accumulated throughout life cycle. It enables human to realize their potential as productive members of society. Investing in people through nutrition, health care, quality education, jobs and skills helps develop human capital, and this is key strategy for reducing extreme poverty and creating more inclusive societies. Realization of equitable development and blue economy transformations are the trusted means towards attaining the central objective of human development in



Zanzibar. With this understanding, beside interventions in the various production sectors, the plan seeks to raise availability, equity and quality of services, social and otherwise, required by an individual and a society at large for sustained welfare improvement.

## ***Priority sectors for Human Capital and Social Development***

### **3.5.1 Education and Training**



Indicative Targets	SDG
SDG 4.2, SDG 4.3, SDG 4.4, SDG 5.3, SDG 5.b, SDG 8.6	
<i>Agenda 2063</i>	
<i>Aspiration 1,2,7</i>	

Having an educated population is critical element of the SDGs and Zanzibar Vision 2050. The presence of inclusive, quality education is important for a knowledgeable

and skilled population. Considerable progress has been made by improving significantly the number of student’s enrolment. However, this has compromised the quality of education which is inclusive and meets the specific needs of children with disabilities and supports girls to engage in employment sectors where they are underrepresented. The focus now in the medium term is to improve the quality of education and continue to improve access, particularly for children with disabilities, and affordability. During the next five years, the Government plans to provide quality education at all levels from elementary, primary and secondary education leading to colleges and the universities.

### **Vision Aspirations**



- (i) Inclusive access to quality education at all levels with a focus on raising transition rates from one level to another, under a diversified and sustainable financing scheme;
- (ii) A highly competitive and motivated workforce for teachers with an established teacher competency framework to maintain the quality of education;
- (iii) Curricula that reflect the needs of the time at all levels, with a clear focus on basic knowledge of literacy, numeracy, digital literacy, culture and citizenship at pre-primary and primary levels as well as building core skills and competencies in specific specializations at higher levels, which go hand in hand with building critical thinking and innovation;

- (iv) Industry-ready graduates equipped with professional skills acquired through internships, apprenticeships, entrepreneurship programmes, certification, vocational and on-the-job training in line with relevant employment opportunities;
- (v) Optimal pre-primary education that promotes parental participation and involvement in early childhood learning; and
- (vi) An optimum school environment with adequate hard and soft infrastructure for learners at all levels, ensuring greater inclusiveness through targeted arrangements for children with special needs, including the disabled and those at risk of dropping out.

## **Key Targets**

- i. Increase inclusive basic education Net Enrolment Ratio from 85.7% in 2019/20 to 90% in 2025/26;
- ii. Increase literacy rate from 87% in 2019/20 to 93% in 2025/26 (by sex);
- iii. Increase transition rate from secondary school to higher education by 75% in 2025/26;
- iv. Increase proportion of student achieving at least a minimum proficiency level in reading and mathematics (by sex) at the end of primary school to 85% in 2025/26;
- v. Increase proportion of teachers using ICT tools for learning by 65% in 2025/26; and
- vi. Increase proportion of student enrolled (by sex) to vocational training directly from secondary school by 70% in 2025/26.

## **Strategic Interventions**

### ***1. Improving teaching and learning environment***

#### **Key Actions**

- i. Improve legal and regulatory frameworks on education;
- ii. Construct and renovate quality inclusive boarding schools and facilities;
- iii. Facilitate financial support to learning institutions;
- iv. Promote provision of sports facilities at all levels including for students with disability;
- v. Improve teaching practice, inspection and teachers evaluation; and
- vi. Facilitate school feeding programs for children in remote areas.

### ***2. Strengthen teachers' competency, capability and facilities***

#### **Key Actions**

- i. Strengthen capacity building programmes including on gender equality for teachers;

- ii. Provide inclusive teaching and learning materials;
- iii. Introduce teachers' retaining plan;
- iv. Facilitate teachers' residences; and
- v. Integrate ICT in the teaching and learning environment in all schools.

### ***3. Strengthen the basic education curriculum***

#### **Key Actions**

- i. Develop inclusive and gender responsive curriculum for pre-primary, primary and lower secondary schools to promote science, technology and innovation;
- ii. Establish domestic skills at primary and lower secondary.

### ***4. Strengthen vocational training, internship, apprenticeship systems, entrepreneurship education, and creativity***

#### **Key Actions**

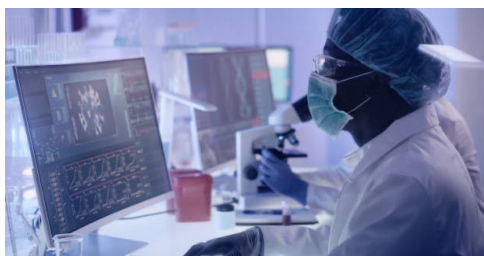
- i. Build capacity for teachers on various skills requirements;
- ii. Improve access to inclusive infrastructure for technical and vocational education;
- iii. Develop young potential entrepreneurs through basic entrepreneurship and creativity;
- iv. Improve the quality and competency of technical vocational training; and
- v. Establish and implement internship and apprenticeship programmes to cover fields and sub-sector which are currently less involved e.g. the MSMEs.

### ***5. Improve the educational infrastructures***

#### **Key Actions**

- i. Provide the learning infrastructure for inclusive and gender responsive education;
- ii. Construct and rehabilitate schools in Zanzibar; and
- iii. Promote ICT infrastructure in the teaching and learning environment in all schools;

### 3.5.2 Research and Innovation



Indicative Targets	SDGs
SDG 4.3,SDG 5.b, SDG 9.5,SDG 16.10	
<i>Agenda 2063</i>	
<i>Aspiration 1,2</i>	

It is globally recognized that research and innovation are key success factors for attaining socio-economic development. As major advances in science and

technology continue to take place in developed countries, developing countries like Zanzibar must find ways to identify, adapt, and effectively use research, science and technology achievements of industrialized nations to develop our own unique technological priorities. This can be done by addressing issues such as building capacity for local scientists, improving science and technology infrastructure and the popularization of science and technology. The development of Zanzibar Research Agenda of 2021-2026 acquiesces to the transformation of science, technology and innovation. The strategic focus of the agenda is the prioritization of sectoral research areas that meet the criteria of appropriateness, relevance, feasibility with linkage to up-scaling of innovation and research partnership.

#### Vision Aspirations

- (i) High capacity of local higher education institutions to conduct innovative and cutting-edge research that is directly applicable to industry and societal development in line with internationally competitive teaching programmes;
- (ii) Sound national research agenda supported by sustainable investment and planning mechanisms with clear identification of priorities to empower universities and research institutions to carry out high-impact Science, Technology and Innovation (STI) and socio-economic research;
- (iii) Well-reflected research outputs in government planning and operations, supported by the high availability of data and information;
- (iv) Equitable and affordable access to information and knowledge across all segments of the population, bridging the digital divide through appropriate public policy strategies in line with the principles of digital development, open data and open standards; and
- (v) Strong performance and highly impact-oriented results that link research to coordination and reporting mechanisms in the public and private sectors;

#### Key Target

- i. Increase share of R&D expenditure to GDP to reach 1% in 2025/26;
- ii. Increase proportion of science and engineering students (by sex) in tertiary and higher learning accessing student loans to 25% in 2025/26.

## Strategic interventions

### 1. *Enhance Research and Development (R&D).*

#### Key Actions

- i. Provide financial support for higher learning and research institutions;
- ii. Promote intellectual property right for research and innovation;
- iii. Enhance legal framework for research and innovation management;
- iv. Promote and support development of technology, innovation and commercialization;
- v. Establish a national science, technology and innovation center;
- vi. Improve research infrastructure and facilities;
- vii. Enhance the use of research findings; and
- viii. Promote public and private involvement in R&D.

### 2. *Enhance Innovation*

#### Key Actions

- i. Build innovation ecosystem; and
- ii. Build capacity for innovation and creativity.

## 3.5.3 Health

Since 1964 the RGoZ has focused on improving the health of its people by providing health services free of charge. Various investments including construction of



Indicative Targets	SDGs
SDG 3.2, SDG 3.3, SDG3.4, SDG 3.8, SDG 5.6, SDG 6.2	
Agenda 2063	
Aspiration 1,2,3,7	

primary health care and hospitals and provision of medical services have been done to improve the health status and living standard of the population. Apart from the set achievements

in the health sector, some challenges are still there. Most challenges that need attention in the health sector include maternal and child health, quality of health services and infrastructure, human resources and management of communicable and non-communicable diseases. More emphasis is required for the provision of basic health services for all and health education towards achieving universal health coverage (UHI).

#### Vision Aspirations

- (i) A highly reliable and accessible primary healthcare sector that incorporates

- strong health promotion and community health programmes targeting the prevention and management of non-communicable and communicable diseases, including HIV/AIDS;
- (ii) UHI with emergency medical care and referral services across Zanzibar to improve access to healthcare in underrepresented areas;
  - (iii) A modern healthcare delivery system supported through effective investment plans and related interventions with a focus on human capital development, research, health infrastructure, medical technology, digital health systems, quality control as well as specialized medical and health practitioners and services;
  - (iv) Effective pre-service training programmes to develop industry-ready healthcare providers receiving continuous professional development, with attractive compensation packages and motivation;
  - (v) Inclusive, high quality services for the elderly and people with disabilities as well as in reproductive, maternal, neonatal, child and adolescent health to reduce mortality and malnutrition as well as to manage population growth;
  - (vi) A multisectoral approach to healthcare at the forefront of social services by strengthening linkages to education through training; to water, sanitation and hygiene through disease prevention; and to tourism through medical tourism where appropriate;
  - (vii) A resilient healthcare system with adequate contingency plans to maintain the high coverage of essential services in crisis situations; and
  - (viii) Diversified and sustainable healthcare financing for quality service provision to all.

## **Key Targets**

- i. Increase life expectancy at birth from 65 years in 2020/21 to 68 years in 2025/26;
- ii. Reduce institutional maternal mortality rate from 155 per 100,000 live birth in 2018/19 to 99 per 100,000 live births in 2025/26;
- iii. Reduce infant mortality rate from 45 per 1,000 infants in 2016/17 to 15 per 1,000 infants in 2025/26;
- iv. Reduce mortality rate attributed to common NCDs from 4.9 % in 2019/20 to 3.5 % in 2025/26; and
- v. Reduce Malaria incidence per 1,000 populations from 0.2 % 2019/20 to 0% in 2025/26;



## **Strategic Interventions**

### ***1. Improve Health Facilities and Quality of Services as per Essential Health Care Package at all levels***

#### **Key Actions**

- i. Expand and equip primary, district, regional and referral hospitals infrastructure;
- ii. Improve delivery of integrated quality health and nutrition services;
- iii. Strengthen Reproductive, Maternal, Neonatal, Adolescents and Child Health services, including strengthen Emergency Obstetric and Neonatal Care services in all health facilities;
- iv. Raise community awareness on communicable and non-communicable disease;
- v. Enhance preventative health education;
- vi. Implement the new Community Health Plan including strengthening the roles of Community Health Volunteers;
- vii. Strengthen implementation of DHIS-2, including data review and audit process;
- viii. Promote proper handling, collection, treatment and disposal of medical and health care waste;
- ix. Strengthen use of disaggregated data for decision making at all levels; and
- x. Develop and implement Digital Health Plan and ICT policy guidelines.

### ***2. Improve health systems for sustainable and resilient sector and health promotion***

#### **Key Actions**

- i. Establish sustainable health financing mechanisms with equitable coverage of poor and disadvantaged population;
- ii. Strengthen pharmaceutical and laboratory capacity including improvement in logistic and supply chain system;
- iii. Improve working environment for health personnel;
- iv. Improve health financing scheme;
- v. Strengthen governance and leadership including coordination in service delivery;
- vi. Promote the use of health information and evidence for planning, budgeting and quality improvement;
- vii. Operationalize community health plan;
- viii. Strengthen national and district capacity to carry out Maternal and Perinatal Death Surveillance Review; and
- ix. Improve supply chain management and drug storage regulations at all levels.

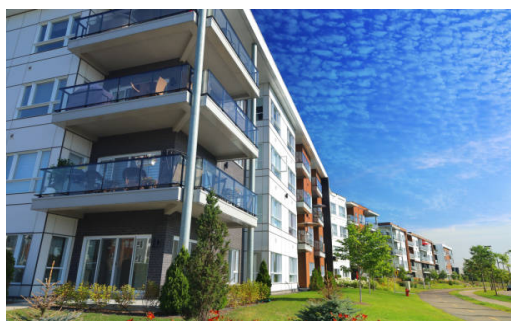


### ***3. Implement Human Resources recruitment plan and Human Resource Information System to monitor the changes***

#### **Key Actions**

- i. Put in place inclusive and gender responsive human resources plan to meet current and future needs of the sector;
- ii. Capacitate the healthcare workers to deliver Care for Childhood Development (CCD);
- iii. Build capacity for medical practitioners and health professionals (paramedical); and
- iv. Improve the working environment for health personnel.

#### **3.5.4 Housing and Settlements**



The main challenges in housing and settlement include the rising demand for social housing, as well as the need for improving living conditions of the occupants in existing housing estates.

#### **Vision Aspirations**

- (i) Universal access to adequate, safe and affordable housing and basic quality services with adequate access to key transportation networks, emphasized by the upgrading of unplanned settlements and regeneration of urban areas into modern settlement;
- (ii) Eco friendly, sustainable, innovative and cost-effective building methods to avoid misallocation of resources and environmental destruction; and
- (iii) Active private sector engagement in real estate to boost housing supply in earmarked urban settlements across districts and towns.

#### **Key Targets**

- i. Increase proportion of households with access to basic housing services by 30% in 2025/26;
- ii. Increase ratio of urban population living in planned settlement by 30% in 2025/26; and
- iii. Increase proportion of households living in urban areas from 49% in 2019/20 to 51% in 2025/26.

## Strategic Interventions

### 1. Promote decent and affordable housing

#### Key actions

- i. Develop inclusive and gender responsive housing legal framework;
- ii. Facilitate alternative low- cost construction materials and technology;
- iii. Build capacity for housing agencies;
- iv. Enhance decent accommodation for every citizen;
- v. Construct new development housing; and
- vi. Encourage the private sector participation in social housing projects.

### 2. Improve human settlement

#### Key actions

- i. Enforce urban development control;
- ii. Redevelop/upgrade settlement planning; and
- iii. Promote and develop resilient settlements.

## 3.5.5 Social Protection and Employment

### 3.5.5.1 Social Protection



#### Indicative SDGs Targets

SDG 1.3, SDG 1.4,  
SDG3.5, SDG 4,4  
SDG 5.3, SDG 5.4,  
SDG 10.4

*Agenda 2063 Aspiration 6*

Social protection refers to initiatives that provide income or consumption transfers to the poor, protect the vulnerable and marginalized against

livelihood risks and shocks. It also reduces poverty and inequality, and supports inclusive growth. Social protection covers social assistance programmes in terms of

cash transfers, school feeding, social insurance, labour promotion interventions, social care services, health insurance exemptions, medical and education fees waivers; food subsidies; housing subsidies and allowances; utility and electricity subsidies and allowances; agricultural inputs subsidies and others. Development of appropriate methodologies as well administrative and technical capacity for effective governance of social protection systems is required to ensure all people benefited. In this regard, training of staff as well as development and periodic maintenance of databases and relevant data and information about individuals who are entitled to social protection benefits is crucial. The Zanzibar Social Protection

Policy (ZSPP) mid-term evaluation has recommended that RGoZ focus on expanding social protection for PWDs and children.

## Vision Aspirations



- (i) An equal and equitable society that protects and empowers women, children, PWDs and other people with vulnerable situations;
- (ii) Extensive quality social services, including social security coverage and other safety nets for vulnerable and destitute Zanzibaris, to ensure protection against life-course shocks and livelihood risks;
- (iii) A comprehensive, widely available system of social support services, including one-stop centers, for medical, legal, rehabilitative, psycho-social and other services for survivors of violence and victims of drug abuse, with adequate well-trained social welfare personnel to provide services, case management and follow up;
- (iv) Inclusive access to economic empowerment, business opportunities and wealth creation, including easy access for PWDs;
- (v) Inclusive, sustainable and decent employment, marked by the integration of social security as part of labor and focusing on occupational safety and health, workers' compensation, self-employment and an entrepreneurial culture;
- (vi) Effective compliance to labor standards by enhancing labor relations, social dialogue and dispute resolution mechanisms to attain industrial harmony;
- (vii) Innovative, flexible and inclusive skills development programmes, covering work-based learning, lifelong learning and quality apprenticeships to create more decent employment, especially for the youth;
- (viii) Enhanced prevention of and response to retrogressive practices, such as violence against women, children and PWDs as well as child and forced labor through the implementation of relevant national plans; and
- (ix) Suitable standards for the accreditation and monitoring of substance abuse treatment, supporting relevant research and technology to reduce the use of drugs and other substances.

## Key Targets

- i. Increase proportion of pre-primary and primary schools providing school feeding by 60% in 2025/26;
- ii. Reduce incidents of violence against women and children by 85% in 2025/26;
- iii. Increase proportion of vulnerable households with social protection scheme to 40% in 2025/26;
- iv. Increase proportion of decision-making position for youth, women and PWDs to 40% in 2025/26;
- v. Reduce proportion of children aged 5-17 years engaged in child labor (by sex) by 90% in 2025/26;
- vi. Reduce child basic need poverty from 30.1% in 2019/20 to 22.3% in 2025/26;
- vii. Reduce child food poverty from 11.4% in 2019/20 to 4.5% in 2025/26;
- viii. Reduce youth unemployment rate (by sex) from 17% in 2020/21 to 9% in 2025/26.

## Strategic Interventions

### *1. Improve sustainable and quality access to social welfare and protection*

#### Key Actions:

- i. Implement Social Protection Policy (SPP) and develop its Act;
- ii. Strengthen current, and develop new social assistance schemes;
- iii. Introduce new social benefits including health coverage and cash transfers targeting groups across the lifecycle, including children and PWDs;
- iv. Develop legal framework for social welfare;
- v. Expand the coverage of Universal Pension Scheme and school feeding programme in pre- primary and primary schools;
- vi. Implement the current National Plan of Action to end violence against women, children, and PWDs and develop the successor version;
- vii. Promote access to low cost housing for social scheme beneficiaries including women, youth and elders; and
- viii. Enhance access to business opportunities, health and education services, housing and justice to disadvantaged groups.

## ***2. Promote positive family and parenting for children***

### **Key Action**

- i. Establish and operationalize short and long term national and community alternative care programs;
- ii. Expand family strengthening and care program;
- iii. Implement and review the Children's Act and its associated regulations;
- iv. Develop and operationalize Shehia Children Councils;
- v. Supervise and operationalization of private children care Centers; and
- vi. Minimize vulnerability and child labour.

## ***3. Create conducive environment for the women's rights, participation and non-violent norms***

### **Key Actions**

- i. Promote effective involvement and participation of women in decision making bodies;
- ii. Raise awareness on women rights and existing opportunities;
- iii. Promote non-violent norms and values on gender equity;
- iv. Improve access to quality, social welfare, justice and support services;
- v. Promote gender equality to achieve equal opportunity in all aspect of development; and
- vi. Establish widow's networks to strengthen, empower to attain their rights of protection and participation.

## ***4. Create conducive environment for youth to engage in productive activities***

### **Key Action:**

- i. Reinforce the youth productive and entrepreneurial capacity including female and youth with disability;
- ii. Enhance vocational training and entrepreneurship skills for youth including female and youth with disability;
- iii. Support college graduates to establish productive groups;
- iv. Promote youth engagement in sustainable agricultural, blue economy and industrial development activities including female and youth with disability;
- v. Empower youth councils in all levels ensuring gender parity in decision making;
- vi. Strengthen programs for curbing drug substance abuse;
- vii. Enhance accessibility of financial services to youth including female and youth with disability; and



viii. Strengthen youth capacity on innovation, creativity and digital economy.

### ***5. Provide social benefits and assistance to elderly***

#### **Key Actions:**

- i. Digitalize the Management Information System (MIS) for Pension Schemes;
- ii. Promote provision of services to senior citizens;
- iii. Empower elderly councils in all levels ensuring equal participation of women and men elders;
- iv. Build capacity to elder's service providers;
- v. Expand the scope of social security coverage to Elders;
- vi. Establish elderly fund;
- vii. Mainstreaming elders in all aspects.



### ***6. Improve conducive environment for People With Disabilities to engage in productive activities***

#### **Key Actions**



- i. Ensure full access to pre- primary, primary, secondary and tertiary education to PWDs;
- ii. Enhance skills development for PWD;
- iii. Enhance vocational training programs and promote inclusion and accessibility of PWD in business incubation centers;
- iv. Enhance accessibility of financial services to PWD;
- v. Strengthen PWD capacity on innovation, creativity and digital economy;
- vi. Establish cash benefits scheme to PWD;
- vii. Establish special facilities and services for the PWD;
- viii. Introduce waivers for PWDs in transport and when seeking health services;
- ix. Strengthen PWD development funds;
- x. Establish cash transfer scheme (social assistance) to PWD;
- xi. Ensure full access to all health services; and
- xii. Make the physical environment and all services fully accessible to PWDs.

### 3.5.5.2 Labor and Employment



Indicative Targets	SDGs
	SDG 1.3, SDG 1.4, SDG 3.5, SDG5.2, SDG 5.3,SDG5.a, SDG10.4
	<i>Agenda 2063, Asp.6</i>

Employment is a critical factor in economic development. Many countries are suffering from having many unemployed people especially, the young generation. Skills and other training including

creativity in using the resources available in a particular area gradually will solve the problem of unemployment. For employees, accountability and creativity influence increasing productivity. Emphasis for skills and training, crash programs and formalization of traditional events are path for youth development.

#### Vision Aspirations

- (i) Inclusive, sustainable and decent employment, marked by the integration of social security as part of labor and focusing on occupational safety and health, workers’ compensation, self-employment and an entrepreneurial culture;
- (ii) Effective compliance to labor standards by enhancing labor relations, social dialogue and dispute resolution mechanisms to attain industrial harmony;
- (iii) Innovative, flexible and inclusive skills development programmes, covering work-based learning, lifelong learning and quality apprenticeships to create more decent employment, especially for the youth;
- (iv) Extending social security coverage and other safety nets within the social protection scheme to vulnerable and hardcore poor Zanzibaris; and
- (v) Inclusive access to economic empowerment, business opportunities and wealth creation, including easy access for PWDs.

#### Key Targets

- i. Reduce unemployment rate (by sex) from 19.7% in 2020/21 to 10% in 2025/26;
- ii. Increase proportion of new employment opportunities to 300,000 in 2025/26;
- iii. Increase proportion of total employment in private sector (by sex) from 4% in 2020/21 to 30% in 2025/26;
- iv. Reduce proportion of employment in informal sector (by sex) from 78%



- in 2020/21 to 40% in 2025/26; and
- v. Percentage of graduates of incubation centers employed or self-employed (by sex) from 74% in 2020/21 to 90% in 2025/26.

## **Strategic Interventions**

### ***1. Strengthen employment opportunities and adherence of labour laws***

#### **Key Actions**

- i. Review and develop a comprehensive inclusive and gender responsive legislative and policy framework for employment and labor relations;
- ii. Build capacity of labor related institutions;
- iii. Strengthen Labour Market Information System;
- iv. Enhance the availability of employment opportunities through internship and apprenticeship programs;
- v. Establish mechanisms for preventing, reporting and handling of sexual harassment cases at work places and protecting victims and informants of such harassment cases;
- vi. Strengthen involvement of private sector in job creation and employment;
- vii. Promote Skills Development for women, youth and vulnerable groups; and
- viii. Up scaling training for women, youth, people with disabilities and special needs;

### ***2. Improve Occupational Health Services***

#### **Key Actions**

- i. Establish and equip an accessible Occupational Safety Health Centre;
- ii. Establish and Operationalization of Workers Compensation Fund and sensitize stakeholders on OSH funding;
- iii. Capacity development on Occupational Safety and Health;
- iv. Conduct OSH inspection and establish OSH database;
- v. Strengthen coordination for effective Occupational Safety and Health services; and
- vi. Enhance Occupational Safety and Health Services;

### ***3. Establish friendly environment for economic empowerment***

## Key Actions

- i. Enhance transformation of Cooperatives;
- ii. Improve implementation of property and business formalization;
- iii. Strengthen access to microfinance services including women, youth and vulnerable groups;
- iv. Enhance coordination of economic empowerment programs;
- v. Develop, review and harmonize existing policies and regulatory framework including to address barriers for women and vulnerable groups; and
- vi. Advocate for the inclusion of entrepreneurship subjects in school curricula.

### ***4. Create employable skills for woman, youth and vulnerable groups***

## Key Actions

- i. Provide mechanism to support entrepreneurship and investment for youth, woman and vulnerable groups;
- ii. Establish authority for economic empowerment;
- iii. Enhance availability of evidence-based information and data on entrepreneurship;
- iv. Enhance innovation and creativity in entrepreneurship; and
- v. Strengthen women's entrepreneurship skills, mentorship and networking

## 3.5.6 Culture, Heritage and Sports

Culture, Heritage and Sports are interrelated sectors and interdependent in their functions.



Indicative SDGs Targets  
SDG 4.7, SDG 11.4  
Agenda 2063,  
Aspiration 1,2,5

They generate employment and promote the culture, norms and customs of the nation. Zanzibar has several sports

activities as well as heritage as an identity for our culture. Several efforts are required

to ensure our culture including language, ideology, sports and foods are used to promote Zanzibar internationally and that these norms and customs are enshrined and conserved for the benefit of today and future generations. Sport contributes to the empowerment of women and of young people, individuals and communities, as well as advancing health, education and social inclusion objectives.

## Vision Aspirations

- (i) A leading hub for Swahili language and culture enriched by a strong research foundation, transfer programmes and capacity building;
- (ii) A wide appreciation for Zanzibar’s heritage, backed by a focus on the conservation, revival, management and promotion of the natural heritage, heritage sites, local arts and practices, Islamic culture and other traditional cultures to promote patriotism;
- (iii) A competitive sports and cultural destination with modern sports, cultural and recreational infrastructure in line with international standards, including the promotion of professional sports in traditional and emerging sports; and
- (iv) Improved athletic performance in national and international competitions developed through competitive leadership training and sports academies.

## **Key Targets**

- i. Increase in the number of medals won in international tournament;
- ii. Increase in the number of stadiums which meet international standards; and
- iii. Increase in the number of sports and culture events hosted in Zanzibar.

## **Strategic Intervention**

### **1. *Promotion of cultural events***

#### **Key Actions**

- i. Establish Modern Cultural Complex;
- ii. Establish Modern Swahili Book Library;
- iii. Develop Policy and legal framework for Swahili language;
- iv. Build capacity for local experts in Swahili language and culture;
- v. Raise community awareness on utilization of traditional clothes, food, materials and other cultural products including women’s contributions;
- vi. Develop and register traditional commodity and promote value addition; and
- vii. Enhance community participation in national, religious and cultural celebrations

### **2. *Strengthen artists and traditional creative industry***

#### **Key Actions**

- i. Develop House of Talents;
- ii. Establish Institute of Arts;
- iii. Improve arts infrastructure; and
- iv. Improve artists and talents identification systems.

### ***3. Promote traditional and cultural heritage***

#### **Key Actions**

- i. Safeguard, promote and disseminate Zanzibar's natural and cultural heritage both tangible and intangible;
- ii. Restore and conserve the Stone Town and other key heritage Sites;
- iii. Finalize and implement legal framework related to Heritage; and
- iv. Establish a modern museum.

### ***4. Improve and conserve Districts, Regions and National sports and recreational Infrastructure***

#### **Key Actions:**

- i. Establish National multicomplex sports center;
- ii. Establish National Sports Academies and improve existing academies that are gender and disability friendly;
- iii. Promote professional sports in traditional and emerging sports;
- iv. Construct and conserve sports infrastructure in schools, university, community sports playground and coastal areas;
- v. Construct new playgrounds for other types of sports such as table tennis, squash etc;
- vi. Promote sports culture in public institutions and private entities; and
- vii. Promote and participate in national, regional and international sports.

### 3.6 GOVERNANCE AND RESILIENCE



Linking governance and resilience is an essential condition to a sustainable socio-economic system for Zanzibar. Extreme weather events and effects of man-made devastation are on the rise causing more deaths, injuries, and the destruction of homes. The United Nations Development Program has attributed the increasing levels of disaster risk to poor governance combined with substantial population growth. Extreme weather phenomena

such as higher temperatures or intense precipitation, drought, or flooding are projected to increase the numbers of people at risk. The development and application of good resilience governance can reduce the risks from disasters (Wakeman, T at el., 2017 Governance and Resilience: Challenges in Disaster Risk Reduction, TR News 311 September–October 2017). Focus on protecting the environment from degradation, enhancing sustainable consumption and production, promoting sustainable utilization and management of natural resources, and taking urgent action to mitigate the impact of climate change will ensure the sustainability of pro-poor economic development in Zanzibar. Governance is therefore about accountability and transparency, along with enabling citizens to have the requisite knowledge and knowledge to demand and create positive change. For successful and sustainable development, it is important that the Government has the necessary capabilities to intervene in a demand-driven, inclusive, measured, practical and useful way. Moreover, it is not only about intervening, but also about knowing when to leave gaps for other actors to fill, and creating an environment that will allow this to happen in the most beneficial way.

#### *Priority sectors for Governance and Resilience*

##### 3.6.1 Land Utilization and Management



Indicative Targets	SDGs
SDG 1.4, SDG 2.4, SDG 5.a, SDG 11.1, SDG 11.3, SDG 11.7	
<i>Agenda 2063, Aspiration 1,2,3,4,6,7</i>	

Land is an important resource to any nation and it must be well managed for the development of the concerned nation. Small islands in an archipelago like Zanzibar need proper and effective laws

and regulatory framework to manage its land for sustainable development of its people. Transparency and participatory land governance can facilitate the suitable utilization and management of land.

### **Vision Aspirations**

- (i) Effective land laws and policies that are reviewed regularly to cope with emerging Socio-economic needs and environmental conditions, enforcing development control where appropriate.
- (ii) Clear and efficient allocation and utilization of land for different economic activities, where zoning laws are regularly updated, settlements are remapped, and land is reserved to reflect changes in land use patterns and population growth;
- (iii) Transparent, accountable and participatory land governance for sustainable land use; and
- (iv) Effective and sustainable land recycling and reclamation interventions to increase land for use and reserve, reinforced by vertical urbanization to support a growing population.

### **Key Targets**

- i. Maintain proportion of land allocated for settlements to 10% in 2025/26;
- ii. Decrease proportion of land allocated for agriculture from 67% in 2019/20 to 63% in 2025/26;
- iii. Increase proportion of land for industry from 2% in 2019/20 to 4% in 2025/26;
- iv. Increase proportion of land formalized from 4% in 2019/20 to 25% in 2025/26;
- v. Increase proportion of land allocated for open space and recreational services from 4% in 2019/20 to 5% in 2025/26;
- vi. Increase proportion of land reserved from 17% in 2019/20 to 19% in 2025/26; and
- vii. Increase proportion of land reclaimed as a share of total land area to 1% in 2025/26.

### **Strategic Interventions**

#### ***1. Ensure equitable and sustainable land use plan and management***

### **Key Actions**

- i. Enforce land regulative framework;
- ii. Enhance land formalization;
- iii. Create effective and efficient inclusive and gender responsive land management systems; and
- iv. Implement National Spatial Development Plan and the satellite cities.

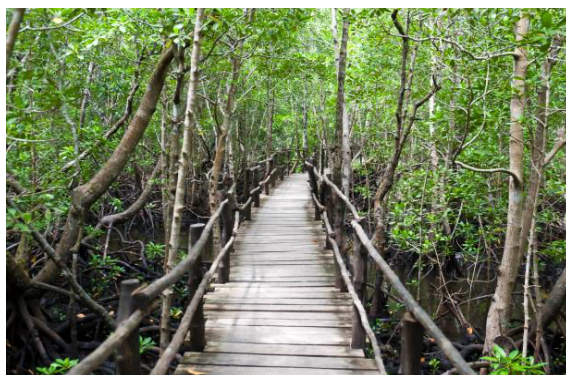


## 2. Strengthening mechanism to reduce land disputes

### Key Actions

- i. Improve inclusive and gender responsive land legislative frameworks;
- ii. Improve land adjudication and registration system; and
- iii. Raise public awareness on land related issues.

### 3.6.2 The Environment and Climate Change



#### Indicative SDGs Targets

SDG 5.a, SDG 8.4, SDG 13.2, SDG14.5, SDG 15.5

Climate change has unprecedented implications on where people can settle, grow food, build cities, and rely on

functioning ecosystems for the services they provide. In many places, temperature changes and sea-level rise are already putting ecosystems under stress and affecting human well-being. Impacts of climate change extend well beyond an increase in temperature, affecting ecosystems and communities around the world. Things that we depend upon and value such as water, energy, transportation, wildlife, agriculture, ecosystems, and human health are experiencing the effects of a changing climate. This five year development plan outlines interventions and key actions to be taken in order to deal with issues of environment and climate change.

### Vision Aspirations

- (i) Reliable, effective and enforceable policies and management tools for sustainable ENR Management and enhanced climate resilience.
- (ii) An enabling environment for climate change management through sustainable climate financing mechanisms.
- (iii) Enhanced national research capabilities focusing on targeted responses to climate change and other ENR issues.
- (iv) The integration of sustainable ENR management actions and climate resilience values with development objectives for maximum contribution to long-term socio-economic development in line with the circular economy, taking children's best interest into consideration;
- (v) Strengthened sustainable ENR and climate resilient conservation practices as part of efforts to increase the greening of the island;



- (vi) An increased share of protected marine and forest conservation areas to ensure the continuity of ecosystem biodiversity; and
- (vii) High capacity on ENR and climate resilience management and practices at all levels.

### **Key Targets**

- i. Increase proportion of surveyed and improved areas affected by climate change from 4.1% in 2019/20 to 10% in 2025/26;
- ii. Increase proportion of surveyed and improved areas affected by environmental degradation to 7% in 2025/26;
- iii. Increase proportion of terrestrial areas protected from 16% in 2015/16 to 23% in 2025/26;
- iv. Increase proportion of marine protected areas from 8.1% in 2015/16 to 15% in 2025/26 ; and
- v. Increase afforestation rate from 640 hectares in 2015/18 to 4,000 hectares in 2025/26.

### **Strategic Interventions**

#### ***1. Enhance climate change mitigation and adaptation policy***

#### **Key Actions**

- i. Develop coastal beach management plan;
- ii. Identify and develop areas at risks and affected by climate change and disaster;
- iii. Review national and sub national appropriate adaptation and mitigation action plan;
- iv. Enhance public awareness on climate change and environment;
- v. Enhance national capacity on climate change resilience; and
- vi. Support capacity building for community-based organization/ NGOs.

#### ***2. Ensure a sustainable waste management system***

#### **Key actions**

- i. Implement National Waste Management Plan;
- ii. Identify special land area for waste disposal; and
- iii. Establish a functional and sustainable integrated waste management system and introduce proper ways of waste disposal.

#### ***3. Ensure Sustainable Environment and Natural Resources (ENR) Management***

#### **Key actions**

- i. Review and improve guidelines for environment and natural resource management;

- ii. Establish National environment and management Plan;
- iii. Conserve national and community forests;
- iv. Promote proper and sustainable use of forest management and conservation practices;
- v. Improve the quality of data available to track progress on environmental goals and targets;
- vi. Promote application of environmental (and social gender) assessment tool to all investment and development projects; and
- vii. Enhance monitoring program and assessment for status of environment.

#### ***4. Strengthen conservation of Marine and terrestrial biodiversity and its ecosystem***

##### **Key Actions**

- i. Establish and Implement Zanzibar Biodiversity Plan;
- ii. Scale up Forestry conservation and marine protected areas;
- iii. Implement Environmental Communication Advocacy Plan; and
- iv. Develop and operationalize Environmental and Information Management System.

#### ***5. Strengthening mineral sector***

##### **Key Actions**

- i. Develop policy and regulatory framework regarding mineral sector;
- ii. Develop human resource plan in mineral sector;
- iii. Establish geological laboratory for conducting experiments and analysis of geological samples;
- iv. Build capacity to institutions related to mineral and its stakeholders;
- v. Conduct geological survey to understand lithology and possible mineral deposits;
- vi. Conduct research on business, importation and exportation of minerals.

### **3.6.3 Safety, Security and Disaster Management**



Indicative Targets	SDGs
SDG 1.5, SDG 5.3, SDG 5.a, SDG 11.5, SDG 13.1, SDG 16.1	
Agenda 2063 Aspiration 3,7	

Safety, security and disaster management are key to the development of a nation. A stable national security, strong disaster management framework backed by well-designed monitoring and evaluation system together

with research in safety, security assures the nation with the preparedness and responsiveness to overcome threats and hazardous events.

## Vision Aspirations



Stable national security maintained by highly professional and competent Special Departments alongside national security and defence forces;

- (i) High road and personal safety supported by the provision of street lighting and surveillance devices and other monitoring systems in criminal hotspots, including tourist areas;
- (ii) A strong disaster management framework backed by a comprehensive information system, M&E and research with improved early warning systems, emphasizing the participation of vulnerable groups in plans and strategies; and
- (iii) High disaster management capacity with enhanced preparedness and responsiveness to overcome epidemics, fires, natural disasters, and hazardous events at all levels.

## Key Targets

- i. Reduce crime rate from 8% in 2019/20 to 4% in 2025/26;
- ii. Increase proportion of population with access to early warning information and use from less than 51% in 2019/20 to 70% in 2025/26;
- iii. Increase proportion of people rescued from all types of emergency from 60% in 2020/21 to 95% (disaggregated by age, sex and disability) in 2025/26;
- iv. Increase proportion of local governments that adopt and implement inclusive and gender responsive local disaster risk reduction strategies from 11% in 2019/20 to 20% in 2025/26; and
- v. Decrease number of annual death and missing persons from disaster from 59% in 2019/20 by 95% (disaggregated by age, sex and disability) in 2025/26.

## Strategic Interventions

1. *Ensure national security services and effective traffic and road safety management*

## Key Actions

- i. Equip security organs with appropriate security equipment;
- ii. Carry out training to meet current and future challenges;
- iii. Raise public awareness on security and safety related issues;
- iv. Monitor, control and surveillance for national security; and

- v. Install intelligent traffic surveillance cameras along main roads, feeder roads, airport and seaport, public places, and tourist areas.

**2. Enhance emergence communication and warning system**

**Key Actions**

- i. Improve the emergence operation and communication centers and warning infrastructure;
- ii. Conduct simulation exercise in disaster prevention or preparedness at local and national level;
- iii. Build capacity on communication and warning system for emergency personnel; and
- iv. Raise public awareness on early warning systems.

**3. Strengthen the capacity of evacuation function during emergence response.**

**Key Actions**

- i. Develop and implement standard operating procedures for emergency events and evacuation;
- ii. Conduct training on evacuation for relevant emergency personnel; and
- iii. Capacitate evacuation institutions with modern equipment.

**3.6.4 Governing Institutions and Public Services**



Indicative Targets	SDGs
SDG 5.1, SDG 5.2, SDG 5.3, SDG 5.5, SDG 5.c, SDG 10.3, SDG 16.3, SDG 16.5, SDG 16.6	
<i>Agenda 2063: Aspiration 3</i>	

The effective implementation of policies, laws, regulations, plan and other regulatory frameworks depends on having a good public services framework and well-structured governing institutions. Knowledgeable and competent civil servants, ethical and accountable

public servants will take the nation to the level of development it deserves. This plan outlines the visionary aspirations, interventions and key actions that will take Zanzibar into the position it wants to be in the coming five years in governance and resilience.

## **Visioning Aspirations**

- (i) Effective implementation and enforcement of policies and laws, reinforced by high engagement with key stakeholders through regular reviews and M&E mechanisms to improve governance and the rule of law.
- (ii) Highly efficient, knowledgeable and competent public servants who provide strengthened public services alongside greater service digitalization and performance management.
- (iii) High ethical conduct and accountability of public leaders and civil servants in line with a zero-tolerance policy on corruption and its roots as well as mobilizing public participation against corruption;
- (iv) Strong civil and criminal justice framework and infrastructure with highly accessible legal services for all under an effective judiciary system, including a focus on child justice through community rehabilitation programs for child offenders.
- (v) Strong democratic and overseeing organs with continued government commitment to upholding human rights and participatory democracy, reflecting relevant international conventions and the needs of the time where applicable.
- (vi) Continued adherence and alignment to relevant international conventions, treaties and declarations that support Zanzibar's development aspirations through effective coordination with the URT, development partners and the international community at large; and
- (vii) High capacity and reliable LGAs that provide effective public services in their area of jurisdiction.

## **Key Targets**

- i. Increase digitalization of government services by 60% in 2025/26;
- ii. Increase proportion of public satisfaction with public services by 75% in 2025/26;
- iii. Increase public employee job satisfaction rate by 80% in 2025/26;
- iv. Increase number of people receiving legal aid services by 35% disaggregated by age, sex and disability in 2025/26; and
- v. Increase disposal rate of civil and criminal cases by 60% (disaggregated by age and sex of offenders) in 2025/26.

## **Strategic Interventions**

### ***1. Vindicate the Structure of Government institutions***

## **Key Actions**

- i. Conduct function review study to Ministries, independent institutions, public corporations and agencies;

- ii. Determine optimum staffing levels and gender parity of MDAs and public corporations; and
- iii. Review and harmonize laws and regulations including to address inclusive and gender equality measures.

## ***2. Modernize public services***

### **Key Actions**

- i. Harness the potential of ICT to improve efficiency in quality of services delivery;
- ii. Improve public awareness and usage of e-services; and
- iii. Establish a public services database.

## ***3. Improve corruption prevention and investigation system***

### **Key action**

- i. Conduct good governance survey;
- ii. Implement technology-based investigation system;
- iii. Develop a national anticorruption policy and plan;
- iv. Operationalize corruption prevention program;
- v. Develop best practice guideline; and
- vi. Raise public awareness on corruption issues including sextortion.

## ***4. Strengthen ethical conduct of public leaders and accountability system***

### **Key actions**

- i. Develop code of conduct for public leaders including on inclusive performance management and recognition systems; and
- ii. Establish an independent body for ethics adjudication.

## ***5. Adherence to human rights principles***

### **Key Actions**

- i. Encourage women, men, youth, children and other vulnerable groups in advocating for their rights;
- ii. Review and implement laws, policies and regulations to promote rights of women, men, youth, children and other vulnerable groups;
- iii. Implement human rights sensitization programs; and
- iv. Empower civil society organizations on protection and promotion of human rights.

## ***6. Strengthening public participation in decision making process***

## **Key Actions:**

- i. Develop mechanism for public participation from grass-root to national levels;
- ii. Enhance participation of women, youth and people with disability in decision making bodies particularly in low levels; and
- iii. Build capacity of all groups of representatives on potential public participation in decision making;

### ***7. Strengthen civil and criminal justice system***

#### **Key actions:**

- i. Develop policy and regulatory framework related to criminal justice;
- ii. Improve access to civil and criminal justice system including women's access to justice;
- iii. Improve case management system;
- iv. Build capacity of legal and paralegal personnel;
- v. Strengthen juvenile courts;
- vi. Strengthen judiciary service delivery;
- vii. Improve courts infrastructures and facilities; and
- viii. Strengthen community rehabilitation centres for juveniles.

### ***8. Effective and efficient public service delivery***

#### **Key actions:**

- i. Capacitate Local Authorities to deliver public services efficiently;
- ii. Enhance resource allocation for public service delivery;
- iii. Build capacity of local and community leaders to facilitate inclusive and gender responsive service delivery;
- iv. Harmonize contradicting policies, legal and institutional frameworks in public service delivery;
- v. Improve infrastructure and facilities for service delivery;
- vi. Improve governance of data and statistical system;
- vii. Improve governance in planning budgeting and M&E process and system; and
- viii. Improve remuneration and wage bill.

### **3.7 Strategic Programs, Projects and Initiatives**

Prioritization of programs, projects and initiatives is a fundamental point to reach the intended goals effectively. RGoZ has articulated various key programs, projects and initiatives in order to realize the effectiveness of the plan through multiplier effects and revenue maximization.



There are 19 Strategic programs that are proposed for the implementation of the 5 years plan with estimated cost of TZS 7.76 trillion. The Strategic program, projects and initiatives are comes from the economic and social developments including Expansion of port infrastructure; Special Economic Zone; Roads construction; Improvement of Airport; Strengthening Fisheries; Innovation and digital Economy; Health Infrastructure Development; Improvement of Urban Services; Improvement of Electrification Infrastructure, Water supply Development; Irrigation program Development and Education Infrastructure Development. Those programs, projects and initiatives will be done in collaboration with Development Partners, Private Sectors and public institutions. Annex 1 shows the Strategic program, projects and initiatives for 2021-2026

### 3.8 Interlinkages In the ZADEP

ZADEP is a direct link with four Pillars of Zanzibar Development Vision 2050, namely Economic Transformation; Human Capital and Social Services; Infrastructure Linkages and Governance and Resilience. The potential interlinkages in ZADEP can be mapped at a basic level by using the indicative SDG targets associated with the Priority Areas (PAs) of this plan. Such mapping can indicate which of the PAs have a potentially greater number of connections with others contained in the ZADEP. The priority areas that are relatively connected are Agricultural production and productivity; Blue Economy; Oil and Gas; Seaports and marine transportation; Land utilization and management; Finance and investment and Environment and climate change. The graphical presentation is shown below.

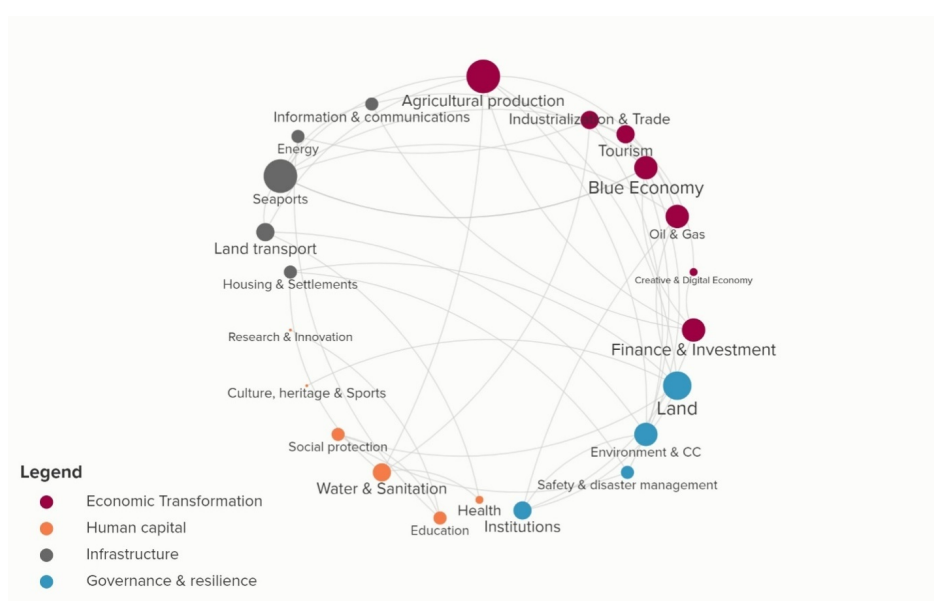


Figure 3.1 : Interlinkages in the ZADEP

The ZADEP notes that Agricultural Production and productivity aims for intensified and diversified agriculture while taking advantage of climate-smart technologies and techniques and balancing concerns related to biodiversity issues. Intensification of agriculture may also have implications for water resources, as well as employment. Other connections relate to the effect of increased focus on export crops and integration into global value chains, which could impact food security. Agriculture is also linked to Industrialization and Trade, with reference to exports and agro-processing.

Under infrastructure, the area of Seaports and Marine Transportation is also quite highly connected being linked to Blue Economy, Tourism, Energy, Industrialization and Trade, Environment and Climate Change, etc. This is perhaps not surprising given the status of Zanzibar as a small island. These interlinkages suggest that integrated implementation arrangements will influence success across Priority Areas as presented in figure 3.2



Figure 3.2 Priority Area Interlinkages

## **CHAPTER FOUR**

### **FINANCING PLAN**

#### **4.1 OVERVIEW**

Successful implementation of ZADEP depends on the national capacity to mobilize financial resources, from both domestic and external sources, as well as ability to utilize those resources effectively and efficiently. Financing of public spending in Zanzibar has relied largely on the capability to mobilize domestic and external sources (government revenue, borrowing, grants, donations). While performance of revenue collection has improved from 19.12% of GDP in 2015/16 to 31.72% in 2019/20, and nominal growth in revenue collection is observed, expenditure is growing at almost an equal proportion. Even if domestic resources continue to rise annually by the same trend as experienced in recent years (average annual growth of 19.1% of GDP in 2019/20), this would not be enough to meet the financing gaps emanating from the implementation of MKUZA programs and projects.

This chapter identifies ways to deal with such a situation, based on lessons from implementation of preceding plans, and particularly the fact that development budgets and projects have always been first sufferers of budget cuts following unforeseen emergency expenditures and shortfalls in resources mobilization. The chapter therefore proposes complementary measures for effective and efficient budget execution and for fostering predictability of financial resources in order to enhance delivery on the Government's financial obligations to the Plan.

The Financing plan for the ZADEP has two components. One is to enhance revenue collection by the RGoZ, and the second is the involvement of the private sector and other partners in the provision of public services through the Public-Private Partnership arrangement (PPP).

#### **4.2 PAST FINANCING TRENDS AND REVENUE COLLECTION IN ZANZIBAR**

Development finance scenery has created new opportunities and options for developing countries to access external finance for their development priorities. They have also created new challenges and risks for managing development finance flows. Therefore, the financing plan of ZADEP has been developed taking into consideration changed patterns in the flows of key components of financing sources, namely: tax revenue; net official development assistance; domestic and international borrowing; international public finance, domestic and international private finance, and partnership between public and private sectors.

Zanzibar has experienced a decline in international sources of finance relative to

domestic sources for financing its budget. Both aids, loans and even FDI flows have been declining while there is an improvement in revenue collection. Tables 4.1 and 4.2 show the comparison of trends in selected domestic and international public and private financial flows and fiscal performance in Zanzibar, 2015- 2020 respectively.

**Table 4.1: Selected Domestic and International Public and Private Financial flows**

Year	Domestic Revenue (TZS million)	ODA Received (TZS million)	FDI net inflows (US\$)
2015/16	428,511.2	134,343.4	306,226,800
2016/17	521,883.6	122,490.9	26,485,200
2017/18	688,653.7	220,144.9	297,525,000
2018/19	749,830.1	365,944.9	71,678,500
2019/20	787,162.9	193,511.3	409,800,000

**Table 4.2 Zanzibar Fiscal Performance 2015/16 – 2019/20 (TZS million)**

Description	2015/16	2016/17	2017/18	2018/19	2019/20
Revenue	562,854.6	644,374.5	908,808.9	1,115,775.0	980,674.2
Expenditure	520,287.2	590,113.7	899,605.5	1,130,818.5	1,024,598.0
GDP	2,357,000.0	2,749,000.0	3,234,000.0	3,733,000.0	4,136,000.0
Fiscal Balance	42,567.4	54,260.8	9,203.4	(15,043.5)	(43,923.8)
Fiscal Balance/ GDP	1.80	1.97	0.28	-0.40	-1.06
Fiscal Deficit				15,043.5	43,923.8

*Source: Zanzibar Statistical Abstract, 2020*

### 4.3 FINANCIAL REQUIREMENTS OF THE ZADEP

For the Government to sufficiently meet the financial requirements of ZADEP implementation, sources of financing development need to be adorned, otherwise the implementation of the Plan will be at risk. Thus, fortifying funds from a range of sources is a priority for both the government and the private sector, particularly for implementing the identified resource-intensive infrastructure and services related to industrial undertakings of the Plan.

The relatively high Government obligation to finance development projects is largely attributed to the need to take on board a logjam of unfinished activities from preceding plans, particularly in infrastructure, key agricultural industrial activities and human development, and undercapitalization of its development financing institutions. To achieve this, a number of strategies and reforms have

been proposed in ZADEP to facilitate acquisition of requisite financing for the planned development activities and general public services delivery from both domestic and external sources.

#### **4.4 PARTICIPATION OF PRIVATE SECTOR IN FINANCING ZADEP**

The eighth phase Government has made a decision to engage actively the private sector in the fast-track growth of the economy. Active participation of the private sector in all economic activities will result in the enhancement of partnership with the public sector, ensure that priority investments secure smooth and full funding in order to assure results, leverage public sector resources to entice private sector participation in financing priority development projects and reducing borrowing costs to the Government. The new focus of the Government is to make sure that commercially viable projects are to be marketed for private sector undertaking, either wholly, or in collaboration with the Government. The working principle is that “commercially viable projects should be left to the private sector”, unless there is strong justification for doing otherwise.

The participation of the private sector will ease the Government’s burden of financing all programs and projects which can easily be carried out by the private sector. This five year development plan therefore proposes that all large and strategic projects, including flagship projects, which cumulatively account for high costs should be taken in concession with the private sector in the form of PPP. The indicative list of projects to go through this procedure includes:

- i. Construction of Mangapwani multipurpose ports;
- ii. Construction of International Trade Fair and Convention Centre at Nyamanzi;
- iii. Development of SUZA student’s hostel;
- iv. Development of Chuini Market, Bus Terminal and Commercial Building;
- v. Development of Bwawani Hotel;
- vi. Development of Slaughter Houses.

In order for the private sector to effectively participate in mobilizing finances to develop industries and participate in investments in flagship and other projects, the government will support the private sector in a number of areas such as ensuring greater private sector involvement in development focused investment, improve the quality of the business climate in order to attract more private sector investments, target sector approaches to loosening constraints in accessing credit, transfer some government spending responsibilities to the private sector, improve the quality of the business climate and explore options for additional non-concessional borrowing.

## **4.5 SOURCES OF FINANCE**

### **4.5.1 Government Revenues**

Zanzibar is facing acute budget constraints emanating from low capacity to raise and collect adequate government revenue to meet the ever-increasing public expenditure particularly with regard to development programs and projects. This is rather a challenge that needs to be addressed by ZADEP to increase revenue collection in the public sector. The Revolutionary Government of Zanzibar will strengthen domestic revenue mobilization measures obstinately. These include dealing immediately with all actions and behaviour that cause revenue leakages, widening the tax base, attacking corruption, strengthening tax administration through modernization of revenue collection systems to enhance voluntary tax compliance, timely revenue collection and management. The Government will take strong and effective measures in collection of government revenue through taxation, non-taxation, levy and domestic borrowing.

### **4.5.2 Tax revenue**

Diagnosis of the tax regimes in Zanzibar indicates that underperformance in revenue collection is caused by the number of factors which include narrow tax base, low level of compliance, unclear demarcation of tax/fees sources between central and local government, weak administration of revenue collection, poor tax revenue contribution from parastatals, unrealistic revenue forecasts, inadequate taxpayer education, inadequate tax service and customer care, too many taxes, inadequate tax enforcement, inadequate fairness, non-realization of benefits of paying tax, corruption practices, poor tax morale, high tax rates, bad business performance (personal financial constraints) and non-involvement of taxpayers in tax policy issues and providing too many exemptions.

Efforts will be made to raise annual tax revenue collection which renders into an increase in tax revenue to GDP ratio. To achieve the revenue targets, the Government will ensure that the tax system is transparent and fair; and address the current anomalies, whereby a large proportion of income tax revenue is collected from the salaries of a small number of formal workers. The Government needs to close loopholes leading to revenue leakages and take deliberate actions to further reform the taxation system by having a clear tax policy with objectives that do not conflict issues of a good tax policy (including efficiency, equity, convenience and simplification of the tax system) will be given priority in reviewing the existing tax structures (base and rate) and step up revenue collection by encouraging voluntary compliance while expanding the tax base. Measures to be taken include strengthening collection of various taxes such as import duties, excise duties, VAT and other taxes using maximum automation in order to reduce potential (negative) human influences out of physical contact, strengthening tariff collections at sea and



air ports, expanding the tax base, reviewing and minimizing the application of tax exemptions, tax holidays and tax relief systems as incentives to investors in order to minimize their abuse and thus increase tax collection.

#### **4.5.3 Non-Tax Revenue**

Non-tax revenue includes rents, concessions, and royalties; dividend from state-owned enterprises; revenues from sales of state assets; fines and asset forfeitures collected as penalty; fees for the granting or issuance of permits or licenses; user fees for the use of public services and facilities; donations and voluntary contributions; and tribute and/or indemnities.

Non-tax revenue is an area where potentials have not adequately been exploited. There is substantial evidence that sources of the government revenue from non-tax could contribute much more than the current levels except that they have almost been neglected during the fiscal reforms. Not much has been achieved to ensure proper assessment, administration, control, collection and recording of these forms of government revenue sources.

The government will enhance collection of non-tax revenue from all potential sources in order to enhance tax revenue. By looking at various aspects of administration, monitoring and assessment of collection; banking of the revenue, policy objectives of the revenue sources and institutional framework which is currently serving the NTR regime. The Government will set-up appropriate schemes that would incentivize MDAs to pursue revenue collection as a key performance indicator, both for individual officers and for relevant departments. Some aspects of revenue collection function will be outsourced to the private sector to reduce public administration transaction costs and to increase collection efficiency.

#### **4.5.4 Domestic borrowing**

The Government will continue to borrow from the domestic financial market for financing its expenditure, particularly investment expenditure on infrastructure development. In ZADEP, a new approach is included which allows pooling of infrastructure financing together in order to reap economies of scale.

### **4.6 Official Development Assistance And Other External Resources**

The Government will continue to attract Official Development Assistance (ODA) in the form of grants and loans that include concessional loans. Borrowing will mainly be on concessional terms, while non-concessional debt will be limited to projects with a high economic rate of return, especially for energy, transport and infrastructure. In view of increased financing requirements, Zanzibar will continue working with all multilateral financial institutions as well as bilateral development partners.



As a means of attracting more external resources, the Government will design a conducive environment to facilitate the diaspora to invest in Zanzibar. This will include improvement in the banking processes, reduction in costs of money transfers to Tanzania, securitization of remittances, and facilitating the inflow of remittances as well as support to an in-country real estate's industry that motivates and incentivizes Zanzibaris living and working in the diaspora.

#### **4.7 Use of Public Private Partnerships and Non-Governmental Resources**

Public Private Partnership (PPP) approach has been widely used in other countries to finance infrastructure and other long-term investment projects. It is a way to amalgamate public and private capital and expertise for public projects in which the private sector has interest in sharing ownership. The Zanzibar PPP Policy of 2016, Act and regulations made under this Act outlines areas of collaboration, which comprise of transport, telecommunications, energy, water and wastewater, health, education, technical expertise and managerial skills. The Government will address the challenges which beset operationalization of PPPs to realize its benefits.

#### **4.8 Finance Policies to Use Finance Effectively**

Implementation of ZADEP will also, to a large extent, depend on the capacity of the non-government sector (private sector, CSOs, individuals and groups of individuals) to mobilize financial resources as the lead investor. As such, a large part of the investments will be made by the private sector, using own funding, private credit provided by domestic banks, market capitalization, and capital formation. The Government will also facilitate access and growth of new and innovative sources of private sector financing instruments and institutions such as debt instruments, finance lease and hire purchase, venture capital and foreign direct investment.

ZADEP urges for technical and financial capacities of finance institutions to be enhanced to enable them organize loan syndications as an alternative non-tax financing opportunity to finance large public projects. Establishment of domestic development financing institutions such as housing banks, MSMEs banks, agricultural banks, cooperative and community banks that charge reasonable rates of interest to the loan is encouraged to fast track the pace of economic development.

#### **4.9 Social Security Schemes**

Social Security schemes have historically been dependable investors in various areas, by utilizing locally mobilized funds in the form of member contributions. ZADEP urges the use of Zanzibar Social Security Funds (ZSSF) and other social security funds institutions to actively participate in opportunities available to invest in existing and new industries through syndicated loans; corporate bonds or equity

as well as community projects. The Social Security Schemes shall work closely with other relevant institutions including commercial and development banks to undertake a number of development projects.

#### **4.10 Vindicating Public Expenditure**

ZADEP implementation is strengthened through a number of measures that ensure there will be constraints in undertaking identified projects and programs and exploring scope of earmarked sources of revenue. As for the recurrent expenditure, the Government will continuously summon appropriate measures aimed at improving the cost-effectiveness of public expenditure and elimination of all unnecessary spending to the central and local government.

Furthermore, the development projects to be included in the annual budget estimate will be selected only if approved by the Zanzibar Planning Commission. The Government will strengthen the public expenditure tracking system, monitoring and evaluation of budget execution (including application of inclusive and gender responsive financing tools) especially for ensuring that projects are on budget and on time to maximize value for money at all levels of government.

## CHAPTER FIVE

### IMPLEMENTATION STRATEGIES

#### 5.1 OVERVIEW

Effective implementation of this five year development plan is highly dependent on roles played and commitment of each actor and stakeholder. Therefore, it is paramount to make the roles of the different actors and stakeholders clear. The private sector will play a pivotal role in the implementation of the Plan by undertaking the bulk of actual investments and projects that have been identified as part of strategic interventions to bring about the intended socio-economic transformation over the Plan period. For most part, the Government will play a facilitative role and provide the requisite oversight and supervision to ensure the Plan is implemented effectively. The Government will be directly involved in the implementation of the Plan in those areas that are critical for its successful implementation but unviable to the private sector. For instance, the Government will ensure that proper physical infrastructure is in place, macroeconomic stability is maintained, quality human capital is built, rules of the game are set and enforced, etc. The Government may also support the selected or priority areas and collaborate with the private sector through PPPs.

At the outset, this chapter outlines implementation challenges that have been inhibiting the implementation of our plans and subsequently outlines measures that will be taken in order to address challenges in a bid to strengthen implementation effectiveness. It also elaborates the institutional framework for implementing this five-year development plan and lays out roles of other key stakeholders in addition to the Government and the private sector.

#### 5.2 KEY CHALLENGES FOR IMPLEMENTATION EFFECTIVENESS

Based on previous reports such as Zanzibar Vision 2020 evaluation report, MKUZA II & III Evaluation reports, SDG implementation report, and ZVNR report, the main challenges of implementation of development plan in Zanzibar are largely related to institutional capacities required to ensure that good governance, accountability, and enforcement of the legal and regulatory frameworks. The challenges also reflect weak institutional capacity to coordinate and organize efforts to mobilize finance, monitor and evaluate implementation of planned activities as well as bureaucracy red tape that hinders timely investment decision-making, especially those in which the private sector is involved. Some of these challenges are elaborated further below:

- (i) **Corruption:** Progress and efforts made has been done by the ZAECA to combat corruption. However, the problem of corruption is still complained about. The ZAECA capacity to deal with corruption cases need to be

enhanced further and make it effective. Corruption manifests itself in the low level of value for money and shoddy work in some Government funded projects, with projects missing their original planned time and budgets. Corruption inflicts immense costs to the society in terms of incomplete, delayed projects, increased maintenance costs, low quality service delivery, frequent unplanned rehabilitation, renovation, and in some cases, re-construction. The recent affirmative actions taken by RGoZ provides an optimism on the issue of corruption

- (ii) **Follow-up, monitoring and evaluation:** Despite decent work performed by Government in monitoring and evaluation of the projects and overall implementation of Government plan to track progress and evaluating value for money as well as outputs, outcomes and impacts. The challenges of insufficient funding of M&E activities, which has resulted in reliance on donor funding still remain. This needs to be given its due attention in the implementation of this Plan. Related is inadequate mainstreaming of inclusive and gender equality issues in key focus areas resulting in weak/uncoordinated implementation, monitoring and tracking of results to empower youth , women , elderly and people with disability;
- (iii) **Inadequate mobilization and inefficient utilization of financial resources:** There has been little innovation towards boosting resource mobilization. The RGoZ continues to fund most of the development projects mainly from its budget, disbursements of which has often been done on a cash-budget basis. Both the level of funding and the mode of disbursement constrain implementation of development projects. Other challenges to development financing in Zanzibar include low competitiveness and efficiency of the financial sector; low quality and narrow variety of financial services and products; inexistence of capital market; low tax effort owing to a narrow tax base and inadequate collection capacity of ZRB and LGAs; tax exemptions, holidays, waivers and similar preferential facilities; delays in releasing concessional loans and grants; and inhibitive financial regulations. Related is non application of inclusive and gender responsive financing and budgeting tools for effective tracking of public investments and prevalence of numerous enterprises in the informal sector which operate outside the taxation framework.
- (iv) **Delayed decision-making:** Lengthy and slow Government decision-making processes have been among the issues the private sector has been complaining about. The length of time it takes the Government to make decisions discouraged a significant number of potential investors, especially international investors who have several other investment destinations to choose from. Related challenges under this

area include lengthy procedures for acquiring land for investments; weak enforcement of property rights; poor land use planning, administration and management; and lengthy and inhibiting process for obtaining access and connections to utility services. All these factors are crippling current players through reduced profit margins deterring new entrants resulting in the low private sector participation and contribution in the implementation of development Plans. Furthermore, they suppress the emergence of the would-be investors.

### 5.3 REFORMS TO FACILITATE EFFECTIVE IMPLEMENTATION

A number of reforms are required to address implementation challenges and ensure effective implementation of this development plan. New reforms and refinements as well as finalization of existing core reforms will have to be undertaken, reviewed, mainstreamed, accelerated and deepened as appropriate with a view to creating an enabling environment for all stakeholders to contribute and participate effectively in bringing about the desired economic growth and human development. Reforms will target weaknesses in public service management; public finance management; public goods and services delivery systems; Local-Central government relations; business and investment environment; citizens' participation; access to legal and judicial services; citizens and corporate responsibility; and enforcement of rule of law and order with the view of addressing the key implementation challenges identified as well as emerging ones as outlined in the following sections.

#### **Reforms to eradicate corruption and promote strong leadership**

In recognition of the status of corruption as one of the leading vices that hinder the country's development efforts, the Government will continue with a comprehensive approach to tackling corruption and improving governance. The performance measures will be devised for effective monitoring progress. The focus will be on:

- (i) Enhance zero tolerance to corruption:** Reforms to make institutions and agencies that oversee the fight against corruption (including sextortion) and the enforcement of ethics in public service and in the private sector to deliver effectively;
- (ii) Promoting effective governance:** reforms focusing on three issues: fast-tracking decision-making processes, enhancing commitment to the implementation of development goals by the civil servants, and having proactive inclusive and gender responsive government leadership;
- (iii) Proactive and pro-business Government:** reforms that will address institutional malfunctioning through weeding out indiscipline, inefficiency, lack of accountability and immorality;
- (iv) Corporate Governance:** Competent and well-functioning Boards of Directors of state-owned enterprises: reforms that ensure that

Boards fulfill their oversight functions appropriately and are directly accountable to the performance of their institutions;

- (v) Making effective and profitable public investments in state-owned enterprises:** Reforms that empower the ministry responsible for finance to oversee state-owned enterprises and become the key organ in supporting the Government to make strategic decisions related to public investments in these organizations.

## 5.4 COVID-19 PREPAREDNESS AND RESPONSE

### 5.4.1 Effects and Preparedness

Zanzibar is among countries in the world that attracts many tourists from other countries including those which experienced highly infectious diseases whereby those movements and interaction of people influence much availability and spreading of COVID-19 Viruses. Currently with emerging COVID-19 variants of concern, Zanzibar being a touristic country continues to be at high risk as tourists and residents enter Zanzibar through official and unofficial points of entries. Incoming tourists and residents need authority to ensure well Infection, Prevention and Control measures with proper compliance so as to reduce the magnitude of problems starting from points of entries and public areas as primary public intervention. On the part of the health issues, the government is required to put emphasis on the following:-

- i. Strengthen national and sub national level public health emergency operation system;
- ii. Enhance diseases surveillance at community and facility level;
- iii. Strengthen travellers' screening at point of entry;
- iv. Enhance case management, infection, prevention and control;
- v. Improve laboratory capacity;
- vi. Strengthen essential health commodities and supplies;
- vii. Enhance public awareness through social mobilization and community engagement programs

COVID-19 has had both direct and indirect economic and social impacts – widely spread across economic agents – households, firms and government/public sector. At household level, direct impact ranged from loss of income due to illness and quarantine, increase in cost on medical or hygiene related items like water containers/buckets and soap/detergents; and loss of jobs. The pandemic also caused deterioration in the balance of trade of the economy.



## 5.4.2 Mitigation for COVID-19

To mitigate impact of COVID 19, the Government will continue to provide support to the most affected sectors, such as tourism and tourism related activities, manufacturing and industrial sector, trade sector, agriculture sector and blue economy. In the tourism and tourism related sector, the Government should take ingenuities to restore employment in hotels, restaurants and other tourism related services as well as to comply with international standards on points of entries in order to attract more tourists from abroad.

On trade issues, the Government should take initiative in international trade including promoting export and removing some regularities that hinder the trade. This can only be achieved if the eighth phase Government focus on the blue economy will be fast tracking by implementing all planned projects and programs on time.

For the manufacturing sector, efforts should be taken in increasing manufacturing goods and promoting Zanzibar products. This will enable the community to have savings as the importation of goods from abroad will be reduced. The Government should also ensure adequate food supply in the market by boosting production of short term crops like yams, cassava, rice and vegetables.

Other measures that should be taken by Government in order to mitigate the impact of COVID-19 include advising banks and other financial institutions to thoroughly assess financial difficulties experienced by borrowers due to COVID 19 in respect of loan repayment and considering a possibility of restructuring loans and may granting loan re-scheduling thereof, on a case-by-case basis, encouraging community to use digital payment platforms for transactions, thereby reducing congestion in banking and financial services providers premises . In this, banks are also advised to incentivize their customers to increase usage of digital payment systems for transactions, such as online and point of sale systems.

## 5.5 IMPLEMENTATION FRAMEWORK

### 5.5.1 Planning and Implementation Coordination

Implementation of this five-year development plan is streamlined through a coherent planning process, whereby all actors are aligned to the set aspirations and targets. Since implementation involves a myriad of key stakeholders, institutions and priorities the following steps are adopted:

#### (i) Annual Development Plans

This five-year development plan priorities will be further articulated and implemented through Annual Development Plans (ADPs). Identification of annual priorities and sequencing will be done through a consultative process



using the dialogue structure that will be established. ADPs will be derived from reviews of an implementation matrix of this five-year development plan, which also lays out the status of implementation of the preceding year's targets. The ZPC will spearhead and coordinate this process including the formation of a dialogue structure and production of ADPs;

**(ii) Budget Guidelines**

The Budget Guidelines will further translate ADPs into a financeable programme to guide actors on issues related to measures for resources mobilization, expenditure management and budget resources allocation. Budget guidelines will scale up program approach and financing in order to provide interface with all actors involved in project implementation. The Budget Guidelines will provide clear guidance on mainstreaming gender equality, inclusion and environment / climate considerations;

**(iii) Annual Plan and Budgets**

Based on the national Annual Development Plans (ADPs) and Budget Guidelines, MDAs and LGAs will develop Inclusive, Gender Responsive and environmental friendly Institutional Annual Plans and budgets that will be tabled for further budget scrutiny carried out by committees that are coordinated by the Ministry of Finance and Planning;

**(iv) Budget Scrutiny**

Budget proposals will be scrutinized through a transparent and iterative process. The aim is to facilitate further prioritization and sequencing of interventions including identifying areas of synergies and cross sector collaboration. The ZPC will coordinate this process.

## **5.5.2 Institutional Arrangements**

The institutional framework presented in this section responds to the thrust of this five-year development plan, which is to build a highly productive economy and to effect an inclusive socio-economic transformation process with high and quality social services delivery. While guided by the focus of the development plan, the institutional framework intends to achieve the following key implementation objectives:

- (i) Ensuring coherence of policies and implementation;
- (ii) Strengthening vertical chains of intra- agency/ministerial accountability and inter-ministerial coordination;
- (iii) Strengthening horizontal coordination;
- (iv) Creating strong state-business/investor relationship at the national and sectoral levels;
- (v) Strengthening the coordination of the national innovation system, which brings together individuals, business organizations, government, academia,

- and research institutions; and
- (vi) Facilitating adoption of a relatively more problem-driven and flexible approach to implementation.
- (vii) Strengthening the mainstreaming of inclusive and gender equality issues horizontally and vertically.

## 5.6 THE ROLES OF THE STAKEHOLDERS IN IMPLEMENTING THE PLAN

The focus of this plan is to transform the economy through a Blue Economy. To the largest extent possible, the private sector is expected to participate fully and play the central role in implementing and financing the five year development plan. The Government will play a smart and active role to catalyze and support the private sector to play its designated role more productively, profitably, efficiently and transparently. It also will seek to improve the enabling environment for sustained and inclusive economic growth. The roles and responsibilities for the various key stakeholders of the Plan describe below in order to create a structure flexible enough to facilitate timely responses.

### (i) Central government

While central Ministries will be responsible for overall coordination of implementation of this five-year development plan, the Ministry of Finance and Planning via the ZPC, in particular, will:

- a) Be the providing central point for coordinating, developing, planning, synchronization and prioritization of public investment projects for funding;
- b) Issue ADPs inclusive and gender responsive budget guidelines;
- c) Set up M&E framework including performance targets, indicators with associated timeframes and timelines;
- d) Monitor and evaluate the implementation of plans;
- e) Facilitate dialogue and engagement between investors and sector Ministries and/or thematic agency to address issue at hand;
- f) Mobilize financial resources and allocate resources to selected priorities and other government operations;
- g) Ensure prudent use of financial resources by undertaking project monitoring missions, expenditure tracking and reviews, and;
- h) Ensure macroeconomic stability and predictability.

### (ii) Sector Ministries and Agencies

- a) Provide the sectoral level focal point for coordination of sector projects;
- b) Provide real time solutions/guidelines to issues related to investment in sectoral areas;

- c) Maintain and safeguard the national stock of capital;
- d) Facilitate acquisition of needed infrastructures for private sector investment in their respective sectors;
- e) Provide and enforce inclusive and gender responsive sectoral standards for services delivery;
- f) Provide technical support and backstopping to LGAs such as land acquisition for initiatives in the respective sectors;
- g) Promote industries based on the national comparative advantages in the sector and to invest in commercially viable PPP projects;
- h) Undertake feasibility studies and prepare sector project documents; and
- i) Undertake collection of disaggregated data on the performance of interventions under their jurisdiction.

**(iii) Local Government Authorities**

- (a) Facilitate the business sector in developing businesses in their respective jurisdictions;
- (b) Facilitate acquisition of facilities and availability of relevant utilities for investment and businesses; and
- (c) Collect regular disaggregated data about the progress of interventions at the regional and LGA levels.

**(iv) Private sector**

- (a) Engaging with the government and forming consensus around the strategic direction of the economy and the path of structural transformation;
- (b) Establish businesses for creating wealth;
- (c) Develop bankable projects and undertake attendant investments in line with ZADEP priority areas;
- (d) Implement inclusive and gender responsive Corporate Social Responsibility requirements;
- (e) Provide opportunities for attachments of students and young graduates including female and graduates with disability participating in internship and apprenticeship programmes to gain the necessary workplace skills and experiences; and
- (f) As consumers of some products and services, they will guide the products manufacturers and service providers towards attaining quality, standards and price competitiveness.

**(v) Academia**

- (a) Build capacity and quality of the national stock of human capital enhancing inclusion and gender parity;

- (b) Train graduate engineers in challenges of society that require technology solutions to be applied with special support to female engineers and those with disability;
- (c) Train technicians and skilled labor for use in the industrial sector, agriculture, and services sector;
- (d) Backstop Government and private sector needs for informed expertise requirements;
- (e) Undertake focused research including on gender equality to contribute to the R&D process as part of the overall Research Agenda for promoting innovative solutions.

**(vi) Industrial Research Institutions:**

- (a) Lead research in industrial innovation for national economic development;
- (b) Propose assimilations and adaptations of technology for application to the local environment;
- (c) Lead research to find technology solutions to economic challenges;
- (d) Link and coordinate research in academia with industrial research institutions locally and abroad.

**(vii) Financial Institutions:**

- (a) Provision of financial services and intermediation to industry sector including financial inclusion measures;
- (b) Conduct inclusive and gender responsive project appraisals and confirm commercial sustainability before physical implementation.
- (c) Other industrial development support and regulatory institutions. These include those in the public sector like Zanzibar Bureau of Standards (ZBS), Zanzibar Food and Drug Agency (ZFDA), Small and Medium Industrial Development Agency (SMIDA), and Zanzibar Properties and Business Regulatory Authority (ZPBRA) and in the private sector like Zanzibar National Chamber of Commerce (ZNCC), Milele Foundation and Zanzibar Seaweed Cluster Initiatives (ZaSCI).

**(vii) Labor**

For any initiative proposed herein will require labor for its effective execution. Labor has to be adequately prepared to avail the necessary and essential skills and positive attitude to work. With the fact that labor preparation requires ample time, the ministry responsible for finance and planning through ZPC will require each main public sector actor (agency) and other implementing partner, for each of the strategic projects, to submit a detailed work plan, with all necessary details of the quantity and skills of labour for proper planning.

## **CHAPTER SIX**

### **MONITORING AND EVALUATION**

#### **6.1 OVERVIEW**

Monitoring and Evaluation (M&E) provides the consolidated source of information on plan progress; generates reports that contribute to transparency and accountability in the use of resources, greater focus on the achievement of results, a clearer basis for decision-making, and allows for lessons to be shared and applied more easily. It also reveals mistakes and offers paths for learning and improvements, and provides a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers. For effective implementation and follow up, ongoing evaluation must be built into the implementation, based on predetermined critical success criteria for each learning initiative. Stakeholders' participation and coordination are means for achieving targeted results.

#### **6.2 THE ROLES OF STAKEHOLDERS**

The M&E structure will remain the same in implementation, coordination and reporting of the ZADEP .The linkages of various stakeholders in monitoring and evaluation of ZADEP will be spearheaded by the Monitoring and Evaluation Department of the Zanzibar Planning Commission. Implementation, monitoring and evaluation of ZADEP will involve all stakeholders including MDAs, LGAs, NSAs, representatives from vulnerable groups such as women, children and people with disabilities. The roles for each stakeholder in the Government system will play, among others are as indicated below.

##### **6.2.1 The Cabinet**

The Chairman of the Revolutionary Council, who is the President of the Revolutionary Government of Zanzibar, will lead the process. The Cabinet will approve the ZADEP and receive feedback reports on its implementation. These will be delivered from the IMTC through the Chief Secretary, for appropriate actions and guidance.

##### **6.2.2 The House of Representatives (HoR)**

The House of Representatives (HoR) will scrutinise MDA planning and budgeting, oversee the implementation of ZADEP performance and monitor Government policies and programmes and disseminate to the community. The results of Monitoring and Evaluation will be used to influence Government policies.

### **6.2.3 Zanzibar Planning Commission**

The Zanzibar Planning Commission (ZPC) is mandated to coordinate the formulation of development plans (long, medium and short term), research and in spearheading their implementation, monitoring and evaluation. It is also responsible to forecast macroeconomic indicators; identify, adopt and approve national development key priority areas; issue directives for their integration in national and sectoral development planning, along with for their realisation and execution; and coordinate those plans.

### **6.2.4 The Inter-Ministerial Technical Committee (IMTC)**

The IMTC is responsible to oversee the implementation of ZADEP at the onset. It is serving as an effective route for the flow of information from the Zanzibar Planning Commission Secretariat to the Cabinet. The IMTC will direct ZADEP implementation, policy and programmes, their impacts, and the need for policy reforms, where necessary.

### **6.2.5 Ministry Responsible For Finance**

This Ministry is responsible for resource mobilization including an increase in domestic revenue and external resources through grants and loans. It is also responsible for allocation of resources to realize the proper use of the limited resources and management of public expenditure and debt.

### **6.2.6 Development Partners (DPs)**

DPs are anticipated to provide technical and financial assistance for the ZADEP M&E system. The expected technical support will be in the form of staffing of the ZPC, OCGS and MDA's to enable them to perform its functions effectively. DPs also will explore and support peer learning by exploiting opportunities arising from South-South and North-South cooperation. Financial support also is expected for the provision of training related to M&E, coordination and planning.

### **6.2.7 Steering Committee**

The Steering Committee is accountable to provide technical advice on implementation of the national plans, strategies, projects and policies including ZADEP. It's role includes promoting effective communication and coordination of plan implementation; ensuring quality standards of implementation reports of ZADEP before submission to the IMTC and advising on necessary adjustments.

### **6.2.8 Zanzibar Planning Commission Secretariat**

The Zanzibar Planning Commission Secretariat will play a major role in providing strategic guidance on overall ZADEF implementation. It represents the technical team overseeing the implementation of ZADEF. It provides direction on how to implement the ZADEF M&E Framework in order to foster evidence-based decision making through the provision of information to IMTC, spearheads second-level analytical work and sorts out issues emanating from ZADEF implementation and advises where changes of policy are needed.

### **6.2.9 Zanzibar Planning Commission M&E Secretariat**

The M&E Secretariat is responsible for enhancing linkages and coordination of monitoring and evaluation activities. It will stimulate the institutionalisation of M&E functions at all levels and provide guidelines to all sectors, districts and non-State actors for the preparation of inclusive and gender responsive M&E plans and reports; build their capacity to implement M&E plans through the provision of training, technical assistance and other support; and strengthen M&E coordination at the national level.

### **6.2.10 Ministries, Departments and Agencies (MDAs)**

The line Ministries through the Departments of Planning, Policy and Research will coordinate and implement the monitoring and evaluation activities of ZADEF. They will be responsible for developing plans and production of periodic performance reports (monthly, quarterly, semi-annually and annually) on their performance indicators. MDAs will continue to collect sectoral information to monitor the outputs and outcomes of national spending. It is advisable to strengthen their offices to collect disaggregated data on indicators to monitor progress.

### **6.2.11 Local Governments Authorities (LGAs)**

The Local Government Authorities will coordinate the implementation, monitoring and evaluation of all initiatives, programmes and projects and of the ZADEF at grass-root level. At this level the monitoring and evaluation system will be coordinated and managed by the District Administrative Office which in turn would report to the ministry responsible for regional administration.

### **6.2.12 Office of the Chief Government Statistician**

The Office of the Chief Government Statistician (OCGS) is mandated to oversee data collection, compilation, processing, analysis, reporting and dissemination of all official statistics of economic and social activities of the Government, non-



Government institutions, the private sector and communities in general. The Office is part of an integrated information collection and monitoring system and will remain the main provider of primary and secondary national statistics. The data will be collected through various means including surveys and routine data. Coordinating and ensuring an effective and functional national statistical system including Statistical Units in MDA is important for capturing disaggregated data on macro-level indicators as well as micro-level impacts.

### **6.2.13 Non-State Actors (NSAs)**

NSAs including civil society, non-governmental organizations, Development Partners and the media will play important roles in the external monitoring of the ZADEP. The information on implementation of ZADEP from NSAs will be carried out in consultation with these stakeholders.

## **6.3 RELATIONSHIP BETWEEN THE ZADEP MONITORING FRAMEWORK AND OTHER PLANS**

Responsible entities including The Monitoring and Evaluation Department and the Budget Department will work closely in the implementation of the medium-term plan. Progress on implementation will be carried out to ensure that MDA and LGA output indicators are in line with the Intervention areas and Priorities sectors targets. Resource allocation also will be directed by the performance of the initiatives and information generated through monitoring and evaluation.

MDA and LGA strategic plans should be revised to align with the aspirations of the Zanzibar Development Vision 2050 and the strategic interventions on ZADEP. Moreover, ZADEP Monitoring Framework will derive detailed Output and Outcome indicators as well as targets that will be used for monitoring and evaluation.

## **6.4 DELIVERABLES OF THE ZADEP MONITORING SYSTEM**

The following deliverables will be produced from the ZADEP M&E system:

- a. Monthly Implementation Reports for Programmes, Projects and other initiatives;
- b. Quarterly Implementation Reports;
- c. ZADEP Annual Implementation Reports;
- d. Sector Review Report;
- e. Mid-term evaluation Report;
- f. Policy Briefs;
- g. Public Expenditure Review Reports;
- h. Final Evaluation Report.

**ANNEX 1: STRATEGIC PROGRAMMES, PROJECTS AND INITIATIVES FOR 2021 - 2026**

S/N	Areas/Programs	Projects/Initiatives	Main Interventions	Estimated cost TZS (000)	Status	Financing Modality
<b>EXPLORING BLUE ECONOMIC POTENTIALS</b>						
1	<b>Expansion of Ports Infrastructure</b>	i) Construction of Multipurpose Port - Mangapwani ii) Construction of five Fishing Ports iii) Expansion of Ports – Pemba	Construction of multipurpose port at Mangapwani (Cargo, fishing, slipway, oil and gas) Construction of fishing ports Rehabilitation of Mkoani and Wete Port	556,000,000 413,000,000 66,500,000	New New New	PPP/DPs PPP/RGoZ RGoZ/Private
2	<b>Strengthening Fisheries</b>	i) Development of Fisheries Infrastructure	Purchase of fishing boats and ships, construction of cold storage, fish meal, anchovy processing plant, aquaculture firm and seaweed value addition	94,545,464	Existing	RGoZ/DPs/PPP
3	<b>Multi-Sectoral Tourism Development Programme</b>	i) Development and renovation of monuments and historical sites ii) Tourism for All	Renovation of monuments and historical sites Development of tourism infrastructure in tourism areas	44,500,000 122,028,312	Existing Existing	RGoZ RGoZ
			<b>SUB TOTAL</b>	<b>1,296,573,776</b>		
<b>ENABLING ENVIRONMENT AND INFRASTRUCTURE DEVELOPMENT</b>						
4	<b>Roads Construction</b>	i) Construction of main roads (200 km)	Construction and upgrading of main roads of 200 km to bituminous standards	831,389,620	Existing	RGoZ/ DPs

		ii) Construction of Feeder Roads (275km)	Construction and upgrading of feeder roads of 275 km to bituminous standards	345,000,000	Existing	RGoZ/DPPs
		iii) Construction of Urban roads (100km)	Construction and upgrading of urban roads of 100 km to bituminous standards and flyover	269,424,000	Existing	RGoZ/DPPs
5	<b>Improvement of Airport</b>	i) Rehabilitation and Extension Airports	Construction of new terminal building, extension of runway and other facilities at Pemba and rehabilitation and extension of Kigunda	567,503,253	New	RGoZ/DPPs/PPP
6	<b>Improvement of Electrification Infrastructure</b>	i) Zanzibar Energy Sector Transformation Project (ZEST)	Construction of power transmission, generation and capacity building	479,826,000	Existing	RGoZ/DPPs
		ii) Production of Renewable Energy in Zanzibar	Production of solar power 10 MW in Unguja and 5 MW in Pemba	293,210,000	New	RGoZ/DPPs/ Private
		iii) Installation of new Submarine Cable in Unguja	Construction of new submarine cable	231,800,000	New	RGoZ/DPPs
7	<b>Zanzibar Water Supply</b>	i) Rehabilitation and Improvement of Water Supply System in Zanzibar	Construction of water source works, water scheme infrastructure and water supply treatment plant	1,337,141,240	Existing	RGoZ/DPPs
			<b>SUB TOTAL</b>	<b>4,355,294,113</b>		

**BOOSTING ECONOMIC DIVERSIFICATION**

8	<b>Trade and Industrial Development Programme</b>	<p>i) Development of Trade and Exhibition Centre</p> <p>ii) Development of Free Economic Zones</p> <p>iii) Project on Entrepreneurship and Business Development Centre (EBDs)</p>	<p>Construction of International Convention and Exhibition Centre at Nyamanzi</p> <p>Construction of appropriate infrastructure such as water, electricity and roads</p>	105,000,000	Existing	PPP
				599,954,561	Existing	RGoZ
				101,500,000	New	RGoZ/ DPs
9	<b>Innovation and Digital Economy Program</b>	i) Development of technology park	Development of ICT Hub, ICT infrastructure, services and connectivity	190,000,000	New	RGoZ/DPs/ Private
			<b>SUB TOTAL</b>	<b>996,454,561</b>		

<b>HUMAN CAPITAL AND SOCIAL DEVELOPMENT</b>						
10	<b>Health Infrastructure Development</b>	i) Development of Binguni Health Complex ii) Improve Health Facilities	Construction of Binguni referral hospital and Training Center  Expand and equip primary, district, regional, referral hospitals infrastructure and provide special training for health workers	102,095,858	New	RGoZ
11	<b>Education Reform Program</b>	i) Education Infrastructure  ii) Strengthening teacher competency, capability and facilities	Completion of 1,500 classrooms, construction of 10 primary, 15 secondary schools, two technical secondary schools and five vocational centers  Expansion of SUZA  Capacity building for teachers, supervisors and review education curriculum	275,000,000	Existing	RGoZ
				134,209,000	Existing	RGoZ/DPs
				136,740,820	New	RGoZ /DPs
				30,000,000	New	RGoZ/DPs
			<b>SUB TOTAL</b>	<b>678,045,678</b>		

**GOVERNANCE AND RESILIENCE**

12	<b>Programme on Strengthening Government Building</b>	i) Construction of Governments Offices in Unguja and Pemba ii) Strengthening Judiciary	Construction of Governments Offices in Unguja and Pemba	354,434,218	Existing	RGoZ			
13	<b>Disaster management</b>	i) Establishment of national disaster management warehouse	Construction of Regional Court Construction of warehouse and installation of security and operational system at Tunguu	55,000,000 31,500,000	New New	RGoZ/DPs RGoZ/ DPs			
		<b>SUB TOTAL</b>		<b>440,934,218</b>					
	<b>GRAND TOTAL</b>			<b>7,767,302,346</b>					

